



ATTACHMENTS

**Ordinary Council meeting
Separate Attachments 1**

Monday, 6 November 2023

Table of Contents

| | | |
|---------------|---|-----|
| 11.4 | Adoption of supporting documentation for the proposed Long-term Plan 2024-34 | |
| Attachment 1 | Statement of Proposal - Draft Revenue and Financing Policy..... | 4 |
| Attachment 2 | Statement of Proposal - Proposed 2425 User Fees and Charges..... | 6 |
| Attachment 3 | Draft 2024-34 LTP Policies Section (Including Revenue and Financing Policy) | 11 |
| Attachment 4 | Draft 2024-34 LTP Groups of Activities..... | 39 |
| Attachment 5 | Draft 2024-34 LTP Performance Measures | 138 |
| Attachment 6 | Draft 2024-34 Significant Forecasting Assumptions for consultation..... | 172 |
| Attachment 7 | Draft 2024-34 LTP Other Supporting Financial Information | 229 |
| Attachment 8 | Draft 2024-34 LTP Financial Strategy..... | 268 |
| Attachment 9 | Draft 2024-34 LTP Infrastructure Strategy for consultation | 297 |
| Attachment 10 | 2024-25 Draft User Fees and Charges | 442 |



Statement of Proposal

Revenue and Financing Policy

Introduction

This proposal summarises the key changes to the Revenue and Financing Policy proposed to come into effect from 1 July 2024.

The Revenue and Financing Policy sets out the funding sources for Council's activities over the next 10 years and the rationale for these choices. The policy documents how Council has complied with section 101 (3) of the Local Government Act 2002 (LGA).

How can I make a submission?

The proposed Revenue and Financing Policy will be open for public submissions from **15 November 2023** until 5:00pm **15 December 2023**.

The full Revenue and Financing Policy and the Funding Needs Analysis that sits behind the policy is available from <https://letstalk.tauranga.govt.nz/longtermplan>. Alternatively, full copies of the proposed Revenue and Financing Policy document and submission forms are available from He Puna Manawa (21 Devonport Road), The Mount Hub (9 Prince Avenue), or in any library.

If you also wish to present your submission in person, Council will hear verbal submissions at a number of hearings from the 12 February 2024. You can indicate if you wish to speak to your submission on the submission form, and you will be contacted to arrange a time to speak.

Proposed policy changes

In general, funding bands have been revised to reflect the additional revenue opportunities from fees and charges and other revenue sources with the long-term plan period.

New industrial rating category

Council considers that some land uses receive more benefit from, or place more demand on, council services and/or may have a differing ability to pay rates. We've identified that Industrial properties receive a greater benefit from, create a greater demand on and cause greater need for council expenditure in many activities, particularly Transportation and Planning.

Council currently has a rating differential charged on commercial rating category properties capital value of 2.1 times the rate charged on residential rating category property. The new 'Industrial' rating category will be defined as land whose primary use is industrial, port, transportation or utility networks. The industrial differential is proposed to be 2.7 initially in the first year of the Long-term Plan and both the commercial and industrial rating categories will

increase over years 2-4 of the long term plan to reach a percentage share of general rates by category of approximately 65% residential, 15% commercial and 20% industrial. The level of differential proposed is in line with levels of rating of industrial properties in comparable metropolitan centres and reflects relative ability to pay as between Commercial and Industrial activities.

Private pool inspections targeted rate

We're proposing to introduce a targeted rate for required private pool inspections under the Building Act 2004. Inspections are required every three years, and a targeted rate spreads the cost burden over that period, ensuring future owners pay their fair share. Replacing the current three yearly fee with a targeted annual rate will reduce administration, allowing resources to be used in other areas of the Building Services activity.

Infrastructure Funding and Financing

With the initiation of Infrastructure Funding and Financing levies (IFF), the Transportation Targeted Rate has been removed as a funding source for transportation operating expenditure, however, the policy retains the potential for Transportation Targeted Rate funding to be used in the future. Similarly, the Community Facilities Targeted Rate has been removed as a funding source, as the draft LTP assumes that the large new investments would be funded by levy under the Infrastructure Funding and Financing legislation. The draft policy retains the potential for a Community Targeted Rate to be used in the future for Spaces & Places, City Centre Development, Libraries, Venues & Events, and Art & Culture, as this is likely to be used should the IFF be unsuccessful.

Te Ture Whenua Māori Act Principles

The draft policy supports two key principles that land is a taonga tuku iho, of special significance to Māori, and as such we should avoid further loss of Māori land. These principles were considered in detail by Council in March 2022 when it adopted the Remission and Postponement of Rates on Māori Freehold Land Policy. The draft policy includes a new section outlining the principles and recognising Council's commitment to understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.

New flood control activity

We're introducing a flood control activity, to ensure continued flood protection services following the intended removal of the three waters activities from councils. The new activity is proposed to be funded by a mix of general and targeted rates. This activity aligns with legislative changes associated with the waters reform.



Statement of Proposal

Proposed 2024/25 Fees and Charges

Introduction

The Council's fees and charges are set under various legislation, including the:

- Local Government Act 2002
- Resource Management Act 1991
- Dog Control Act 1996
- Building Act 2004
- Reserves Act 1977
- Waste Minimisation Act 2008
- Local Government Official Information and Meetings Act 1987
- Food Act 2014
- Food Hygiene Regulations 2015
- Impounding Act 1955
- Health Act 1956
- Sale of Alcohol Act 2012.

Council's user fees and charges are updated each year. Updates reflect changing circumstances, Consumer Price Index (CPI) adjustments, new or removed fee requirements, or benchmarking with other Councils. The proposed fees and charges reflect the outcome of this review process.

This proposal summarises the key changes to user fees and charges proposed for the year beginning 1 July 2024.

All fees are GST inclusive unless otherwise stated.

How can I make a submission?

The proposed 2024/25 Fees and Charges will be open for public submissions from **15 November 2023** until **5:00pm 15 December 2023**.

A full schedule of Council's proposed fees and charges not included in this proposal is available from <https://letstalk.tauranga.govt.nz/longtermplan> under 'Supporting Documents'.

Alternatively, full copies of the proposed fees and charges document and submission forms are available from He Puna Manawa (21 Devonport Road), The Mount Hub (9 Prince Avenue), or in any library.

If you also wish to present your submission in person, Council will hear verbal submissions at a number of hearings from the 12 February 2024. You can indicate if you wish to speak to your submission on the submission form, and you will be contacted to arrange a time to speak.

Adjusting for inflation

In general, the fees and charges have been reviewed and adjusted in line with inflation of 6%. Extensive benchmarking was undertaken for 2024/25 to consider council's fees and charges alongside other metro councils and ensure consistency in the fees charged.

Increasing fees

A strategic review of the costs associated with our activities has been completed. For some activities, this has resulted in some increases above the rate of inflation to cover the operational expenses and increasing levels of service. These activities include:

- Animal Services
- Cemetery Parks and Crematorium
- Historic Village
- Mount Maunganui Beachside Holiday Park

Land Information

The increased property file charges reflect appropriate staff recovery time and overhead costs to fulfil property file requests and documents sourced from property file records for printing. The fees were benchmarked against other larger city councils, showing that the proposed change is in the median range.

Increases to the LIM service reflects the actual staff and management time spent. Urgent requests reflect opportunity cost of changing staff schedules to attend urgent requests.

Libraries

The increase for interloan requests and research reflects the time and resource spent.

Printing and photocopying costs for libraries, customer services, and information requests have been aligned for consistency.

Parking

Some of the lease fees for covered and off street parking have been increased. The intent is for the lease spaces to generally be used for casual and free weekend parking, providing benefit to the city centre. The lease fee reflects the benefit received from exclusive use of the spaces.

Parks and recreation

The fees for events on parks have been aligned to the Use of Council Land fees for commercial ticketed events and market events, due to these activities being of a similar commercial nature.

The car parking fee for mooring holders on The Strand has been increased to align with the price of Parking Building fees.

Planning

Noise control fees have been amended to align with consultant fees and updated to tier 2 hourly rates.

Introducing new fees

Baycourt

A new charge has been introduced for half day venue hire at the Cargo Shed, relative to the full day venue hire and reflecting reasonable costs.

Building services

A new Building Compliance Officer resource has been included and therefore the associated fee for this has been added.

Cemeteries

A new cremator is planned for financial year 2024/25, which will allow the old cremator to be utilised for animal cremation. A new fee for animal cremation has been introduced.

With the arrival of the new cremator, the activity will now be able to offer cremation for oversized caskets, where previously these have been sent to Auckland due to existing capacity constraints. Crematories south of Auckland may consider sending their oversized caskets to this crematorium rather than using the Auckland services.

A new fee for a non-resident, additional to plot, maintenance, and burial charges has been introduced.

Asset Protection Bonds

We're proposing a new fee for a refundable asset protection bond for residential building consents with 3 or more dwelling units. The existing bond is \$1202 per residential property and there is no allowance for multi-units. The multiple unit bond ensures the bond holds the relative risk and cost (up to \$20,000) of potential damage to our infrastructure due to heavier and more frequent vehicle movements, and more tradespeople on site when multiple units are being constructed. Asset protection bonds are deposits only.

Development works

A new fee has been added for registration and deregistration of Resource Consent bonds. It is a legal requirement to register most Resource Consent bonds against a property title, which incurs legal fees. Currently the legal fees are being charged as a disbursement, without allowing for staff time. The new \$750 fee includes the fees required to register/deregister the bond and includes staff time to coordinate and manage this process.

Food premises

We have introduced some new fees to follow up site visits, and new fee for unregistered food business warnings and enforcement, in line with the other hourly charges to reflect the time taken.

Land Information

A new fee for cancellations of property files and LIMs has been introduced to reflect the administration and staff time spent on cancelled services before or part way through their requests.

Marine Facilities

A daily parking fee has been proposed for users of Sulphur Point, Pilot Bay, and Whareora boat ramps. These new fees are for the direct users and people who benefit from these facilities to contribute to the costs of operating boat ramps rather than this activity being entirely funded by rates.

An annual fee (for Tauranga residents only) has also been proposed so that local residents can pay a set fee for unlimited use of these main boat ramps.

Parks and Recreation

We have introduced a new fee for using our sports fields, including those with artificial turf, as we aim to partly recover the ongoing expenses of maintaining these quality facilities and spaces. It's important to note that this new fee structure pertains solely to senior and adult teams and clubs, exempting youth and junior teams. This will also create better consistency for fees across our recreational facilities.

The fee increase will be implemented gradually, and over the next three years, will include charges for the exclusive use of sport fields, cricket wickets and artificial turf.

In the first year, only training (not games) will be charged at \$225+GST per hour, per field/wicket, per season - for adult/senior participants only. In the second and third years (2025/26-2026/27), this fee will increase to include both training and games. This rate will be charged at \$225+GST per hour or match, per wicket/field, per season. The funds collected through these fees will be directed toward covering the operational expenses of the sports fields, reducing the reliance from rates.

A new fee has been introduced for weddings and corporate bookings at McLaren Falls to assist with costs associated with the maintenance of the area.

Planning

A new fee has been added for issuing an abatement notice. This fee will provide for recovery of time spent (2.5 hours) preparing, peer review and issuing an abatement notice (in relation to consented sites only). Investigation of non-compliance, and follow-up monitoring are still recovered at hourly rate.

Pre-application advice guidance notes have been amended to reflect that previously, time has been recorded and only on-charged if/when an application is lodged; this change will provide for transparency of time spent providing pre-application advice, better reflecting the resource investment

Sustainability and waste

A new fee has been included for a repeated service attempt and reflects actual costs.

New fee for a licence to operate a waste facility is included, at the same rate as the collectors.

Trade waste

New fees to reflect the resource invested and to bring charges in line with best practices around other local authorities.

The new 1 year license fees provide better trade waste outcome and fairer revenue. This will however require a bylaw change, and it will be phased in to correspond with the current 3 yearly license renewal terms.

Use of council land

Fee structures for use of council land have been reviewed and changes have been made to align with the Use of Council Land Policy, which was adopted by council in December 2022.

The new 'Lease or Licence Administration Fee - Commercial' and new 'Lease or Licence Administration Fee - Community' fees are proposed to be charged for each new lease, renewal or assignment. The new fees are based on either a market or a reserve valuation, with a 50% discount of the reserve valuation rate provided to community groups.

Removing or reducing fees

The earthworks monitoring fee has been reduced to align with the Senior Monitoring Officer hourly rate.

DVD loans and overdue charges in our libraries have been removed.

GIS product printing has been removed as the service is no longer being offered.

The fee for the first privately owned swimming pool inspection has been removed as this is now covered by a targeted rate. A fee remains in the schedule for second inspections (if required).

The Historic Village Balcony Room Annex has been removed as it is no longer available, and the Durham Barracks and Colonial Greers Cottage has been added as a new venue for hire.

Other changes

The published landing fees aircraft above 5000kg for 2023/24 are \$4.84 and \$2.46.

Following the adoption of the fees and charges schedule, the new rate of \$8.66 and \$1.69 was agreed with Air New Zealand. Therefore the amount shown under 2023/24 is the agreed amount. These landing charges (above 5,000 kg) only apply to Air New Zealand.

For food premises we've split the 'amendment to registration' fee into significant and minor matters and set the fees appropriately to reflect time spent.

Temporary relief of fixed water charges that were applied in 2023/24 have come to an end in 2024/25 and are reinstated.

Historic Village fees have been simplified so they're easier to use and more transparent for users. The different types of event rates have been removed to provide one hirer rate. The proposed rates for 2024/25 match the current actual function rate, however due to a change in fee structure, it now includes the staff cost, which was previously charged in addition to the per hour/day rate.

The Mount Maunganui Beachside Holiday Park fee for site holders has been simplified into a single fee.

Policies

Revenue and Financing Policy

1. PURPOSE

The Revenue and Financing Policy sets out the funding sources for Council's activities over the next 10 years and the rationale for these choices.

The policy documents how Council has complied with section 101 (3) of the Local Government Act 2002 (LGA). The comprehensive section 101(3) analysis that sits behind this policy is documented separately in the Funding Needs Analysis.

2. PRINCIPLES

The following key principles guide the determination of funding sources.

Accessibility – that Council facilities and services should be accessible to as many people as possible.

Affordability – both that Council facilities and services should, wherever possible, be affordable to users and that rates should, to the extent possible, be affordable to ratepayers.

Benefit – that those who benefit from a Council facility or service should contribute to the costs of that facility or service, during the period in which the benefits are expected to occur.

Exacerbators – that those who contribute to the need for a Council facility or service should contribute to the costs of that facility or service.

Practicalities – the funding of operating and capital expenditure should take account of the practicalities and efficiencies of the available funding methods.

Council must apply judgment in assessing many options to determine the appropriateness in its development of budgets or acquisition of assets and the choice of funding sources to implement these.

The key principles of fees and charges are:

- User pays
- Fair and equitable
- Consistent across council
- Reflects capital investment
- Simple to administer and understand
- Captures non ratepayer users of TCC amenities
- Enables demand management
- Reflects "value" of assets and environment

3. Operating expenditure

Operating expenditure (Opex): is the money spent on the ongoing day to day activities and services of the Council. This includes contributions to the wear and tear on assets used (depreciation), interest charges on borrowing for capital projects and

corporate overheads. Operating expenditure will be funded each year in accordance with the adopted Annual Plan and Budget.

With regard to OPEX, the following information should be considered:

Balanced budget – In accordance with section 100 of the LGA, Council will set each year's projected operating revenues at a sufficient level to meet the year's projected OPEX, except in limited situations where Council considers it prudent not to do so.

Loans Funding OPEX – Council may resolve to use loans to fund OPEX where the expenditure provides benefits, including outside the year of operation, such as community grants for assets. Council may also use loans if unexpected events (e.g. pandemic, natural disaster) create the need for loan funding some OPEX due to changes in expected revenue and or expenditure.

At financial year-end, any surplus will be used for debt retirement or Council may choose to contribute to risk reserves or other use if resolved by Council. A deficit will be funded through loans.

4. Funding sources for operating expenditure

Tauranga City Council may use all of the following sources to fund operation costs, the most common are explained below:

- a. User charges
- b. Grants, sponsorship, subsidies, and other income
- c. Proceeds from asset sales
- d. Lump sum contributions
- e. Investment income
- f. Financial contributions
- g. Reserve funds
- h. Borrowing
- i. Rates
 - General rates
 - Targeted rates

The most common funding sources we will use for operating costs are

- j. User fees and charges;
- k. General rates;
- l. Targeted rates;
- m. Grants, sponsorship, subsidies, interest revenue, borrowing; and
- n. Overhead allocation
- o. Loans.

Targeted rates

Targeted rates are explained below under section 7.

Grants, subsidies, interest revenue, borrowing & other

Grants, sponsorship and other subsidies will be used where they are available. Some of this funding is regular and predictable and therefore can be budgeted. Other funding in this category will be unexpected and cannot be predicted. Subsidies, grants and sponsorship and other income options will be explored prior to rates being used. In activities where there is a surplus, we may earn interest revenue on that surplus.

Interest on depreciation reserves and interest on sinking reserves will not be used to fund operating expenditure.

Fees & Charges

Where Council considers there is a clearly identified relationship between users and the services provided, particularly with an immediate benefit, it will implement fees and charges for that activity. Charging user fees reflects the private benefit of an activity, and the use of fees and charges may be balanced with other funding sources which recognise a public benefit. We set our fees and charges annually to reflect increases in costs or changes to charging structures.

General Rates

General rates are explained below under section 7.

Overhead Allocation

Overheads are recovered from the organisation through internal charges (overhead expenditure charged by allocation to other activities). For example, Support Services and Community, People and Relationships activities are primarily funded through the other activities. The majority of this expenditure (85-90%) is funded by rates.

Borrowing – Accounting requirements restrict the point at which elements of investment in assets can be recognised as capital spend. These include planning, consultation and communication and early stages of design. There are also restrictions on when digital expenditure to develop or integrate software can be recognised as an intangible asset. In these cases council will loan fund this expenditure and retire associated debt over the likely life of the benefit of that asset in the same way as it would capitalise expenditure on an asset and then depreciate that asset.

Table 1 shows how Council will fund its operating expenditure by activity. This has been determined by assessing the activities against the requirements of section 101(3) of the LGA.

Key

The key below explains the extent of each funding source used. Grants, subsidies and sponsorship have the potential to be used across all activities if available. These ranges are expressed as a percentage of the cost of the activity.

Council budgets will normally be set within these indicative ranges. As these ranges are expressed as a percentage of the cost of the activity, they may change over time because of changes in expenditure rather than changes in revenue. If budgets were marginally (less than 10%) outside these ranges, it is unlikely that Council will consider that matter to have a high degree of significance and therefore warrant a consultation to change the Revenue and Financing Policy.

Table 1: Summary of Operating Expenditure Funding Sources by Activity*

| Name | % Range | Key |
|----------------------|---------|-----|
| Unlikely | 0% | ✖ |
| Low | 0-30% | ✓ |
| Medium | 30-70% | ✓ |
| High | 70-100% | ✓ |
| Potential to be used | | ✓ |

| Activity Group | Activity | User fees and charges | General rates | Targeted rates | Grants, subsidies, interest revenue, & borrowing | Overheads |
|-------------------------------------|--|-----------------------|---------------|----------------|--|-----------|
| City and Infrastructure Planning | City and Infrastructure Planning | ✓ | ✓ | ✗ | ✗ | ✗ |
| Community, People and Relationships | Includes: Democracy Services, Customer Service, Community Relations, and Te Pou Takawaenga | ✓ | ✓ | ✓ | ✓ | ✓ |
| Community Services | Arts and Culture | ✓ | ✓ | ✗ | ✓ | ✗ |
| | Venues and Events | ✓ | ✓ | ✓ | ✓ | ✗ |
| | City Centre Development | ✗ | ✓ | ✓ | ✓ | ✗ |
| | Community Development | ✗ | ✓ | ✗ | ✓ | ✗ |
| | Libraries | ✓ | ✓ | ✓ | ✓ | ✗ |
| Economic Development | Airport | ✓ | ✗ | ✗ | ✓ | ✗ |
| | Economic Development | ✗ | ✗ | ✓ | ✓ | ✗ |
| Emergency Management | Emergency Management | ✗ | ✓ | ✓ | ✓ | ✗ |
| Marine Precinct ¹ | Marine Precinct | ✓ | ✗ | ✗ | ✓ | ✗ |
| Regulatory and Compliance | Animal services | ✓ | ✓ | ✗ | ✓ | ✗ |
| | Building services | ✓ | ✓ | ✓ | ✓ | ✗ |
| | Environmental Planning | ✓ | ✓ | ✗ | ✓ | ✗ |
| | Environmental Health and Licensing | ✓ | ✓ | ✗ | ✓ | ✗ |
| | Regulation Monitoring | ✓ | ✓ | ✗ | ✓ | ✗ |
| Spaces and Places | Cemeteries | ✓ | ✗ | ✗ | ✓ | ✗ |
| | Beachside Holiday Park | ✓ | ✗ | ✗ | ✓ | ✗ |
| | Marine Facilities | ✓ | ✓ | ✗ | ✓ | ✗ |
| | Spaces and Places | ✓ | ✓ | ✓ | ✓ | ✗ |
| Stormwater | Stormwater | ✓ | ✓ | ✓ | ✓ | ✗ |
| Flood Protection | Flood protection | ✗ | ✓ | ✓ | ✗ | ✗ |

¹ It is Council's intention to dispose of the Marine Precinct prior to 1 July 2024, and therefore disestablish this activity. In the event of a delay, the intended funding of the activity is as shown in this policy.

| Activity Group | Activity | User fees and charges | General rates | Targeted rates | Grants, subsidies, interest revenue, & borrowing | Overheads |
|--------------------------|--|-----------------------|---------------|----------------|--|-----------|
| Support Services ** | Includes: Asset Services, Capital Programme Assurance Division, Digital Services, Finance, Legal, Risk and Procurement, Human Resources, Property Management, Strategy and Corporate Planning, Strategic Investment & Commercial Facilitation | ✓ | ✓ | ✓ | ✗ | ✓ |
| Sustainability and Waste | Sustainability and Waste | ✓ | ✓ | ✓ | ✓ | ✗ |
| Transportation | Transportation | ✓ | ✓ | ✓ | ✓ | ✗ |
| Wastewater | Wastewater | ✓ | ✗ | ✓ | ✓ | ✗ |
| Water Supply | Water Supply | ✓ | ✗ | ✓ | ✓ | ✗ |

* If budgets were marginally (less than 10%) outside these ranges it is unlikely that Council will consider that matter to have a high degree of significance and therefore warrant a consultation to change the Revenue and Financing Policy.

** Support Services and Community, People and Relationships activities are primarily recovered through the other activities listed above

5. Capital expenditure

Capital expenditure (CAPEX): is the money spent on creating or maintaining property, plant and equipment (for example bridges, libraries and swimming pools). Council has 3 types of capital expenditure.

- **Level of service:** capital expenditure that is not growth related – shifts level of service
- **Growth:** growth related capital expenditure required to provide additional capacity
- **Renewals:** capital expenditure that increases the life of an existing asset with no increase in service level

Table Two below sets out how the 3 types of capital expenditure will be funded.

Council does not fund its capital costs on an activity-by-activity basis.

Due to borrowing covenants constraints, rates and user fee funded debt retirement may be required to enable further capital expenditure.

A capital project is expected to contribute to community outcomes in the same way as the activity in which it is funded unless Council resolves otherwise.

Capital expenditure benefits the same groups as the operating expenditure for each activity.

Table 2: Funding Sources for Capital Expenditure

| New capital expenditure (not growth related) | Renewals expenditure | Growth-related capital expenditure |
|--|--|--|
| Preference 1 | | |
| <ul style="list-style-type: none"> Other external sources, including government or other grants, for example Waka Kotahi grants, TECT grants, national or regional/subregional funding. | <ul style="list-style-type: none"> Other sources, where available for example Waka Kotahi grants. | <ul style="list-style-type: none"> Other sources, where available for example Waka Kotahi grants, national or regional/ sub regional funding. |
| Preference 2 | | |
| <ul style="list-style-type: none"> Reserves Asset sales Infrastructure Funding and Financing (IFF) | <ul style="list-style-type: none"> Deprecation Reserves Asset sales | <ul style="list-style-type: none"> Development/Financial Contributions Asset sales Infrastructure Funding and Financing (IFF) |
| Preference 3 | | |
| <ul style="list-style-type: none"> Loans funded through general or targeted rates, user fees, activity surpluses Asset realisation reserve. | <ul style="list-style-type: none"> Loans Asset realisation reserve | <ul style="list-style-type: none"> Loans Depreciation Reserves where there is a renewal portion of capital projects. Targeted rates or general rates, user fees, or activity surpluses may also be considered for the portion of capital that offers wider benefit or where there has been an under collection in Development Contributions. Asset realisation reserve |

Depreciation

Depreciation is the accumulated funds retained by each activity from the depreciation on all Council's fixed assets (excluding land). Within each of Council's activities, revenue is raised to fund the depreciation expense, and the money is transferred to a depreciation reserve for that activity. Renewals are funded through this reserve and activity debt is regularly retired based on a set % of the activity debt.

Development and financial Contributions

Development contributions fund growth related capital expenditure over the planning period for an urban growth area, or the capacity life of the project (e.g. the number of years until a pipe reaches capacity and a new pipe has to be built) or the period over which benefits are expected to be provided by the assets resulting from the capital expenditure (limited to a reasonable period in the case of perpetual assets such as land).

Situations in which Council will require a Financial Contribution are set out within Council's operative Development Contributions Policy and are payable in accordance with the relevant provisions of Chapter 11 of the Tauranga City Plan.

6. OVERALL FUNDING CONSIDERATIONS

Council is required by section 101(3)(b) of the LGA to consider the overall impact of the allocation of liability for revenue needs on current and future social, economic,

and cultural well-being of the community. It allows Council, as a final measure, to modify the overall mix of funding that would otherwise apply after the 101(3)(a) analysis.

Council has continued the fair and equitable funding review of all funding sources, including rates, initiated in the previous Long-Term Plan, including the review of the allocation of rates over all rating categories.

In addition to the section 101(3)(a) considerations, particularly where it has been identified that Industrial properties have greater benefit from, create a greater demand on and cause greater need for council expenditure in many activities, particularly Transportation and Planning, which supported the introduction of a differential for industrial properties at a level greater than for Commercial properties, the Council considering the following section 101(3)(b) matters. An overall impact of rates liability on the industrial sector greater than for the Commercial sector reflects the sector's greater impact on overall amenity values in the City. The level of differential proposed is in line with levels of rating of industrial properties in comparable metropolitan centres and reflects relative ability to pay as between Commercial and Industrial activities.

7. Rates

When determining a rate Council in the exercise of section 101(3)(a) and (b) of the LGA will seek to reflect the following:

- **Fairness and equity**; in that those who benefit or contribute to costs contribute to the funding of the activity and due consideration is given to the ability to pay.
- **Transparency** in that rating is clear and readily understandable.
- **Simplicity and cost-effectiveness**; in administration and implementation

Valuation Basis

Council will set the general rate on the basis of capital value. Council considers that capital value better reflects the level of benefit a property is likely to receive from services rather than land or annual value. Council is setting the general rate differentially (see 'Rates Differentials').

Uniform Annual General Charge

Council will set and assess a Uniform Annual General Charge for each separately used or inhabited part of a rating unit. Every rating unit will make a minimum contribution to council's costs. Council sets the Uniform Annual General Charge, and other rates set on a uniform basis, excluding wastewater, at around 10% of the total rates requirement to assist with affordability for lower value properties.

Rates Differentials

Differential rating means that some ratepayers will have a higher general rate in the dollar than other ratepayers. This is to balance the overall impact of rates allocation for revenue needs on the whole community. Council considers that some land uses receive more benefit from, or place more demand on, council services and/or may have a differing ability to pay rates. The differentials will be determined based on location or land use on the activities that are permitted, controlled or discretionary for the area in which the land is situated. Council currently has a rating differential charged on commercial rating category properties capital value of 2.1 times the rate charged on residential rating category property.

On the above basis, and after considering the overall impact on the community, council is proposing to introduce a new rating category for industrial properties. Evidence regarding roading costs from commercial and industrial uses and from

heavy vehicles in particular, along with consideration of other well-being impacts including congestion and safety, provides justification for a higher differential for the proposed industrial category. The new rating category will be defined as land whose primary use is industrial, port, transportation or utility networks. Utility networks such as power and telecoms use the road corridor for their services and regularly disrupt transportation when maintaining their networks. The differential is proposed to be 2.7 initially in the first year of the Long-term Plan and both the commercial and industrial rating categories will increase over years 2-4 of the long term plan to reach a percentage share of general rates by category of approximately 65% residential, 15% commercial and 20% industrial.

Targeted Rates

Council will use targeted rates to appropriately charge those who directly benefit from or use the service, where this can be determined, or when it wants to ring fence funding collected. Targeted rates are chosen where the services provided are specific to a particular community or area and it is not considered fair to charge all ratepayers.

Targeted rates may also be used where council wishes to incentivise development in areas where infrastructure investments have been made and/or provide more certainty over the timing of payments for those investments. Targeted rates may also apply universally to fund a specific group of activities projects or outcomes where a greater degree of transparency, accountability, and/or and ring fencing of funding is desired.

Council is proposing to introduce a new targeted rate for pool owners to replace the current pool safety inspection fee and spread the cost over three years on pool owners' rates invoices.

The existing Stormwater targeted rate will be renamed Flood protection as this conforms with the Government requirements relating to three waters reform which leave only flood control responsibility with councils.

Due to borrowing covenant constraints, targeted rates may also be used to fund debt retirement to enable further capital expenditure, or for the portion of capital that offers wider benefit or where there has been an under collection in development contributions.

8. Te Ture Whenua Māori Principles

This Policy supports the principles set out in the Preamble to Te Ture Whenua Māori Act 1993. These principles include recognition that land is a taonga tuku iho of special significance to Māori, and for facilitation of the occupation, development, and utilisation of that land for the benefit of its owners, their whānau, and their hapū.

Council considers that this policy supports those principles, particularly when viewed in conjunction with Council's Policy on Remission and Postponement of Rates for Māori Freehold Land, Council's Development Contributions Policy, and Papakāinga Housing Grant Policy. The Council operates within Te Ahunga Ao Māori (Te Ao Māori approach) – a commitment to understand and apply key Māori concepts to enhance

outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.

9. Relevant Delegations

The implementation of this Policy is delegated to the Chief Executive and/or his/her sub-delegate.

10. References and Relevant Legislation

The Funding Needs Analysis for the Revenue and Financing Policy 2024-2034, provides the background and analysis to explain the funding decisions made by Council.

The following legislation directs this policy:

- Local Government Act 2002: Section 101, 102, 103.
- Te Ture Whenua Māori Act 1993

This policy is also supported by the following policies:

- Funding Depreciation and Use of Depreciation Reserves
- Development Contributions
- City Investment Partnerships
- Strategic Property
- Rates Remission
- Rates Postponement
- Rates Remission and Postponement on Māori Freehold Land
- Grants for Development Contributions on Papakāinga Housing Policy

Rates Postponement Policy

1. PURPOSE

- 1.1 To provide rating relief to ratepayers experiencing financial hardship.
- 1.2 To provide rating relief to ratepayers whose land has increased in value due to the potential residential, commercial, or other non-rural use.

2. SCOPE

- 2.1 This policy applies to the postponement of rates on general land in Tauranga.

3. DEFINITIONS

| Term | Definition |
|--------------------|--|
| Capital value | means the sum that the owner's estate or interest in the land, if unencumbered by any mortgage or other charge, might be expected to realise at the time of valuation if offered for sale on such reasonable terms and conditions as a bona fide seller might be expected to require (Rating Valuations Act 1998). |
| Farmland | means land which is used principally or exclusively for agricultural, horticultural, or pastoral purposes, or for the keeping of bees or poultry or other livestock. |
| Ratepayer | means the person or persons identified in the rating information database as the person who is liable for rates – generally that person is the owner of the rating unit. |
| Rates postponement | means the payment of rates is not remitted but delayed until a certain time, or until certain events occur. |
| Rating unit | is defined in the Rating Valuations Act 1998. It is the block of land which attracts the liability for rates. The main criterion is the existence of a separate record of title. |

4. PRINCIPLES

- 4.1 The overarching principles identified in the Revenue and Financing Policy apply.
- 4.2 Providing for rates postponement acknowledges that while the collection of rates from all sectors of the community should be fair and equitable, there may be situations where it is appropriate to provide rates relief.
- 4.2 Council recognises that there may be situations where ratepayers may be experiencing financial hardship
- 4.3 Council recognises that rezoning properties from a rural to an urban use may increase the capital value of those properties although the ratepayer may wish to use the property its current purpose.

5. POLICY STATEMENT

5.1 General

- 5.1.1 Postponements will be considered under this policy on receipt of a postponement application.
- 5.1.2 When considering any postponement, council staff will take into account the circumstances at the time payment was due.
- 5.1.3 Postponed rates will be registered as a statutory land charge on the rating unit title.
- 5.1.4 A postponement fee will be added to the postponed rates reflecting the administrative and financial costs of postponement.
- 5.1.5 When an application to postpone rates has been approved, a formal postponement agreement will be entered into by both the ratepayer and council and will:
 - state the amount of postponement; and
 - state that a postponement fee will be charged; and
 - state the timeframe or conditions upon which the postponed rates will become due and payable; and
 - acknowledge that the postponed rates will be registered as a charge against the land.
 - be signed by both parties.

5.2 Financial Hardship

- 5.2.1 Ratepayers with at least 25% equity in their property who are unable to access financial assistance from private sector financial institutions and have sought assistance from council to apply for the Government rates rebate may be able to postpone part of their rates.
- 5.2.2 Ratepayers applying for a rates postponement on the grounds of extreme financial hardship must provide evidence of their financial circumstance.
- 5.2.3 Applications for postponement of rates due to financial hardship may only be for the property the ratepayer is currently residing in.
- 5.2.3 Any postponed rates will be postponed until the:
 - death of the ratepayer(s); or
 - the ratepayer(s) ceases to be the owner or occupier of the rating unit; or
 - the ratepayer(s) ceases to use the property as their primary residence; or
 - the date specified by council in the postponement agreement.
- 5.2.4 The postponed rates or any part thereof may be paid at any time. The ratepayer may elect to postpone the payment of a sum lesser than that which the ratepayer would be entitled to have postponed under this policy.

5.3 Postponement on farmland and other rezoned land

- 5.3.1 Council will postpone rates on farmland where the value of the rating unit is influenced by the potential residential, commercial or other non-rural use.
- 5.3.2 Council may, upon application, postpone rates on rating units that have come into the district through a boundary adjustment and are subsequently subject to a zoning change where the value of the rating unit is influenced by the potential residential, commercial, or other non-rural use.

- 5.3.3 If the rating unit is subdivided, changes use, or is sold, all rates postponed and unpaid for six years or less will become payable upon the sale, or on the issue of a resource or building consent that is not principally for agriculture, horticulture or pastoral purposes, or the issue of a separate Certificate of Title for the sub-divided land, whichever comes first.
- 5.3.4 The level of postponement granted will be based on the difference between the rateable value of the rateable unit and the valuation of a comparable rating unit elsewhere in the district or surrounding district, as determined by council's valuation service provider. Council's valuation service provider's decision is final.

6. RELEVANT DELEGATIONS

- 6.1 The following officers, and all officers in a direct line of authority above them, including the General Manager of their division, are delegated the authority to make decisions as to whether and how this policy applies (and therefore rates are postponed), including the exercise of any Council discretion provided for in the policy, and to sign on behalf of Council the postponement agreements.

Team Leader: Revenue Services

Any officer who performs or exercises the same or substantially similar role or function as to the officer above, whatever the name or their position.

7. REFERENCES AND RELEVANT LEGISLATION

Local Government (Rating) Act 2002
Local Government Act 2002
Rating Valuations Act 1998
Te Ture Whenua Māori Act 1993

8. ASSOCIATED POLICIES/PROCEDURES

Rates Remission Policy
Remission and Postponement of Rates on Māori Freehold Land
Revenue and Financing Policy

Remission and Postponement of Rates on Māori Freehold Land Policy

1. PURPOSE

- 1.1 To ensure that Council's approach to the rating of Māori freehold land recognises that land is a taonga tuku iho of special significance to Māori, avoids further alienation of land, and enables the land to be developed for the benefit of the owners their whanau and hapū.

2. SCOPE

- 2.1 The policy applies to the rating of Māori freehold land, or any land returned to collective iwi or hapū ownership through treaty settlement or a right of first refusal scheme, or land that has been temporarily transferred to general title, in Tauranga.
- 2.2 Land that is leased commercially is excluded from the scope of this policy.

- 2.3 Land returned for commercial redress will not generally be eligible for remission under this policy. Such land may be eligible for rates postponement as per clause 6.7.1 below.

3. BACKGROUND

- 3.1 Māori freehold land is determined by the Māori Land Court and is held by individuals who have shares together as tenants in common. In a modern context, it has two main characteristics which make it a unique land tenure: economic value and cultural value. Development of the land relies heavily on support from a sufficient number of owners. Māori freehold land is sometimes referred to as “multiply-owned Māori land”.
- 3.2 Māori freehold land and general title land are very different in tenure and purpose. While you can develop both types of land, there are significantly more barriers to achieving development on Māori freehold land as well as legislation that specifically controls and directs how Māori freehold land can be used and sold. As the rules for valuing Māori freehold and general land are the same, rates valuations may not account for the challenges in developing Māori freehold land nor non-western understandings of land value.
- 3.3 Councils can recognise the challenges to developing Māori freehold land through policies that provide for partial or full remission of rates. Developing Māori freehold land for the economic and cultural benefit of the owners will benefit the whole community. New housing and associated papakāinga will further Māori cultural identity and connection to Tauranga Moana. It will also reduce the overall shortfall of healthy housing for everyone in our community. Creating commercial business ventures on Māori freehold land will create new jobs within our rohe and benefit our city and the wider region's economy.

4. DEFINITIONS

| Term | Definition |
|---------------------|--|
| Capital value | Is the sum that the owner's estate or interest in the land, if unencumbered by any mortgage or other charge, might be expected to realise at the time of valuation if offered for sale on such reasonable terms and conditions as a bona fide seller might be expected to require (Rating Valuations Act 1998) |
| Development | For the purposes of this policy, refers the establishment of activity on otherwise unused land and could include housing, papakāinga, or commercial activity or where urban development infrastructure has been constructed to enable future development |
| Māori freehold land | is land which has beneficial ownership that has been determined by a Freehold Order issued by the Māori Land Court |
| Medicinal plants | For the purposes of this policy, refers to rongoā Māori (traditional Māori medicines) |
| Occupied land | is land used as a place of residence or occupied for a period of time exceeding six months in a calendar year. |
| Papakāinga | Housing and related amenities located on Māori land for the benefit of its shareholders and/or beneficial owners. |

| | |
|------------------|--|
| | <p>Related amenities include shared facilities that might otherwise be located within individual dwellings, such as shared ablution areas or shared kitchen facilities.</p> <p>Related amenities do not include other papakāinga activities such as kohanga reo, kura kaupapa, health clinic, horticulture or agriculture, sports and/or recreational areas, urupa and heritage sites.</p> |
| Ratepayer | means the person or persons identified in the rating information database as the person who is liable for rates – generally that person is the owner of the rating unit. |
| Rating unit | is defined in the Rating Valuations Act 1998. It is the block of land which attracts the liability for rates. The main criteria is the existence of a separate certificate of title. |
| Remission | is when the requirement to pay the rate for a particular financial year is (either partially or fully) forgiven. |
| Residential | means the use of land and buildings for domestic or related purposes. |
| Services charges | are a targeted rate specifically relating to the provision of kerbside waste collection, water, and waste water services to a rating unit. |
| Unused land | Refers to a rating unit where there is no person actually using any part of the rating unit; or the entire rating unit is used in a similar manner to a reserve or conservation area and no part of the rating unit is leased by any person or used as residential accommodation; or used for any activity (whether commercial or agricultural) other than for personal visits to the land or personal collections of kai or cultural or medicinal material from the land. |
| Wāhi tapu | means the place is sacred to Māori in the traditional, spiritual, religious, historical, or mythological sense. Those places defined as 'wāhi tapu' vary from hapū to hapū. |

5. PRINCIPLES

- 5.1 The collection of rates from all sectors of the community should be fair and equitable whilst acknowledging that Māori freehold land has particular conditions, features, ownership structures or other circumstances that make it appropriate to provide relief from rates. Providing for the fair and equitable collection of rates on Māori freehold land also supports the principles of Te Tiriti o Waitangi.
- 5.2 The rating of Māori freehold land will reflect its actual use.
- 5.3 The remission or postponement of rates on Māori freehold land, land returned to iwi or hapū ownership through treaty settlement or a right of first refusal scheme, or land that has been temporarily transferred to general title enables the development and use of the land for economic or other purposes that benefit the owners, their whanau, iwi and hapū.
- 5.4 Providing for the remission of rates on Māori freehold land, land returned to iwi or hapū ownership through treaty settlement or a right of first refusal scheme, or land that has been temporarily transferred to general title may benefit Tauranga through the provision of housing or employment opportunities.

- 5.5 Providing for the remission or postponement of rates recognises and takes account of the presence of wāhi tapu or natural character that may affect the use of land for other purposes.
- 5.6 The overarching principles identified in the Revenue and Financing Policy apply to all land included in the scope of this policy.

6. POLICY STATEMENT

6.1 Rates remission on land subject to development

- 6.1.1 Council may enter into a remission of rates arrangement with the trustees, owners, or occupiers of land included in the scope of this policy where the trustees or owners have expressed intention to develop the land and where council is satisfied such an arrangement provides for one or more of the benefits listed in section 114A of the Local Government (Rating Act) 2002. (Applications may demonstrate more than one benefit).
- 6.1.2 Remissions will be considered on receipt of a remission application, to ensure an opportunity for specific properties to be considered on a case-by-case basis exists.
- 6.1.3 Applications for remission must be in respect of land included in the scope of this policy, and where the ratepayer is the owner of the land.
- 6.1.4 In general, services charges will not be remitted.

6.2 Level of remission on land subject to development

- 6.2.1 Council will remit 100% of all rates, except service charges, of the defined and agreed development, or defined and agreed stage of development, where the development is located on land within the scope of this policy.
- 6.2.2 Rates will be remitted until such time as the development is complete, or the development is generating income, or persons are residing in houses built upon the land. Flexibility is retained to negotiate a lengthier period of time where desirable.
- 6.2.3 Council may request additional documentation where necessary to determine the start and finish dates of a proposed development or the staging of a development.
- 6.2.4 Developments that are staged can apply for remission for each separate stage of the development.

6.3 Rates remission on unused land

- 6.3.1 Wholly unused Māori freehold land is non-rateable under the Local Government (Rating) Act 2002. Council may also remit services charges on wholly unused land.
- 6.3.2 Land returned through treaty settlement or right of first refusal, or land that has been temporarily transferred to general title, may receive 100% remission of rates where that land is similarly unused and has no immediate possibility of development.

6.4 Rates remission for limited productive use

- 6.4.1 Council staff may negotiate remission of up to 100% of rates, except services charges, on Māori freehold land that:
- is not being used for any productive purpose, or may be too small to be commercially productive; or

- does not generate any significant economic or financial benefit but may provide kai or medicinal plants for personal or community use.

6.5 Remission to adjust Māori freehold land values

- 6.5.1 In general, land is valued for rating purposes on its capital value. Recognising that the capital value or highest and best use may not reflect the value or significance of land to Māori or be able to be achieved within Māori ownership, council may remit the portion of rates attributed to the subdivision potential.

6.6 Remission for land used for non-commercial purposes for the benefit of Māori

- 6.6.1 Upon application, 100% remission of all rates except service charges may be made available where land provides for a non-commercial activity that benefits Māori (including community facilities, marae, and associated infrastructure) or supports the functioning of a papakāinga.

6.7 Postponement of rates

- 6.7.1 Rates may be postponed on land returned as commercial redress where a portion of the land will be retained and developed by an iwi or hapū-owned entity for housing whānau. Rates will be postponed until such time as the development is complete or there are persons residing in the houses at which time all postponed rates will be waived. The postponed rates will only become payable when any portion of the land retained for housing is used for a non-housing, including commercial, purpose or sold on the open market.
- 6.7.2 Provision is retained for postponement of rates on Māori freehold land. Postponement of rates will be considered on receipt of an application and where rates on the land is not already remitted and where it is agreed that postponement of rates is necessary to support ongoing economic development of the land.
- 6.7.3 Where an application is received, consideration must be given to the purpose of this policy.
- 6.7.4 When an application to postpone rates has been approved, a formal postponement agreement will be entered into by both the ratepayer and Council and will:
- state the amount of postponement; and
 - state the timeframe or conditions upon which the postponed rates will become due and payable; and
 - acknowledge that the postponed rates will be registered as a charge against the land; and
 - be signed by both parties.
- 6.7.5 The postponed rates or any part thereof may be paid at any time. The ratepayer may elect to postpone the payment of a sum lesser than that which the ratepayer would be entitled to have postponed under this policy.

7. RELEVANT DELEGATIONS

- 7.1 The following officer, and all of the officers in a direct line of authority above them, including the General Manager of their division, are delegated the authority to make decisions as to whether and how this policy applies (and therefore rates are postponed or remitted), including the exercise of any Council discretion provided for in the policy, and to sign on behalf of Council the postponement agreements.

Manager: Transaction Services

Revenue Collections and Māori Land Specialist

Any officer who performs or exercises the same or substantially similar role or function as to the officers above, whatever the name or their position.

8. REFERENCES AND RELEVANT LEGISLATION

- 8.1 Local Government (Rating) Act 2002
Local Government Act 2002
Rating Valuations Act 1998
Te Ture Whenua Māori Act 1993

9. ASSOCIATED POLICIES/PROCEDURES

Property Acquisition and Disposals Policy
Revenue and Financing Policy

Rates Remission Policy**1. PURPOSE**

- 1.1 To enable Council to acknowledge the special circumstances of particular ratepayers.
- 1.2 To provide targeted financial relief to community organisations.
- 1.3 To provide relief to ratepayers who have excessive water rates due to a leak.

2. SCOPE

- 2.1 This policy applies to the remission of rates in Tauranga.

3. DEFINITIONS

| Term | Definition |
|------------|--|
| Commercial | means a rating unit whose primary use is commercial, industrial, port, transportation or utilities network, and includes any land not in the residential category. |
| Ratepayer | is the person or persons identified in council's rating information database as the person liable for rates – generally that person is the owner of the rating unit. |

| | |
|-------------------------------|---|
| Rates penalty | is an additional rates charge made when payment is not received by the due date specified. |
| Rating unit | is defined in the Rating Valuations Act 1998. It is the block of land which attracts the liability for rates. The main criterion is the existence of a separate certificate of title. |
| Remission | means the requirement to pay the rate for a particular financial year is forgiven in whole or in part. |
| Residential | means a rating unit whose primary use is residential, rural, education, recreation, leisure or conservation |
| Services charges | are a targeted rate specifically relating to the provision of kerbside waste collection, water, and waste water services to a rating unit. |
| Uniform annual general charge | is a fixed dollar rate set on each separately used or inhabited part of a rating unit for the general purposes of the local authority. |
| Wastewater rate | is a fixed dollar targeted rate set on the number of water closets and urinals within the rating unit. |

4. PRINCIPLES

- 4.1 The overarching principles identified in the Revenue and Financing Policy apply.
- 4.2 Providing for rates remission acknowledges that while the collection of rates from all sectors of the community should be fair and equitable, there may be circumstances where it is appropriate to forgo some rates income to recognise financial or other circumstances where charging the full amount of rates would place an additional or unexpected burden on the ratepayer.

5. POLICY STATEMENT

5.1 General Consideration

- 5.1.1 When considering any remission, Council will take into account the circumstances at the time the rates are set.

5.2 Remission of Uniform Annual General Charge (UAGC)

- 5.2.1 Council may remit on application the additional uniform annual general charge for a separately used or inhabited part of a rating unit where a person is unable to fully utilise the unit's facilities.

5.3 Remission of rates for council's utilities

- 5.3.1 Utilities owned by Tauranga City Council will receive 100% remission of rates, except services charges (as such rates would otherwise be indirectly recovered from ratepayers).

5.4 Rates Penalty

- 5.4.1 In order to provide relief of penalties incurred on unpaid rates where specific events or circumstances have occurred, Council will remit penalties on rates where any of the following apply and a remission application has been received:
 - an agreement has been reached for the ratepayer to make payment within two weeks of the penalty being issued or make regular automatic payments to settle all arrears and current rates within the current rating year, and the

ratepayer has a good payment history (being three clear years' history without penalty);

- a bereavement, serious illness or relationship breakdown in the ratepayer's family occurred around the time the instalment was due.
- the penalty is less than \$50.00 for any rates excluding water rates or \$5.00 for water rates; or
- an administrative error.

5.4.2 The Team Leader: Revenue Services may remit rates penalties for reasons other than those specified up to \$1,000 on any one rating unit. Applications to remit penalties on any one rating unit over \$1,000 for reasons other than those specified above are to be decided upon by the Manager: Transactional Services.

5.5 Community and Not-for-Profit Organisations

5.5.1 In order to provide relief to applicable community and not-for-profit organisations, who deliver social benefits to the community, where neither government nor business is best or appropriately placed to do so, Council will allow the following:

- land used for a place of religious worship, marae, or not-for-profit early childhood centers with a non-rateable status under the Local Government (Rating) Act 2002 may be remitted 66.66% of the wastewater rate.
- land used for a place of religious worship or marae with a non-rateable status under the Local Government (Rating) Act 2002 may receive full remission of the water base rate over the minimum base rate where there is a water meter connection greater than 20 millimetres.
- land used primarily for the promotion of sport, art, health, recreation or education and not used for private pecuniary profit may receive a 100% remission on general rates. These organisations must provide evidence of a significant portion of local community voluntary contribution to operations and funding (other than from government agencies).
- this remission will not apply to land used for organisations who are affiliated, or who could be affiliated to Clubs New Zealand Incorporated, or used for horse racing.

5.6 Water Rates Attributable to Water Leaks

5.6.1 In order to provide relief to people in situations where water usage is high due to a water leak, Council may remit water consumption rates where all of the following apply:

- a remission application has been received; and
- council is satisfied a leak on the property has caused excessive consumption and is recorded on the water meter; and
- the leak has been repaired within 14 days of being identified (an extension of 14 days may be granted if written evidence is provided that the services of an appropriate repairer could not be obtained within this period); and
- proof of the leak being repaired has been provided to Council within 14 days after repair of the leak.

5.6.2 The amount of the remission will be the difference between the average consumption of the property prior to the leak, as deemed reasonable by council, and the consumption over and above that average.

5.6.3 Remission is limited to the period where the leak was identified and fixed and the

last invoice. Remission for any particular property will generally be granted only once every year. Where a remission for a water leak has been granted to a property under this policy within the last year, the remission decision is to be made by the Manager: Transactional Services.

5.7 Remission for Wastewater Rates Commercial Properties

- 5.7.1 In order to provide relief to commercial ratepayers that choose to install more toilets than required by the Building Code, council may partially remit the wastewater rate for commercial ratepayers where the number of toilet pans installed exceeds the number of pans required under the Building Code.

5.8 Remission for Natural Disasters and Emergencies

- 5.8.1 In order to provide relief to ratepayers where a natural disaster or other type of emergency affects one or more rating units' capacity to be inhabited, used or otherwise occupied for an extended period of time, council may remit all or part of any rate or charge where it considers it fair to do so.
- 5.8.2 Individual events causing a disaster or emergency are to be identified by Council resolution. Council will determine the criteria for the remission at that time and those criteria may change depending on the nature and severity of the event and available funding at the time.
- 5.8.3 Remissions approved under this policy do not set a precedent and will be applied for each specific event and only to properties directly affected by the event.

5.9 Remission for Buildings Undergoing Earthquake Strengthening

- 5.9.1 In order to provide relief to ratepayers of commercial properties that are undergoing earthquake strengthening, including rebuilding, that affects one or more rating units' capacity to be inhabited, used or otherwise occupied for an extended period of time, council may remit all or part of the general rate where it considers it fair to do so.
- 5.9.2 Applications must be received before 1 July prior to the year when the remission is to apply. If the earthquake strengthening work is over multiple rating year's applicants must reapply before 1 July to be eligible for remission for the next year.

5.10 Remission for unliveable Residential Buildings undergoing remedial rebuilding

- 5.10.1 In order to provide relief to ratepayers of residential properties that are undergoing rebuilding, that affects one or more rating units' capacity to be inhabited, used or otherwise occupied for an extended period of time, council may remit rates to the extent that rates would be assessed on that land, as if it was a vacant rating unit.
- 5.10.2 Applications must be received before 1 July prior to the year when the remission is to apply. If the rebuilding work is over multiple rating year's applicants must reapply before 1 July to be eligible for remission for the next year.

5.11 Temporary remission for gold kiwifruit (G3) orchards

- 5.11.1 Council may, upon application, partially remit rates on rating units where there is a license to grow gold kiwifruit and planted vines and where the rating unit has experienced an increase in its rating valuation due to the inclusion of the capital value component of the gold kiwifruit (G3) licence. The remission will only be on the portion of rates relating to the capital value component of the G3 licence value.

- 5.11.2 The level of remission will be set at 100% in year one (2022/2023) and two thirds in year two (2023/2024).

5.12 Exceptions

- 5.12.1 Rates may be fully or partially remitted where the Manager: Transactional Services considers that the characteristics of land use, location or special circumstances warrant a remission.

6. RELEVANT DELEGATIONS

- 6.1 With the exceptions of decisions required to be specifically made by Council (section 5.8) or that which is specifically delegated to the Manager: Transactional Services (sections 5.6.3 and 5.12.1), the Team Leader: Revenue, and all officers in a direct line of authority above them, including the general manager of their division, are delegated the authority to make decisions as to whether and how this policy applies, including the exercise of any Council discretion provided for in the policy, and to sign on behalf of the general manager.

Team Leader: Revenue

Any officer who performs or exercise the same or substantially similar role or function as to the officer above, whatever the name of his or her position.

7. REFERENCES AND RELEVANT LEGISLATION

Building Code
Local Government (Rating) Act 2002 (in particular sections 85 and 86)
Local Government Act 2002
Rating Valuations Act 1998
Te Ture Whenua Maori Act 1993,

8. ASSOCIATED POLICIES/PROCEDURES

Revenue and Financing Policy
Rates Postponement Policy

Significance and Engagement Policy

1. PURPOSE

- 1.1 To enable Council and its communities to identify the degree of significance attached to particular issues, proposals, assets, decisions and activities.
- 1.2 To provide clarity about how and when communities can expect to be engaged in decisions made by Council.
- 1.3 To inform Council from the beginning of a decision-making process about the extent, form and type of engagement required.

2. SCOPE

- 2.1 This policy guides when and how the Council will engage, which will be in line with the level of significance of the proposal.

- 2.2 This policy will be applied to all proposals enacted under the Local Government Act 2002; it does not affect other local government legislation that has specific consultation requirements (e.g. the Resource Management Act 1991).
- 2.3 Guidelines for engaging with Tangata Whenua are identified in the specific iwi/hapu protocols, which are agreements entered into between Council and iwi / hapu and are not specifically set out in this policy. See clause 5.5 of this policy and the Consultation with Tangata Whenua Procedure included in the protocols for further information on engagement with Maori.

3. DEFINITIONS

| Term | Definition |
|----------------------|--|
| Community | includes people or groups of people who have a connection with Tauranga City, or are affected by the issue, proposal, decision or matter subject to community engagement or consultation. |
| Community Engagement | is the process of working collaboratively with the community to develop ideas, concepts and/or proposals in order to inform and assist Council decision-making. |
| Council | means Tauranga City Council or any Committee, Sub Committee or elected member of Council or officer or other person authorised to exercise the authority of Council |
| Consultation | involves Council providing information relevant to a proposal, seeking information and perspectives that may otherwise not have been taken into account, listening to what the community has to say, considering their responses and then making a decision. Consultation is one of the tools used in community engagement. |
| Significance | <p>in relation to any issue, proposal, decision, or other matter that concerns or is before a local authority, means the degree of importance of the issue, proposal, decision, or matter, as assessed by the local authority, in terms of its likely impact on, and likely consequences for,—</p> <p>(a) the current and future social, economic, environmental, or cultural well-being of the district or region:</p> <p>(b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter:</p> <p>(c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.</p> |
| Significant | in relation to any issue, proposal, decision, or other matter, means that the issue, proposal, decision, or other matter has a high degree of significance. |

| | |
|--------------------------------|--|
| Special consultative procedure | means the procedure set out in section 83 of the Local Government Act 2002. |
| Strategic asset | means an asset or group of assets as set out in section 5(1) of the Local Government Act 2002. |
| Sub-groups | means an assortment of people commonly recognised as a relatively large group/collection within the city's community, i.e. residents of a recognised suburb (e.g.; Greerton, Papamoa, etc), ward or area (e.g.; CBD), households/businesses along the length of a major road, dog owners, users of a city reserve/facility/service, etc. |

4. PRINCIPLES

- 4.1 Council acknowledges its responsibility as a decision-making authority on behalf of the community and recognises its role in encouraging people to become involved in community issues that may affect them through educating, informing and inspiring people.
- 4.2 Council acknowledges that public input into decision making is an essential part of ensuring they reflect the aspirations of the communities of Tauranga.
- 4.3 Council will encourage and enable community input and involvement in the decision-making process and has a flexible approach to this depending on the level of significance of an issue, proposal, decision, or matter. Council will aim to achieve balanced and representative views.
- 4.4 Council recognises that the more significant an issue, proposal, decision, or matter, the more likely Council will need to engage with the community on their views, and the more time and resources will need to be put towards those engagement processes.
- 4.5 Council will adapt how it engages with communities depending on the target audience.
- 4.6 Any engagement Council has with the community will be conducted in good faith and in an open, honest and transparent manner. Council will be clear about the scope and purpose of the engagement.
- 4.7 Council will take into account the views presented, respect and value input, and make decisions with an open mind.

5. POLICY STATEMENT

In applying this policy, the Council will establish the level of significance of each issue, proposal, decision or other matter on a case by case basis using the steps outlined in Schedules 1 and 2, and will engage accordingly, using the guidelines set out in Schedule 3 of this policy.

In general terms, the more significant the issue is, the more time and resources Council will spend in relation to community engagement.

5.1 Significance

The key considerations used to determine the degree of significance are outlined in Schedule 3. A ranking of high, medium or low is used to help guide the scale of community engagement.

The key considerations are derived from the definition of Significance set out in section 5(1) of the Local Government Act.

5.2 Strategic Assets

The council's strategic assets are those vital for delivery of its services to the community. The council considers a strategic asset to be an asset class (i.e. a network) that delivers the service. A network is deemed to include those components which are integral to the functioning of the network as a whole.

Not all trading decisions made regarding these assets are regarded as significant as they do not affect the asset's strategic nature.

Any transfer of ownership or control, or the construction, replacement or abandonment, of a strategic asset as listed in this policy is considered to be a matter of high significance.

Council considers the following assets to be strategic assets:

- Airport
- Aquatic network
- Trustpower Arena
- Baycourt
- Baypark
- Community Housing
- Library network
- Open space networks, parks, walkways, sports fields and indoor facilities
- Reservoirs and water network
- Roding network
- Stormwater network
- Wastewater network

5.3 Special Consultative Procedure (SCP)

In certain circumstances Council is required to undertake a SCP as set out in Section 83 of the Local Government Act 2002 regardless of whether they are considered significant as part of this policy. Schedule 2 outlines when a SCP process must be used under this Act.

The SCP process may be considered in other circumstances, but it will not be a requirement to use this process unless stated by the Local Government Act (as set out in Schedule 2) or any other Act.

5.4 Principles of Consultation (Section 82)

Under section 82, Council is required to:

- Provide access to information
- Encourage those affected to present their views
- Give clear information about purpose and scope of consultation
- Provide opportunity to present views in an appropriate manner and format
- Hear views with open mind
- Provide access to clear record of decisions and explanatory material
- Have processes in place for consulting with Maori

Council is required to carry out consultation in accordance with or giving effect to section 82 of the Local Government Act 2002 on certain matters, issues, proposals or decisions (regardless of whether they are considered significant as part of this policy).

For any other issues, proposals, or matters requiring a decision, the council will determine the appropriate level of engagement on a case by case basis using the principles of section 82.

5.5 Engagement with Maori

Maori as Tangata Whenua have a unique relationship with Councils through the Treaty of Waitangi and supporting legislation.

The Local Government Act 2002 seeks to increase Maori contributions to Council's decision-making processes.

In summary, the Act requires local authorities to:

- Take into account Maori interests where any significant decisions are to be made affecting 'land or a body of water'
- Establish and maintain processes to provide opportunities for Maori to contribute to decision-making processes
- Consider ways to foster the development of Maori capacity to contribute to decision-making processes
- Put in place processes to consult with Maori
- Assist Maori to better participate generally in decision-making

Tauranga City Council has a number of Iwi / Hapu protocol agreements which focus on facilitating Tangata Whenua engagement at all levels of Council's activities. Operational issues may be addressed directly with relevant staff and input to processes such as policy development provided for at an early stage. Protocols are reviewed regularly and amended, where necessary, by mutual agreement.

The protocol agreements set out:

- The basis of the relationship between Council and the Hapu / Iwi
- Representation and mandates
- Communication and consultation process
- Specific issues relating to each Hapu / Iwi
- Boundary map areas

The Consultation with Tangata Whenua Procedure included in the protocols outlines procedures to be followed when consulting with Tangata Whenua on an issue that is, or will be, subject to formal consultation.

The Resource Management Act 1991 (recognises the relationship Maori have with land, water, Taonga). Council refers to Iwi / Hapu Management Plans for matters decided under this Act.

5.6 Informal Engagement

Council may seek to develop ongoing relationships with the community on general matters, rather than purely on issues that require a decision. This will also allow the community to raise matters that are not currently under consultation. This could include having a presence at markets, events and in public spaces for the purposes of hearing community views and preferences.

5.7 When will Council not engage?

There are times when it will not be appropriate to engage with the community on certain issues, proposals, decisions, or matters. Examples of this include where the Council:

- Is protecting the privacy and safety of individuals (as provided for in the Privacy Act 1993)
- Is maintaining confidentiality and/or commercial sensitivity to enable Council to carry out commercial activity or negotiations without prejudice (as provided for in the Local Government Official Information and Meetings Act 1987)
- Is acting with urgency in a crisis (for example under the Civil Defence Emergency Management Act 2002)
- Already has clear direction on a strategy or plan and has already made up its mind about an issue and therefore does not have a sufficiently open mind to carry out meaningful engagement.

5.8 Significant and Significance in Other Contexts

The Local Government Act 2002 uses the term significant and significance in a number of contexts. Unless it is inappropriate in the context, the considerations set out in this policy and in the statutory definitions will apply.

6. RELEVANT DELEGATIONS

Elected Members will retain all decision-making authority relating to the determination of the significance of issues, proposal and decisions and how we engage on those issues.

7. REFERENCES AND RELEVANT LEGISLATION

Iwi / Hapu Protocols

Consultation with Tangata Whenua Procedure

Civil Defence Emergency Management Act 2002

Local Government Act 2002

Local Government Official Information and Meetings Act 1987

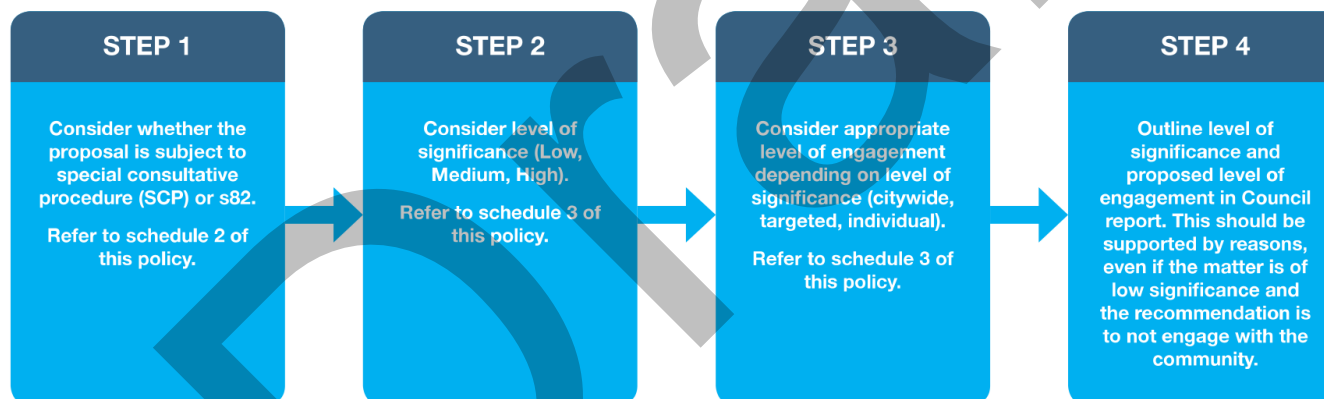
Privacy Act 1993

8. SCHEDULES



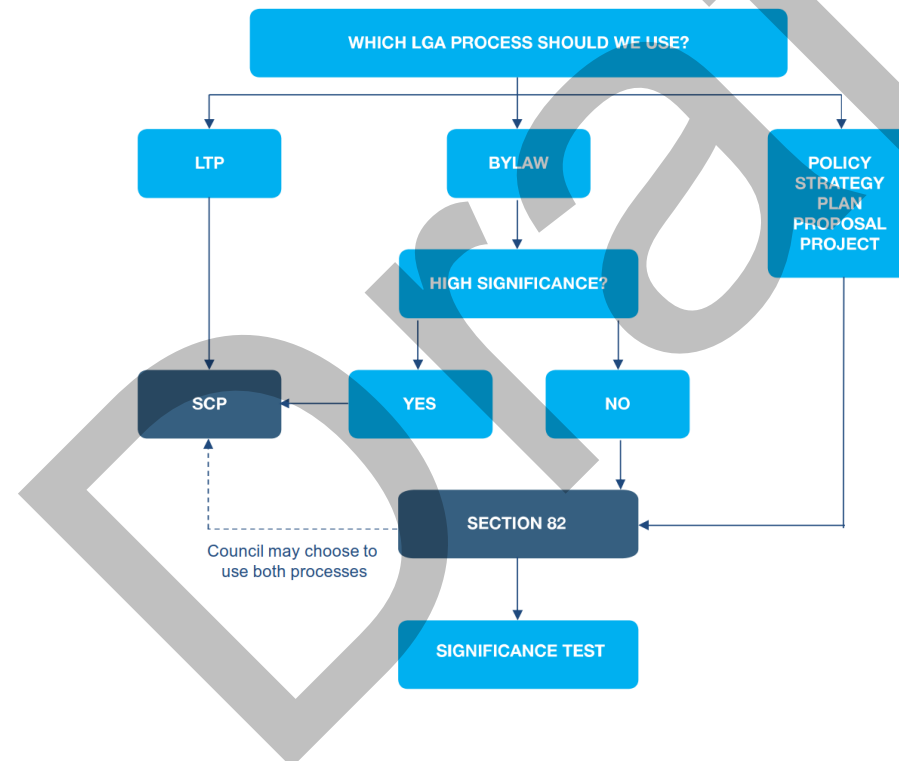
Schedule 1: Applying the Significance and Engagement Policy

Significance should be considered when first starting a project and at key steps along the way. It will guide your engagement planning from the beginning. The significance may be different in council reports between the proposal, the issue, procedural steps, and specific decisions on a project.





Schedule 2: Consultation processes under the Local Government Act 2002 (LGA)





Tauranga City Council

2024-2034 Long-term Plan

Groups of Activities - Draft

Introduction

We provide a range of activities – some essential and some nice to have. Some groups of activities are required by law. For each of our groups of activities shown below, we have provided information intended to explain those services and how we propose to deliver our plans for the next ten years. Our groups of activities are listed below.

| | |
|-------------------------------------|----|
| Transportation | 3 |
| Water Supply | 10 |
| Wastewater | 17 |
| Stormwater | 24 |
| Flood Control | 31 |
| Sustainability and Waste | 38 |
| City and Infrastructure Planning | 46 |
| Community Services | 52 |
| Community, People and Relationships | 61 |
| Economic Development | 69 |
| Emergency Management | 75 |
| Regulatory and Compliance | 82 |
| Spaces and Places | 89 |
| Support Services | 96 |

To see the Funding Impact Statement and Capital Expenditure programme for the whole of council, please refer to section [xx](#): Financials

Your community outcomes

In 2022 we reviewed our direction, and you told us what type of city you wanted Tauranga to be, and your views have been used to create these community outcomes. Community outcomes set the direction our Long-term Plan (LTP) and guide our decision-making. They are the goals we set ourselves that shape the activities we undertake to improve the wellbeing of Tauranga and provide you with the city you want.



An inclusive city – Tauranga Mātaraunui

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



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

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



A well-planned city – Tauranga Tātai Whenua

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



A city we can move around easily – Tauranga Ara Rau

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



A city that supports business and education – Tauranga a Te Kura

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

Transportation

What we do

The Transportation activity manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport. The activity operates and maintains local roads (including streetlights, bridges, footpaths, traffic signals, sumps, berms, bus shelters, parking buildings and parking machines), and monitors crash statistics to identify problem areas and determine solutions. Resilience of our transport network is supported by identifying the impacts of land use, growth and development on the network and parking resource, and identifying where future upgrades or control are required. The activity invests in walking and cycling projects, public transport projects and education to encourage greater use of more sustainable transport modes.

The transport system is essential for the wellbeing of our community as it allows people to move around our city, be connected to others, access key activities (work, school, sports facilities etc) as well as maintaining economic vitality in Tauranga through the movement of goods and services.



A well-functioning transport system is key to a healthy, thriving and vibrant city.



The transport network is a key contributor to emissions for our city and therefore is a key component of reducing emissions through reducing congestion, use of alternative modes and de-carbonisation of the vehicle fleet over the next 10-20 years.

How this affects you

This activity contributes to the efficient and safe movement of people and goods on our local road network, providing better transport choices, connecting communities, and supporting businesses that operate across the city.

Community outcomes

| Outcome | How it contributes |
|--|---|
|  <p>A well-planned city</p> | The transport system delivers the connected centres outcomes envisaged in the Urban Form & Transport Initiative (UFTI) and Transport System Plan (TSP). |
|  <p>A city that values, protects and</p> | Transport is a large emitter of carbon, but the planned activities will encourage use of alternatives modes to reduce the overall impact of emissions. |

| Outcome | How it contributes |
|--|---|
| enhances our environment | |
|  A city we can move around easily | The transport network is essential for the movement of people and goods across our city and region. |
|  A city that supports business and education | The transport system is essential for the movement of goods, tradespeople and freight as well as connecting homes to businesses and education facilities. |

Key issues

Our growing city

Our transport network currently suffers from under investment over the last 15-20 years. This has resulted in the population growing larger than the network can cope with during peak hours and as a result we are seeing congestion across the city. This is made worse by the high number of single occupancy vehicles and low use of alternative modes such as walking, cycling and buses combined with dispersed employment areas. Tauranga currently has the highest use of single occupancy vehicles and lowest use of public transport for all the major urban cities in New Zealand.

As our population continues to increase, the congestion levels will get worse and the delays longer unless changes are made to how we move around our city and region. In the last LTP, significant investment was allocated for the transport network with over \$2 billion to be invested over 10 years. This was 50% higher than previous LTPs.

Tensions between growth and sustainability

Congestion on the transport network is affecting quality of life for our residents through time spent in vehicles commuting and moving around the city. This increases costs for businesses as staff are spending more time stuck in traffic travelling between clients, and freight is taking longer to move to and from the port. In addition, safety is reduced, especially for vulnerable users as traffic is using local roads as rat runs to avoid congestion on the arterial network. If things are left unchanged, the economic activity of our region will be impacted. The increased investment will start to improve congestion levels over the next 3-5 years as significant upgrade projects such as 15th Avenue/Turrett Road, Cameron Road Stages 1 and 2, and Turrett Road are constructed. For those wanting to use bikes, the Arataki Peninsula and Ōtūmoetai Peninsula projects will provide safe cycleways across large parts of our city and a connected

network that will allow cyclists to travel across the city safely. These projects will also improve the reliability of bus travel times. All of these projects are underway, and the finalisation of the scheme design will be completed in 2023 to allow detailed design and construction to get underway.

Due to the limited corridors for traffic, the cost to widen existing roads is now prohibitively expensive as it would require the purchase of hundreds of houses and then construction of additional road width for each key arterial. An example is Papamoa Beach Road/Oceanbeach Road which would cost over \$1 billion to purchase the homes along these two roads and then construct additional width. Therefore, we need to provide alternative capacity for the growing population via alternative modes.

To reduce congestion we need to reduce the traffic using key corridors, especially during peak hours. As it is not economically feasible to build wider roads, we need to have 15-20% of people use an alternative mode (walking, cycling and buses) to reduce the number of vehicles and improve traffic flow. During school holidays, traffic reduces by approximately 10% and congestion is significantly reduced. The 15-20% target allows for future population growth in our city which is why it is higher than a simple 10% to mirror the school holiday congestion levels.

Vehicles will remain the predominant way of moving around our city (expected to be used for 80% of all trips). But to encourage the use of alternative modes, investment will be required in high quality safe facilities for cyclists, better crossing points for pedestrians and improved bus infrastructure (additional bus lanes, bus shelters, interchanges and park and ride facilities).

Climate change issues

Mitigation - Transport is the main emissions source for Tauranga and has been a focus for council in recent years. Through projects like SmartGrowth and UFTI, a transport model has been created and validated for the Western Bay of Plenty sub-region. The transport modelling provides more specific information on the purpose and way in which people and things move around Tauranga (vehicle kilometres travelled by different vehicle types). This modelling has supported the development of a transport emissions tool to estimate the emission implications of different transport projects and proposals, and the mix of outcomes needed to reduce travel demand and emissions, such as mode shift to public transport and active modes or electrification of the fleet. The transport emissions tool has demonstrated that reaching government targets for emissions reductions by 2035 will require all practicable interventions to occur, and that council has limited influence over those interventions having the greatest impact.

Adaptation - Our transport network is vulnerable to a number of hazards, such as sea level rise, flooding, inundation, and liquefaction.

What we plan to do

A key transport route identified for significant investment between council and Waka Kotahi is the 'hinterland to sea' corridor which connects Tauriko to the Mount. This corridor supports commerce through the movement of goods and freight, is a key connection spine between Waikato and the Bay of Plenty (as well as Tauriko, the CBD and the Mount), supports future housing growth in Tauriko, and future intensification of the Te Papa Peninsula and other parts of our city.

The transport system has been strategically considered at a regional level and is a key part of the connected centres outcomes sought under UFTI. The TSP details specific transport outcomes and is agreed between key regional partners and the government.

The priority projects identified in the TSP are agreed to by all UFTI partners and cover all roads in our city including state highways. TSP partners are working together to ensure these projects are delivered and co-ordinated with each other to maintain traffic movement during construction.

The planned LTP is aligned with the TSP and allocates the funding needed to deliver TSP outcomes. Additional projects are also funded to maintain our transport network. Examples of these are safety projects, funding for new development areas, and replacement programmes for infrastructure such as lighting poles, bus shelters etc.

To increase the use of alternative transport modes, the LTP supports mode shift projects while maintaining significant investment to improve the road network for vehicles. Examples of these are Arataki Peninsula and Ōtūmoetai Peninsula Innovating Streets which support walking, cycling and bus use. Cameron Road Stage 2 is another example.

The LTP increases the investment in routine road maintenance. There is a backlog of work that needs to be completed to avoid roads failing in future. Planned resurfacing is 4-5 times cheaper than replacing a road after it has failed, so this planned investment will reduce future costs.

Climate change actions

Council's first Climate Action and Investment Plan (adopted August 2023) sets out a number of climate related transport actions, a number of which have been funded through this LTP.

Mitigation - Council, with our partners, can develop an effective, integrated transport network to increase the uptake of public transport, active and micro-mobility devices. Partnership and collaboration with Bay of Plenty Regional Council (BoPRC), Western Bay of Plenty District Council and Waka Kotahi, will be key to taking a systemic and coordinated approach to transport emissions reduction. As part of its work with the Greater Tauranga Travel Pledge, council has committed to investigating and implementing flexible working arrangements where practicable as well as supporting active forms of transport for staff commutes and work-related travel.

Adaptation - A high priority is to ensure the resilience of bridges in our city which we rely on to connect our peninsulas and provide a lifeline in an emergency. This is timely as Cyclone Gabrielle in Hawke's Bay/Tairāwhiti highlighted the vulnerability of bridges. Though the cause of vulnerabilities in Tauranga will be different (i.e. earthquakes and harbour inundation rather than the impact from forestry slash), the lessons learnt from other regions are transferable. Projects included in the 2024-34 LTP are planning and design for four bridges (Chapel Street, Turret Road, Waihi Road, Matua) with construction commencing in the later years of the plan.

Key projects

- Cameron Road Stage 2 to complete the key movement spine along the Te Papa Peninsula
- increase expenditure on network maintenance to ensure the network condition is maintained
- Papamoa Eastern Interchange
- safety programmes (low cost low risk, minor safety, road to zero and safe systems)
- Arataki, Ōtūmoetai, and Te Papa Peninsula Innovating Streets
- investigate public transport priority projects for future years (TSP may identify these gaps in the network)

- budget for TSP project investigations and business cases for NZTA approval
- 15th Avenue/Turrett Road
- Totara Street upgrade
- citywide arterial upgrades
- road pricing implementation.

What you can expect from us

For stated levels of service and performance measures for Transportation for the 2024-2034 LTP, please see performance measurement section pg. 23 to 25, measures SSP60 to SSP72.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|--|
| | Social | Cultural | Economic | Environmental | |
| Failing to achieve a significant mode shift away from single vehicle occupancy travel will increase congestion on key corridors resulting in additional CO ₂ omissions, delays, fossil fuel consumption and have a negative influence on economic development. | ☒ | ☐ | ☒ | ☒ | Council, with Waka Kotahi and BoPRC, is proactively developing and implementing strategies and plans to support a shift to more sustainable transport modes. |
| Funding shortfalls for road maintenance such as reseals and rehabilitations could lead to the premature deterioration of very costly assets, which will result in poor and unsafe roads that will require a significant investment to restore the level of service. | ☒ | ☐ | ☒ | ☒ | Pavement Management Systems are implemented and maintained to forecast the pavement reseal and rehabilitation needs of the roading network for future years based on tested and accepted scientific practices. This allows council to budget according to these future identified needs. |
| Construction of roads can have a significant negative effect on the environment and community, such as congestion and delays, air pollution, safety and stormwater issues and disturbance of cultural sites during earthworks. | ☒ | ☒ | ☒ | ☒ | Council addresses this by putting in place strong contractual and resource consent conditions to ensure that effects are kept to a minimum. |

Tauranga City Council - Funding Impact Statement – Transportation

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT TRANSPORTATION | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|--|--|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$33,109 | \$53,409 | \$65,048 | \$78,067 | \$86,834 | \$99,637 | \$108,972 | \$124,642 | \$133,047 | \$142,899 | \$154,073 |
| Targeted Rates | \$6,440 | \$2,457 | \$2,758 | \$2,998 | \$3,078 | \$3,321 | \$3,848 | \$5,135 | \$3,519 | \$3,606 | \$3,752 |
| Subsidies and Grants for Operating Purposes | \$30,673 | \$92,753 | \$79,589 | \$17,758 | \$18,542 | \$18,429 | \$16,697 | \$17,047 | \$17,405 | \$17,771 | \$18,212 |
| Fees and Charges | \$5,894 | \$6,383 | \$6,384 | \$6,705 | \$7,603 | \$7,957 | \$8,463 | \$8,844 | \$9,396 | \$9,808 | \$10,411 |
| Internal charges and overheads recovered | -\$389 | -\$1,376 | -\$1,393 | -\$1,401 | -\$1,418 | -\$1,513 | -\$1,609 | -\$1,742 | -\$1,868 | -\$1,972 | -\$2,059 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$1,737 | \$2,623 | \$2,687 | \$2,746 | \$2,804 | \$2,863 | \$2,923 | \$2,984 | \$3,047 | \$3,111 | \$3,176 |
| Total Operating Funding (A) | \$77,464 | \$156,249 | \$155,073 | \$106,873 | \$117,443 | \$130,694 | \$139,294 | \$156,910 | \$164,546 | \$175,223 | \$187,565 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$63,367 | \$119,825 | \$110,272 | \$42,535 | \$45,463 | \$51,219 | \$54,938 | \$55,723 | \$60,034 | \$61,585 | \$62,573 |
| Finance Costs | \$9,289 | \$8,127 | \$8,926 | \$8,828 | \$9,175 | \$11,407 | \$14,788 | \$16,453 | \$19,650 | \$22,576 | \$25,362 |
| Internal Charges and Overheads Applied | \$13,205 | \$22,788 | \$23,482 | \$24,443 | \$24,058 | \$23,875 | \$24,671 | \$24,926 | \$25,416 | \$25,909 | \$26,122 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$85,861 | \$150,740 | \$142,680 | \$75,806 | \$78,696 | \$86,501 | \$94,397 | \$97,102 | \$105,100 | \$110,070 | \$114,057 |
| Surplus/(Deficit) of Operating Funding (A - B) | -\$8,397 | \$5,509 | \$12,393 | \$31,067 | \$38,747 | \$44,193 | \$44,897 | \$59,808 | \$59,446 | \$65,153 | \$73,508 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$63,815 | \$93,988 | \$107,172 | \$125,295 | \$116,688 | \$81,376 | \$75,793 | \$78,160 | \$82,413 | \$90,987 | \$87,296 |
| Development and Financial Contributions | \$6,221 | \$5,153 | \$4,527 | \$4,827 | \$6,200 | \$5,378 | \$4,973 | \$2,296 | \$1,941 | \$1,463 | \$2,349 |
| Increase/(Decrease) in Debt | \$27,605 | \$16,029 | \$11,507 | \$10,770 | \$28,454 | \$77,219 | \$71,961 | \$81,282 | \$83,483 | \$77,599 | \$82,111 |
| Gross proceeds from the sale of assets | \$21 | \$0 | \$0 | \$0 | \$48,988 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$12 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$97,673 | \$115,170 | \$123,206 | \$140,892 | \$200,330 | \$163,973 | \$152,727 | \$161,738 | \$167,837 | \$170,049 | \$171,756 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$21,729 | \$92,146 | \$102,118 | \$85,115 | \$66,263 | \$17,285 | \$26,150 | \$28,790 | \$33,854 | \$19,857 | \$27,604 |
| - to improve level of service | \$63,216 | \$20,709 | \$19,694 | \$35,102 | \$64,025 | \$126,452 | \$104,087 | \$112,444 | \$116,233 | \$132,497 | \$127,168 |
| - to replace existing assets | \$21,755 | \$28,686 | \$32,206 | \$35,945 | \$35,759 | \$38,012 | \$39,622 | \$37,231 | \$38,005 | \$39,317 | \$40,142 |
| Increase/(Decrease) in Reserves | -\$17,424 | -\$20,862 | -\$18,419 | \$15,797 | \$73,030 | \$26,417 | \$27,765 | \$43,081 | \$39,191 | \$43,531 | \$50,350 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$89,276 | \$120,679 | \$135,599 | \$171,959 | \$239,077 | \$208,166 | \$197,624 | \$221,546 | \$227,283 | \$235,202 | \$245,264 |
| Surplus/(Deficit) of Capital Funding (C - D) | \$8,397 | -\$5,509 | -\$12,393 | -\$31,067 | -\$38,747 | -\$44,193 | -\$44,897 | -\$59,808 | -\$59,446 | -\$65,153 | -\$73,508 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

8

Tauranga City Council – Capital Expenditure - Transportation

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|----------------------|
| Growth | 9,363,537 | 10,004,798 | 3,502,776 | 218,595 | - | - | - | - | - | - | 23,089,706 |
| Eastern Corridor - Papamoa East Wairakei | 9,363,537 | 10,004,798 | 3,502,776 | 218,595 | - | - | - | - | - | - | 23,089,706 |
| Growth & Level of Service | 73,919,850 | 60,334,131 | 61,474,749 | 84,035,614 | 121,098,710 | 103,731,653 | 76,252,068 | 33,367,639 | 28,480,183 | 59,725,381 | 702,419,978 |
| Accessible Streets | 1,178,865 | 1,277,827 | 1,290,804 | 1,378,059 | 1,463,139 | 1,543,903 | 2,370,616 | 3,050,375 | 3,745,268 | 3,865,500 | 21,164,355 |
| Bus Infrastructure | 2,232,634 | - | - | - | 3,438,000 | - | - | - | - | - | 5,670,634 |
| Domain Rd Upgrading Capital Works | - | - | - | - | - | - | 559,630 | 604,719 | 646,417 | 6,252,411 | 8,063,177 |
| Eastern Corridor - Papamoa East Wairakei | 39,316,379 | 32,925,905 | 6,535,800 | - | - | - | 1,630,583 | - | - | - | 80,408,666 |
| Eastern Corridor - Papamoa Growth Area | 1,943,839 | - | - | - | - | - | - | - | - | - | 1,943,839 |
| Eastern Corridor - Te Tumu | - | - | - | 9,006,114 | - | - | - | - | - | - | 9,006,114 |
| Eastern Corridor - Wairakei | 12,279,830 | 2,832,262 | - | - | - | - | - | - | - | - | 15,112,092 |
| Funding Provision | - | 4,246,077 | - | 2,599,625 | - | - | 975,297 | 3,837,667 | - | - | 11,658,666 |
| Hewletts Improvements | 2,059,900 | 5,520,400 | 4,971,196 | 4,947,878 | 15,982,833 | 33,737,204 | 57,698,093 | 10,028,600 | 10,063,440 | 44,124,014 | 189,133,558 |
| Local Roads Upgrades and Improvements | 3,074,700 | - | - | - | 372,306 | 3,492,254 | 1,506,936 | 188,954 | 191,951 | 196,200 | 9,023,300 |
| Mount Intensification | - | - | - | 447,306 | 587,449 | 620,103 | 642,663 | 668,822 | 654,234 | - | 3,620,577 |
| Mount/Papamoa Multimodal | 2,342,918 | 3,653,205 | 4,084,875 | 4,201,125 | 4,320,375 | 5,965,500 | 7,640,625 | 9,396,000 | 9,591,000 | - | 51,195,623 |
| Otumoetai Intensification | - | - | 286,228 | 302,400 | 318,578 | 6,679,181 | 7,007,446 | 7,404,062 | 179,813 | - | 22,177,708 |
| Otumoetai Multimodal | 6,857,929 | 6,762,519 | 16,943,639 | 17,607,304 | 26,127,709 | 28,634,400 | - | - | - | - | 102,933,498 |
| Park & Ride Activation | - | - | - | - | 164,260 | 172,404 | 180,055 | 2,026,107 | 3,408,060 | 5,287,256 | 11,238,143 |
| Smiths Farm Development | - | - | 8,888,318 | - | - | - | - | - | - | - | 8,888,318 |
| Te Papa Intensification | - | 10,660 | 985,500 | 1,022,352 | - | - | - | - | - | - | 2,018,512 |
| Traffic Signalisations | 165,600 | - | - | - | - | - | 853,087 | - | - | - | 1,018,687 |
| WC - Tauriko Business Estate | 289,434 | 1,588,350 | - | - | - | - | - | - | - | - | 1,877,784 |
| Welcome Bay, Turret Rd & 15th Ave Corridor | 2,497,883 | 3,412,570 | 17,856,459 | 45,123,077 | 68,324,062 | 23,862,000 | - | - | - | - | 161,076,052 |
| Western Corridor - Bethlehem | - | 2,350,434 | 2,231,556 | - | - | - | - | - | - | - | 4,581,990 |
| Western Corridor - Ring Rd | 411,640 | - | - | - | - | - | - | - | - | - | 411,640 |
| Western Corridor - Tauriko West | 3,514,377 | - | - | - | - | - | - | - | - | - | 3,514,377 |
| Level of Service | 48,874,808 | 55,666,261 | 57,410,450 | 46,169,343 | 22,639,080 | 26,505,838 | 64,981,823 | 116,719,980 | 123,873,455 | 95,046,994 | 657,888,031 |
| Accessible Streets | 2,176,291 | 2,765,086 | 2,904,722 | 3,774,983 | 3,935,787 | 6,442,855 | 6,740,909 | 4,552,510 | 5,217,756 | 4,489,700 | 43,000,598 |
| Arterial Upgrades | - | - | - | 560,500 | 3,724,500 | 3,799,250 | 3,867,500 | 3,929,250 | 3,987,750 | 4,078,750 | 23,947,500 |
| Bridge Resilience Capital Works | 257,275 | 529,450 | 762,510 | 4,481,200 | 6,762,303 | - | 1,833,750 | 3,507,840 | 8,695,840 | 19,659,000 | 46,489,168 |
| Bus Infrastructure | 14,605,133 | 14,091,904 | 12,728,155 | 8,057,469 | 2,304,200 | 2,386,200 | 3,980,028 | 5,253,500 | 5,427,963 | 6,055,031 | 74,889,583 |
| Cameron Road Stage 2 | 29,974,596 | 40,020,862 | 49,363,871 | 40,406,644 | - | - | - | - | - | - | 159,765,973 |
| Capital Delivery Adjustment | - | 30,000,000 | 38,000,000 | 35,000,000 | 23,000,000 | 22,000,000 | 10,000,000 | 65,000,000 | 82,000,000 | 42,000,000 | 18,000,000 |
| City Centre Development | 4,983,320 | 2,507,067 | 4,839,024 | 9,698,859 | 10,360,337 | 16,812,092 | 18,756,870 | 20,485,995 | 1,744,134 | 1,808,013 | 91,995,713 |
| Funding Provision | 4,246,077 | - | 2,599,625 | - | - | 975,297 | 3,837,667 | - | - | - | 11,658,666 |
| Grenada Street Cycleway | 2,955,689 | 3,099,743 | 3,235,249 | - | - | - | - | - | - | - | 9,290,680 |
| Local Roads Renewals | - | - | 1,951,663 | 2,065,273 | 2,179,005 | - | - | - | - | - | 6,195,941 |
| Local Roads Upgrades and Improvements | 8,296,011 | 8,617,854 | 3,412,987 | 3,532,244 | 4,470,204 | 6,173,694 | 3,819,661 | 5,483,532 | 5,716,277 | 5,883,053 | 55,405,517 |
| Marshall Ave Footpath upgrade | - | - | 555,543 | 571,353 | 3,619,898 | 3,748,720 | 3,841,095 | - | - | - | 12,336,609 |
| Minor Safety Improvements | 3,529,692 | 3,667,007 | 3,804,189 | 3,941,363 | 4,077,520 | 4,274,870 | 4,406,180 | 4,538,530 | 4,645,075 | 4,781,257 | 41,665,683 |
| Parking Infrastructure | 656,087 | 142,737 | 146,621 | 150,102 | 153,449 | 156,529 | 159,341 | 161,885 | 164,295 | 168,045 | 2,059,091 |
| Te Papa Intensification | 8,288,350 | 8,238,352 | 6,772,123 | 1,980,408 | 2,033,700 | 2,098,454 | 2,146,819 | 2,180,443 | 4,652,465 | 4,767,113 | 43,158,227 |
| Transportation Model | 828,000 | 852,800 | 876,000 | 896,800 | 916,800 | 935,200 | 952,000 | 967,200 | 981,600 | 1,004,000 | 9,210,400 |
| TTOC Projects | 1,078,287 | 1,133,399 | 1,458,169 | 1,052,145 | 1,101,377 | 702,677 | 640,004 | 659,294 | 640,300 | 353,032 | 8,818,683 |
| Renewal | 28,686,144 | 32,205,833 | 35,944,520 | 35,759,126 | 38,012,226 | 39,621,603 | 37,231,006 | 38,004,890 | 39,317,181 | 40,142,351 | 364,924,878 |
| Bus Infrastructure | 59,170 | 60,942 | 63,787 | 66,518 | 68,001 | 71,901 | 73,192 | 87,573 | 104,740 | 107,131 | 762,955 |
| Local Roads Renewals | 25,793,992 | 29,226,352 | 32,945,460 | 32,811,631 | 34,803,948 | 36,672,276 | 34,167,338 | 34,749,035 | 35,736,029 | 36,704,304 | 333,610,366 |
| Parking Infrastructure | 326,718 | 373,067 | 227,326 | 253,052 | 458,456 | 236,676 | 248,637 | 310,834 | 480,231 | 388,683 | 3,303,682 |
| Prop Management Upgrades & Renewals | 19,204 | 31,889 | 65,759 | 96,754 | 2,522 | 1,200 | 54,870 | 61,364 | 225,952 | 2,113 | 561,626 |
| Streetlight Renewal & LED Upgrade | 2,225,250 | 2,398,500 | 2,463,750 | 2,410,150 | 2,463,900 | 2,513,350 | 2,558,500 | 2,599,350 | 2,638,050 | 2,698,250 | 24,969,050 |
| TTOC Projects | 261,810 | 115,082 | 178,438 | 121,020 | 215,398 | 126,201 | 128,469 | 196,735 | 132,179 | 241,870 | 1,717,201 |
| Grand Total | 160,844,339 | 158,211,022 | 158,332,495 | 166,182,677 | 181,750,015 | 169,859,094 | 178,464,897 | 188,092,509 | 191,670,819 | 194,914,726 | 1,748,322,593 |

2024-34 Long-term Plan – Groups of Activities

9

Water Supply

What we do

The Water Supply activity provides residents and businesses of Tauranga City with drinking water. Water is a primary resource for living, economic activity, and firefighting.

The Water Supply activity will:



- manage our water supply catchments which protect source water, abstract and treat raw water from source streams and produce drinking water of suitable quality and quantities. The supply of water is managed in accordance with the Water Safety and Asset Management Plans to meet legislative requirements
- distribute drinking water to the point of supply where it meets specific flow, pressure and quality standards
- efficiently operate, maintain and renew council water assets with a replacement cost in excess of \$600 million
- plan and deliver timely infrastructure assets to meet future water supply requirements for our growing city
- educate our community about water, wastewater and stormwater conservation, and source water in an environmentally acceptable way that acknowledges and respects the values that tangata whenua place on water resources, and to give effect to Te Mana o te Wai, which is about recognising the vital importance of clean, healthy water for maintaining the health of our waterbodies, freshwater ecosystems and the communities that rely upon them for their sustenance and wellbeing.


How this affects you

The Water Supply activity provides a high quality, efficient and reliable water supply that is affordable, protects public health and safety, and meets the levels of service for customers in residential, rural residential and commercial/industrial areas.

It also involves managing the effects of population growth on our water supply systems and water demands and providing sustainable long-term solutions.

Community outcomes

| Outcome | How it contributes |
|--|--|
|  An inclusive city | Water is necessary for daily living. |
|  | Water supply has a direct impact on the environment, and this is managed through water consents and giving effect to Te Mana o te Wai. |

| Outcome | How it contributes |
|---|---|
| A city that values, protects and enhances our environment | |
|  A well-planned city | Planning for the implementation, renewing and upgrading of water infrastructure is an inherent part of the long term planning and asset management process required by legislation. |

Key issues

Political change and reform

The water reform process legislated for the three waters business of council to move to a water entity on 1 July 2024 and was subsequently reset to 1 July 2026. This change is also subject to the outcome of this year's general election. The uncertainty of this change impacts directly on how three waters activity is managed within council into the future.

The legislative change of the Water Services Act (2021) resulted in water regulation moving from the Ministry of Health to Taumata Arowai (the newly established water services regulator) as of 15 November 2022. This has also resulted in increased operational and compliance requirements as a result of the Drinking Water Quality Assurance Rules which came into effect on 1 January 2023.

Our growing city

As a growing city, Tauranga has the challenge of balancing and prioritising the provision of water infrastructure to meet growth and development needs against the timing and affordability of delivering this infrastructure. The opportunity that exists is to prioritise city growth through intensification and infill development within existing areas. While this may require infrastructure upgrades, it has the potential to reduce the overall cost of infrastructure spend in the short to medium term.

Climate change adaptation

Changing seasonal rainfall patterns and increasing frequency of hot, dry weather will affect the streams that supply Tauranga with drinking water. Added demand through significant population increases means that water scarcity and increasing water restrictions are likely in the future. Some of our water supply trunk mains carrying Tauranga's water supply pass through locations subject to multiple hazards, making these assets vulnerable to damage and difficult to repair.

What we plan to do

The desired outcomes for water planning will require review and implementation of the 30-Year Water Supply Strategy 2024 – 2054 within the constraints of affordability.

The key items being implemented for water supply include the following:

- the development water supply studies of the Eastern, Central and Western Corridors
- participate in the water reform process as needed
- the servicing of future growth areas (Our Water Future) which is designed to develop an overall strategy that gives effect to Te Mana o Te Wai, National Policy Statement on Freshwater Management and to address current and future water needs of Tauranga and the Western Bay sub-region
- the freshwater management tool to simulate hydrological flows and water quality
- the above items, combined with strategic water modelling and adaptive planning of the water supply, aim to ensure medium to long-term water supply sustainability. This is needed to ensure a balance between supplying our growing city with water, protecting the source water environments, and building in water supply resilience to natural events and the changing extreme weather conditions.

Climate change adaptation actions

Water Watchers is a Tauranga Water Conservation Project developed by council that encourages mindful water use year-round. Grouped into months, the plan restricts outdoor water either outright or at certain times of the day. The Water Watchers Plan is focused on establishing good water practices whatever the weather may be. We all have to adapt our water use habits to ensure we're using water mindfully now, and into the future.

An infrastructure resilience contribution is included in the following projects: Opal Drive Pump Station, Wairakei Pump Station and Rising Main and Cambridge Reservoir trunk main relocations.

Key projects

- consenting of Tautau and Waiorohi water takes
- various trunk main/pipeline projects (Oropi, Waiāri Stage 2)
- reservoir development programme
- ongoing renewal projects including certain critical bulk main renewals
- Waiāri Stage 3 pipeline to Mount Maunganui
- various new reservoirs – some straddle the 5-10 year period and include Oropi Reservoir 3, Cambridge No.4, Mount Maunganui new and replacement, Eastern Reservoir 2
- ongoing renewal projects, in particular some critical bulk main renewals.

What you can expect from us

For stated levels of service and performance measures for Water Supply for the 2024-2034 LTP please see performance measurement section pg. 19 to 21, measures SSP50 to SSP59.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| The cost of desired infrastructure improvements and operations may exceed the community's ability to pay. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Recovery of expenditure via metered user fees. Asset creation due to growth is funded via development contributions. Depreciation is collected to fund renewals of networks and assets. |
| Negative effect of abstraction on streams, including the effects on river ecology caused by river water abstraction during low flows. Impact of climate change on extreme climate events. | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Resource consents are followed closely. Ongoing monitoring. Water restrictions implemented when required. Water take consents (Tautau and Waiohoro) due for consenting by 2026. |
| Disruption of water supply due to asset failure may result in losses or damage for communities and businesses. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Operate, maintain, renew and replace assets in a manner that minimises risk of failure. Operation and maintenance manuals, as well as Incident Response Plans and services contracts developed to ensure quick response to, and resolution, of failures. Where disruptions or shutdowns are required, adequate notification and consultation are performed. |
| Installation and maintenance of water supply infrastructure may cause disruption to the community and businesses. The works may cause impacts e.g. service interruption, noise, dust, nuisance and visual impact on traffic flow, business activities and community activities. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Public engagement and consultation about planned works through various media channels and communication options. |
| Potential to affect historic and wāhi tapu sites. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Consultation with affected parties prior to undertaking works. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| | | | | | Undertaking cultural assessments and site monitoring of work sites as required. |
| Residential customers may be impacted or have a negative perception of the Water Watchers Plan and/or water conservation initiatives. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Optimise operational storage and processing capacity to meet growth. Demand management processes e.g. metering, leak detection and pressure management. Education programmes to improve consumption and the efficient use of water. Work with industry to improve water use practices. |

Tauranga City Council - Funding Impact Statement - Water Supply

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT WATER SUPPLY | | | | | | | | | | | |
|--|--|--|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Targeted Rates | \$36,228 | \$42,164 | \$44,774 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$938 | \$1,188 | \$401 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal charges and overheads recovered | \$919 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$38,085 | \$43,352 | \$45,175 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$19,228 | \$20,933 | \$20,895 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Finance Costs | \$12,164 | \$13,931 | \$14,957 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal Charges and Overheads Applied | \$7,602 | \$5,686 | \$5,940 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$38,994 | \$40,550 | \$41,792 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Surplus/(Deficit) of Operating Funding (A - B) | -\$909 | \$2,802 | \$3,383 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$1,187 | \$112 | \$115 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$13,699 | \$12,292 | \$13,624 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$9,684 | \$28,071 | -\$71,207 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$24,570 | \$40,475 | -\$57,468 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$5,993 | \$28,407 | \$23,386 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$4,630 | \$7,032 | \$8,276 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$8,810 | \$14,748 | \$18,366 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | \$4,229 | -\$6,910 | -\$42,605 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$23,662 | \$43,277 | \$7,423 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Surplus/(Deficit) of Capital Funding (C - D) | \$908 | -\$2,802 | -\$64,891 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | -\$61,508 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| * The imbalance in 2026 reflects the movements in debt and reserves balances generated by transactions related to Waters reform. | | | | | | | | | | | |

2024-34 Long-term Plan – Groups of Activities

15

Tauranga City Council - Capital Expenditure - Water Supply

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|-------------------|-------------------|------|------|------|------|------|------|------|------|---------------------|
| Growth | 9,143,921 | 12,621,217 | - | - | - | - | - | - | - | - | 21,765,138 |
| Eastern Corridor - Papamoa East Wairakei | 231,056 | - | - | - | - | - | - | - | - | - | 231,056 |
| Eastern Corridor - Papamoa Growth Area | 21,249 | 43,824 | - | - | - | - | - | - | - | - | 65,073 |
| Eastern Corridor - Wairakei | 412,600 | 638,220 | - | - | - | - | - | - | - | - | 1,050,820 |
| Te Papa Intensification | 257,875 | 265,925 | - | - | - | - | - | - | - | - | 523,800 |
| Waiari Water Treatment Plant Capital | 7,481,935 | 11,541,775 | - | - | - | - | - | - | - | - | 19,023,709 |
| WC - Pyes Pa West Growth Area | - | 131,473 | - | - | - | - | - | - | - | - | 131,473 |
| WC - Tauriko Business Estate | 429,756 | - | - | - | - | - | - | - | - | - | 429,756 |
| Western Corridor - Tauriko West | 309,450 | - | - | - | - | - | - | - | - | - | 309,450 |
| Growth & Level of Service | 9,623,989 | 287,199 | - | - | - | - | - | - | - | - | 9,911,188 |
| Western Corridor - Bethlehem | 195,985 | 287,199 | - | - | - | - | - | - | - | - | 483,184 |
| Western Corridor - Tauriko West | 9,428,004 | - | - | - | - | - | - | - | - | - | 9,428,004 |
| Level of Service | 16,671,446 | 18,753,295 | - | - | - | - | - | - | - | - | 35,424,740 |
| Capital Delivery Adjustment | - 7,000,000 | - 9,000,000 | - | - | - | - | - | - | - | - | - 16,000,000 |
| Infrastructure Resilience Capital Works | 412,600 | 395,345 | - | - | - | - | - | - | - | - | 807,945 |
| Reservoir Upgrades & Renewals | 2,845,909 | 2,626,275 | - | - | - | - | - | - | - | - | 5,472,184 |
| Te Papa Intensification | 15,792,553 | 17,938,112 | - | - | - | - | - | - | - | - | 33,730,665 |
| Water Netwrk Upgrades & Renewals | 1,564,190 | 3,070,421 | - | - | - | - | - | - | - | - | 4,634,612 |
| Water Supply Plant Upgrades & Renewals | 1,409,895 | 1,651,635 | - | - | - | - | - | - | - | - | 3,061,530 |
| Welcome Bay, Turret Rd & 15th Ave Corridor | 1,646,299 | 2,071,506 | - | - | - | - | - | - | - | - | 3,717,805 |
| Renewal | 14,748,490 | 18,366,070 | - | - | - | - | - | - | - | - | 33,114,560 |
| Infrastructure Resilience Capital Works | 4,554,004 | 5,622,884 | - | - | - | - | - | - | - | - | 10,176,889 |
| Prop Management Upgrades & Renewals | 68,141 | 23,497 | - | - | - | - | - | - | - | - | 91,638 |
| Reservoir Upgrades & Renewals | 1,293,501 | 1,562,575 | - | - | - | - | - | - | - | - | 2,856,076 |
| Water Netwrk Upgrades & Renewals | 6,395,925 | 6,476,777 | - | - | - | - | - | - | - | - | 12,872,702 |
| Water Supply Plant Upgrades & Renewals | 2,436,919 | 4,680,336 | - | - | - | - | - | - | - | - | 7,117,255 |
| Grand Total | 50,187,845 | 50,027,781 | - | - | - | - | - | - | - | - | 100,215,626 |

Wastewater

What we do

The Wastewater activity provides a network of infrastructure to manage sewage, protecting public health and the natural environment.

The activity collects wastewater from all connected properties in the city and transports it to two treatment plants. The wastewater receives tertiary treatment to a high-quality effluent standard and is then discharged to the ocean via wetlands and ultraviolet disinfection.




Te Maunga Wastewater Treatment Plant is being upgraded to accommodate the additional flow and load resulting from our city's growth while the Chapel Street plant is optimised to accommodate current flows and loads.

The network will be efficiently operated and maintained while assets are renewed and replaced to provide timely delivery of requirements for our growing city.

How this affects you

The safe removal of wastewater from every connected property in the city protects public health and mitigates the risks of pollution and disease associated with wastewater. The Wastewater activity aims to ensure that a high-quality discharge is returned to the environment which meets community expectations, environmental standards and gives effect to Te Mana o te Wai.

Community outcomes

| Outcome | How it contributes |
|--|---|
|  An inclusive city | The safe removal of wastewater is necessary for daily living. |
|  A city that values, protects and enhances our environment | Wastewater management has a direct impact on the environment, which is managed through resource consents, giving effect to Te Mana o te Wai. |
|  A well-planned city | The planning and implementation of renewals and upgrades of wastewater infrastructure is an inherent part of the long term planning and asset management process required by legislation. |

Key issues

Our growing city

Tauranga has the challenge of being a growth city and needs to find a balance between providing the wastewater infrastructure required to keep pace with growth and development against the ability for our city to afford this infrastructure and when to deliver it. Intensification within existing areas that are already supported by wastewater infrastructure can reduce the overall cost in the short-term. However, this will still require upgrades to the wastewater treatment plants at the end of the network.

Te Maunga Wastewater Treatment Plant has been identified as the destination for wastewater coming from our city's growth areas. This requires significant investment in the near future to upgrade Te Maunga to manage this growth.

Political change and reform

The water reform process currently requires council's three waters business to transition to a new water entity on 1 July 2026. This is subject to central government's appetite for reform and the general election in October 2023.

Climate change

Mitigation - Wastewater treatment is the largest greenhouse gas emissions source from sites owned and operated by council. These emissions, however, currently only represent 0.3% of Tauranga's greenhouse gas emissions footprint (source: BOPRC, 2022). While different solutions are being explored, emissions are likely to increase as more wastewater needs to be treated as our city grows.

Adaptation – Climate change and natural hazards such as inundation, sea level rise, erosion, liquefaction, will have an effect on wastewater infrastructure due to loss of pipelines.

What we plan to do

Key items to implement for Wastewater management include:

- reviewing and implementing the 30-year Wastewater Strategy 2024-54 while balancing affordability
- participate in the water reform process as needed
- delivering upgrades to infrastructure required at Te Maunga Wastewater Treatment Plant
- optimising the wastewater network to provide for intensification
- developing a strategy to service the current and future needs of growth areas in Tauranga and the Western Bay sub-region.

Climate change actions

Mitigation solutions are being explored to reduce operational emissions at Tauranga City Council's wastewater treatment plants. Infrastructure resilience programme capital works for wastewater (to be transferred to the water services entity) are anticipated for years 3-10.

Key projects

- upgrades to Te Maunga Wastewater Treatment Plant including bioreactor two, clarifier three, clarifier four and new inlet works
- drainage scheme optimisation and renewals
- growth corridor development
- upgrade to marine outfall
- upgrading Te Maunga Outfall Pump Station
- ongoing renewal projects.

What you can expect from us

For stated levels of service and performance measures for Wastewater for the 2024-2034 LTP please see performance measurement section pg.17 to 19, measures SSP45 to SSP49.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| The cost of desired infrastructure improvements and operations may exceed the community's ability to pay. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Our procurement policy ensures cost effective tendering and quotations. Asset creation due to growth to be funded via development contributions. Depreciation collected to fund renewals of networks and assets. |
| The discharge from treatment plants does not meet consent conditions and may result in pollution to the receiving environment and public health risks. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Upgrade of our wastewater treatment plants, and construction of major rising mains will improve conveyance of effluent to meet resource consents. |
| Odour due to hydrogen sulphide from operational failures at treatment plants, pipelines or pump stations may be offensive and a nuisance to the public. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Installation of odour beds at problematic treatment plants and other areas. Chemical dosing and carbon filters used to reduce production of hydrogen sulphide. |
| Overflows of untreated wastewater from the wastewater network due to: <ul style="list-style-type: none"> blockages pump station or other plant malfunction excessive inflow/infiltration of stormwater into the wastewater system insufficient capacity. This may impact on the environment and public health. It may also affect the ability of the public at some beaches to gather shellfish. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Council's telemetry and customer contact systems are linked with the maintenance contractor's workflow and dispatch system to ensure prompt response. Response times and job priorities are defined in the maintenance contract to ensure urgent tasks are given immediate attention. CCTV inspections are used to identify blockages and root intrusion in pipes. CCTV condition monitoring identifies structural defects that may lead to blockages or overflows and enable renewals planning to be prioritised. Inflow and infiltration issues are managed by monitoring flows to identify problem catchments and further investigation and remedial actions are employed to eliminate the inflows and infiltration. |
| Discharge of insufficiently treated (i.e. untreated or only partly treated) wastewater through the ocean outfall. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Ongoing monitoring of treatment processes and discharge quality. Upgrade of treatment plants to meet resource consents and water quality levels. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|---|
| | Social | Cultural | Economic | Environmental | |
| Disruption of wastewater services for extended periods due to asset failure may result in losses or damage for communities and businesses. | ☑ | ☑ | ☑ | ☑ | Operate, maintain, renew and replace assets in a manner that minimises risk of failure. Operation and maintenance manuals, as well as Incident Response plans and services contracts are developed to ensure quick response to, and resolution of, failures. Where disruptions or shutdowns are required, adequate notification and consultation are performed. |
| Disposal of wastewater treatment by-products such as biosolids (stabilised solids extracted from the wastewater during the treatment process), may lead to health and safety issues and restrict the public enjoyment of amenities. | ☑ | ☑ | ☑ | ☑ | Disposal to properly managed and consented disposal or alternative use sites to minimise the cultural, social and environmental impact. Investment in new technology and treatment processes to reduce the amount of solids requiring disposal. |

Tauranga City Council - Funding Impact Statement – Wastewater

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT WASTEWATER | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Targeted Rates | \$44,638 | \$43,192 | \$45,854 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$2,236 | \$3,234 | \$3,446 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal charges and overheads recovered | \$872 | \$1,071 | \$1,111 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$47,746 | \$47,497 | \$50,411 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$24,824 | \$22,872 | \$21,844 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Finance Costs | \$9,939 | \$9,166 | \$8,956 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal Charges and Overheads Applied | \$8,089 | \$7,771 | \$8,015 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$42,852 | \$39,809 | \$38,815 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$4,894 | \$7,688 | \$11,596 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$400 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$12,541 | \$10,698 | \$11,062 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$7,366 | -\$11,827 | -\$63,590 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$20,307 | -\$1,129 | -\$52,528 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$34,076 | \$30,915 | \$44,809 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$1,948 | \$1,852 | \$953 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$8,529 | \$18,020 | \$19,100 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | -\$19,352 | -\$44,228 | -\$89,901 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$25,201 | \$6,559 | -\$25,039 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$4,894 | -\$7,688 | -\$27,489 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | -\$15,893 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| * The imbalance in 2026 reflects the movements in debt and reserves balances generated by transactions related to Waters reform. | | | | | | | | | | | |

2024-34 Long-term Plan – Groups of Activities

22

Tauranga City Council - Capital Expenditure – Wastewater

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|-------------------|-------------------|------|------------|------|------|------|------|------|------|--------------------|
| Growth | 12,727,677 | 32,555,093 | | | | | | | | | 45,282,771 |
| Capital Delivery Adjustment | - | 20,000,000 | - | 25,000,000 | | | | | | | - 45,000,000 |
| Eastern Corridor - Papamoa East Wairakei | 277,488 | - | | | | | | | | | 277,488 |
| Eastern Corridor - Trunk Wastewater | 7,920,581 | 13,877,253 | | | | | | | | | 21,797,834 |
| Te Maunga WW Treatment Plant | 24,310,004 | 41,110,704 | | | | | | | | | 65,420,708 |
| WW Reticulation Upgrades & Renewals | 219,604 | 2,567,137 | | | | | | | | | 2,786,741 |
| Growth & Level of Service | 17,344,511 | 11,089,347 | | | | | | | | | 28,433,857 |
| Eastern Corridor - Trunk Wastewater | 9,449,004 | 10,973,191 | | | | | | | | | 20,422,195 |
| Te Maunga WW Treatment Plant | 75,093 | 116,156 | | | | | | | | | 191,249 |
| WC - Tauriko Business Estate | 3,627,877 | - | | | | | | | | | 3,627,877 |
| Western Corridor - Belk Rd Plateau | 154,725 | - | | | | | | | | | 154,725 |
| Western Corridor - Bethlehem | 259,180 | - | | | | | | | | | 259,180 |
| Western Corridor - Tauriko West | 3,778,631 | - | | | | | | | | | 3,778,631 |
| Level of Service | 2,694,557 | 2,118,060 | | | | | | | | | 4,812,616 |
| Smiths Farm Development | - | 295,815 | | | | | | | | | 295,815 |
| Te Papa Intensification | 86,702 | 783,181 | | | | | | | | | 869,883 |
| WW Reticulation Upgrades & Renewals | 2,554,733 | 984,283 | | | | | | | | | 3,539,016 |
| WW Treatment Plant Renewals | 53,122 | 54,781 | | | | | | | | | 107,903 |
| Renewal | 18,020,090 | 19,099,559 | | | | | | | | | 37,119,649 |
| Cameron Road Stage 2 | 246,851 | 520,482 | | | | | | | | | 767,334 |
| Eastern Corridor - Papamoa East | 103,150 | - | | | | | | | | | 103,150 |
| Eastern Corridor - Wairakei | 146,030 | 1,541,777 | | | | | | | | | 1,687,807 |
| SW Minor Capital Works & Renewals | 201,143 | 260,607 | | | | | | | | | 461,749 |
| Te Maunga WW Treatment Plant | 279,021 | 301,559 | | | | | | | | | 580,580 |
| Wastewater Renewals/Upgrades Programme | 983,020 | 1,439,186 | | | | | | | | | 2,422,206 |
| WW Reticulation Upgrades & Renewals | 14,094,475 | 12,748,099 | | | | | | | | | 26,842,574 |
| WW Treatment Plant Renewals | 1,966,401 | 2,287,850 | | | | | | | | | 4,254,251 |
| Grand Total | 50,786,835 | 64,862,059 | - | - | - | - | - | - | - | - | 115,648,894 |

Stormwater




What we do

This activity manages stormwater in an environmentally acceptable way to protect public health and safety whilst managing the effects of population growth. It provides sustainable long-term solutions, acknowledging Te Mana o te Wai and respecting the values tangata whenua place on water resources. The stormwater planning for stormwater management is based on the key requirement to service new development areas as well as intensification of existing areas to service a growing population.

How this affects you

This activity manages stormwater through infrastructure to receive, treat and dispose of stormwater through a network of soakage systems, pipes, open drains, treatment devices, secondary flow paths, and natural assets. In addition, this activity utilises planning mechanisms such as the City Plan and education activities.

Community outcomes

| Outcome | How it contributes |
|---|---|
|  A city that values, protects and enhances our environment | Stormwater management has a direct impact on the environment which is managed through resource consents and giving effect to Te Mana o Te Wai. |
|  A well-planned city | The planning and implementation of renewals and upgrades of stormwater infrastructure, and the passage of stormwater flows, is an inherent part of the long term planning and asset management process required by legislation. |
|  A city that supports business and education | The safe disposal of stormwater is necessary for daily living and economic activity. |

Key issues

Our growing city

Tauranga has the challenge of being a growth city and needs to find a balance between providing the stormwater infrastructure required to keep pace with growth and development against the ability for our city to afford this infrastructure and when to deliver it. Intensification within existing areas that are already supported by stormwater infrastructure can reduce the overall cost in the short-term. However, this will still require upgrades to the network.

Political change and reform

The water reform process currently requires council's three waters business to transition to a new water entity on 1 July 2026. This is subject to central government's appetite for reform and the general election in October 2023.

The Resource Management Act reform process could have significant implications for stormwater management across our city.

Climate change adaptation issues

Management of overland flow paths to enable flood waters to disperse, and the quality of the stormwater discharged to our environment, are increasingly important as council looks to build resilience to natural hazards and climate change as well as reduce the impact urban areas have on environmental sustainability.

What we plan to do

Key items to implement for Stormwater management include:

- reviewing and implementing the 30-year Stormwater Strategy 2024-54 while balancing affordability
- delivering stormwater management plans to identify physical works including network capacity upgrades, renewals and resilience projects
- developing and implementing the freshwater management tool to help inform the capital works programme to achieve water quality targets
- developing a sub-regional study to service the current and future needs of growth areas in Tauranga and the Western Bay sub-region.

Over the next 10 years this activity proposes to:

- meet all legislated, regulatory and consent requirements for the safe management of the stormwater system
- participate in the water reform process as needed
- develop and review catchment management plans
- give effect to Te Mana o Te Wai
- optimise the planning, infrastructure delivery, operation, maintenance and renewal processes for stormwater
- consider the impact of climate change and implement resilience initiatives

- prepare and manage the overarching longer-term stormwater plans and strategies.

Climate change adaptation actions

Various options are being investigated to mitigate the risks/issues and provide solutions to the challenges identified. The Infrastructure Resilience Programme capital works for stormwater (to be transferred to the water services entity) are anticipated for years 3-10.

Key projects

- completion of the freshwater management tool and identification of water quality capital projects
- stormwater network capacity upgrades related to growth and intensification
- infrastructure resilience capital works
- growth corridor development
- ongoing renewal, capacity, resilience and water quality projects.

What you can expect from us

For stated levels of service and performance measures for Stormwater for the 2024-2034 LTP, please see performance measurement section pg. 10 to 11, measures SSP20 to SSP25.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|---|
| | Social | Cultural | Economic | Environmental | |
| Changing weather patterns may result in extreme weather events causing damage to valuable assets. | ☒ | ☒ | ☒ | ☒ | Improvements made to assets on an ongoing basis as a result of improvements to council's Infrastructure Development Code and/or specialist studies (e.g. Lifelines). Most properties developed in Tauranga are serviced by an overall system designed to cope with a 50-year ARI (annual return interval) event. Resilience building projects to mitigate |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| | | | | | and adapt to extreme events have been developed and will be implemented progressively throughout this period. |
| The cost of desired infrastructure improvements and flood risk mitigations may exceed the community's ability to pay. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | 2D Modelling continues to identify high risk areas. 'Safety to persons' levels of service has been implemented. A Reactive Reserve Fund has been established to aid flood-affected landowners. Asset creation due to growth is funded via development contributions. Depreciation is collected to fund renewals of networks and assets. |
| Discharge of polluted stormwater impacting on public health, environmental, cultural and aesthetic values. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Implementation of the Stormwater (Pollution Prevention) Bylaw 2015. City Waters Pollution Prevention Team proactively works with industry and the wider public to minimise the risk of stormwater contamination through education, cooperation and enforcement. Swift response from council staff and contractors in case of spills or contamination to minimise the impact. Development of comprehensive catchment management plans. Monitoring identifies any future mitigation requirements which will be reported in the relevant catchment management plans. Development of the freshwater management tool will inform the future capital programme for achieving water quality targets. Installation of stormwater treatment devices or other means of stormwater quality improvement in high-risk areas as indicated by catchment consents and management plans. |
| Stormwater systems unable to cope with large rainfall events causing flooding, which could have significant negative social and economic impacts. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Completion of 2D modelling to prepare flood hazard maps for Tauranga to identify the potential flood risk to land and buildings within specified storm events. Council's level of service is focused on 'safety to persons' with priority on areas with the highest risk. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|-----------------------------------|-----------|----------|----------|---------------|--|
| | Social | Cultural | Economic | Environmental | |
| | | | | | Residual risk and emergency management to ensure an appropriate service is provided to flood-affected landowners following future flood events. Information about flood prone areas displayed on council's GIS system. Long-term planning of required infrastructure to ensure correct timing and capacity. Identification and development of policy controls to mitigate the effects of future development and potential for flooding. |

Tauranga City Council - Funding Impact Statement – Stormwater

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT STORMWATER | | | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$29,576 | \$29,232 | \$23,470 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Targeted Rates | \$1,601 | \$114 | \$130 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$1,024 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$10 | \$4 | \$4 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal charges and overheads recovered | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$1 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$31,188 | \$29,350 | \$24,628 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$9,181 | \$10,270 | \$10,704 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Finance Costs | \$8,493 | \$7,712 | \$9,933 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal Charges and Overheads Applied | \$4,812 | \$3,343 | \$3,445 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$22,486 | \$21,325 | \$24,082 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$8,702 | \$8,025 | \$546 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$3,890 | \$4,240 | \$3,756 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$12,695 | \$5,368 | -\$150,708 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$16,585 | \$9,608 | -\$146,952 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$1,396 | \$8,283 | \$6,518 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$9,883 | \$9,354 | \$6,568 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$2,529 | \$1,466 | \$1,513 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | \$11,479 | -\$1,470 | -\$13,116 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$25,287 | \$17,633 | \$1,483 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$8,702 | -\$8,025 | -\$148,435 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | -\$147,889 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| * The imbalance in 2026 reflects the movements in debt and reserves generated by transactions related to Waters reform. | | | | | | | | | | | |

2024-34 Long-term Plan – Groups of Activities

29

Tauranga City Council - Capital Expenditure - Stormwater

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|-------------------|-------------------|------|------|------|------|------|------|------|------|-------------------|
| Growth | 8,526,709 | 5,347,588 | - | - | - | - | - | - | - | - | 13,874,297 |
| Eastern Corridor - Papamoa East Wairakei | 281,703 | - | - | - | - | - | - | - | - | - | 281,703 |
| Eastern Corridor - Te Tumu | - | 275,498 | - | - | - | - | - | - | - | - | 275,498 |
| Funding Provision | - | 252,630 | - | - | - | - | - | - | - | - | 252,630 |
| Wairakei Stream Landscaping | 361,025 | - | - | - | - | - | - | - | - | - | 361,025 |
| WC - Pyes Pa West Growth Area | 5,469,515 | 4,223,788 | - | - | - | - | - | - | - | - | 9,693,303 |
| WC - Tauriko Business Estate | 2,208,166 | - | - | - | - | - | - | - | - | - | 2,208,166 |
| Western Corridor - Bethlehem | 206,300 | 595,672 | - | - | - | - | - | - | - | - | 801,972 |
| Growth & Level of Service | 412,548 | 568,229 | - | - | - | - | - | - | - | - | 980,777 |
| Mount Intensification | 237,245 | 252,629 | - | - | - | - | - | - | - | - | 489,874 |
| Otumoetai Intensification | 175,303 | 315,600 | - | - | - | - | - | - | - | - | 490,903 |
| Level of Service | 10,267,692 | 7,170,234 | - | - | - | - | - | - | - | - | 17,437,926 |
| Cameron Road Stage 2 | 1,134,650 | 1,170,070 | - | - | - | - | - | - | - | - | 2,304,720 |
| CSC Stormwater Treatment Capital Works | 1,024,485 | 372,295 | - | - | - | - | - | - | - | - | 1,396,780 |
| Freshwater Management | 191,537 | - | - | - | - | - | - | - | - | - | 191,537 |
| SW Bulk Fund & Reactive Reserve | 5,466,950 | 2,350,777 | - | - | - | - | - | - | - | - | 7,817,727 |
| SW Minor Capital Works & Renewals | 820,300 | 1,338,666 | - | - | - | - | - | - | - | - | 2,158,967 |
| Te Papa Intensification | 82,520 | 85,096 | - | - | - | - | - | - | - | - | 167,616 |
| Wairakei Stream Culvert Upgrade | 1,031,500 | 78,714 | - | - | - | - | - | - | - | - | 1,110,214 |
| Wairakei Stream Landscaping | 515,750 | 1,774,615 | - | - | - | - | - | - | - | - | 2,290,365 |
| Renewal | 1,466,492 | 1,512,754 | - | - | - | - | - | - | - | - | 2,979,246 |
| Prop Management Upgrades & Renewals | 730 | 42,720 | - | - | - | - | - | - | - | - | 43,451 |
| SW Minor Capital Works & Renewals | 1,465,762 | 1,470,033 | - | - | - | - | - | - | - | - | 2,935,795 |
| Grand Total | 20,673,442 | 14,598,804 | - | - | - | - | - | - | - | - | 35,272,245 |

Flood Control

What we do

This activity comes into effect when our City Waters Group transitions to a new water services entity in July 2026.

While the new water service entity will be responsible for managing the stormwater network (which includes overland flow paths, watercourses and the development of risk management plans), there are still functions related to stormwater management which will sit with council. These include:

- management of part of the stormwater network where it relates to roads, parks and spaces
- urban planning needs to allow stormwater outcomes to be achieved and support a reduction in flood risk over time, e.g. through spatial planning and city plan provisions
- supporting emergency flooding responses
- education and awareness rising alongside its strategies.



How this affects you


This activity manages flood water in a socially and environmentally acceptable way to protect public health and safety whilst managing the effects of population growth.

It provides sustainable long-term solutions, acknowledging Te Mana o te Wai and respecting the values tangata whenua place on water resources.

The interface between a water services entity and council will require detailed design to plan and manage our Stormwater and Flood Management activities.

Community outcomes

| Outcome | How it contributes |
|--|--|
|  <p>A city that values, protects and enhances our environment</p> | Flood water management has a direct impact on the natural and built environment. |
|  <p>A well-planned city</p> | The planning and implementation of renewals and upgrades of stormwater infrastructure, and the passage of stormwater and flood flows, is part of this process. |

| Outcome | How it contributes |
|---|--|
|  <p>A city that supports business and education</p> | <p>The management of flood water is necessary for daily living and has high potential impact on economic activity.</p> |

Key issues

Our growing city

Tauranga has the challenge of being a growth city and needs to find a balance between providing the flood and stormwater infrastructure required to keep pace with growth and development against the ability for our city to afford this infrastructure and when to deliver it. Intensification within existing areas that are already supported by stormwater infrastructure can reduce the overall cost in the short-term. However, this will still require upgrades to the network.

Tensions between growth and sustainability

Much of the flood affected property is zoned commercial and post-event recovery would be significant. Planned management of the flow paths through this land will assist in minimising impacts and enhancing recovery.

Residential property that is flood affected is frequently in lower lying areas where properties are more affordable. This may create issues of equity regarding people's ability to recover from flood events.

Political change and reform

The water reform process currently requires council's three waters business to transition to a new water services entity by 1 July 2026. Therefore, this activity comes into effect 1 July 2026 (subject to the outcome of the general election in October 2023). The transition to a new water entity will require clear definition of roles and responsibilities between the new entity and council regarding new and existing infrastructure investment and operations. This is likely to impact on the current prioritisation of investment. Opportunities across council boundaries may also be identified that change the focus of current investment. The creation of the water entity requires a new activity for flood management within council. Planning and response to heavy rain events needs to be embedded across the organisation, flood management will need to inform multiple activity plans, and the potential RMA reforms may have implications for flood water management across our city.

Climate change adaptation

Management of overland flow paths to enable flood waters to disperse is increasingly important as council looks to build resilience to natural hazards and climate change as well as reduce the impact urban areas have on environmental sustainability.

What we plan to do

From 2026/27 this activity proposes to develop and implement a Flood Water Strategy 2024-54 while balancing affordability. The water services entity will be responsible for maintaining water courses – this reduces some risk impacts for council and needs further clarification.

Key projects

Key items to implement for our flood water activity include:

- developing an all of catchment approach, as much of the flood water originates upstream in the Western Bay district and develop a sub-regional study to service the current and future needs of growth areas in Tauranga and the Western Bay sub-region
- developing a detailed operational response between the water services entity, local councils and contractors, and integrating flood management into other activity plans and developing/implementing a training plan for staff
- identifying necessary physical works including integrated capacity enhancements for overland flow paths, renewals and resilience projects
- developing and implementing the freshwater management tool to help inform the capital works programme to achieve water quality targets
- develop an integrated Strategic Flood Management Plan to create an integrated strategic approach to the future management of heavy rain events. The new water services entity is required to develop a Hazard Risk Plan
- stormwater/flood network capacity upgrades related to growth and intensification.
- growth corridor development funded from a combination of loans and development contributions
- manage flood constrained land via property purchase and/or recontour of flow paths

What you can expect from us

For stated levels of service and performance measures for Flood Control for the 2024-2034 LTP please see performance measurement section pg.12 to 13, measures SSP26 to SSP31.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|---|
| | Social | Cultural | Economic | Environmental | |
| Changing weather patterns may result in extreme weather events causing damage to valuable assets. | ☒ | ☒ | ☒ | ☒ | Improvements made to assets on an ongoing basis as a result of improvements to council's Infrastructure Development Code and/or specialist studies (e.g. Lifelines). Most properties developed in Tauranga are serviced by an overall system designed to cope with a 50-year ARI (annual return interval) event. Resilience building projects to mitigate and adapt to extreme events have been developed and will be implemented progressively throughout this period. |
| The cost of desired infrastructure improvements and flood risk mitigations may exceed the community's ability to pay. | ☒ | ☒ | ☒ | ☒ | New Targeted Rate implemented to fund flood management. Ongoing 2D modelling to identify high risk areas. 'Safety to persons' levels of service implemented. Reactive Reserve Fund retained to aid flood affected landowners. Asset creation (by water services entity) due to growth will be funded via development contributions. |
| Cost and impacts of post storm event recovery. | ☒ | ☒ | ☒ | ☒ | Implementation of Flood Water Strategy to proactively work with industry and the wider public to minimise the risk of flood water damage through education, cooperation and enforcement. Swift response from council staff and contractors in case of heavy rain event. Development of comprehensive catchment management plans. Monitoring identifies any future mitigation requirements which will be reported in the relevant catchment management plans. Recovery of stormwater treatment devices or other means of stormwater quality improvement in high-risk areas as indicated by catchment consents and management plans. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|--|
| | Social | Cultural | Economic | Environmental | |
| | | | | | Multiple council activities will need to invest in recovery of land and assets. |
| Stormwater systems unable to cope with over design rainfall events causing flooding, which could have significant negative social and economic impacts. | ☒ | ☒ | ☒ | ☒ | <p>Completion of 2D modelling to prepare flood hazard maps for Tauranga to identify the potential flood risk to land and buildings within specified storm events. Council's levels of service focused on 'safety to persons' with priority on areas with the highest risk.</p> <p>Residual risk and emergency management to ensure an appropriate service is provided to flood affected landowners following future flood events.</p> <p>Information about flood prone areas displayed on council's GIS system.</p> <p>Long-term planning of required infrastructure to ensure correct timing and capacity.</p> <p>Identification and development of policy controls to mitigate the effects of future development and potential for flooding.</p> |

Tauranga City Council - Funding Impact Statement – Flood Protection

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT - SAP - TCC FLOOD CONTROL GOA 41 | | | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$0 | \$0 | \$5,090 | \$1,300 | \$1,327 | \$1,346 | \$1,372 | \$1,398 | \$1,438 | \$1,466 | \$1,493 |
| Targeted Rates | \$0 | \$500 | \$512 | \$1,047 | \$1,069 | \$1,092 | \$1,114 | \$1,138 | \$1,162 | \$1,186 | \$1,211 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal charges and overheads recovered | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$0 | \$500 | \$5,602 | \$2,347 | \$2,396 | \$2,438 | \$2,486 | \$2,536 | \$2,600 | \$2,652 | \$2,704 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$0 | \$0 | \$0 | \$1,236 | \$1,263 | \$1,283 | \$1,307 | \$1,332 | \$1,371 | \$1,397 | \$1,424 |
| Finance Costs | \$0 | -\$12 | -\$1,839 | -\$660 | -\$660 | -\$660 | -\$660 | -\$660 | -\$660 | -\$660 | -\$660 |
| Internal Charges and Overheads Applied | \$0 | \$0 | \$0 | \$65 | \$63 | \$63 | \$65 | \$66 | \$67 | \$69 | \$69 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$0 | -\$12 | -\$1,839 | \$641 | \$666 | \$686 | \$712 | \$738 | \$778 | \$806 | \$833 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$0 | \$512 | \$7,441 | \$1,706 | \$1,730 | \$1,752 | \$1,774 | \$1,798 | \$1,822 | \$1,846 | \$1,871 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | \$0 | \$512 | \$7,441 | \$1,706 | \$1,730 | \$1,752 | \$1,774 | \$1,798 | \$1,822 | \$1,846 | \$1,871 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$0 | \$512 | \$7,441 | \$1,706 | \$1,730 | \$1,752 | \$1,774 | \$1,798 | \$1,822 | \$1,846 | \$1,871 |
| Surplus/(Deficit) of Capital Funding (C - D) | \$0 | -\$512 | -\$7,441 | -\$1,706 | -\$1,730 | -\$1,752 | -\$1,774 | -\$1,798 | -\$1,822 | -\$1,846 | -\$1,871 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

36

Tauranga City Council - Capital Expenditure – Flood Protection

There is no Capital Expenditure for this activity.

Sustainability and Waste

What we do

The Sustainability and Waste activity enables council and our community to take action to improve our sustainability performance and contributes to economic, social, cultural and environmental wellbeing through:


- reducing and recovering waste within our city
- reducing resource (energy and water) consumption and carbon emissions within council operations
- effectively managing physical and transition risks across council's operations to achieve operational resilience
- leading an equitable transition to a low carbon and resilient economy
- improving sustainability/climate change governance both within council and the broader community
- collecting information and data to enable effective decision-making
- providing comprehensive waste programmes
- managing and monitoring historic and existing waste facilities
- planning to ensure future Tauranga residents have adequate services and facilities to better manage waste and further reduce waste to landfill
- creating and implementing relevant legislation and by-laws.



How this affects you

The Sustainability and Waste activity supports both council and our community to improve its sustainability performance and ensure the protection of public health, culture, and the environment while development occurs in a sustainable manner. This activity aims to achieve the outcomes of the 2022 Waste Management and Minimisation Plan (WMMP), implement council's corporate Energy Management Action Plan, the Climate Action and Investment Plan, and council's Sustainability Approach and Implementation Plan.

The provision of kerbside recycling, effective management of waste facilities, sustainability and climate-related actions aims to ensure the economic, social, cultural and environmental wellbeing of our community. We are also actively working with hapū and iwi on how we manage and improve this activity in the future.

Community outcomes

| Outcome | How it contributes |
|---|---|
|  <p>An inclusive city</p> | <p>Ensuring that: we involve iwi and consider te ao Māori in decision-making; our services can be used by everyone in our city; our facilities can be accessed by everyone; our education reaches all Tauranga residents; fairness inclusion and equity across council's value chain.</p> |

| Outcome | How it contributes |
|---|--|
|  <p>A city that values, protects and enhances our environment</p> | Enabling our community to reduce waste to landfill, managing waste, and providing leadership in environmental management across all our operations as a way of reducing our ecological footprint. Supporting the transition to a low-carbon and resilient economy. |
|  <p>A city that supports business and education</p> | Providing support and education on how to better manage waste and reduce waste to landfill through the Resource Wise ® Programme. Providing funding to businesses and education through the Resource Wise Community Fund. |

Key issues

Our growing city

Population growth also means that more waste will be generated and there will be more emissions. There is a strong correlation between population growth and an increase in demand for basic services and resource use. Hence the projected population growth of Tauranga in the next decade will induce an upward trajectory in council's level of service across a number of sectors. If this projected increase in operational activity is approached from a business-as-usual perspective, it will result in an increase in operational emissions, environmental footprint, and increased exposure to risk for council assets and operations.

The aging population of Tauranga means our services and facilities need to be future-proofed so they can be easily and safely used by all (e.g. knowing that more people will be needing our assisted service and building this into our budgets).

How people can store, sort and dispose of their waste while living in high-density accommodation like apartments is another challenge. High-density living can result in an increase in illegal dumping as they have no area in their yard to store unwanted items. With this comes an opportunity to look at requirements of high-density accommodation to ensure they have adequate storage space for large unwanted items as well as looking at what services council can provide to reduce illegal dumping throughout Tauranga. While there are challenges, high-density living will reduce emissions associated with car travel and is therefore, one solution to reducing the impacts of climate change as a city.

Economic uncertainty

High inflation is pushing up the cost of projects which poses a risk that budgets may be exceeded in coming years. The portion of funding that council receives from the Ministry for the Environment Waste Levy may increase in the short-term. However, it is not guaranteed that it will continue to be divided up among local councils in the same way it is now. With changes in government regulations and economic depression, this can lead to a decrease in waste production, which is desirable, but on the other hand lowers the waste levy income we have available to deliver waste minimisation projects.

Political change and reform

Changes to the Waste Minimisation Act 2008 will mean new direction from central government. This will potentially mean last-minute changes to council waste projects or the addition of new kerbside services. Team resources and budgets may become stretched if the number of changes is high and required to be delivered in a short timeframe. Likewise, changes to national direction in terms of climate responses will mean a change in approach to council's current actions to achieve its emissions reductions. The following factors have potential to impact this activity over the course of the LTP:

- legislative and systems reform (waters, RMA, future for local government)
- changes to the Waste Minimisation Act in how waste levy funds are distributed to local government
- changes to the Waste Management Act and Litter Act enabling greater compliance monitoring and enforcement
- amendments to the Building Act and managing the disposal and diversion of construction and demolition waste
- introduction of a container return scheme and ensuring current services and infrastructure can support this
- national standardisation of recycling collection services
- the release of the New Zealand Greenhouse Gas Inventory report is expected in 2024, followed by the review of the 2050 emissions targets by the Climate Change Commission. Following this, the Climate Change Commission will provide advice on how Aotearoa New Zealand can meet its emissions targets which may change the direction of council.

Tensions between growth and sustainability

With a change in population distribution comes the challenge of ensuring everyone has equal access to divert and dispose of their waste (e.g. having access to a locally accessible resource recovery park, therefore reducing transport emissions to dispose of waste). Another challenge is ensuring that kerbside collections take into consideration the change in population distribution to ensure collection days become manageable. While council is able to change the way it operates to reduce carbon emissions, there is limited ability to drive change throughout our city. This is particularly relevant as Tauranga is a growth city and there is often a misconception that growth is not desirable in order to be sustainable. As a result, there is often a reluctance to take on emissions reduction targets or do business differently despite the great need to reduce everyone's contribution to climate change. Sustainable initiatives, funding, projects, changes to decision-making processes and community inclusion may not be possible given this tension and drive to continue growing. A clearer understanding of the possibilities of more sustainable growth needs to be incorporated into the planning for Tauranga.

Climate change issues

Climate change will increase risks associated with natural hazards such as inundation, erosion, sea level rise and liquefaction. This will have an effect on waste infrastructure due to the location of transfer stations and closed landfills.

Household waste going to landfill per person per year in Tauranga is higher than the national average in Aotearoa. Solid waste contributes directly to greenhouse gas emissions through the generation of methane from the anaerobic decay of waste in landfills. Tauranga's growing population provides the challenge of ensuring our waste collection services and facilities are accessible to all. Population growth also means that more waste will be generated. Therefore, we need to have the services and facilities to appropriately divert and dispose of this waste with more opportunities and emphasis on education to prevent future waste from being generated. There is also an opportunity to find solutions for waste that cannot be diverted and ensure our residents have easy access to disposal points, to reduce our waste to landfill.

To reduce the drivers of climate change and its effects on our people and city, we've developed a climate action and investment plan (Climate plan). This will be a proactive response plan to the identified drivers and projected impacts of climate change in the area and is in response to the recently released national Emission Reduction Plan (ERP) and the National Adaptation Plan (NAP).

What we plan to do

We plan to research and identify what local (and potentially regional) infrastructure and services will be required based on our changing population, to better manage, reduce and divert waste from landfill. This project will research other cities throughout the world that have our forecasted population and similar population makeup, to determine what they have, what they need and what would be nice to have in terms of waste management. Tauranga can learn from others and plan accordingly to ensure that future residents have the required waste services and infrastructure. On top of this, work will be undertaken with central government to ensure our findings align with national waste infrastructure requirements.

We will work to identify key sectors where we can work towards building a circular economy and reduce waste to landfill. High-density housing requires a tailored approach or in-house solutions to make sorting and disposing of waste correctly more convenient.

Work will also be done to build relationships with iwi, community groups and private waste service providers to identify partnership opportunities, services they can provide, and what support is required to get these services up and running.

Climate change actions

Council released its Waste Management and Minimisation Plan 2022 – 2028 (WMMP) in August 2022 which contains an overview of the kind of waste issues we're dealing with in our city, our vision, goals and objectives, and our action plan to achieve them. The WMMP shares how council will ensure resources are valued and how it will promote sustainable waste management, enabling a transition from a linear economy to a circular economy. Tauranga residents have all been part of the city's transition to efficient waste management. Since launching the new kerbside collections in July 2021, Tauranga residents have nearly halved the amount of household waste going to landfill.

We've developed a Climate Action and Investment Plan which contains a set of emission reduction targets and resilience goals supported by a prepared roadmap of actions. This road map is crucial to unlocking these aspirations. The Climate Plan builds on the considerable amount of data and information that has been collated by council over the past couple of years and sets out the steps council and our community need to take to achieve our goals.

Key projects

- waste infrastructure planning project to identify land and infrastructure requirements, potential upgrades to existing infrastructure and best approaches to future contracts
- identify and implement next steps to ensure there is a material recovery facility (MRF) continuing to operate in Tauranga
- investigate, purchase land and develop a plan to have a recovery centre (with potential for education centre) in Tauranga
- implement actions from both the Sustainability Approach and Climate Action & Investment Plans
- complete the Te Maunga Resource Recovery Park Redevelopment Project to increase waste diversion from landfill
- Te Maunga compost site remediation

- a geospatial exposure/risk assessment for specific assets (focussing on specific risks to specific hazards in location)
- sustainability demonstration projects
- purchase land, secure funding and start building required infrastructure for effective waste management and minimisation activities.

What you can expect from us

For stated levels of service and performance measures for Sustainability and Waste for the 2024-2034 LTP please see performance measurement section pg.13, measures SSP32 to SSP35.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|--|
| | Social | Cultural | Economic | Environmental | |
| The most significant effect is on the environment through the depositing of waste in landfills. Additionally, the following may occur during collection times: • water and/or land pollution (loose waste blown into private properties or waterways or illegally dumped) • odour emissions • spread of disease and water/land contamination • vermin • obstruction of footpaths. | ☒ | ☒ | ☒ | ☐ | We will continue to aim to reduce the quantity of waste going to landfill through the residential kerbside collection service and proven minimisation strategies and programmes for waste streams that we can control/ influence. We will continue to educate residents on the collection days/times, and we will monitor the services (rubbish/recycling/organics collections) provided by council contractors and the private sector to ensure contractor requirements are complied with. |
| The user-pays policy on collection and disposal of commercial waste and recycling means that private companies have significant control over this waste stream. This can impact on council's ability to minimise waste. | ☒ | ☐ | ☒ | ☒ | Council seeks to mitigate this through the implementation of the Waste Management and Minimisation Bylaw (as reviewed in 2022) and the Waste Management & Minimisation Plan 2022. |
| Kerbside collection (rubbish, recycling, food scraps, glass and green waste) system does not meet the needs of the community. | ☒ | ☒ | ☒ | ☒ | Education plan to get behaviour change. Continue working with the community to respond to complaints. Continually review the process. Ensure management of contractors and facilities are built and maintained based on volumes of waste being collected and processed. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-----------|----------|----------|---------------|--|
| | Social | Cultural | Economic | Environmental | |
| Waste ends up in landfills and these closed landfills require maintaining. There is a risk that if they are not maintained appropriately and leachate managed, that there are unintended negative environmental effects. | ☒ | ☒ | ☒ | ☒ | Reconsenting, upgrades and alternatives explored where necessary. |
| Sustainable practices are not implemented by council and the community. | ☒ | ☒ | ☒ | ☒ | Focus on education with businesses and individuals, develop reporting frameworks. Ensure council is a leader in its practices. |

Tauranga City Council - Funding Impact Statement - Sustainability and Waste

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT SUSTAINABILITY & WASTE GOA 32 | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$8,181 | \$7,813 | \$10,357 | \$14,771 | \$16,492 | \$16,775 | \$16,892 | \$17,312 | \$17,873 | \$18,738 | \$19,477 |
| Targeted Rates | \$12,372 | \$14,151 | \$15,077 | \$16,025 | \$17,016 | \$18,069 | \$19,186 | \$20,372 | \$21,632 | \$22,970 | \$24,390 |
| Subsidies and Grants for Operating Purposes | \$2,202 | \$1,380 | \$1,414 | \$1,445 | \$1,475 | \$1,506 | \$1,538 | \$1,570 | \$1,603 | \$1,637 | \$1,671 |
| Fees and Charges | \$385 | \$408 | \$425 | \$493 | \$458 | \$476 | \$495 | \$514 | \$525 | \$536 | \$547 |
| Internal charges and overheads recovered | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$23,140 | \$23,752 | \$27,273 | \$32,734 | \$35,441 | \$36,826 | \$38,111 | \$39,768 | \$41,633 | \$43,881 | \$46,085 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$15,472 | \$19,794 | \$21,532 | \$23,861 | \$24,598 | \$26,357 | \$27,954 | \$30,257 | \$32,723 | \$35,819 | \$39,181 |
| Finance Costs | \$427 | \$447 | \$981 | \$1,685 | \$1,887 | \$2,014 | \$2,133 | \$2,016 | \$2,136 | \$2,206 | \$2,204 |
| Internal Charges and Overheads Applied | \$3,733 | \$3,704 | \$3,844 | \$5,121 | \$5,036 | \$4,967 | \$5,146 | \$5,219 | \$5,323 | \$5,425 | \$5,481 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$19,631 | \$23,945 | \$26,357 | \$30,667 | \$31,521 | \$33,338 | \$35,233 | \$37,492 | \$40,182 | \$43,450 | \$46,866 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$3,509 | -\$193 | \$916 | \$2,067 | \$3,920 | \$3,488 | \$2,878 | \$2,276 | \$1,451 | \$431 | -\$781 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$6,000 | \$5,119 | \$1,048 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$3,412 | \$4,023 | \$16,140 | \$9,100 | \$4,987 | \$1,708 | \$4,742 | \$3,595 | \$3,604 | \$1,614 | \$628 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$9,412 | \$9,142 | \$17,188 | \$9,100 | \$4,987 | \$1,708 | \$4,742 | \$3,595 | \$3,604 | \$1,614 | \$628 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$10,828 | \$7,469 | \$16,464 | \$9,253 | \$6,014 | \$2,733 | \$5,788 | \$4,660 | \$4,687 | \$2,712 | \$1,751 |
| - to replace existing assets | \$101 | \$547 | \$249 | \$413 | \$326 | \$330 | \$139 | \$113 | \$71 | \$124 | \$76 |
| Increase/(Decrease) in Reserves | \$1,993 | \$933 | \$1,391 | \$1,501 | \$2,567 | \$2,133 | \$1,693 | \$1,098 | \$297 | -\$791 | -\$1,980 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$12,921 | \$8,949 | \$18,104 | \$11,167 | \$8,907 | \$5,196 | \$7,620 | \$5,871 | \$5,055 | \$2,045 | -\$153 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$3,509 | \$193 | -\$916 | -\$2,067 | -\$3,920 | -\$3,488 | -\$2,878 | -\$2,276 | -\$1,451 | -\$431 | \$781 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

44

Tauranga City Council - Capital Expenditure - Sustainability and Waste

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|
| Level of Service | 14,123,667 | 16,463,531 | 9,252,630 | 6,014,092 | 2,733,474 | 5,788,334 | 4,660,324 | 4,686,833 | 2,711,947 | 1,751,014 | 68,185,846 |
| Capital Delivery Adjustment | - | - | 10,000,000 | - | - | 3,000,000 | 3,000,000 | 3,000,000 | 1,000,000 | - | 1 |
| Kerbside Waste Collection Capital Works | 5,175 | 954,315 | 980,277 | 1,003,553 | 1,025,934 | 1,046,524 | 1,065,324 | 1,082,333 | 1,098,447 | 1,123,514 | 9,385,395 |
| Sustainability & Waste Upgrds & Renewals | 2,344,793 | 5,028,215 | 428,036 | 5,010,540 | 1,707,540 | 1,741,810 | 595,000 | 604,500 | 613,500 | 627,500 | 18,701,433 |
| Waste Facilities Redevelopment | 11,773,700 | 10,481,000 | 17,844,317 | - | - | - | - | - | - | - | 40,099,017 |
| Renewal | 546,697 | 248,611 | 412,886 | 325,925 | 330,035 | 139,196 | 113,209 | 71,272 | 123,787 | 75,688 | 2,387,308 |
| Sustainability & Waste Upgrds & Renewals | 546,697 | 248,611 | 412,886 | 325,925 | 330,035 | 139,196 | 113,209 | 71,272 | 123,787 | 75,688 | 2,387,308 |
| Grand Total | 14,670,365 | 16,712,142 | 9,665,516 | 6,340,017 | 3,063,509 | 5,927,530 | 4,773,533 | 4,758,105 | 2,835,734 | 1,826,701 | 70,573,154 |

City and Infrastructure Planning



What we do

The City and Infrastructure Planning activity is responsible for the preparation of the City Plan, plan changes, and implementation issues within the statutory requirements of the Resource Management Act 1991, urban growth planning, and technical input into the SmartGrowth partnership. This includes the responsibility for leading greenfield structure planning and intensification spatial planning. We provide professional policy and technical advice to council on national, regional, sub-regional and local planning and growth management issues and practice. The activity monitors national, sub-regional and local population and land-use trends to ensure good information is available for council policy development and decision-making. The team is also responsible for growth funding through development contributions, developer agreements and new funding sources such as IFF levies.

How this affects you

The City and Infrastructure Planning activity has an active role in promoting sustainable management of Tauranga’s natural and physical resources for existing and future communities. We take an integrated land use and infrastructure approach to managing our city’s current and future population and urban growth.

Community outcomes

| Outcome | How it contributes |
|--|---|
|  A city that values, protects and enhances our environment | Environmental protection occurs through City Plan zoning and overlays (e.g. Conservation Zone and Significant Environmental Areas). Environmental considerations are a core aspect of structure and spatial planning. Increased focus on intensification to manage growth will reduce the need for conversion of rural land to urban. |
|  A well-planned city | A well-planned Tauranga is the team’s core focus and purpose through mechanisms like the City Plan, structure plans and spatial plans, as well as integration of planning at a sub-regional level through the SmartGrowth partnership. |

Key issues

Political change and reform

Ongoing changes to government policy create additional planning requirements and further challenges to resolve conflicting issues and making appropriate trade-offs to address local issues. There is significant potential for change over this LTP period. The government is currently reforming the resource management system and proposing that a range of functions are transferred to a new regional planning committee for the Bay of Plenty. It is uncertain if this will occur and, if so, within what timeframes. It is also uncertain how new structures would operate (e.g. as independent bodies or through secondment of council staff). The proposed new resource management legislation had its second reading on 18 July 2023. The removal of three waters from council control will mean there will be another agency with a significant role in planning and growth management to co-ordinate and integrate with. It would also reduce our role in growth funding, with the responsibility for growth funding of three waters' assets transferring to the new entities.

Our growing city

Addressing the current housing and business development capacity requirements facing our city in an effective and timely manner is a challenge as key issues sit outside direct council control e.g. Waka Kotahi transport investment and Māori Land Court processes. The desire to see a rapid transition to more intensification must be weighed up against intensification development challenges including construction sites, lack of large-scale site opportunities and planning constraints in older parts of the city such as flood risk. Current shortages of residential and industrial land capacity are being addressed but are significantly impacted by financial constraints. This means that council will continue to not meet the development capacity requirements of the National Policy Statement on Urban Development.

Climate change issues

Mitigation - Land use and built environment comprises the homes, infrastructure, utilities and the way Tauranga uses and develops land. It accounts for the second largest emissions area for our city. As one of Aotearoa's fastest growing areas, new housing will be needed and there will be a focus on compact urban form, using low carbon building materials and designs, and resilient buildings. There will also be a significant need for retrofitting and upgrading existing building and housing stock to be more resilient and energy efficient. This will be driven by homeowners and landlords, supported by technical expertise and labour.

Adaptation - Tauranga is subject to a number of natural hazards such as flooding, erosion, extreme rainfall and landslides. These natural hazards all have different risks, and all have the potential to affect human life, infrastructure, property and the environment. As our city grows, and considering the influence climate change will have, we need to improve our understanding of these hazards and ensure we are looking after our people by sharing our findings. Climate change adaptation and considerations will also affect how and where we develop as a city (for example the risk of future development in coastal or exposed areas).

What we plan to do

Effectively managing our city's growth will require creating a compelling story for multi-party investment that gets the buy-in of central government. This will focus on the benefits of growing in the Western Corridor and through the Te Papa peninsula, coupled with key investments in dedicated public transport corridors and freight to the port. We are working with government agencies on key planning initiatives to support this concept such as the proposed Western Corridor Specified Development Project led by Kainga Ora, the Waka Kotahi long-term business case for the Western Corridor, and the future of the current Tauranga Racecourse. In addition to the Western Corridor and Te Papa, addressing our city's development capacity requirements also requires planning, infrastructure and funding to enable growth in other locations, especially Papamoa East (Wairakei and Te Tumu). These will remain a focus for this activity throughout the LTP period.

Climate change actions

Mitigation - Tauranga requires a built environment that complements and regenerates our natural environment as well as enables low carbon and healthy lifestyles. We can unlock significant co-benefits through our decision-making, including green infrastructure that provides access to nature to support community wellbeing as well as acting as carbon sinks and enhancing resilience to the impacts of climate change. The SmartGrowth Strategy will outline how our community is planned and developed into the future. Our planning rules need to reflect the risks of climate change and the impacts our urban development has on carbon emissions.

Adaptation - All new community planning considers natural hazards. To progress any new urban growth area, we need to ensure that, based on the information we hold, the proposed new community will be resilient to natural hazards and climate change. Information about hazards that Tauranga is susceptible to is available on our website and included in Land Information Memorandum (LIM) reports. It's also used in council consenting processes for planning, building and subdivision. We continue to collect new data and update existing data on a rolling basis – to ensure it covers our whole city, and incorporates updates in scientific knowledge, guidelines and legislature, and responds to changes associated with climate change.

Key projects

We plan to complete a number of projects to enable significant additional greenfield and intensification projects in our city such as Plan Change 33 as well as rezoning of the Tauriko West and Te Tumu urban growth areas. A significant shift in development outcomes within our city is being sought to deliver a more sustainable urban form through intensification getting to at least 50% of development, and greenfield densities increasing to at least 30 dwellings/ha.

What you can expect from us

For stated levels of service and performance measures for City and Infrastructure Planning for the 2024-2034 LTP please see performance measurement section pg.15 to 16, measures SSP36 to SSP37.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| The cumulative effects of subdivision, land use and development can have significant negative environmental and social effects. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Ensuring that projects contain effective community, stakeholder and tangata whenua engagement and, where relevant, the ability for formal consultation. Working with strategic partners in implementing SmartGrowth and other sub-regional strategic programmes related to urban growth and development. Preparing a new City Plan and making it operative through the RMA process. Including appropriate objectives, policies and rules to promote sustainable management of natural and physical resources. Monitoring growth trends and resource management issues regularly and responding to those issues as appropriate. Monitoring national, regional and local trends and environmental policy initiatives in order to provide high quality advice to our organisation. |
| Some of the costs of city growth may have to be met by existing ratepayers. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Monitoring the growth of our city, developing infrastructure plans to address provision and costs of growth, and including this in our Development Contributions Policy. Seeking other sources of funding for growth-related infrastructure including Waka Kotahi subsidies, government grants and the use of IFF levies. Working closely with other key public agencies and private sector developers on efficient methods of infrastructure delivery and funding, including direct funding and delivery of infrastructure by developers. Ensuring in-house resources support integrated growth management policy and technical delivery. |

Tauranga City Council - Funding Impact Statement - City and Infrastructure Planning

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT CITY & INFRASTRUCTURE PLANNING | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|----------------------------------|--|--|--|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$13,448 | \$10,732 | \$11,333 | \$12,142 | \$12,208 | \$14,514 | \$12,408 | \$12,492 | \$12,876 | \$13,647 | \$14,092 |
| Targeted Rates | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$39 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$1,420 | \$1,262 | \$1,293 | \$1,321 | \$1,349 | \$1,378 | \$1,407 | \$1,436 | \$1,466 | \$1,497 | \$1,528 |
| Internal charges and overheads recovered | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$14,908 | \$11,994 | \$12,626 | \$13,463 | \$13,557 | \$15,892 | \$13,815 | \$13,928 | \$14,342 | \$15,144 | \$15,620 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$11,222 | \$10,182 | \$10,786 | \$10,139 | \$9,996 | \$12,417 | \$10,334 | \$10,493 | \$10,912 | \$11,720 | \$12,208 |
| Finance Costs | \$356 | \$309 | \$332 | \$337 | \$313 | \$283 | \$256 | \$232 | \$210 | \$190 | \$172 |
| Internal Charges and Overheads Applied | \$3,494 | \$1,870 | \$2,003 | \$2,603 | \$2,583 | \$2,587 | \$2,673 | \$2,701 | \$2,762 | \$2,816 | \$2,859 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$15,073 | \$12,361 | \$13,121 | \$13,079 | \$12,892 | \$15,287 | \$13,263 | \$13,426 | \$13,884 | \$14,726 | \$15,239 |
| Surplus/(Deficit) of Operating Funding (A - B) | -\$165 | -\$367 | -\$495 | \$384 | \$665 | \$605 | \$552 | \$502 | \$458 | \$418 | \$381 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$992 | \$974 | \$1,141 | \$313 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$992 | \$974 | \$1,141 | \$313 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | \$828 | \$607 | \$646 | \$697 | \$665 | \$605 | \$552 | \$502 | \$458 | \$418 | \$381 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$828 | \$607 | \$646 | \$697 | \$665 | \$605 | \$552 | \$502 | \$458 | \$418 | \$381 |
| Surplus/(Deficit) of Capital Funding (C - D) | \$165 | \$367 | \$495 | -\$384 | -\$665 | -\$605 | -\$552 | -\$502 | -\$458 | -\$418 | -\$381 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

50

Tauranga City Council - Capital Expenditure - City and Infrastructure Planning

There is no Capital Expenditure for this activity.

Community Services

Activities Include

- Arts and Culture
- City Centre Development and Partnerships
- Community Partnerships
- Libraries
- Venues and Events

What we do

We educate and support community organisations and internal teams. We also:



- manage the Tauranga Heritage Collection, Baycourt Community and Arts Centre, the Historic Village, and The Cargo Shed
- help fund Tauranga Art Gallery and The Elms
- manage relationship agreements with Creative Bay of Plenty and The Incubator
- add economic value to the city centre through the implementation of the City Centre Action and Investment Plan
- increase collaboration with the private sector to support opportunities for the growth and development of our city centre
- encourage and facilitate collaboration to ensure the most effective use of resources, and innovative solutions to community issues
- build and maintain partnerships in the local creative sector
- work to help build a city centre that is a great place to live, work, learn and play provide community hubs and resources for information, reading and recreation programmes, events and learning opportunities to engage our community
- approve events in council's public open spaces (parks, roads etc.)
- provide financial and development support to arts, culture and heritage organisations, and events
- provide civic events such as ANZAC Day commemorations.

How this affects you

Community Service activities include arts and culture, our city centre development, community development, libraries, venues and events. These activities improve social equity while building a sense of community, mana and regional identity. Arts, culture and heritage gives voice to our community, creating a sense of community pride and belonging, and creates accessible opportunities for our community to engage with, and participate in, a wide range of experiences. Our city centre development adds economic value through Te Manawataki o Te Papa (Tauranga's new civic precinct), the waterfront development, and the Memorial Park project. Our aim is to build a city centre that is a great place to live, work, learn and play, and encourage a sense of pride and ownership. Our community development activity increases capacity within our community so we can build strong, resilient, sustainable communities that celebrate our people and what they do. Our libraries are safe, warm, and vibrant places to access a wide variety of books, magazines, access to local and international news, audio recorded books and a good internet connection. Events can build feelings of belonging, identity and a sense of pride and help to

grow awareness of our culture and diverse community. They also help increase the visitor market and support talent attraction, making Tauranga a desirable destination for new residents.

Community outcomes

| Outcome | How it contributes |
|---|---|
|  <p>An inclusive city</p> | We create vibrancy through a diverse programme of events, venues, and initiatives that connect and celebrate our culture, diversity, and unique history. |
|  <p>A city that supports business and education</p> | Supporting growth of the events industry, generating business for locals and increased expenditure from visitors to the city. Events create sector economies by attracting both entertainment and business events aligning with our key industries. Libraries support lifelong learning, computer skills, literacy, assistance for job seekers and internet access. |

Key issues

Cultural connections

There is increased interest from Māori and the wider community for arts, culture and heritage opportunities to reflect our cultural narratives, and to support the learning of Mātauranga Māori and te reo Māori. There is an expectation that Tauranga's arts and culture sector lives the values of treaty partnership and creates opportunities for mana whenua and tangata whenua artists and artforms. There have also been changes in the Aotearoa New Zealand histories curriculum to include a wider engagement with New Zealand histories, which is resulting in increased demand for opportunities to learn about, and engage with, the history of Tauranga.

Our growing city

There is strong and growing community demand for arts, culture and heritage programmes, spaces and activities. This is resulting in increasing demands for support in the form of funding, as well as the provision of accessible, fit-for-purpose venues for arts, culture and heritage. Tauranga has a growing profile and reputation as a key destination for touring arts and culture performances, particularly in the fields of live music and comedy. Our existing venues have not grown alongside the city, and there are some challenges to accommodate the demands of touring shows. Challenges with accommodating these events creates a risk of losing these shows to other cities, especially with theatres in Rotorua and Hamilton now open with large capacity. There are also visitor accommodation limitations, with hotel development identified as a need. This limits the type of events that can be secured and is particularly pertinent for the business events framework.

Economic uncertainty

The significant impacts on community wellbeing due to economic uncertainty is likely to see an increase in need for co-ordinated support in areas of deprivation within the city, including prevalence of homelessness, greater food insecurity, greater financial hardship, and an increase in the number of children living in poverty. Current housing does not meet demand, with the city currently experiencing significant homelessness across several demographic groups, including those in the workforce who are faced with car sleeping as a means of accommodation, and have a lack of access to other facilities and services, such as hot showers.

The arts and culture sector has been significantly impacted by COVID-19, with the pandemic leading to cancellations, loss of revenue and loss of key staff and skillsets. There is uncertainty for businesses including supply chain issues, inflation, low migration and a tight labour market due to low unemployment. Suppliers to the event industry are also struggling with inflation costs and staff shortages resulting in cost of services and supplies increasing significantly, impacting the viability of some events. The pandemic and resulting fundamental shift towards flexible working and working from home has had an impact on our city centre in terms of the numbers of people coming into the city daily. With the increased cost of living, residents and visitors are likely to have less discretionary income to spend on events and entertainment experiences, affecting the viability of ticketed events. This may see a higher demand on event support and funding to secure events in Tauranga, and less major entertainment and touring shows coming to the city. It also may increase the demand for free community events with residents seeking low-to-no cost entertainment.

Locally, Tauranga is seeing increasing investment in the city centre, together with a strong commercial and residential construction market, and record council capital programme spends. Major capex drivers for council such as Te Manawataki o Te Papa, coupled with increased debt serving costs, will push council's balance sheet capacity to its limit. Central government is also financially constrained and may have to rationalise its expenditure, which will have an impact on our fundraising initiatives.

Political change and reform

The review into the future for local government may result in a greater focus on wellbeing - increasing demands and expectations on our team to respond to growing need. There is an opportunity to involve communities more meaningfully in planning and decision-making processes, and participatory budgeting and to have all of our organisation's work programmes explicitly reflect this.

Technology

Areas of deprivation have limited access to the technology hardware needed to ensure their inclusion in some forms of communication. This means considering communication methods and ensuring information is accessible to all of our community, not only those who have means. Our venues need to keep up with evolving technology to meet the needs of event organisers. We need to ensure that those less competent or less interested in technology still have means to access communication and information. Print to digital format shifting has different impacts in lending, reference and archive collections for our libraries. We recognise that costs of digital services will most likely continue to rise higher than the level of inflation and as public expectation of digital services and pressure on privacy and security increases. Technology opportunities will provide for a more attractive and vibrant offering in library buildings. This includes AV and digital options such as interactive screens, virtual reality and maker activities, which will increase capital and operating costs in the digital services budget.

Climate change

Mitigation - As a coastal city, Tauranga has a range of environmental challenges to meet, with residents consistently telling us they want protection and enhancement of our environment and nature to be prioritised. This provides us with some opportunities in terms of building sustainability practices, such as sustainable procurement and minimising waste into our capital delivery programme. Sustainability is a significant focus for our community, so our venues and events need to operate sustainably, reducing carbon emissions, with all events focused on waste minimisation. Increase in community event activity also increases the pressure on infrastructure, in particular transport networks.

Adaptation - Climate change amplifies the risk of extreme weather events and other hazards. Significant safety risks and financial costs may be incurred in the event of a natural hazard event occurring. This has become a rising issue for outdoor events, with some event organisers looking for more weatherproof indoor venues to hold events in. Such events also present a risk to the delivery of the civic centre development capital project. Substantial financial costs may be incurred if a significant natural hazard occurs, and there would also be an impact on the delivery of the civic centre development capital project.

What we plan to do

As well as implementing the public art framework, and developing programmes to activate arts, culture and heritage venues, our business-as-usual activity includes profiling and celebrating the Tauranga creative sector in public spaces, publications, social channels and through media coverage. For our venues and events includes promoting our venues for hire, and this will involve developing a marketing and promotion plan with an aim of increasing our venue revenue.

The new civic precinct, Te Manawataki o Te Papa (the heartbeat of Te Papa), is set to include a library and community hub, civic whare (public meeting house), exhibition gallery and museum. The programme of work also includes upgrades to Baycourt and Tauranga Art Gallery, along with the landscaping of public spaces in the area. This project will create opportunities for the community to engage with our heritage collection and the cultural narratives of Tauranga in new ways, and with a greater ease of access than before. We'll continue to develop short to long-term external fundraising targets to support key community facility and community amenity projects across the city, as well as undertake ongoing reporting/monitoring requirements for successful funding applications.

We'll be reviewing current partnership funding agreements to bring them in line with proposed changes to our Grant Funding Policy. We expect to establish and expand a funding hub that ensures fairness, consistency and transparency of the application process and decision-making, and ensures funding is in line with council priorities and enhances our treaty partnership.

Key projects

- we plan to investigate partnership opportunities for the storage of heritage archives and artefacts on a sub-regional basis
- we will develop and implement a 'creative partnerships' programme, connecting Tauranga business sector with the arts, culture and heritage sector
- develop an operating plan for the new museum and exhibition centre at Te Manawataki o Te Papa, which will also include a business plan and programming strategy

- complete construction of the Masonic Park/Art Gallery project and community hub/library, develop detailed design and complete construction of the civic wharf, exhibition gallery and museum
- complete delivery of Tauranga Moana Waterfront Plan, including Dive Crescent car park, Beacon Wharf, The Strand car park and playground upgrade implement short-term actions in the City Centre Action and Investment Plan, as well as activating and revitalising the city centre
- design and complete construction of the Memorial Park pathway, and begin design and construction of Memorial Park's new aquatic facility, indoor courts, and other works from the masterplan
- progressing new actions identified in the Safer Communities Action & Investment Plan with a focus on prioritising safe neighbourhoods and safer CBDs actioning recommendations that have come from the youth hub feasibility study, specifically mapping the youth sector and finding appropriate channels to promote current services and opportunities, including programmes and events
- deliver on our Tauranga Events Action and Investment Plans and The Historic Village Masterplan
- develop an events portal, so all events being held in Tauranga can be captured and promoted, as well as review the city's event delivery programme to determine the most efficient and effective way of meeting residents' demands for community events
- invest in our libraries digital collection and services, including digitisation of our archive, and a move to offsite archive storage
- explore options for how council will deliver library/customer services and community centres in the new community hubs at Tauriko West and Te Tumu
- expand the meeting room at the Mount Library and promote our libraries, community hubs, and programmes through marketing and promotion to provide awareness of the opportunities available to our communities.

What you can expect from us

For stated levels of service and performance measures for Community Services for the 2024-2034 LTP please see performance measurement section pg.5 to 7 measures SSP01 to SSP09 and pg.16 to 17, measures SSP38 to SSP40.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-------------------------------------|--------------------------|-------------------------------------|--------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| Further disruption to the social and economic qualities of the city centre during construction. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Council will ensure the work on council-owned sites is undertaken with the minimum amount of disruption possible. |
| Investment in the city centre means that funds might not be available to invest in other smaller centres. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Through the Urban Form and Transport Initiative, council has adopted a connected centres approach, and this |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| | Social | Cultural | Economic | Environmental | |
| | | | | | identifies the importance of a strong city centre for the success of other centres in the city. |
| Potential for growing expectations regarding the delivery of arts and heritage activity, in particular the provision of a museum for a city of our size, and a risk that we may not be able to meet this demand or expectation. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Review the role of arts and culture in our city, council's role in this and an appropriate model for delivery. |
| Perceptions of Tauranga not having a culturally-rich and diverse arts scene. Stories of our history being lost. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Establish clear direction on the contribution that arts and culture can make to the future of our city, and the role that council has in this. Identify the most effective model of delivery. Consider collaboration, partnerships and new initiatives that contribute to the arts and culture scene in Tauranga. |
| Potential delays and/or budget overspends to the Te Manawataki o Te Papa project impacting the museum and exhibition centre, leading to delays in opening. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Clear communication between the project team delivering Te Manawataki o Te Papa, and the community services teams who will operate the museum and exhibition centre. |
| Lack of available dates for hirers due to high demand for venue bookings. | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Update the programme strategy to ensure a balanced and diverse programme and drive high utilisation of both performance spaces. |
| The economic environment with inflation, labour shortages and lower discretionary income available will reduce the number of events organisers are willing to undertake. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Have an Event Funding Framework and support packages that help to reduce the risk of delivering an event in Tauranga. |
| Events managed, facilitated or assisted by council may have negative effects on the environmental wellbeing of non-participants. Such negative effects include increased noise, increased traffic congestion and restricted access to public facilities. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Council works with event managers and effected parties to minimise these negative effects wherever possible. Through council's event approval process, appropriate stakeholders are engaged to ensure operational and regulatory requirements are met. |
| Low resilience of community organisations to respond and adapt to social, cultural, environmental and economic impacts, including COVID-19. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Work in partnership with the community to build capacity, capability, and resilience. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|-------------------------------------|--------------------------|--|
| | Social | Cultural | Economic | Environmental | |
| Lack of fit-for-purpose community facilities available. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Work in partnership with the community to develop and implement the Our Public Places Strategic Plan, including the development of community hubs. |
| The community does not get optimum benefit from library resources provided from rates. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Increase promotional activities so the community is aware of the resources and assistance available. |

Tauranga City Council - Funding Impact Statement - Community Services

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT COMMUNITY SERVICES | | | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$34,740 | \$40,022 | \$42,540 | \$50,709 | \$53,783 | \$58,672 | \$64,466 | \$68,016 | \$70,884 | \$72,908 | \$75,194 |
| Targeted Rates | \$3,547 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$168 | \$172 | \$176 | \$180 | \$192 | \$199 | \$203 | \$207 | \$212 | \$216 | \$221 |
| Fees and Charges | \$1,719 | \$1,781 | \$1,841 | \$2,040 | \$3,360 | \$3,860 | \$3,951 | \$4,041 | \$4,129 | \$4,217 | \$4,306 |
| Internal charges and overheads recovered | \$0 | -\$388 | -\$388 | -\$388 | -\$388 | -\$388 | -\$388 | -\$388 | -\$388 | -\$388 | -\$388 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$40,174 | \$41,587 | \$44,169 | \$52,541 | \$56,947 | \$62,343 | \$68,232 | \$71,876 | \$74,837 | \$76,953 | \$79,333 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$24,575 | \$32,159 | \$32,680 | \$35,786 | \$41,652 | \$43,008 | \$43,489 | \$45,991 | \$47,343 | \$47,305 | \$48,639 |
| Finance Costs | \$2,571 | \$2,374 | \$2,691 | \$3,058 | \$2,942 | \$4,944 | \$8,758 | \$10,067 | \$11,141 | \$12,213 | \$13,155 |
| Internal Charges and Overheads Applied | \$8,778 | \$9,290 | \$9,759 | \$14,574 | \$14,402 | \$14,332 | \$14,845 | \$15,038 | \$15,377 | \$15,693 | \$15,902 |
| Other Operating Funding applications | \$22 | \$22 | \$23 | \$23 | \$24 | \$24 | \$25 | \$25 | \$26 | \$26 | \$27 |
| Total Applications of Operating Funding (B) | \$35,945 | \$43,845 | \$45,153 | \$53,441 | \$59,020 | \$62,308 | \$67,117 | \$71,121 | \$73,887 | \$75,237 | \$77,723 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$4,229 | -\$2,258 | -\$984 | -\$900 | -\$2,073 | \$35 | \$1,115 | \$755 | \$950 | \$1,716 | \$1,610 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$305 | \$32,672 | \$27,798 | \$20,088 | \$50,361 | \$3,390 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$27,358 | \$6,902 | \$7,296 | \$11,672 | -\$5,817 | \$88,605 | \$64,727 | \$27,075 | \$27,632 | \$27,895 | \$22,667 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$250 | \$1,971 | \$6,802 | \$4,000 | \$9,547 | \$3,331 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$27,914 | \$41,545 | \$41,896 | \$35,760 | \$54,091 | \$95,326 | \$64,727 | \$27,075 | \$27,632 | \$27,895 | \$22,667 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$414 | \$640 | \$1,095 | \$2,669 | \$43,594 | \$44,010 | \$2,593 | \$2,590 | \$2,696 | \$2,765 |
| - to improve level of service | \$38,272 | \$41,113 | \$40,115 | \$29,974 | \$42,875 | \$43,453 | \$12,024 | \$12,318 | \$12,148 | \$12,191 | \$6,174 |
| - to replace existing assets | \$2,303 | \$4,143 | \$2,110 | \$2,220 | \$2,666 | \$2,215 | \$1,751 | \$2,025 | \$2,087 | \$2,192 | \$2,253 |
| Increase/(Decrease) in Reserves | -\$8,432 | -\$6,383 | -\$1,953 | \$1,571 | \$3,808 | \$6,099 | \$8,057 | \$10,894 | \$11,757 | \$12,532 | \$13,085 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$32,143 | \$39,287 | \$40,912 | \$34,860 | \$52,018 | \$95,361 | \$65,842 | \$27,830 | \$28,582 | \$29,611 | \$24,277 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$4,229 | \$2,258 | \$984 | \$900 | \$2,073 | -\$35 | -\$1,115 | -\$755 | -\$950 | -\$1,716 | -\$1,610 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

59

Tauranga City Council - Capital Expenditure - Community Services

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--------------------------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Growth & Level of Service | 34,306,188 | 31,802,859 | 3,174,735 | - | - | - | - | - | - | - | 69,283,781 |
| Te Manawataki o Te Papa | 34,306,188 | 31,802,859 | 3,174,735 | - | - | - | - | - | - | - | 69,283,781 |
| Level of Service | 7,220,878 | 8,952,210 | 27,893,996 | 45,543,784 | 87,047,033 | 56,034,398 | 14,911,766 | 14,738,379 | 14,887,044 | 8,938,505 | 286,167,993 |
| Capital Delivery Adjustment | - 6,000,000 | - 11,000,000 | - 14,000,000 | - 13,000,000 | 42,000,000 | 10,000,000 | 11,000,000 | 10,000,000 | 10,000,000 | 4,000,000 | 43,000,000 |
| City Centre Development | 1,449,000 | 1,705,600 | 2,190,000 | 3,789,808 | 4,413,451 | 4,067,686 | 3,580,427 | 4,610,182 | 4,744,361 | 4,825,242 | 35,375,757 |
| Community Stadium - Tauranga Domain | - | - | - | - | 40,103,000 | 40,904,500 | - | - | - | - | 81,007,500 |
| Historic Village Capital | 747,566 | 5,037,986 | 366,919 | 952,330 | 433,000 | 962,672 | 235,960 | 31,478 | 44,523 | 12,864 | 8,825,297 |
| Library Capital Works | 307,050 | 870,887 | 888,940 | 667,163 | 97,582 | 99,540 | 95,379 | 96,720 | 98,160 | 100,400 | 3,321,821 |
| Te Manawataki o Te Papa | 10,717,261 | 12,337,737 | 38,448,137 | 53,134,482 | - | - | - | - | - | - | 114,637,618 |
| Renewal | 4,142,526 | 2,109,949 | 2,219,843 | 2,665,600 | 2,214,599 | 1,750,939 | 2,024,906 | 2,086,861 | 2,192,437 | 2,253,197 | 23,660,856 |
| Baycourt Capital Renewals | 396,372 | 283,552 | 398,838 | 876,973 | 302,754 | 193,094 | 200,938 | 206,659 | 639,009 | 281,784 | 3,779,974 |
| Historic Village Capital | 523,342 | 526,161 | 269,114 | 293,409 | 204,383 | 120,739 | 313,742 | 276,664 | 201,936 | 187,885 | 2,917,375 |
| Library Capital Works | 1,160,663 | 1,152,041 | 1,183,382 | 1,261,925 | 1,238,498 | 1,263,355 | 1,286,050 | 1,306,583 | 1,326,036 | 1,356,296 | 12,534,830 |
| Prop Management Upgrades & Renewals | 2,062,150 | 148,195 | 368,509 | 233,291 | 468,963 | 173,752 | 224,176 | 296,955 | 25,455 | 427,232 | 4,428,678 |
| Grand Total | 45,669,592 | 42,865,018 | 33,288,574 | 48,209,383 | 89,261,632 | 57,785,337 | 16,936,671 | 16,825,240 | 17,079,481 | 11,191,702 | 379,112,630 |

Community, People and Relationships

Activities Include

- Community Relations
- Customer Services
- Democracy Services
- Te Pou Takawaenga Māori Unit

What we do

The Local Government Act 2002 provides Council with a broad purpose to make decisions and act by, and on behalf of communities. While elected members represent a geographic area of the city, they must make decisions that are in the best interests of the whole city. This requires elected members to make decisions that consider the wider context and the needs of both current and future generations.

Our Community, People, and Relationships activity:

- supports our commissioners (and from 2024 our mayor and councillors), and staff to be effective, responsible and accountable decision-makers
- provides opportunities for all residents to participate in decision-making processes, and respond to official information and privacy requests
- runs local elections and carries out representation reviews
- responds to enquiries, information requests, registrations and payment transactions from the community
- communicates and engages with the community about council work in an open and transparent manner that builds trust and confidence
- coaches and advises staff internally about the best ways to communicate and engage
- supports the commissioners (or mayor and councillors) while facilitating council meetings to maintain strategic relationships between council, tangata whenua and the wider Māori community.

How this affects you

This activity includes community relations, customer service, democracy services and our Te Pou Takawaenga Māori Unit.


A key purpose of council is to enable democratic, local decision-making and action by, and on behalf of our communities, in an open and transparent manner, and to promote community wellbeing. Commissioners (and from 2024 our mayor and councillors) have a responsibility to consider how we are meeting community needs, both now and in the future. We connect people with council, helping communities understand how we work and how they can play a part in the decision-making that shapes our city.

Customer Services provide a first point of contact for those who need help with an issue or information relating to council services, process and policies. While many council services and information are available online, different segments of the community often prefer direct contact with council staff to resolve enquiries. This may be due to their social needs, age demographic, level of digital enablement or simply that a particular issue is complex and better resolved

via direct contact. In future, the community hub in our city centre and in other neighbourhood locations will provide an integrated space for our library and service centre functions.

Te Pou Takawaenga drives our relationship and engagement with mana whenua to meet our desire to work in partnership. It also delivers on our obligations under the Local Government Act and other relevant legislation. We are developing and nurturing a partnership that enhances Tauranga by recognising our history, ensuring participation in all levels of decision-making and adopting the best aspects of kaupapa Māori approaches to planning, implementation and community development. A trusted relationship enables a strong understanding of opportunities to reflect this partnership in Tauranga.

Community outcomes

| Outcome | How it contributes |
|--|--|
|  An inclusive city | We support and enable the democratic decision-making process, customer services, and provide opportunities for community involvement in decision-making. Te Pou Takawaenga ensures a Māori lens is applied to developing inclusive strategies and activities by ensuring our mana whenua partners are given due regard but also by bringing te ao Māori concepts that enhance general inclusivity. |

Key issues

Technology

Our communications and engagement approach will need to continuously adapt to ensure we are reaching as many, and as diverse a selection, of our community as we can as our city continues to grow. The changing media and social media landscape means there is both huge demand for council news, but also a saturated digital and social media domain. People are overwhelmed with the sheer volume of information coming at them, and we need to adapt to ensure our content is interesting and easy to engage with. We also need to ensure our community has as many opportunities as possible to shape the city and services we provide. We are interested in adopting more participatory forms of democracy, a focus also outlined in the recent local government reform reports. Current and emerging virtual and AI (artificial intelligence) technology has the potential to enhance and improve services provided across multiple channels. This could include virtual assistants for users of our public website, use of intelligent chat bots to assist with “simple” enquiries where information is readily available on our website or enabling a more human response on contact centre channels (e.g. virtual sharing of information on screens and face-to-face contact with agents). The pace of change in this space is rapid, as is the more general digital landscape in which we operate. Social platforms and preferences are continually changing, and we need to constantly adapt to keep connecting with our communities through channels they are on.

Political change and reform

Over the next 10 years, Tauranga and Western Bay of Plenty will change a great deal, and this brings new challenges and opportunities. The Future for Local Government Independent Review Panel’s final report in June 2023 looks ahead to the next 30 years and may bring about real change in the way local government is structured. The changes to three waters and resource management reforms provides a catalyst to reimagine the role councils play in the wellbeing of their communities. The adoption of any recommendations from the Independent Review Panel will depend on central government’s appetite for

change in local government. Even if it is unlikely to impact on Tauranga City Council for the July 2024 election, it could see change in later years of this LTP. This is discussed in more detail in the Significant Assumptions section of the LTP.

The centralisation of local government elections has been discussed in various forums. The Justice Select Committee report into the 2019 local elections recommended the government consider giving responsibility for running all aspects of local elections to the Electoral Commission. Their inquiry into the 2022 local elections asked for feedback on this matter. The Independent Review Panel also recommended the Electoral Commission conduct local elections. It is unclear if this will be a cost-effective change that will deliver a better level of service than currently provided.

There are several potential legislative reforms which will require support to our organisation, including the waters reforms, resource management reforms and any potential changes resulting from the Future for Local Government review. How council adapts to these changes in the political landscape will need to be communicated by council, and the reforms will also impact the type and volume of enquiries/transactions managed by Customer Services as various water-related transactions migrate to the new water entity.

The commitment to improve opportunities for Māori to participate in Council decision-making is evident in the tangata whenua representation at the Strategy, Finance, Audit and Risk Committee, the Joint Tangata Whenua and Council Standing Committee and other bodies considering operations and decisions made by Council.

Following the local election in 2024, a large part of the democracy activity will be to bring newly elected members up to speed and equip them with all the knowledge and skills required to be effective governors. This will require a thorough induction process as well as training and professional development programmes to be delivered. The return of democracy also brings a sense of uncertainty about the direction of the incoming council, with a risk that the Minister of Local Government could use their powers again if Council does not meet their expectations for a high-performing council. The Minister has the option of appointing a Crown Observer or Crown Manager to work alongside the Council and could announce this before the election. At the time of writing this decision had not been made.

A Local Government Official and Information Meetings Act Amendment Bill was introduced in 2022 and this will, when enacted, significantly impact the way that natural hazard information is recorded in LIMs (Land Information Memoranda) across the local government sector. Under the new legislation, the BoPRC will be required to provide natural hazard information to council for inclusion in LIMs.

Customer service and community engagement

There is an opportunity to integrate service centre services into community hub facilities in our city centre and planned new neighbourhood centres. This will minimise the need for additional social capital infrastructure and may reduce travel needs for those who wish to access council services face-to-face.

There is ongoing opportunity to improve environmental sustainability in the daily services and information provided to customers (e.g. reviewing alternatives to paper in our customer interactions such as receipt transactions).

There are many ways for the community to participate in the decision-making process. The council has specific responsibilities to foster the capacity of Māori to contribute to these processes and this includes tangata whenua representation on council committees, and advisory groups and support for Te Rangapū Mana Whenua o Tauranga Moana. Further details can be found in Te Pou Takawaenga Activity.

Cultural connections

The opportunities that have been developing through the partnership approach, building trust and confidence between tangata whenua and council, are best demonstrated in the community and external support galvanised in the Te Manawataki o Te Papa project. The partnership enables the history, culture and essence of the CBD to be revived and the community has found it easy to support the direction. The addition of tangata whenua storylines alongside existing narratives has captured a wider cross section of our community and reached further for support beyond Tauranga.

There are also many other examples that have been developed recently including the joint planning and activity culminating in the successful resource consent application made at Omanawa Falls alongside Ngāti Hangarau. These commitments enable greater input and consideration that create a sense of partnership never before seen. Continuing on this pathway will lead to more inclusive decision-making, city planning, implementation and outcomes. Tangata whenua expect this pathway to continue with more potential for improvement to be realised for the future of our city.

A challenge with increased diversity is communicating with culturally and linguistically diverse (CALD) residents. There is an opportunity to ensure our communication is easy to understand and in different languages where possible. It also brings an opportunity to build relationships with CALD groups throughout our community and work with them directly with the support of their networks.

The pending return to elected governance will present one such challenge and the transfer of the community vision and the subsequent plans in partnership will be essential to ensure progress is maintained along with community buy-in and the spirit of a united approach. A strong Elected Member 2024 induction, with contributions from all interested parties, will ensure the new regime is well-supported and is afforded the full transfer of understanding and vision that has built the trust and confidence with the commissioners and council staff.

Climate change adaptation

Recent community surveys and engagement has told us that our communities are concerned about climate change and are acting themselves to mitigate its effects. Our communities believe that effectively tackling climate change must focus on the co-benefits of positive actions like being able to live cleaner, healthier and more connected lives. In the 2022 Quality of Life Survey, 76% of respondents were 'a little worried, worried or very worried' about the impact of climate change on Tauranga.

As a coastal city that is under significant growth pressure, coastal hazards in particular are significant for Tauranga. These risks (among others) mean there is a need to hold community conversations regarding the impact of climate change on people's homes and businesses and how Tauranga is going to respond and fund the measures needed for change. In the same way that other coastal communities are affected, iwi and hapū representatives have told us that climate change is also likely to impact on their coastal communities and sites of significance. This includes marae, papakāinga and urupā at risk from coastal erosion, inundation, and long-term sea level rise.

What we plan to do

We have many business-as-usual and continuous improvement projects during the LTP period. We'll continue to work with internal stakeholders around changes to LIM legislation and changed natural hazard data modelling information required for inclusion on LIMs. Te Pou Takawaenga Māori Unit will be utilising an exchange of information, remodelling and frank discussions to identify partnership opportunities, and building a commitment to Māori engagement

planning into our project management. We also plan to develop improved systems for submission processing, develop and share information to inform the community about the democratic process, and roll out city vision collateral. review public works takings with a view to developing a partnership approach that may address historical grievances and build a stronger partnership

Climate change mitigation and adaptation

Council will provide the leadership, engagement and strategic planning to support the achievement of a low emissions and climate resilient city. Ambitious leadership across Tauranga on climate change will demonstrate advocacy and a commitment to the people of Tauranga and our environment. Communities can drive a culture that values environmental protection, low carbon behaviours and resilience that can have further co-benefits financially and for health and wellbeing. A connected and integrated community will enhance community cohesiveness to increase our resilience to climate change.

Key projects

Over the LTP period we're planning:

- to deliver an integrated service centre, library and community hub as part of Te Manawataki o Te Papa. There is a Steering Group in place for key decision-making and a wider project team for input into the design and to ensure operational requirements are adequately planned for. This includes an engagement and communications plan being implemented. New community hubs with integrated service centre and library facilities will be established at Tauriko West and Te Tumu. Service centre facilities are co-located with the Papamoa and Greerton libraries and will be developed into a similar integrated hub model over time – improving accessibility to services in local neighbourhoods.
- develop an engagement platform, making it easier for the community to feedback on council plans and projects. New software may be needed to upgrade the engagement experience for our community
- long-term direction for the future of external afterhours call management will be determined. We will develop a business case (options and analysis with funding potential) for consideration of enhanced external afterhours call management, and implement the approved recommendations
- local government elections will be held in July 2024 and October 2028 and following both elections, an induction, professional development and training programme the incoming mayor and councillors will be required. A review the representation arrangements in 2027/28 to come into effect for the 2028 local government election. Further local government elections will be held in 2031 and 2034. We will undertake campaigns to encourage candidates to stand for office, and voters to be registered and voting
- model and test front-loaded resourcing of tangata whenua capacity and capability. Resourcing should be planned into existing budgets in projects that will require significant engagement, consultation and input from tangata whenua. Examples include the Pōterīwhi plan change and housing development.

What you can expect from us

For stated levels of service and performance measures for Community People and Relationships for the 2024-2034 LTP please see performance measurement section pg.32 to 33, measures SSP80 to SSP85.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| That performance measures for LIM applications are not achievable due to material changes in the housing market and labour market outside of activity specific assumptions. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Multi-skilled service centre advisors to ensure greater flexibility of workforce to assist with fluctuating LIM volumes. |
| New community hubs do not meet community requirements in respect of services or facilities. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Work in partnership to implement Our Public Places Strategic Plan. Good engagement plans with the community. Provide ongoing opportunities for the community to have their say about services provided and continue to develop services as per feedback received. |
| Significant conflict among the mayor and councillors comes to the attention of the Minister of Local Government with the risk that the Minister could use their powers under Part 10 of the Local Government Act 2002. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Trust and confidence in the mayor and councillors' ability to meet the Crown's expectations of a high-performing council is maintained. |

Tauranga City Council - Funding Impact Statement - Community and Relationships

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT COMMUNITY, PEOPLE & RELATIONSHIPS | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Targeted Rates | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$3 | \$3 | \$3 | \$495 | \$499 | \$517 | \$3 | \$3 | \$3 | \$3 | \$3 |
| Fees and Charges | \$1,358 | \$1,482 | \$1,518 | \$1,552 | \$1,584 | \$1,785 | \$1,652 | \$1,686 | \$1,900 | \$1,758 | \$1,795 |
| Internal charges and overheads recovered | \$11,549 | \$11,599 | \$10,862 | \$10,326 | \$10,257 | \$10,649 | \$10,245 | \$10,524 | \$10,444 | \$10,726 | \$10,952 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$12,909 | \$13,084 | \$12,383 | \$12,373 | \$12,340 | \$12,951 | \$11,900 | \$12,213 | \$12,347 | \$12,487 | \$12,750 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$12,992 | \$12,890 | \$12,182 | \$12,166 | \$12,140 | \$12,752 | \$11,700 | \$12,027 | \$12,161 | \$12,302 | \$12,566 |
| Finance Costs | \$139 | \$132 | \$139 | \$145 | \$139 | \$138 | \$138 | \$125 | \$125 | \$125 | \$125 |
| Internal Charges and Overheads Applied | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$13,131 | \$13,022 | \$12,321 | \$12,311 | \$12,279 | \$12,890 | \$11,838 | \$12,152 | \$12,286 | \$12,427 | \$12,691 |
| Surplus/(Deficit) of Operating Funding (A - B) | -\$221 | \$62 | \$62 | \$62 | \$61 | \$61 | \$62 | \$61 | \$61 | \$60 | \$59 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$10 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$13 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$10 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$13 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$10 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$13 |
| - to replace existing assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | -\$221 | \$62 | \$62 | \$62 | \$61 | \$61 | \$62 | \$61 | \$61 | \$60 | \$59 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | -\$211 | \$62 | \$62 | \$62 | \$61 | \$61 | \$62 | \$61 | \$61 | \$60 | \$72 |
| Surplus/(Deficit) of Capital Funding (C - D) | \$221 | -\$62 | -\$62 | -\$62 | -\$61 | -\$61 | -\$62 | -\$61 | -\$61 | -\$60 | -\$59 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

67

Tauranga City Council - Capital Expenditure - Community and Relationships

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|------|------|------|------|------|------|------|------|------|--------|----------------|
| Level of Service | - | - | - | - | - | - | - | - | - | 12,550 | 12,550 |
| Community Services Minor Capital Works | - | - | - | - | - | - | - | - | - | 12,550 | 12,550 |
| Grand Total | - | - | - | - | - | - | - | - | - | 12,550 | 12,550 |

Economic Development

Activities Include

- Airport
- Economic Development
- Marine Precinct



What we do

We aim to improve economic opportunities for Tauranga, mostly through Priority One and Tourism Bay of Plenty. Our focus is on visitors, investors, business and skill attraction, skill development and supporting innovation. We provide a high-quality airport that is self-funding and generates income. We provide the marine precinct to deliver one of New Zealand's top facilities that will service the Bay (and wider New Zealand) efficiently and create a 'one-stop shop' for servicing the needs of the marine industry.

How this affects you

This activity includes our airport, economic development and marine precinct. Our investments improve prosperity for the whole community while building economic resilience and sustainability. The airport connects Tauranga with the rest of the country and the world, while our marine precinct provides a purpose-built marine servicing facility at Sulphur Point which is managed by council under the Vessel Works brand.

Community outcomes

| Outcome | How it contributes |
|---|--|
|  <p>An inclusive city</p> | Through Priority One, Ara Rau, Tauranga Māori Business Association, and Toi Kai Rawa (our region's Māori economic development agency), continue to actively support building the capability of Māori and Pacifica business owners, and implement STEM education programmes to increase employment opportunities for Māori. |
|  <p>A city that supports business and education</p> | An efficient airport provides the facilities for the movement of people, goods and services via air travel, provides leasehold land and is involved in the promotion of knowledge and career opportunities within the aviation sector. Mainstreet organisations help local businesses in various ways, which can aid the economic prosperity of their business area and can assist council via facilitation or support of initiatives that can attract new business and resource to an area. |

Key issues

Economic uncertainty

The significant impacts on economic and social wellbeing due to economic uncertainty include supply chain issues, inflation, low migration and a tight labour market due to low unemployment. Spiralling costs for businesses and households are having negative effects, with a recession predicted to begin late 2023. This will increase unemployment (easing labour market shortages), keep asset price growth low, and will stabilise project and construction costs. Some of these factors are residual COVID-19 impacts, and others are new and ever-evolving.

Airline seat capacity is potentially going to be a challenge as flights in and out of Tauranga continue to operate with high load factors. It will be several years before Air NZ decides on the make-up and implementation of its new domestic regional fleet.

Growth and sustainability

The housing shortage impacts on many parts of the delivery of this activity. It is hard to increase investment and innovation in Tauranga, leading to a more productive economy, without houses for the associated growing workforce to live in. Likewise, the lack of investment into supporting infrastructure like good transport systems, public transport and social infrastructure make it difficult for people to get around and to enjoy the community amenities they enjoy in other big cities around the world. This activity will continue to work with other teams within council (e.g. Transport) and maintain external stakeholder networks to form an integrated response for better outcomes.

Technology

The recent pandemic and resulting fundamental shift towards flexible working and working from home has resulted in less people coming into the city on a daily basis.

What we plan to do

Priority One and Tourism Bay of Plenty's funding sources are expected to remain fairly stable, especially over years 1-3 of this LTP. However, there remain significant economic uncertainties that both organisations will be looking to adapt to. The tourism market is extremely uncertain, especially international tourism which accounts for about 20% of tourism spend in Tauranga. Tourism Bay of Plenty's Destination Management approach, and the relative health of the domestic visitor economy, allows them to respond to this changing situation in a way that takes a long-sighted 'four well-beings' approach to the visitor economy.

Key projects

- construction of 300+ extra public car parks at the airport including remodelling of traffic flow to one way
- construction of new fit-for-purpose Rescue Fire Centre at the airport

2024-34 Long-term Plan – Groups of Activities

70

- development of land for further hangar development
- installation of completely new lighting, standby power, and visual navigation aids
- construction of further aircraft parking
- maintain management and governance oversight of key partnerships and delivery of outputs/outcomes
- labour market strategy projects including (but not limited to) Ara Rau, vocational pathways, Māori STEM and the future of work
- encouraging and guiding private development in the city centre, in line with council plans
- Māori economic development via Tauranga Māori Business Association and Toi Kai Rawa, with emphasis on business growth and youth skills/employment pathways
- low carbon economy transition via projects that align to this purpose and a sub-regional strategy
- Tauranga Business Chamber's Smart Economy Business Advisor contract provides business support to new and existing small businesses
- provide leadership for the visitor economy, including the destination management strategy 'Te Hā Tapoi'
- target the right visitors at the right time with the right messages, working with a cross-sector of stakeholders to help manage and promote our city and region's reputation nationally and internationally
- connect with residents to maintain a community social licence, and measure this via likelihood to recommend the area to others to visit (Net Promoter Score) and perceptions of the impact of tourism on our community
- enhance the visitor experience by providing fit-for-purpose visitor information services, including the development of a Mount Maunganui presence and the use of digital services
- grow capability of operators and increase supply of tourism product, including identifying and assisting in the product development of indigenous cultural experiences
- review of funding agreements and operating frameworks with the four main street organisations to provide greater clarity and positive outcomes for city centre vibrancy
- demonstrating Tauranga is a low carbon and resilient city will support our local businesses to be competitive in global markets where low carbon goods and services are in demand
- a business community embracing a circular economy and sustainable business models will enhance our local economy, small and medium businesses, and support innovation.

What you can expect from us

For stated levels of service and performance measures for Economic Development for the 2024-2034 LTP please see performance measurement section pg.29 to 30, measures SSP74 to SSP79.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| High levels of economic growth (and population growth) can have significant social and environmental negative effects. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Ensuring support for economic development has regard for social and environmental sustainability. |
| Economic outcomes may not benefit all of our community in an evenly distributed way or may be negative for some sections of the community, particularly during times of economic downturn. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | Investment in education and alignment to labour market trends. Activities to improve labour market skill levels. Activities to retain and/or grow employment opportunities in the area. |
| Population and economic growth may place a strain on infrastructure assets. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Robust long-term urban, transport and spatial planning, including an understanding of sustainable growth (population and industrial/commercial) rates, and location of commercial/industrial land. Aligned planning across local and central government including economic and urban growth strategies. Alternative funding of infrastructure assets aligned to growth. |

Tauranga City Council - Funding Impact Statement - Economic Development

GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT ECONOMIC DEVELOPMENT

| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
|---|--|---|---|---|---|---|---|---|---|---|---|
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Targeted Rates | \$5,090 | \$4,997 | \$5,268 | \$5,478 | \$5,699 | \$5,933 | \$6,183 | \$6,444 | \$6,572 | \$6,701 | \$6,835 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$12,600 | \$14,865 | \$16,879 | \$18,220 | \$19,683 | \$21,117 | \$20,506 | \$21,694 | \$23,800 | \$26,086 | \$23,840 |
| Internal charges and overheads recovered | \$65 | -\$1,282 | -\$1,330 | -\$1,082 | -\$774 | -\$381 | \$97 | \$560 | \$1,101 | \$1,767 | \$2,575 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$17,755 | \$18,580 | \$20,817 | \$22,616 | \$24,608 | \$26,669 | \$26,786 | \$28,698 | \$31,473 | \$34,554 | \$33,250 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$9,301 | \$9,613 | \$10,009 | \$10,356 | \$10,696 | \$11,056 | \$11,435 | \$11,824 | \$12,083 | \$12,348 | \$12,620 |
| Finance Costs | \$428 | \$548 | \$490 | \$497 | \$398 | \$355 | \$313 | \$181 | \$146 | \$113 | \$106 |
| Internal Charges and Overheads Applied | \$1,211 | \$556 | \$570 | \$736 | \$720 | \$717 | \$748 | \$764 | \$783 | \$799 | \$805 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$10,940 | \$10,717 | \$11,069 | \$11,589 | \$11,814 | \$12,128 | \$12,496 | \$12,769 | \$13,012 | \$13,260 | \$13,531 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$6,815 | \$7,863 | \$9,748 | \$11,027 | \$12,794 | \$14,541 | \$14,290 | \$15,929 | \$18,461 | \$21,294 | \$19,719 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$7,097 | -\$2,771 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$34,466 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$7,097 | \$31,695 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$4,697 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$2,000 | \$1,599 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$2,265 | \$1,587 | \$354 | \$307 | \$264 | \$472 | \$275 | \$323 | \$276 | \$281 | \$287 |
| Increase/(Decrease) in Reserves | \$4,950 | \$36,372 | \$9,394 | \$10,720 | \$12,530 | \$14,069 | \$14,015 | \$15,606 | \$18,185 | \$21,013 | \$19,432 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$13,912 | \$39,558 | \$9,748 | \$11,027 | \$12,794 | \$14,541 | \$14,290 | \$15,929 | \$18,461 | \$21,294 | \$19,719 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$6,815 | -\$7,863 | -\$9,748 | -\$11,027 | -\$12,794 | -\$14,541 | -\$14,290 | -\$15,929 | -\$18,461 | -\$21,294 | -\$19,719 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

73

Tauranga City Council - Capital Expenditure - Economic Development

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|---------------------------------------|------------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|----------------|------------------|
| Level of Service | 1,599,075 | - | - | - | - | - | - | - | - | - | 1,599,075 |
| Airport Upgrades & Renewals | 1,599,075 | - | - | - | - | - | - | - | - | - | 1,599,075 |
| Renewal | 1,587,427 | 354,374 | 307,147 | 263,995 | 471,555 | 275,299 | 323,144 | 276,426 | 280,541 | 286,943 | 4,426,849 |
| Airport Upgrades & Renewals | 1,343,685 | 103,332 | 49,275 | - | 201,673 | - | 42,900 | - | - | - | 1,740,864 |
| Marine Facilities Upgrades & Renewals | 243,742 | 251,042 | 257,872 | 263,995 | 269,882 | 275,299 | 280,244 | 276,426 | 280,541 | 286,943 | 2,685,985 |
| Grand Total | 3,186,502 | 354,374 | 307,147 | 263,995 | 471,555 | 275,299 | 323,144 | 276,426 | 280,541 | 286,943 | 6,025,924 |

Emergency Management

What we do

Our emergency management activity works with communities, businesses and partners/stakeholders (e.g. NZ Police, Fire & Emergency NZ, non-government organisations and community groups) to ensure effective resilience to, response to, and recovery from hazard events in Tauranga.



Central to this is an all-hazards, all risks, integrated and community-focused approach that prioritises:

- identifying, assessing and communicating hazards and risks to the community
- promoting and enabling our communities to be aware of, and resilient to hazard consequences
- preparing council for its role of coordinating the response to, and recovery from, emergencies
- collaborating with partner agencies and organisations to be able to collectively support our communities during and after emergencies
- leading or supporting a city-wide response and coordination of relief for people and animals during an emergency
- enhancing Tauranga's capability to recover from emergencies.

How this affects you

Tauranga City Council is part of the Bay of Plenty Civil Defence Emergency Management (CDEM) group, along with the region's regional and district councils. The functions of the CDEM group include the coordination of civil defence emergency management planning, delivering CDEM programmes and CDEM activities across the region, and carrying out risk management. The emergency management activity aims to increase community awareness, understanding, readiness, resilience, and participation in emergency management.

Community outcomes

| Outcome | How it contributes |
|--|---|
|  <p>A city that values, protects and enhances our environment</p> | Strengthening our ability to cope with natural hazards like tsunamis, floods, landslides, erosion and sea level rise. Greater community understanding of risks relevant to them because of climate change, and greater awareness of what they can do to lessen those risks. |
|  <p>A well-planned city</p> | Increasing community preparedness for major emergencies, strengthening our ability to cope with natural hazards like tsunamis, floods, landslides, erosion and sea level rise. Ongoing investment to improve our city's resilience to natural hazards. |

Key issues

Our growing city

Increase in population size may require further full-time equivalent (FTE) staff to adequately provide readiness and resilience education to the community. A 2017 GNS study suggests more investment in community education will provide better outcomes in an event, and that the ideal ratio of FTE to population for such an activity is 1:25000.

The growth of our ageing population will require increased focus. The elderly are deemed vulnerable and, in many instances, will require support to evacuate. High numbers of retirement homes already exist along the coastal area/tsunami evacuation zone.

The increasing density of areas may result in evacuations taking longer and roads being more congested. A good example is the growth of Papamoa East and the impact on evacuation routes and safe locations that this rapid development has had. This will require more frequent audits and monitoring for change. This may also require alternative considerations for safe locations such as investing in additional structures in places where an evacuation to the nearest safe location may take too long.

Our growing population is also seeing an increase in school numbers and new school builds. The school population are also deemed vulnerable and will require support to evacuate. Our Emergency Management team has developed school resources to assist with their readiness. The more children/schools emerging, the greater the demand on our FTE resource will be.

Creating community

As communities increase in size and demographic composition, there will be an increasing need to establish and maintain community response teams to enable communities to be resilient in an emergency event. This may require a dedicated FTE in the future, whose core function is the establishment and maintenance of community response teams, including support for marae preparedness.

As communities increase in size, this may also require additional civil defence centres to accommodate communities in times of disasters. This will require an increase in manpower, provision of food and supplies, toilets and hygiene facilities.

Our delivery of readiness and resilience education will need to be accessible to all, including the disabled community and diverse ethnic communities.

Political change and reform

The review into the future of local government and the review of the CDEM Act 2002 may potentially impact the structure and positioning of this activity.

Tensions between growth and sustainability

Staff shortages, both internally (emergency operation centres) and externally (career Emergency Management roles) could impact on delivery.

Each community has differing needs and priorities, and sometimes the lack of consensus within a community makes delivery of this activity challenging. Our focus is to ensure effective readiness and resilience for our city.

Technology

This activity requires on-going investment into communication channels to promote optimal engagement with our community.

There are opportunities to develop virtual reality simulations for public education, an app that can locate the closest safe locations and might provide the ability to test evacuation routes against time, and simulation trailers for public education, etc. This will enable better engagement and allow our community to experience a realistic event to increase their knowledge and support better decision-making and reactions in such situations. This will help our Emergency Management team to better plan for expected community behaviours/responses in an event.

Lack of communication is a risk should there be a cybercrime event during an emergency response, and we were to lose all communication channels, access to templates, maps etc.

The development of videos and online learning is intended to be used internally for all council staff to understand their role in an emergency. But such bespoke tools can also be developed for schools, retirement villages, community groups, ethnic groups etc, as an educational tool in the absence of Emergency Management staff delivering such content in person. This will enable wider distribution more frequently.

Climate change adaptation

Tauranga is already vulnerable to climate-induced hazards including slips, flooding, coastal erosion and inundation. Climate change will exacerbate the consequences of these hazards and introduce new impacts from increasing extreme temperatures, drought, changing ocean acidity and rainfall variability. This activity is vulnerable to climate change impacts in terms of an increase in frequency and severity of weather events. Increased natural disasters and sea rises may expose vulnerabilities in infrastructure and services. An increase in cross-council decision-making regarding growth areas (both residential and business), needs to be prioritised to limit the opportunity for adverse outcomes. Climate change may result in more frequent activation of emergency operations centres (EOC) in response to events, requiring a larger EOC staff to ensure rostering throughout the duration of an event, but also sufficient down time for staff to recover between events.

What we plan to do

Our business as usual work programme is focused on reduction and readiness. We'll be continuing to build the community's knowledge and understanding of their hazards and risks, plus the economic and social impact of disaster and disruption, so they can make informed decisions. Part of readiness is ensuring council has the capacity and capability to respond to emergencies in our city and strengthening communication networks among the community and CDEM partners. We need to ensure council has a fit-for-purpose emergency operations centre for when an event does happen. When an emergency event occurs, we are there to be a trusted and accessible source of information and provide communities with the information they need when they need it, in order to make decisions and keep themselves and their whānau safe. Following an event, it's important that we coordinate with partners, stakeholders, iwi and volunteer groups to achieve successful recovery actions.

Key projects

- identify gaps in risk reduction policy and make changes that decrease exposure to hazards.
- build and improve knowledge and skills within communities and businesses to prepare for, respond to and recover from emergencies
- coordinate effectively with partners, stakeholders, iwi and volunteer groups during emergencies to enable a coordinated response
- integrate recovery planning across all reduction, readiness and response projects
- ensure council has the capability and capacity required to enable effective recoveries

What you can expect from us

For stated levels of service and performance measures for Emergency Management for the 2024-2034 LTP please see performance measurement section pg.17, measure SSP41 and pg.33-34, measures SSP86 to SSP88.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-----------|----------|----------|---------------|--|
| | Social | Cultural | Economic | Environmental | |
| Being poorly prepared for an effective emergency response could incur moderate to severe levels of community illness, loss of life, assets and infrastructure, financial impact on the community, and a reduction in local/sub-regional economy. | ☑ | ☑ | ☑ | ☑ | Maintain an effective and coordinated response capability. A work plan has been developed to focus on increasing our effective/coordinated response capability, enhance our welfare arrangements, and work in the community to develop and increase community resilience. In any major event where our capacity is exceeded, we assume that regional and national entities can be called upon. |
| Low resilience investment by individuals and organisations has significant negative effects on Tauranga's ability to absorb or adapt to stressors and shocks. | ☑ | ☑ | ☑ | ☑ | Increase the level of engagement of everyone in the community to understand what they need to do before, during and after emergencies, and that the key principle of community resilience is self-responsibility and self-reliance. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|--------------------------|--------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| Lack of community facilities suitable for CDEM emergency relief purposes reduces Tauranga's ability to care for individuals immediately affected by moderate to major emergencies. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | Increase partnerships with iwi/hapū and community organisations to establish Community Lead Centres to provide emergency relief to residents/manuhiri (visitors). |

Tauranga City Council - Funding Impact Statement - Emergency Management

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT EMERGENCY MANAGEMENT & CIVIL DEFENCE | | | | | | | | | | | |
|---|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$2,000 | \$1,531 | \$1,598 | \$2,544 | \$2,556 | \$2,578 | \$1,897 | \$1,976 | \$1,953 | \$1,988 | \$2,022 |
| Targeted Rates | \$201 | \$208 | \$213 | \$217 | \$222 | \$227 | \$231 | \$236 | \$241 | \$246 | \$251 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Internal charges and overheads recovered | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Operating Funding (A) | \$2,201 | \$1,739 | \$1,811 | \$2,761 | \$2,778 | \$2,805 | \$2,128 | \$2,212 | \$2,194 | \$2,234 | \$2,273 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$1,481 | \$1,346 | \$1,383 | \$1,419 | \$1,449 | \$1,480 | \$1,511 | \$1,601 | \$1,575 | \$1,608 | \$1,642 |
| Finance Costs | \$115 | \$79 | \$92 | \$107 | \$98 | \$94 | \$90 | \$78 | \$75 | \$72 | \$70 |
| Internal Charges and Overheads Applied | \$586 | \$300 | \$323 | \$503 | \$498 | \$498 | \$515 | \$520 | \$531 | \$541 | \$549 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$2,182 | \$1,725 | \$1,798 | \$2,029 | \$2,045 | \$2,072 | \$2,116 | \$2,199 | \$2,181 | \$2,221 | \$2,261 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$19 | \$14 | \$13 | \$732 | \$733 | \$733 | \$12 | \$13 | \$13 | \$13 | \$12 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$0 | \$0 | \$498 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$0 | \$0 | \$498 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$0 | \$0 | \$498 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Reserves | \$19 | \$14 | \$13 | \$732 | \$733 | \$733 | \$12 | \$13 | \$13 | \$13 | \$12 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$19 | \$14 | \$511 | \$732 | \$733 | \$733 | \$12 | \$13 | \$13 | \$13 | \$12 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$19 | -\$14 | -\$13 | -\$732 | -\$733 | -\$733 | -\$12 | -\$13 | -\$13 | -\$13 | -\$12 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

80

Tauranga City Council - Capital Expenditure - Emergency Management

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|------------------------------------|------|---------|------|------|------|------|------|------|------|------|----------------|
| Level of Service | - | 497,982 | - | - | - | - | - | - | - | - | 497,982 |
| Emergency Management Capital Works | - | 497,982 | - | - | - | - | - | - | - | - | 497,982 |

Regulatory and Compliance

Activities Include

- Animal Services
- Building Services
- Environmental Health and Licencing
- Environmental Planning
- Regulation Monitoring

How this affects you




We promote a safe and healthy environment for people and animals, ensuring that building work is safe and meets code, and that our city develops in the right way. We ensure bylaws are consistently applied, and that people are educated about their responsibilities. We promote an environment where people and animals can interact without fear or intimidation, while also providing adequate opportunities to fulfil the exercise, recreational and socialisation needs of dogs and their owners. We aim to ensure city development and growth occurs effectively and efficiently in a manner that is consistent with our community's expectations and key legislation, while providing fit-for-purpose vested council infrastructure.

What we do

This activity includes animal services, building services, environmental health and licensing, environmental planning and regulation monitoring. We administer acts, regulations, bylaws and policies relating to:

- the owning, keeping and managing of a wide variety of animals within our city
- the Building Act 2004, Building Code, and associated legislation. We also ensure all building projects meet these requirements The efficient processing, review and delivery of resource consent (and related) decisions. We also consider Building Consent applications through an RMA lens, and provide technical planning and engineering advice to both internal and external customers
- protecting public health through education, registration and monitoring of food and health-related businesses, and ensuring that activities undertaken on public and private land do not cause public health risk and nuisance
- the enforcement of bylaws and various land transport legislation, contributing to the community's well-being by educating the public as appropriate on specific legislative responsibilities.

Community outcomes

| Outcome | How it contributes |
|---|--|
|  <p>An inclusive city</p> | The city is inclusive and safe for, and from, animals. Safety in public and private buildings is maintained through building inspections, consenting processes and warrants of fitness. |
|  <p>A well-planned city</p> | Resilient buildings and infrastructure of varied styles are consented and constructed. Appropriate land use and subdivision activities are approved with conditions to ensure a well-planned city. |
|  <p>A city that supports business and education</p> | Businesses, the construction industry, and developers can rely on us to ensure a high-quality regulatory service that do not cause unnecessary delays. Enforcement of parking restrictions and special vehicle lanes ensure vehicle turnover for businesses and our road network operates efficiently. |

Key issues

Our growing city

The key challenge associated with our animal services activity is the growing numbers of dogs throughout the city and the need to ensure we can deliver the expected level of service (especially in relation to our response to complaints and dog attacks) as this demand increases.

There is continuing demand for housing and aged care facilities across Tauranga at levels greater than have been delivered historically.

Change is underway regarding residential building style for Tauranga. The expectation (reflected in Plan Change 33) is for greater intensification of housing across our city. This increases the need for technical staff with higher levels of competency. The drive to increase density will lead to proposed densities above and beyond what may be contemplated by Plan Change 33, causing tensions both through the application process as well as in the community.

There is an expectation that as our city grows and the hospitality industry returns to the new normal, there will be an increase in the number of licensed premises within the city. With this increase there will likely be more applications, premise inspections/investigations and District Licensing Committee hearings required for opposed applications.

An increase in afterhours complaints will eventually lead to council providing an afterhours enforcement service in relation to parking and bylaw breaches. People relocating to Tauranga from larger cities already have the expectation that council should be providing 24/7 parking enforcement.

Parking management plans for Tauranga CBD, Mount Maunganui and other business districts generally include the implementation of paid parking and or time restrictions. Additional resources such as warranted officers and enforcement technology will be required to efficiently monitor and enforce these restrictions.

We expect to see increased levels of requests for service (such as illegal parking complaints and breaches of city bylaws), as our population continues to grow. Residential intensification impacts the demand on our on-street parking, often leading to an increase in illegal parking. Residential developments on our city's fringe impact our response times to complaints across the city.

Economic uncertainty

COVID-19 and staff resourcing issues over the last few years means we have been unable to meet food verification targets. This has led to a significant backlog which will impact our ability to meet targets in the coming year. There are increasingly complex proposals and developments as our city grows which can require more time and resources to process, driving up costs. Economic uncertainty means it is difficult to effectively plan our workload. A slowdown in consenting applications means an unplanned reduction in revenue. Our ability to attract and retain skilled staff, as well as experts required through the process, will impact our ability to deliver quality, professional regulatory services.

Climate change adaptation

Council operates under legislative requirements including the Local Government Act, Building Act, and Resource Management Act which requires limitations and restrictions to be put on building consents involving land subject to natural hazards during the consenting process. Regionally significant issues and policy frameworks for assessment also apply. In addition to natural hazard provisions and code compliance, council's role is to consider the potential damage to properties, including land loss and land value as well as potential requests for council intervention (i.e. sea level rise, erosion, flooding, liquefaction, etc.).

Political change and reform

Resource Management Act reforms (and the new Natural and Built Environments Act 2023 and Spatial Planning Act 2023) will mean our team will need to adapt to changes in the legislative framework we operate under

Technology

A Building Consent System Review is underway. This will likely lead to a revised Building Act in 2-5 years. In the meantime, we are always responding to regular changes to the Building Code.

Planned infrastructure such as special vehicle lanes will require enforcement to ensure compliance and support network efficiencies. Technology will be used where possible but will not be fully automated, requiring continued input from warranted officers.

What we plan to do

Our business as usual includes reviewing internal processes to ensure a quality service is provided to the public, ensure the team is achieving annual targets, and operating with effective systems and processes. We'll continue to recruit and retain quality building staff at levels consistent with the volumes prior to the

slowdown so that we are able to respond to application volumes when the market rebounds. We'll continue to respond to legislation and regulatory changes as they affect our operations, particularly in the building and planning spaces. We aim to provide proactive enforcement to address issues before they are raised by the community and work with industry bodies/associations toward creating best practices in the regulatory space.

Key projects

- develop and implement new animal services pound extension to cater for growth in year 2030/31
- review location of current pound to cater for expansion considering animal and city growth and owner accessibility, and consider the ability to cater for 'cat management' should it become a legislated responsibility for council
- upgrade our building services system from AlphaOne to Objective Build
- adapt to change in residential building style for Tauranga as a result of Plan Change 33 and expect greater intensification of housing across the city
- implementing new and evolving enforcement technology will be key to maintaining compliance on our network. Creating an environment where drivers are aware that covert enforcement is ubiquitous on our roading network will increase compliance without the need for enforcement. Remote monitoring and enforcement via CCTV and use of licence plate recognition (LPR) technology will increase enforcement capabilities while keeping our staff costs to a minimum.

What you can expect from us

For stated levels of service and performance measures for Regulatory and Compliance for the 2024-2034 LTP please see performance measurement section pg.7 to 8, measures SSP12 to SSP17, pg.17, measures SSP42 to SSP44 and pg.26, measure SSP73.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-----------|----------|----------|---------------|---|
| | Social | Cultural | Economic | Environmental | |
| Poor or irresponsible dog ownership can lead to barking and roaming dogs. | ☒ | ☒ | ☒ | ☒ | Through the use of owner education initiatives and, if necessary, enforcement of regulations. |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|--|
| | Social | Cultural | Economic | Environmental | |
| Poor or irresponsible dog ownership can lead to dog attacks on people and other animals. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Robust dog control policy focusing on minimising danger, distress or nuisance by dogs to the public. Dog owner education and enforcement of regulations. Dog bite prevention training and education. |
| Building and resource consent decisions and delivery of information on the Building Act, City Plan and development matters can have a significant effect on the social, cultural, economic and environmental wellbeing of our community. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Council addresses this by ensuring staff have adequate access to all relevant information and are appropriately trained/qualified to make robust decisions to ensure effects are kept to a minimum. |
| Environmental health and licensing decisions and delivery can have an effect on the social, economic and environmental wellbeing of our community. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Council addresses this by ensuring staff have adequate access to all relevant information and are appropriately trained/qualified to make robust decisions to ensure effects are kept to a minimum. |
| Input into the resource consent process can result in vested infrastructure that is not fit-for-purpose and community use. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Council addresses this by ensuring our team is resourced effectively, and staff have adequate access to all relevant information and are appropriately trained/qualified to make robust decisions to ensure effects are kept to a minimum. |
| Residential intensification and new developments exceed public parking capacity resulting in high levels of illegal parking. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Proactive enforcement in known problem areas. |
| New infrastructure does not see high levels of compliance which either impacts or prevents network efficiencies e.g. new special vehicle lanes. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Use technology to effectively monitor and enforce new and existing infrastructure. |
| Increase in homelessness – people rough sleeping in cars and public places. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | Increase in staff to monitor know problem locations and continue to work with external agencies to get required outcomes. |
| Increase requests for service afterhours due to our growing population and community expectation. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | New technology and additional staff to provide a 24/7 service. |

Tauranga City Council - Funding Impact Statement - Regulatory and Compliance

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT REGULATORY & COMPLIANCE | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$9,931 | \$9,663 | \$10,059 | \$11,274 | \$11,332 | \$11,435 | \$11,746 | \$11,951 | \$12,314 | \$12,785 | \$13,048 |
| Targeted Rates | \$0 | \$328 | \$353 | \$378 | \$403 | \$429 | \$456 | \$484 | \$513 | \$543 | \$574 |
| Subsidies and Grants for Operating Purposes | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Fees and Charges | \$18,768 | \$20,127 | \$22,110 | \$24,351 | \$26,935 | \$28,641 | \$29,373 | \$30,128 | \$30,900 | \$31,697 | \$32,520 |
| Internal charges and overheads recovered | -\$93 | -\$353 | -\$465 | -\$527 | -\$571 | -\$510 | -\$385 | -\$251 | -\$103 | \$53 | \$212 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$159 | \$128 | \$132 | \$136 | \$140 | \$144 | \$149 | \$153 | \$158 | \$163 | \$168 |
| Total Operating Funding (A) | \$28,765 | \$29,893 | \$32,189 | \$35,612 | \$38,239 | \$40,139 | \$41,339 | \$42,465 | \$43,782 | \$45,241 | \$46,522 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$21,924 | \$22,620 | \$23,219 | \$23,747 | \$24,345 | \$24,964 | \$25,547 | \$26,177 | \$27,041 | \$28,132 | \$28,818 |
| Finance Costs | \$253 | \$105 | \$106 | \$108 | \$100 | \$99 | \$98 | \$87 | \$84 | \$85 | \$85 |
| Internal Charges and Overheads Applied | \$12,642 | \$9,007 | \$9,674 | \$12,195 | \$12,100 | \$12,063 | \$12,490 | \$12,659 | \$12,950 | \$13,207 | \$13,440 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$34,819 | \$31,732 | \$32,999 | \$36,050 | \$36,545 | \$37,126 | \$38,135 | \$38,923 | \$40,075 | \$41,424 | \$42,343 |
| Surplus/(Deficit) of Operating Funding (A - B) | -\$6,053 | -\$1,839 | -\$810 | -\$438 | \$1,694 | \$3,013 | \$3,204 | \$3,542 | \$3,707 | \$3,817 | \$4,179 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$140 | \$13 | \$19 | \$28 | \$12 | \$79 | \$48 | \$24 | \$1 | \$157 | \$2 |
| Gross proceeds from the sale of assets | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$140 | \$13 | \$19 | \$28 | \$12 | \$79 | \$48 | \$24 | \$1 | \$157 | \$2 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| - to improve level of service | \$140 | \$11 | \$11 | \$11 | \$12 | \$12 | \$12 | \$12 | \$0 | \$0 | \$0 |
| - to replace existing assets | \$0 | \$3 | \$12 | \$16 | \$1 | \$68 | \$36 | \$12 | \$1 | \$157 | \$2 |
| Increase/(Decrease) in Reserves | -\$6,053 | -\$1,840 | -\$814 | -\$437 | \$1,693 | \$3,012 | \$3,204 | \$3,542 | \$3,707 | \$3,817 | \$4,179 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | -\$5,913 | -\$1,826 | -\$791 | -\$410 | \$1,706 | \$3,092 | \$3,252 | \$3,566 | \$3,708 | \$3,974 | \$4,181 |
| Surplus/(Deficit) of Capital Funding (C - D) | \$6,053 | \$1,839 | \$810 | \$438 | -\$1,694 | -\$3,013 | -\$3,204 | -\$3,542 | -\$3,707 | -\$3,817 | -\$4,179 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

87

Tauranga City Council - Capital Expenditure - Regulatory and Compliance

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|--------------|----------------|--------------|----------------|
| Level of Service | 10,661 | 10,980 | 11,279 | 11,546 | 11,804 | 12,041 | 12,257 | - | - | - | 80,567 |
| Regulatory Services Minor Capital Works | 10,661 | 10,980 | 11,279 | 11,546 | 11,804 | 12,041 | 12,257 | - | - | - | 80,567 |
| Renewal | 2,715 | 11,517 | 16,479 | 834 | 67,562 | 35,997 | 12,194 | 1,123 | 156,954 | 1,542 | 306,918 |
| Animal Services Minor Capital Works | 2,715 | 11,517 | 16,479 | 834 | 67,562 | 35,997 | 12,194 | 1,123 | 156,954 | 1,542 | 306,918 |
| Grand Total | 13,375 | 22,497 | 27,757 | 12,380 | 79,366 | 48,038 | 24,451 | 1,123 | 156,954 | 1,542 | 387,484 |

Spaces and Places

Activities Include

- Cemeteries
- Mount Beachside Holiday Park
- Marine Facilities
- Spaces and Places



What we do


This activity includes our cemeteries, Mount Beachside Holiday Park, marine facilities and our city's spaces and places. We provide cemetery and cremation services, quality beachside accommodation, safe and well-maintained marine facilities, attractive parks, and quality urban spaces. We provide services and spaces that make Tauranga a better place to live while helping to connect our communities. This includes access to cremation, burial plots, memorials, a chapel and lounge at our cemeteries and a peaceful environment to remember the deceased.

How this affects you

We provide a place to preserve the history of the deceased and deliver social and cultural benefits by having a place for remembrance and connection. We enable residents to enjoy our marine environment and encourage outdoor activity, contributing to Tauranga's lifestyle and supporting local marine-based entities. We plan for, maintain and enhance a well-utilised network of quality reserves and community facilities that enables a range of experiences including passive recreation, sport and play.

Community outcomes

| Outcome | How it contributes |
|---|---|
|  <p>An inclusive city</p> | <p>The activity contributes to Tauranga's lifestyle and services to visitors, encourages tourism and a social atmosphere and provides places for our communities to connect.</p> |
|  <p>A city that values, protects and enhances our environment</p> | <p>Providing the opportunity for people to experience our marine environment enhances their awareness of environmental issues and helps educate them on how human interaction can affect marine life.</p> |

| Outcome | How it contributes |
|---|---|
|  <p>A well-planned city</p> | <p>Planning, designing and investing in our network of open spaces and community facilities allows people to enjoy these places without having to travel excessive distances.</p> |

Key issues

Our growing city

The main challenge for this activity is to continue providing quality spaces and places – for play, nature, connection and culture – as our city grows and becomes higher density. Changes in the national planning landscape influence how we provide these open spaces and community facilities. Rising land and building costs mean we have to make more effective use of the spaces we already have and be efficient and innovative in the ways we provide for our new growth areas. We have significant opportunities to improve the quality, quantity and accessibility of our community facilities and open spaces, to catch-up following a period of under-investment and to provide for growth.

Climate change adaptation

Several of our assets are exposed to coastal inundation risk, landslide hazards and coastal erosion, groundwater hazards, possible liquefaction damage, and critical impacts from increased temperature extremes. To build resilience across council operations, we need to assess all our assets and activity areas and develop mitigation actions.

What we plan to do

Our Play, Active Recreation & Sports Action and Investment Plan provides details of our planned investments in that area. The Reserves & Open Spaces Action and Investment Plan outlines how we will provide a greater range of functions and experiences. This covers play (facilities, shade, amenities), nature (tree and vegetation planting), culture (to better reflect our heritage and who we are now), and community (places to sit, eat, relax). This is complemented by the Nature & Biodiversity Action and Investment Plan which sets out a series of actions to enhance our natural environment. The Community Centre Action and Investment Plan identifies new investments in community centres – in Merivale, Gate Pā and in our growth corridors plus the refurbishment or replacement of existing centres and halls. We will also be investing in our Eastern and Western Corridor growth areas to future-proof the provision of new community facilities (active reserves, passive reserves, community centres, libraries, indoor courts and aquatics facilities). Alongside these plans we will also be making a series of investments in some bespoke projects to enhance our community and cultural offerings and connections through the city.

We are undertaking risk and exposure assessments of both infrastructure and non-infrastructure assets. Our environment is our greatest asset and provides significant climate resilience benefits. Protecting and regenerating our natural environment will reduce carbon emissions, provide resilience to climate change, and connect people to our city.

Key projects

- upgrades to the sports field network to enable more hours of use and more resilience, including floodlights, irrigation, drainage and sowing more resilient grasses
- investment to deliver quality community sport, high performance sport and events across our major active reserves, including new and relocated facilities at Baypark, Blake Park, Tauranga Domain and Gordon Spratt Reserve
- investment in playgrounds at a range of scales across the city to ensure children have access to quality, accessible opportunities to play
- investment in pathways, cycling, wheel-sports and walking tracks to provide opportunities for people of all age groups, backgrounds and abilities to be active and healthy. This includes the Mount and Pāpāmoa boardwalks
- new community facilities in growth areas
- new facilities at our cemeteries
- upgrades to Sulphur Point and Marine Park, Coronation Park and the Mount Holiday Park
- further enhancements to the Historic Village
- reforming the way we maintain and enhance our spaces and places, including bringing many of our contracts in-house to ensure a quality service and a more beautiful, tidy city
- undertaking risk and exposure assessments of both infrastructure and non-infrastructure assets.

What you can expect from us

For stated levels of service and performance measures for Spaces and Places for the 2024-2034 LTP please see performance measurement section pg.7, measures SSP10 to SSP11, pg.10, measures SSP18 to SSP19.

Significant effects of providing this activity

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|---|-------------------------------------|-------------------------------------|-------------------------------------|-------------------------------------|---|
| | Social | Cultural | Economic | Environmental | |
| Carbon generated through the use of petrochemical-driven maintenance operations. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <p>Annual planting programmes to offset the carbon emissions and investigating use of vegetated council land to obtain Emission Trading Scheme credits for our operations, which could also be used more widely in the city.</p> <p>Encourage alternative maintenance techniques when tendering maintenance works and through operations we have brought in-house.</p> <p>Native/grass alternative planting may be considered on some sites, to reduce the overall maintenance programme and increase environmental outcomes.</p> |
| Noise from events or activities causing disruption to residential areas. | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <p>Have appropriate opening and closing hours for facilities to reduce noise impacts.</p> <p>Require resource consents for events or activities that are likely to be outside City Plan standards for noise.</p> <p>Ensure appropriate acoustic treatments are provided when designing and constructing new facilities.</p> <p>Prepare and implement reserve management plans through engagement with the community, that recognise appropriate and inappropriate use of reserves in residential areas.</p> |
| Upgrading of reserve infrastructure means more people are active and exposed to environmental effects and sun exposure. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <p>Planting programme to provide shade in future years.</p> <p>Species that cause health effects avoided.</p> <p>Artificial shade structures used where appropriate.</p> <p>Rest points and facilities provided in open spaces.</p> |
| Wastewater disposal and resilience of facilities on the coastal strip. | <input type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <p>Placement and design components of the facilities upgraded to provide longevity.</p> <p>Wastewater disposal completed in line with City Plan, resource consent or building consent matters.</p> |

| Negative effects/issues and risks | Wellbeing | | | | Mitigation |
|--|-------------------------------------|-------------------------------------|--------------------------|-------------------------------------|--|
| | Social | Cultural | Economic | Environmental | |
| Use of agrichemicals presents a risk to public health. | <input checked="" type="checkbox"/> | <input checked="" type="checkbox"/> | <input type="checkbox"/> | <input checked="" type="checkbox"/> | Where possible apply alternative means of vegetation management. Comply with Regional Air Plan and New Zealand standards including advertising, signage and safety equipment. Comply with council's own policies relating to use of agrichemicals. |

Tauranga City Council - Funding Impact Statement – Spaces and Places

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT SPACES AND PLACES | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | \$58,979 | \$66,770 | \$78,559 | \$94,412 | \$101,835 | \$111,050 | \$120,519 | \$130,091 | \$137,623 | \$145,508 | \$155,494 |
| Targeted Rates | \$5,132 | \$196 | \$201 | \$238 | \$272 | \$300 | \$339 | \$342 | \$228 | \$233 | \$238 |
| Subsidies and Grants for Operating Purposes | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 | \$3 |
| Fees and Charges | \$5,895 | \$6,759 | \$7,200 | \$7,809 | \$8,256 | \$8,797 | \$9,700 | \$10,232 | \$10,675 | \$11,204 | \$11,834 |
| Internal charges and overheads recovered | -\$10 | -\$277 | -\$349 | -\$405 | -\$501 | -\$609 | -\$740 | -\$857 | -\$966 | -\$1,071 | -\$1,181 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$515 | \$1,153 | \$1,212 | \$1,576 | \$1,805 | \$1,992 | \$2,321 | \$2,610 | \$2,723 | \$2,806 | \$2,930 |
| Total Operating Funding (A) | \$70,514 | \$74,604 | \$86,826 | \$103,633 | \$111,670 | \$121,533 | \$132,142 | \$142,421 | \$150,286 | \$158,683 | \$169,318 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$42,428 | \$59,548 | \$58,172 | \$58,068 | \$62,035 | \$61,268 | \$64,477 | \$62,150 | \$62,449 | \$64,651 | \$72,283 |
| Finance Costs | \$11,583 | \$13,326 | \$15,446 | \$18,615 | \$20,856 | \$23,416 | \$25,617 | \$25,518 | \$26,964 | \$28,310 | \$29,672 |
| Internal Charges and Overheads Applied | \$9,379 | \$10,703 | \$11,110 | \$18,690 | \$18,416 | \$18,244 | \$18,900 | \$19,155 | \$19,567 | \$19,968 | \$20,193 |
| Other Operating Funding applications | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Operating Funding (B) | \$63,390 | \$83,577 | \$84,728 | \$95,373 | \$101,307 | \$102,928 | \$108,994 | \$106,823 | \$108,980 | \$112,929 | \$122,148 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$7,125 | -\$8,973 | \$2,098 | \$8,260 | \$10,363 | \$18,605 | \$23,148 | \$35,598 | \$41,306 | \$45,754 | \$47,170 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$269 | \$4,479 | \$9,553 | \$16,008 | \$9,954 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$1,121 | \$1,590 | \$1,564 | \$1,583 | \$1,600 | \$1,489 | \$1,489 | \$1,489 | \$1,074 | \$1,200 | \$1,157 |
| Increase/(Decrease) in Debt | \$52,446 | \$43,639 | \$46,441 | \$67,075 | \$68,878 | \$61,109 | \$62,903 | \$50,961 | \$52,167 | \$51,881 | \$52,478 |
| Gross proceeds from the sale of assets | \$2,000 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$5,419 | \$2,133 | \$7,138 | \$7,378 | \$10,181 | \$390 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$61,254 | \$51,841 | \$64,696 | \$92,044 | \$90,613 | \$62,988 | \$64,392 | \$52,450 | \$53,241 | \$53,081 | \$53,635 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | \$11,108 | \$13,633 | \$16,248 | \$21,697 | \$25,246 | \$28,593 | \$22,108 | \$39,172 | \$27,857 | \$18,951 | \$16,306 |
| - to improve level of service | \$53,490 | \$40,378 | \$51,360 | \$80,546 | \$76,888 | \$38,425 | \$42,521 | \$21,023 | \$31,024 | \$33,058 | \$38,637 |
| - to replace existing assets | \$6,453 | \$10,484 | \$11,995 | \$9,500 | \$8,416 | \$9,939 | \$8,792 | \$8,289 | \$9,767 | \$14,055 | \$12,633 |
| Increase/(Decrease) in Reserves | -\$2,672 | -\$21,627 | -\$12,809 | -\$11,439 | -\$9,574 | \$4,636 | \$14,119 | \$19,564 | \$25,899 | \$32,771 | \$33,229 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$68,379 | \$42,868 | \$66,794 | \$100,304 | \$100,976 | \$81,593 | \$87,540 | \$88,048 | \$94,547 | \$98,835 | \$100,805 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$7,124 | -\$8,973 | -\$2,098 | -\$8,260 | -\$10,363 | -\$18,605 | -\$23,148 | -\$35,598 | -\$41,306 | -\$45,754 | -\$47,170 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |

2024-34 Long-term Plan – Groups of Activities

94

Tauranga City Council - Capital Expenditure – Spaces and Places

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|---|-------------------|-------------------|--------------------|--------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|--------------------|
| Growth | 207,000 | 540,604 | 165,732 | 1,681,500 | 2,065,665 | - | - | - | - | - | 4,660,501 |
| WC - Pyes Pa West Growth Area | 207,000 | 216,741 | - | 1,681,500 | 2,065,665 | - | - | - | - | - | 4,170,906 |
| Western Corridor - Tauriko West | - | 323,863 | 165,732 | - | - | - | - | - | - | - | 489,595 |
| Growth & Level of Service | 12,276,677 | 31,791,184 | 41,807,933 | 38,884,757 | 23,684,150 | 7,977,255 | 26,419,947 | 23,409,301 | 13,778,648 | 7,611,240 | 227,641,093 |
| Active Reserve Development | 2,070,000 | 1,599,000 | 1,642,500 | 1,681,500 | 7,605,500 | 1,169,000 | 7,914,100 | 1,209,000 | 1,227,000 | 1,255,000 | 27,372,600 |
| Eastern Corridor - Te Tumu | - | - | - | - | - | - | 5,950,000 | 6,045,000 | 6,135,000 | 6,275,000 | 24,405,000 |
| Memorial Park Aquatics & Recreation Hub | 9,999,997 | 29,999,998 | 39,999,998 | 30,000,001 | 10,000,001 | - | - | - | - | - | 119,999,995 |
| Mount Intensification | - | - | - | 57,732 | 59,019 | 60,204 | 61,285 | - | - | - | 238,239 |
| Otumoetai Intensification | - | - | - | 1,252,790 | - | - | - | - | - | - | 1,252,790 |
| TECT Park Development | 206,680 | 192,186 | 165,435 | 119,585 | 117,730 | 126,182 | 132,462 | 136,151 | 139,648 | 81,240 | 1,417,298 |
| Western Corridor - Social Infrastructure | - | - | - | 5,773,150 | 5,901,900 | 6,621,870 | 12,362,100 | 16,019,150 | 6,277,000 | - | 52,955,170 |
| Level of Service | 48,891,162 | 45,911,885 | 68,912,879 | 64,937,878 | 47,622,251 | 67,494,935 | 37,871,554 | 36,939,433 | 40,667,036 | 50,993,411 | 510,242,423 |
| Active Reserve Development | 16,567,871 | 15,530,093 | 8,109,623 | 14,084,530 | 14,630,538 | 5,451,107 | 4,500,307 | 938,637 | 962,751 | 989,423 | 81,764,881 |
| Bay Venues New Capital | 7,364,091 | 10,635,595 | 8,643,280 | 3,369,455 | 6,354,006 | 10,843,712 | 4,097,066 | 1,467,696 | 2,437,359 | 3,661,535 | 58,873,795 |
| Capital Delivery Adjustment | 7,000,000 | 15,000,000 | 2,000,000 | 3,000,000 | 3,000,000 | 25,000,000 | 4,000,000 | 10,000,000 | 12,000,000 | 18,000,000 | 100,000,000 |
| Cemeteries Capital Programme | 5,330 | 1,707,199 | 2,540,564 | 3,032,473 | 3,100,102 | 2,694,720 | 1,716,754 | 1,743,983 | 1,769,948 | 1,810,338 | 20,121,410 |
| City Centre Development | 3,500,200 | 4,173,100 | 6,408,699 | 6,403,800 | 2,733,390 | 2,885,626 | 2,990,185 | 2,476,683 | 2,538,090 | 2,565,291 | 36,675,065 |
| City Centre Streetscape Capital Programme | 3,186,350 | - | - | - | - | - | - | - | - | - | 3,186,350 |
| City Centre Waterfront Development | 9,149,351 | 2,567,407 | 7,840,691 | 8,301,795 | - | - | - | - | - | - | 27,859,244 |
| City Operations Capital | 51,750 | 53,300 | 54,750 | 20,021 | 20,468 | 20,878 | 105,601 | 107,287 | 108,884 | 111,369 | 654,307 |
| Community Centres | 4,637,814 | 1,048,100 | 5,279,829 | - | - | 1,169,000 | 4,760,000 | - | 1,641,726 | 6,275,000 | 24,811,469 |
| Infrastructure Resilience Capital Works | 144,419 | 144,562 | 144,739 | 144,820 | 144,966 | 145,073 | 145,157 | 145,219 | 145,276 | 146,612 | 1,450,842 |
| Kopurererua Valley Development | 113,850 | 117,260 | 120,450 | 123,310 | 126,060 | 128,590 | 101,150 | 102,765 | 104,295 | 106,675 | 1,144,405 |
| Marine Facilities Upgrades & Renewals | - | - | 2,511,889 | 1,891,889 | 483,956 | 300,760 | - | - | - | - | 5,188,495 |
| Marine Park/Sulphur Point Development | - | - | - | 723,750 | 737,520 | 4,914,569 | 9,379,565 | 5,369,210 | 5,507,150 | 5,659,720 | 32,291,484 |
| Memorial Park Masterplanning | - | 2,834,209 | 1,500,000 | 2,500,000 | 1,500,000 | - | - | - | - | - | 8,334,209 |
| Memorial Park to City Centre Pathway | 669,127 | 3,203,100 | 3,308,700 | - | - | - | - | - | - | - | 7,180,926 |
| Mount Intensification | - | - | - | 531,487 | 549,407 | 567,374 | 499,880 | 513,800 | 527,000 | 541,600 | 3,730,548 |
| Neighbourhood Reserves & Other Minor Capital Projects | 3,373,391 | 3,257,790 | 2,847,899 | 3,576,565 | 3,032,230 | 3,270,072 | 2,845,783 | 2,622,662 | 2,683,391 | 2,754,681 | 30,264,463 |
| Parks LOS Capital Development | 2,815,010 | 4,982,861 | 5,123,660 | 8,521,240 | 8,018,694 | 7,079,179 | 7,275,212 | 7,390,436 | 7,102,778 | 6,412,888 | 64,721,957 |
| Prop Management Upgrades & Renewals | - | 213,200 | 219,000 | 224,200 | 229,200 | - | - | - | - | - | 885,600 |
| Skatepark Development & Upgrades | 292,797 | 302,515 | 312,488 | - | - | - | - | - | - | - | 907,800 |
| Te Manawataki o Te Papa | 3,662,944 | 7,493,683 | 12,501,842 | 5,611,480 | - | - | - | - | - | - | 29,269,948 |
| Te Papa Intensification | - | 2,279,200 | 3,063,906 | 2,638,274 | 2,714,874 | 2,769,361 | 2,819,110 | 3,407,567 | 2,468,111 | 1,269,433 | 23,429,834 |
| Te Ranga Masterplan | 356,867 | 368,712 | 380,868 | 238,790 | 246,841 | 254,913 | 635,785 | 653,489 | 670,278 | 688,848 | 4,495,391 |
| Renewal | 10,483,698 | 11,995,440 | 9,500,421 | 8,415,917 | 9,938,871 | 8,792,334 | 8,288,659 | 9,767,185 | 14,054,620 | 12,633,146 | 103,870,291 |
| Beachside Holiday Park Capital Programme | 145,991 | 872,947 | 108,720 | 78,889 | 139,324 | 116,674 | 139,815 | 75,841 | 1,419,227 | 494,376 | 3,591,805 |
| Cemeteries Capital Programme | 213,100 | 70,704 | 126,220 | 40,345 | 18,818 | 426,074 | 188,365 | 215,380 | 63,784 | 175,465 | 1,538,255 |
| Marine Facilities Upgrades & Renewals | 5,580,099 | 4,879,264 | 3,436,030 | 2,019,035 | 2,734,704 | 3,378,927 | 330,137 | 1,127,951 | 1,354,430 | 1,170,867 | 26,011,445 |
| Parks Renewals | 3,666,806 | 5,454,136 | 4,974,687 | 5,164,802 | 6,053,968 | 4,085,322 | 6,587,742 | 7,470,104 | 9,389,921 | 8,781,846 | 61,629,334 |
| Prop Management Upgrades & Renewals | 877,702 | 718,389 | 854,764 | 1,112,845 | 992,057 | 785,338 | 1,042,600 | 877,909 | 1,827,258 | 2,010,591 | 11,099,453 |
| Grand Total | 71,858,537 | 90,239,113 | 120,386,965 | 113,920,052 | 83,310,938 | 84,264,524 | 72,580,160 | 70,115,918 | 68,500,305 | 71,237,797 | 846,414,308 |

Support Services

What we do

Asset Services ensures public assets and asset management activities are fit-for-purpose and support sustainable communities. We provide capital programme assurance to ensure council's capital programme is planned and executed effectively, consistently, and delivers on the agreed community outcomes.

Strategic Investment and Commercial Facilitation support the strategic planning of works and projects involving council's property needs and existing property assets. This enables growth and success as a city that has good infrastructure and other civic facilities, attracts and supports a range of business and education opportunities, and is well-connected with a range of sustainable transport choices.

Digital Services helps council meet its LTP goals through the provision of digital services, products and support that enables our organisation to be effective, efficient and leverage modern tools to support planning, operations and engagement with our community.

The **Finance** function ensures council can continue to deliver services to our community to meet the four wellbeings and delivers on agreed priority outcomes into the future in a way that is affordable and financially sustainable.

The **Capital Programme Assurance Division** give assurance that the organisation's capital programme is planned and executed effectively, consistently, and delivers on the agreed community outcomes.

Our **Legal, Risk and Procurement** team provides via our in house legal team, cost effective advice and legal support for all areas of council and acts as a liaison to external legal counsel or insurers. The Risk team provides a platform so objectives can be clearly defined, and the risks to achieving those objectives can be considered and systematically minimised. Business continuity ensures council can continue to operate through disruption. The Procurement team supports our organisation in their procurement processes to deliver the right outcomes for council and enable the business to function effectively. Decisions are made in a commercially astute manner that are both fair and transparent, achieving the best possible outcomes for our customers and the community.

Our **People, Performance, and Culture** activity provide employment and safety-related support services ensuring council staff are engaged and resourced to deliver services for our community, both now and in the future. Council is required to meet all legislative employment and health and safety requirements. Council has specific requirements to meet "good employer obligations" under local government legislation.

The **Strategy and Corporate Planning** team supports the commissioners and our organisation to make good decisions and ensures that council is future focussed and keeping up with the pace of change.

How this affects you

Support Services predominantly provide internal support to our organisation. A successful city balances social, cultural, economic and environmental wellbeing, alongside effective urban form and transport. These internal activities assist in the effective and efficient delivery of all council services. By actively promoting health and safety, council can provide a safe, healthy and engaged work environment that contributes to our success, and ultimately deliver better outcomes for our staff and the wider community.

Tauranga City Council - Funding Impact Statement – Support Services

| GROUP OF ACTIVITIES FORECAST COUNCIL FUNDING IMPACT STATEMENT SUPPORT SERVICES | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| (SURPLUS) / DEFICIT OF OPERATING FUNDING | | | | | | | | | | | |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | -\$15,862 | -\$2,311 | -\$2,398 | \$5,835 | \$8,948 | \$5,092 | \$10,857 | \$11,817 | \$27,751 | \$34,655 | \$40,282 |
| Targeted Rates | \$949 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Subsidies and Grants for Operating Purposes | \$3,498 | \$120 | \$123 | \$3,727 | \$3,812 | \$3,884 | \$134 | \$137 | \$139 | \$142 | \$145 |
| Fees and Charges | \$8,958 | \$9,246 | \$9,881 | \$8,987 | \$9,671 | \$9,892 | \$10,234 | \$10,469 | \$10,837 | \$11,086 | \$11,489 |
| Internal charges and overheads recovered | \$128,522 | \$134,851 | \$145,182 | \$119,455 | \$119,683 | \$127,102 | \$139,399 | \$142,171 | \$149,016 | \$155,541 | \$160,905 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts | \$4,363 | \$8,955 | \$10,060 | \$9,651 | \$9,390 | \$7,494 | \$9,413 | \$9,513 | \$10,656 | \$12,763 | \$12,593 |
| Total Operating Funding (A) | \$130,428 | \$150,861 | \$162,848 | \$147,655 | \$151,504 | \$153,464 | \$170,037 | \$174,107 | \$198,399 | \$214,187 | \$225,414 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | \$62,849 | \$74,692 | \$75,547 | \$79,112 | \$71,617 | \$72,650 | \$71,534 | \$73,457 | \$78,650 | \$82,065 | \$83,833 |
| Finance Costs | -\$13,842 | \$6,268 | \$12,272 | \$22,225 | \$26,012 | \$20,492 | \$19,300 | \$23,316 | \$11,302 | \$17,187 | \$14,839 |
| Internal Charges and Overheads Applied | \$67,544 | \$68,827 | \$75,065 | \$47,050 | \$48,411 | \$57,005 | \$66,568 | \$68,969 | \$74,459 | \$80,228 | \$85,595 |
| Other Operating Funding applications | \$1,200 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 | \$500 |
| Total Applications of Operating Funding (B) | \$117,751 | \$150,287 | \$163,384 | \$148,887 | \$146,540 | \$150,647 | \$157,902 | \$166,242 | \$164,911 | \$179,980 | \$184,767 |
| Surplus/(Deficit) of Operating Funding (A - B) | \$12,677 | \$574 | -\$536 | -\$1,232 | \$4,964 | \$2,817 | \$12,135 | \$7,865 | \$33,488 | \$34,207 | \$40,647 |
| (SURPLUS) / DEFICIT OF CAPITAL FUNDING | | | | | | | | | | | |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | \$6,997 | \$3,314 | \$541 | \$4,425 | \$2,627 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Development and Financial Contributions | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Increase/(Decrease) in Debt | \$41,843 | \$18,967 | \$11,653 | \$22,086 | \$15,459 | \$17,093 | \$16,901 | \$17,294 | \$19,158 | \$19,560 | \$19,957 |
| Gross proceeds from the sale of assets | \$0 | \$13,918 | \$13,328 | \$10,035 | \$12,555 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Lump Sum Contributions | \$1,402 | \$847 | \$2,298 | \$1,713 | \$234 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Other dedicated capital funding | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Sources of Capital Funding (C) | \$50,241 | \$37,046 | \$27,820 | \$38,259 | \$30,875 | \$17,093 | \$16,901 | \$17,294 | \$19,158 | \$19,560 | \$19,957 |
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| -to meet additional demand | \$7,400 | \$5,175 | \$5,330 | \$5,475 | \$5,605 | \$5,730 | \$5,845 | \$5,950 | \$6,045 | \$6,135 | \$6,275 |
| -to improve level of service | \$32,755 | \$15,262 | \$3,570 | \$5,580 | \$2,746 | \$153 | \$157 | \$159 | \$158 | \$160 | \$163 |
| -to replace existing assets | \$4,256 | \$2,426 | \$2,773 | \$2,717 | \$4,006 | \$2,265 | \$3,240 | \$3,354 | \$799 | \$860 | \$876 |
| Increase/(Decrease) in Reserves | \$18,508 | \$14,757 | \$17,738 | \$23,255 | \$23,482 | \$11,762 | \$19,794 | \$15,696 | \$45,644 | \$46,612 | \$53,290 |
| Increase/(Decrease) of Investments | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| Total Applications of Capital Funding (D) | \$62,918 | \$37,620 | \$29,411 | \$37,027 | \$35,839 | \$19,910 | \$29,036 | \$25,159 | \$52,646 | \$53,767 | \$60,604 |
| Surplus/(Deficit) of Capital Funding (C - D) | -\$12,677 | -\$574 | -\$1,591 | \$1,232 | -\$4,964 | -\$2,817 | -\$12,135 | -\$7,865 | -\$33,488 | -\$34,207 | -\$40,647 |
| Funding Balance ((A - B) + (C - D)) | \$0 | \$0 | -\$2,127 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 | \$0 |
| * The imbalance in 2026 reflects the movements in debt and reserves balances generated by transactions related to Waters reform. | | | | | | | | | | | |

2024-34 Long-term Plan – Groups of Activities

98

Tauranga City Council - Capital Expenditure – Support Services

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total 10 Years |
|--|-------------------|-------------------|-------------------|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|--------------------|
| Growth | 2,587,500 | 2,665,000 | 2,737,500 | 2,802,500 | 2,865,000 | 2,922,500 | 2,975,000 | 3,022,500 | 3,067,500 | 3,137,500 | 28,782,500 |
| Strategic Acquisition Fund | 2,587,500 | 2,665,000 | 2,737,500 | 2,802,500 | 2,865,000 | 2,922,500 | 2,975,000 | 3,022,500 | 3,067,500 | 3,137,500 | 28,782,500 |
| Level of Service | 20,121,558 | 8,844,197 | 10,948,019 | 9,370,502 | 5,032,517 | 6,077,042 | 6,351,383 | 3,793,647 | 3,848,969 | 3,957,432 | 78,345,266 |
| Civic Administration Building | 12,499,686 | - | - | - | - | - | - | - | - | - | 12,499,686 |
| Corporate Services Minor Capital Works | 31,982 | 32,939 | 33,836 | 34,639 | 35,411 | 36,122 | 36,771 | 37,358 | 36,810 | 37,650 | 353,518 |
| Digital Services Capital Programme | 2,272,525 | 2,608,799 | 2,630,141 | 3,822,116 | 2,014,067 | 2,998,013 | 3,217,042 | 612,889 | 621,959 | 656,782 | 21,454,333 |
| Health & Safety Risk Control Capital | 159,908 | 109,798 | 112,785 | 115,463 | 118,038 | 120,407 | 122,570 | 120,900 | 122,700 | 125,500 | 1,228,069 |
| Strategic Acquisition Fund | 2,587,500 | 2,665,000 | 2,737,500 | 2,802,500 | 2,865,000 | 2,922,500 | 2,975,000 | 3,022,500 | 3,067,500 | 3,137,500 | 28,782,500 |
| Te Manawataki o Te Papa | 2,569,959 | 3,427,660 | 5,433,758 | 2,595,785 | - | - | - | - | - | - | 14,027,161 |
| Renewal | 153,290 | 164,245 | 116,178 | 209,049 | 302,079 | 353,438 | 161,340 | 317,769 | 263,869 | 271,199 | 2,312,457 |
| Civic Complex Renewals | 25,275 | 30,296 | 35,500 | 67,260 | 68,760 | 70,140 | 71,400 | 72,540 | 73,620 | 75,300 | 590,090 |
| Prop Management Upgrades & Renewals | 103,405 | 100,127 | 51,043 | 116,772 | 182,231 | 171,525 | 65,287 | 113,224 | 164,266 | 144,306 | 1,212,187 |
| Water Netwrk Upgrades & Renewals | 24,611 | 33,822 | 29,635 | 25,017 | 51,088 | 111,773 | 24,653 | 132,005 | 25,984 | 51,593 | 510,180 |
| Grand Total | 22,862,348 | 11,673,442 | 13,801,697 | 12,382,051 | 8,199,596 | 9,352,979 | 9,487,723 | 7,133,917 | 7,180,338 | 7,366,131 | 109,440,223 |



Tauranga City Council

2024-2034 Long-term Plan

Performance Measures - Draft

Draft

Contents

| | |
|--|----|
| Performance Measures | 3 |
| An inclusive city – Tauranga Matarauui | 4 |
| A city that values, protects and enhances our environment – Tauranga Taurikura | 9 |
| A well-planned city – Tauranga - Tātai Whenua | 14 |
| A city we can move around easily – Tauranga Ara Rau | 22 |
| A city that supports business and education – Tauranga a te kura | 26 |
| Organisational Capability | 29 |

Performance Measures

PERFORMANCE MEASURES FRAMEWORK – 2024-34 LONG TERM PLAN

Council's performance measures enable us to monitor and report against our outcomes and service performance. In previous Long-term Plans and Annual Plans, performance measures were grouped under each activity area of Council which enabled us to provide activity specific information and performance. In this LTP all performance measures are grouped together under either Strategic Measures which measures our achievement of each of Council's community outcomes and then also against our stated levels of service. This clearly identifies linkages between what we do and why we do it, with the ultimate goal of working towards Our Direction, comprising our five community outcomes interwoven with our three approaches of:



An inclusive city – Tauranga Mataraunui

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



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

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



A well-planned city – Tauranga - Tātai Whenua

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



A city we can move around easily – Tauranga Ara Rau

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



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

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



Organisational capability – our Approaches to Te Ao Māori, Sustainability, and Working Beyond Tauranga

Council's approaches are about how we work and together are embedded in our community outcomes, consistently running through and supporting everything we do. Overall, these approaches commit us to thinking broadly and long-term, seeking and managing interconnections and relationships for better outcomes.



An inclusive city – Tauranga Matarau

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

Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

| # | Success looks like... | Outcome Measure | Trend |
|------|--|---|------------|
| ODM1 | Wellbeing: thriving people, thriving whanau, thriving communities. | Whānau wellbeing, residents who rate their family as doing well (satisfaction levels through Vital Update – broken down by demographics). | Increasing |
| ODM2 | Wellbeing: thriving people, thriving whanau, thriving communities. | Housing metrics (dwellings consented, code of compliance issued, ratio of housing cost to total household income, etc). | Increasing |
| ODM3 | Access | All Tauranga City Council new builds and refurbishments of places and spaces embedded with universal design at the start of the planning process and implemented throughout to the completed project. | Increasing |
| ODM4 | Access | Residents feel they can access all the information they need so they can fully participate in society, in the way that best suits their needs. | Increasing |
| ODM5 | Inclusion and Diversity | Mana whenua are meaningfully engaged with from the outset of planning and design of key places and spaces, with Tauranga Moana Design Principles embedded throughout. | Increasing |
| ODM6 | Inclusion and Diversity | Delivery on our commitment as an accredited Welcoming Community will ensure that residents and newcomers alike feel that they are welcomed, included, and celebrated in Tauranga | Increasing |

| # | Success looks like... | Outcome Measure | Trend |
|-------|--|---|------------|
| ODM7 | Inclusion and Diversity | Cultural Connections Programme metrics (increased contact with organisations, partners and the wider community) | Increasing |
| ODM8 | Safe Communities | Residents rate their feelings of personal safety as safe or very safe. | Increasing |
| ODM9 | Safe Communities | Drowning education metrics (Measure of people engaged in water safety and 'learn to swim' programmes) | Increasing |
| ODM10 | Strong Neighbourhoods and Liveable Communities | Strongly agree or agree feeling a sense of community in their local neighbourhood. | Increasing |
| ODM11 | Strong Neighbourhoods and Liveable Communities | Residents feel they can access the services they need within their local community. | Increasing |

Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|------------------------|--|--|----------------|-------|-------|-------|-------|
| SSP01 | Community Services | Arts and Culture | We will facilitate, support, and advocate for the arts, culture and heritage in Tauranga | Percentage of residents satisfied or neutral that Tauranga has a rich and diverse arts scene, culture, and heritage Source: ARS, new question "There is a culturally rich and diverse art scene in Tauranga City", satisfied and neutral 2022/23 YTD = 73% | New Measure | 60% | 60% | 65% | 75% |
| SSP02 | Community Services | Community Partnerships | We will facilitate social outcomes by working with other organisations, and | Percentage of available grant funding awarded to | New Measure | >95% | >95% | >95% | >95% |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|------------------------|---|--|--------------------------------------|-----------|------------|------------|------------|
| | | | coordinate approaches to enable community-led initiatives and community capacity building | community organisations | | | | | |
| SSP03 | Community Services | Community Partnerships | We will facilitate social outcomes by working with other organisations, and coordinate approaches to enable community-led initiatives and community capacity building | Number of stakeholder interactions with community organisations | New Measure | 1100 | 1150 | 1200 | 1250 |
| SSP04 | Community Services | Libraries | Library spaces are community hubs for place making in the city centre and neighbourhood centres | Percentage of residents satisfied with library services Source: ARS 2022/23 YTD performance = 86% | Achieved: 87% | 85% | 85% | 85% | 85% |
| SSP05 | Community Services | Libraries | Library spaces are community hubs for place making in the city centre and neighbourhood centres | Visits to council libraries (all four combined) | Achieved: 617,513 (target 600,000) | 550,000 | 660,000 | 900,000 | 1.1m |
| SSP06 | Community Services | Libraries | We will provide programmes, events and learning opportunities that build skills and connect our community | Number of participants in all programmes | Achieved: 29,519 (target 28,000) | 34,000 | Increasing | Increasing | Increasing |
| SSP07 | Community Services | Libraries | We will provide digital resources for information, reading, and recreation | Total number of virtual visits | Achieved: 1,668,389 (target 480,000) | 1,000,000 | 1,050,000 | 1,100,000 | 1,150,000 |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------------|-------------------|--|---|--------------------------------|-------|-------|-------|-------|
| SSP08 | Community Services | Venues and Events | We will deliver, support, and advocate for events in Tauranga | Percentage of residents satisfied with the range and frequency of event experiences in Tauranga Source: ARS, new question "Number of events" 2022/23 YTD performance = 50% | New Measure | 75% | 75% | 75% | 75% |
| SSP09 | Community Services | Venues and Events | We will provide a network of arts, cultural, and events spaces in Tauranga | Percentage of residents satisfied with the accessibility and quality of Tauranga's arts, cultural, and events spaces. Source: ARS, new question | New Measure | 75% | 75% | 75% | 75% |
| SSP10 | Spaces and Places | Spaces and Places | We will provide a network of open spaces, parks, and play spaces | Percentage of households that are within 500m of a neighbourhood area open space | Achieved: 92% (target was 90%) | 95% | 95% | 95% | 95% |
| SSP11 | Spaces and Places | Spaces and Places | We will provide a network of open spaces, parks, and play spaces | Percentage of residents satisfied or neutral with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces | New Measure | 85% | 85% | 85% | 85% |
| SSP12 | Regulatory and Compliance | Animal Services | We will provide a prompt response to | Percentage of animal complaints involving a rush or attack on a | Not achieved: 86% | 95% | 95% | 95% | 95% |

2024-2034 Long-term Plan – Performance Measures – Draft

7

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------------|------------------------------------|---|---|-------------------------------------|-------|-------|-------|-------|
| | | | animal behavioural issues | person contacted within 60 minutes where there is an ongoing risk to safety | (target was 100%) | | | | |
| SSP13 | Regulatory and Compliance | Animal Services | We will provide an effective dog registration process that supports a safe community | Percentage of known dogs that are registered | Not achieved: 98% (target was 100%) | 95% | 95% | 95% | 95% |
| SSP14 | Regulatory and Compliance | Environmental Health and Licensing | We will inspect alcohol-licenced premises and conduct enforcement as appropriate. | Percentage of venues with new or renewed alcohol licences that have been inspected | Not achieved: 80% (target was 100%) | 95% | 95% | 95% | 95% |
| SSP15 | Regulatory and Compliance | Environmental Health and Licensing | We will verify registered food premises and conduct enforcement as appropriate. | Percentage of food premises that have been inspected as required by the Food Act 2014. | Not achieved: 62% (target was 100%) | 95% | 95% | 95% | 95% |
| SSP16 | Regulatory and Compliance | Environmental Planning | We will provide a noise control service to ensure community wellbeing is protected from excessive and unreasonable noise. | Percentage of noise complaints that are attended within 1 hour of the second call to the Customer Service Centre | Achieved: 100% (target was 100%) | 95% | 95% | 95% | 95% |
| SSP17 | Regulatory and Compliance | Regulation Monitoring | We will monitor the Freedom Camping Bylaw and provide education and enforcement where appropriate. | Freedom camping bylaw patrol completion rate a) Daily patrols of key designated and prohibited freedom camping sites from Nov-April. b) Patrol same sites 4 nights a week from May-Oct. | Achieved: 100% (target was 100%) | 95% | 95% | 95% | 95% |



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

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

Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

| # | Success looks like... | Outcome Measure | Trend |
|-------|--|---|------------|
| ODM12 | Thriving nature and biodiversity at the heart of our communities | An increase the proportion of native vegetation cover in urban areas and across the city, increasing from the current 3% to 10% over time. | Increasing |
| ODM13 | Thriving nature and biodiversity at the heart of our communities | An increase in overall (indigenous and exotic) tree or urban forest canopy cover over time, targeting an overall 30% canopy cover for the city. | Increasing |
| ODM14 | Thriving nature and biodiversity at the heart of our communities | Residents rate their satisfaction with opportunities to access and experience nature in Tauranga as high or improving. | Increasing |
| ODM15 | Tauranga is a low emissions and climate resilient city | Tauranga's greenhouse gas (GHG) emissions per capita are reducing, working towards reductions in line with New Zealand's GHG emissions targets | Decreasing |
| ODM16 | Tauranga is a low emissions and climate resilient city | Value of TCC assets assessed as having climate or natural hazards risk during the past five years that have adaptation measures in place where required | Increasing |
| ODM17 | Tauranga is a low emissions and climate resilient city | An increasing percentage of Tauranga's communities (people or groups) are engaged with climate change actions | Increasing |
| ODM18 | Tauranga is a water sensitive city | Decrease in numbers of dwellings in floodplains and overland flow paths over time (creating more greenspace for water and for nature). | Decreasing |

| # | Success looks like... | Outcome Measure | Trend |
|-------|---|--|------------|
| ODM19 | Tauranga is a water sensitive city | The percentage of residents who are aware of ways they can conserve water, and have taken steps to do so, increases over time | Increasing |
| ODM20 | Tauranga is a water sensitive city | Average daily consumption per capita of drinking water across all uses (residential, commercial industrial) reduces over time. | Decreasing |
| ODM21 | Tauranga values resources in a circular economy | Waste to landfill from our kerbside collection service, and from Te Maunga Resource Recovery Park, reduces over time. | Decreasing |
| ODM22 | Tauranga values resources in a circular economy | Organic waste to landfill reduces over time. | Decreasing |
| ODM23 | Tauranga values resources in a circular economy | Recycling rates of construction and demolition waste improves over time. | Increasing |
| ODM24 | Our built environment supports the wellbeing of our natural environment | Council processes and plans formally consider the wellbeing of the natural environment as part of built environment decision-making processes. | Increasing |
| ODM25 | Our built environment supports the wellbeing of our natural environment | The Urban Design Panel includes sustainability skills and considerations, including biophilic principles. | Increasing |

Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|-------------------|---|---|----------------|-------|-------|-------|--------|
| SSP18 | Spaces and Places | Spaces and Places | We will value, protect, and enhance our environment | Percentage of vegetation canopy cover in Tauranga | New Measure | 15% | 17% | 19% | 21-30% |
| SSP19 | Spaces and Places | Spaces and Places | We will value, protect, and enhance our environment | Percentage of residents satisfied or neutral with the opportunities to access and experience nature in Tauranga | New Measure | 75% | 75% | 75% | 75% |
| SSP20 | Stormwater | Stormwater | We will provide a stormwater system that avoids impact on the environment | Council's compliance with resource consents for discharge from its stormwater system measured by the number of | Achieved: Nil | Nil | Nil | - | - |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|------------|---|--|--------------------------|----------|----------|-------|-------|
| | | | | abatement notices, infringement notices, enforcement orders, and convictions received in relation to those resource consents | | | | | |
| SSP21 | Stormwater | Stormwater | We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations | The number of flooding events (A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages). | Not achieved: 8 | ≤1 | ≤1 | - | - |
| SSP22 | Stormwater | Stormwater | We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations | For each flooding event, the number of habitable floors affected, expressed per 1000 connections to the stormwater system. | Achieved: 0.1 | ≤1 | ≤1 | - | - |
| SSP23 | Stormwater | Stormwater | We will provide a timely response to a flooding event | The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site | Achieved: 35 min | ≤ 90 min | ≤ 90 min | - | - |
| SSP24 | Stormwater | Stormwater | We will provide a timely response to a flooding event | The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel resolve the problem. | Achieved: 2 hr 13 min | ≤ 8 hr | ≤ 8 hr | - | - |
| SSP25 | Stormwater | Stormwater | We will provide an effective conveyance and treatment network for managing stormwater to ensure | The number of complaints received by Council about the performance of the stormwater system, expressed per 1000 | Not achieved: 3.6 | ≤2 | ≤2 | - | - |

2024-2034 Long-term Plan – Performance Measures – Draft

11

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|---------------|---|---|----------------|-------|-------|----------|----------|
| | | | the safety of our community and meet their expectations | properties connected to the system | | | | | |
| SSP26 | Flood Control | Flood Control | We will provide a stormwater system that avoids impact on the environment | Council's compliance with resource consents for discharge from its stormwater system measured by the number of abatement notices, infringement notices, enforcement orders, and convictions received in relation to those resource consents | - | - | - | Nil | Nil |
| SSP27 | Flood Control | Flood Control | We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations | The number of flooding events (A flooding event refers to an overflow of stormwater that enters a habitable floor (meaning a building, including a basement, but does not include garden sheds or garages). | - | - | - | ≤1 | ≤1 |
| SSP28 | Flood Control | Flood Control | We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations | For each flooding event, the number of habitable floors affected, expressed per 1000 connections to the stormwater system. | - | - | - | ≤1 | ≤1 |
| SSP29 | Flood Control | Flood Control | We will provide a timely response to a flooding event | The median response time to attend a flooding event, measured from the time that Council receives notification to the time that service personnel reach the site | - | - | - | ≤ 90 min | ≤ 90 min |
| SSP30 | Flood Control | Flood Control | We will provide a timely response to a flooding event | The median response time to attend a flooding event, measured from the time that Council receives notification to | - | - | - | ≤ 8 hr | ≤ 8 hr |

2024-2034 Long-term Plan – Performance Measures – Draft

12

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|--------------------------|--------------------------|---|--|-------------------|---------------|---------------|---------------|---------------|
| | | | | the time that service personnel resolve the problem. | | | | | |
| SSP31 | Flood Control | Flood Control | We will provide an effective conveyance and treatment network for managing stormwater to ensure the safety of our community and meet their expectations | The number of complaints received by Council about the performance of the stormwater system, expressed per 1000 properties connected to the system | - | - | - | ≤2 | ≤2 |
| SSP32 | Sustainability and Waste | Sustainability and Waste | We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill | Percentage of residents that are neutral or satisfied with Council's kerbside waste collection services. | Not achieved: 71% | 75% | 75% | 75% | 75% |
| SSP33 | Sustainability and Waste | Sustainability and Waste | We will provide a waste transfer station that provides opportunities to reduce waste sent to landfill. | Tonnes of waste processed at Te Maunga Transfer Station and disposed to landfill. | New Measure | 34,960 tonnes | 33,212 tonnes | 31,551 tonnes | 30,000 tonnes |
| SSP34 | Sustainability and Waste | Sustainability and Waste | We will provide collection services supported by behaviour change programmes that lead to a reduction in waste sent to landfill | Annual per capita household kerbside waste volumes disposed to landfill. | New Measure | 130kg | 110kg | 90kg | 75kg |
| SSP35 | Sustainability and Waste | Sustainability and Waste | We will do our part in limiting global warming and reach net zero greenhouse gas emissions by 2050. | Percentage of Tauranga City Council's scopes 1 & 2 emissions reduced (compared to 2019 base year levels). | New Measure | 21% | 25.2% | 29.4% | 59% |



A well-planned city – Tauranga - Tātai Whenua

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

Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

| # | Success looks like... | Outcome Measure | Trend |
|-------|---|--|------------|
| ODM26 | Housing – we have enough housing with a variety of types, tenures, and price points, together with development ready land, to meet the needs of our communities now and in the future. | Housing affordability index | Increasing |
| ODM27 | Housing – we have enough housing with a variety of types, tenures, and price points, together with development ready land, to meet the needs of our communities now and in the future. | Improving perceptions of affordable housing (Vital Signs survey). | Increasing |
| ODM28 | Housing – we have enough housing with a variety of types, tenures, and price points, together with development ready land, to meet the needs of our communities now and in the future. | Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031. | Increasing |
| ODM29 | <i>City centre</i> – our city centre is vibrant and welcoming, and we have neighbourhoods that are liveable, unique, and connected, with urban form and design that facilitates safe, healthy, and active lifestyles. | Resident satisfaction with the city centre as the commercial and cultural heart of Tauranga. | Increasing |

| # | Success looks like... | Outcome Measure | Trend |
|-------|--|---|------------|
| ODM30 | <i>Places for community and play</i> – we have quality public spaces that provide opportunities for us to relax and connect. | Residents sense of community in their neighbourhood. | Increasing |
| ODM31 | <i>Places for culture and storytelling</i> – our unique Māori and Pakeha history is embodied in the design of our city, with Tangata Whenua partnerships an integral part of this process. | Residents who say they have some or lots of knowledge of Tauranga's history. | Increasing |
| ODM32 | Resilient urban design and infrastructure – our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards. | Developments that have incorporated Tauranga Urban Design Panel recommendations as part of their planning and consent processes. | Increasing |
| ODM33 | Resilient urban design and infrastructure – our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards. | Value of TCC assets assessed as having climate or natural hazard risk during the past five years that have adaptation measures in place where required. | Increasing |

Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|----------------------------------|----------------------------------|--|---|----------------|----------|----------|----------|----------|
| SSP36 | City and Infrastructure Planning | City and Infrastructure Planning | We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth. | There will be sufficient (as defined in the National Policy Statement on Urban Development) residential zoned land provided with development capacity for at least: | Not achieved | Achieved | Achieved | Achieved | Achieved |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|----------------------------------|--|--|--|----------------|----------|----------|----------|----------|
| | | | | 1) 3 years 2) 10 years 3) 30 years | | | | | |
| SSP37 | City and Infrastructure Planning | City and Infrastructure Planning | We will deliver and monitor a planning framework for the city that provides sufficient development capacity to accommodate ongoing growth. | There will be sufficient (as defined in the National Policy Statement on Urban Development) business zoned land provided with development capacity for at least: 1) 3 years 2) 10 years 3) 30 years | New Measure | Achieved | Achieved | Achieved | Achieved |
| SSP38 | Community Services | City Centre Development and Partnerships | We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing. | Percentage of residents satisfied with the city centre as the commercial and cultural heart of Tauranga Source: ARS 2022/23 YTD performance: 49% | New Measure | 45% | 50% | 55% | 75% |
| SSP39 | Community Services | City Centre Development and Partnerships | We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing. | The average daily number of pedestrian movements in the city centre Source: Tauranga CBD Foot Traffic 20 Nov 2022 – 28 March 2023, average daily is 10,478 | New Measure | 10,000 | 11,000 | 12,000 | 20,000 |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------------|--|--|---|------------------------------------|----------|----------|----------|----------|
| SSP40 | Community Services | City Centre Development and Partnerships | We will provide a vibrant, accessible, and sustainable city centre by delivering key projects like Te Manawataki o Te Papa and the Tauranga Moana Waterfront, whilst promoting city centre activation for economic and social wellbeing. | The number of new civic buildings delivered with a minimum Green Star rating of 5 stars | New Measure | 1 | 1 | 1 | 3 |
| SSP41 | Emergency Management | Emergency Management | We will provide community education initiatives to increase public awareness and preparedness | Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency. Source: ARS 2022/23 YTD performance: 79% | Not achieved: 80% (target was 95%) | 80% | 80% | 80% | 80% |
| SSP42 | Regulatory and Compliance | Building Services | We will provide technical advice and consent decisions within statutory timeframes | Percentage of building consent applications approved within statutory timeframes. | Not achieved: 64% (target was 98%) | 95% | 95% | 95% | 95% |
| SSP43 | Regulatory and Compliance | Building Services | We will provide timely building inspections. | Average minimum wait time for a standard building inspection. | Achieved: 2.6 days | ≤ 4 days | ≤ 4 days | ≤ 4 days | ≤ 4 days |
| SSP44 | Regulatory and Compliance | Environmental Planning | We will meet the community's expectations through making professional regulatory decisions. | Percentage of new resource consent applications processed within statutory timeframes | Not achieved: 69% | 95% | 95% | 95% | 95% |
| SSP45 | Wastewater | Wastewater | We will provide a reliable, well-maintained wastewater system that is | The number of dry weather wastewater overflows from the wastewater system, | Achieved: 0.9 | ≤2 | ≤2 | - | - |

2024-2034 Long-term Plan – Performance Measures – Draft

17

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|------------|---|--|--|----------|----------|-------|-------|
| | | | available to all serviced zones and meets the expectations of our community | expressed per 1000 connections to the system | | | | | |
| SSP46 | Wastewater | Wastewater | We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community | Council's compliance with the resource consents for discharge from the sewerage system, measured by the number of: abatement notices, infringement notices, enforcement orders and convictions received by Council in relation to those resource consents | Achieved: Nil | Nil | Nil | - | - |
| SSP47 | Wastewater | Wastewater | We will provide a reliable, well-maintained wastewater system that is available to all serviced zones and meets the expectations of our community | The total number of complaints received by Council about any of the following: sewage odour, sewerage system faults, sewerage system blockages, and the Council's response to issues with its sewerage system, expressed per 1000 connections to the sewerage system | Achieved: 5 | ≤10 | ≤10 | - | - |
| SSP48 | Wastewater | Wastewater | We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property | Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured: a) attendance time: from | Achieved: 33 min (target was ≤ 60 min) | ≤ 90 min | ≤ 90 min | - | - |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|--------------|---|--|--|--------------|--------------|-------|-------|
| | | | | the time that Council receives notification to the time that service personnel reach the site. | | | | | |
| SSP49 | Wastewater | Wastewater | We will provide emergency response to sewage overflows, to minimise the risk of safety to persons or damage to property | Where Council attends to sewerage overflows resulting from a blockage or other fault in the sewerage system, the following median response times are measured: b) resolution time: from the time that Council receives notification to the time that service personnel confirm resolution of the blockage or other fault. | Achieved: 2 hrs 46 min | ≤ 5 hr | ≤ 5 hr | - | - |
| SSP50 | Water Supply | Water Supply | We will manage the average consumption of drinkable water | The average daily consumption of drinking water per resident | Achieved: 268 litres (target was ≤ 330 litres) | ≤ 300 litres | ≤ 300 litres | - | - |
| SSP51 | Water Supply | Water Supply | We will manage the average consumption of drinkable water | The annual peak daily consumption of drinking water per resident | Achieved: 336 litres (target was ≤ 450 litres) | ≤ 400 litres | ≤ 400 litres | - | - |
| SSP52 | Water Supply | Water Supply | We will manage the average consumption of drinkable water | The percentage of residents who are aware of ways they can conserve water and have taken steps to do so. | Achieved: 83% (target was ≥ 80%) | ≥ 85% | ≥ 85% | - | - |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|--------------|--|--|---------------------------------------|----------|----------|-------|-------|
| SSP53 | Water Supply | Water Supply | We will manage the average consumption of drinkable water | 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) | Achieved 16.6% | ≤ 18% | ≤ 18% | - | - |
| SSP54 | Water Supply | Water Supply | We will provide a water supply network across the city, delivering safe drinking water that meets with drinking water standards (bacteria and protozoal) | Compliance with the Drinking Water Standards for New Zealand and the Drinking Water Quality Assurance Rules | Achieved 100% | 100% | 100% | - | - |
| SSP55 | Water Supply | Water Supply | We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity | The total number of complaints (expressed per 1000 connections to Council's network) for any of the following: (a) drinking water clarity; (b) drinking water taste; (c) drinking water odour; (d) drinking water pressure or flow; (e) continuity of supply; and (f) the local authority's response to any of these issues. | Not achieved: 12.9 | ≤ 10 | ≤ 10 | - | - |
| SSP56 | Water Supply | Water Supply | We will supply safe drinking water that meets the customer expectations for clarity, | Where Council attends a callout in response to a fault or unplanned interruption to its | Achieved: 58 min (target was <60 min) | ≤ 90 min | ≤ 90 min | - | - |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|--------------|---|---|------------------------|-------|-------|-------|-------|
| | | | taste, odour, pressure, and continuity | networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time service personnel reach the site: • Urgent callouts | | | | | |
| SSP57 | Water Supply | Water Supply | We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity | Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time service personnel reach the site: • Non urgent callouts | Achieved: 18 hr 11 min | ≤ 24h | ≤ 24h | - | - |
| SSP58 | Water Supply | Water Supply | We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity | Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of the fault or interruption. | Achieved: 4 hr 35 min | ≤ 5hr | ≤ 5hr | - | - |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|--------------|---|---|------------------------|--------|--------|-------|-------|
| | | | | • Urgent callouts | | | | | |
| SSP59 | Water Supply | Water Supply | We will supply safe drinking water that meets the customer expectations for clarity, taste, odour, pressure, and continuity | Resolution of callouts from the time Council receives a notification to the time service personnel confirm resolution of the fault or interruption. • Non urgent callouts | Achieved: 22 hr 18 min | ≤ 28hr | ≤ 28hr | - | - |



A city we can move around easily – Tauranga Ara Rau

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

Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

| # | Success looks like... | Outcome Measure | Trend |
|-------|---|---|------------|
| ODM35 | All of our communities have reliable, safe and efficient access to services, jobs, education and recreation. | Jobs accessible within a 15–30-minute morning commute by public transport | Increasing |
| ODM36 | All of our communities have reliable, safe and efficient access to services, jobs, education and recreation. | Decreasing rates of death and injury: from vehicle collisions; and to people using active transport modes (such as cyclists and pedestrians). | Decreasing |
| ODM37 | All of our communities are well served by a range of transport options, with sustainable options such as public transport, walkways, cycleways and low- emission vehicle use being prioritised. | Active transport uptake = Increasing use of active travel modes (such as walking and cycling) and decreasing use of private vehicles. | Increasing |
| ODM38 | All of our communities are well served by a range of transport options, with sustainable options such as public transport, walkways, cycleways and low- emission vehicle use being prioritised. | Public transport uptake = Increasing number of trips on and access to public transport | Increasing |
| ODM39 | Low carbon transport modes and alternative energy sources have dramatically reduced transport emissions and the use of fossil fuels. | Decreasing per capita transport-related carbon emissions. | Decreasing |
| ODM40 | Commercial sectors (including | Travel time variability for freight movements on key commercial routes (between Tauriko | Decreasing |

| # | Success looks like... | Outcome Measure | Trend |
|---|--|---|-------|
| | the Port of Tauranga) are supported by a transport system that allows for easy movement of people and freight. | business estate and the Port, and between Rangioru business estate and the Port). | |

Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|----------------|---|--|-------------------------|---------------------------------|---------------------------------|---------------------------------|---------------------------------|
| SSP60 | Transportation | Transportation | We will provide a transport network that is safe to use | The change from the previous year in the number of deaths and serious injury crashes on the local road network expresses as a number | Achieved: 27 (Reducing) | 0 | 0 | 0 | 0 |
| SSP61 | Transportation | Transportation | We will provide an efficient transport network, minimising all-day congestion | Average speed across key parts of the transport network (free flow speed = 59k/hr) | Not achieved: 26km/h | 29km/hr | 29km/hr | 29km/hr | 29km/hr |
| SSP62 | Transportation | 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 free flow speed of 59k/hr) | Not achieved: 461 min | 330min | 330min | 330min | 330min |
| SSP63 | Transportation | Transportation | We will provide an efficient transport network with reliable journey times | Travel times are reliable during peak hours (95% of trips should occur within +/- 25% of the average duration) | New Measure | A variation of no more than 25% | A variation of no more than 25% | A variation of no more than 25% | A variation of no more than 25% |
| SSP64 | Transportation | Transportation | We will provide a well-maintained and fit-for- | Average quality of ride of the sealed road network as measured by Smooth | Achieved: 92% | 92-93% | 92-93% | 92-93% | 92-93% |

24

2024-2034 Long-term Plan – Performance Measures – Draft

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------|----------------|--|--|-------------------|---------|---------|---------|---------|
| | | | purpose road and footpath network, and well-utilised and available city centre parking | Travel Exposure e.g. percentage of smooth travel exposure | | | | | |
| SSP65 | Transportation | Transportation | We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking | Percentage of footpaths that fall within the level of service standard for the condition of footpaths set out in the asset management plan (less than or equal to 1.5m of grade 4 or 5 faults per km of footpath). | Not achieved: 97% | 98-100% | 98-100% | 98-100% | 98-100% |
| SSP66 | Transportation | Transportation | We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking | The percentage of the sealed local road network that is resurfaced. | Not achieved: 3% | >4% | >4% | >4% | >4% |
| SSP67 | Transportation | Transportation | We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking | The percentage of customer service requests relating to roads and footpaths responded to within 7 calendar days | Achieved: 92% | 85% | 85% | 85% | 85% |
| SSP68 | Transportation | Transportation | We will promote safe and sustainable transport options and support walking/cycling programmes. | Number of people 16 years or older participating in walking, cycling, and road safety education programmes and initiatives | New Measure | 200 | 250 | 300 | 350 |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|---------------------------|-----------------------|---|--|--|--------|--------|--------|--------|
| SSP69 | Transportation | Transportation | We will promote safe and sustainable transport options and support walking/cycling programmes. | Number of children under 16 participating in walking, cycling and road safety programmes and initiatives | Achieved: 10,441 | 10,000 | 10,000 | 10,000 | 10,000 |
| SSP70 | Transportation | Transportation | We will promote safe and sustainable transport options and support walking/cycling programmes | The proportion of people who journey to work by active modes (walking/jogging/cycling) Source: ARS | Not achieved: 3% walking/jogging (3% target) 2% cycling (target 8%) | 5% | 7% | 8% | 10% |
| SSP71 | Transportation | Transportation | We will promote safe and sustainable transport options and support walking/cycling programmes | The proportion of people who journey to work by public transport. Source: ARS | Not achieved: 3% (target 10%) | 2% | 3% | 4% | 5% |
| SSP72 | Transportation | Transportation | We will provide a well-maintained and fit-for-purpose road and footpath network, and well-utilised and available city centre parking | Average weekday city centre on-street and off-street parking occupancy rate | New Measure | 75-85% | 75-85% | 75-85% | 75-85% |
| SSP73 | Regulatory and Compliance | Regulation Monitoring | We will monitor traffic and parking bylaw and related legislation, taking an education approach to raise awareness in the community, or | Percentage of parking complaints responded to within 24 hours | Not achieved: 92% (target was 100%) | 95% | 95% | 95% | 95% |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|---|---------------------|----------|--------------------------------|----------------------|----------------|-------|-------|-------|-------|
| | | | enforcement where appropriate. | | | | | | |



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

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

Our Direction Outcome Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

| # | Success looks like... | Outcome Measure | Trend |
|-------|--|--|------------|
| ODM41 | Our city centre is strong and vibrant, acting as commercial, educational and activities hub for the region. | Residents' perceptions | Increasing |
| ODM42 | We are known as a university city, with strong links between tertiary education, research and development, new business, and employment opportunities. | Number of tertiary students. | Increasing |
| ODM43 | We have a high wage economy with quality locally based jobs and easily accessible employment centres. | GDP per capita. | Increasing |
| ODM44 | We have a high wage economy with quality locally based jobs and easily accessible employment centres. | Mean annual earnings rises to the New Zealand average by 2035. | Increasing |
| ODM45 | We have a high wage economy with quality locally based jobs and easily accessible employment centres. | Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities. | Increasing |
| ODM46 | We have a sustainable visitor economy, which celebrates our history and culture and attracts visitors year-round. | Visitor spend (Visitor-spend is distributed more evenly across the year.) | Increasing |
| ODM47 | Business, employment and educational opportunities are accessible for everyone, with Māori | Unemployment is at, or below, the New Zealand average. | Decreasing |

| # | Success looks like... | Outcome Measure | Trend |
|-------|--|--|------------|
| | education and employment outcomes equal to that of non-Māori. | | |
| ODM48 | Business, employment and educational opportunities are accessible for everyone, with Māori education and employment outcomes equal to that of non-Māori. | Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities. | Increasing |

Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|----------------------|----------------------|---|--|--|---------|------------|------------|------------|
| SSP74 | Economic Development | Airport | We will provide airport customers with fit-for-purpose airport facilities | Percentage of the time airport operational infrastructure is available (safe and fully compliant with CAA regulations) | New Measure | 99% | 99% | 99% | 99% |
| SSP75 | Economic Development | Economic Development | We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and collaborating with Tourism Bay of Plenty and the tourism sector | Percentage of residents who believe the tourism sector makes a positive impact to the community. Source: ARS 2022/23 YTD performance: 62% | New Measure | 60% | 62% | 64% | 66% |
| SSP76 | Economic Development | Economic Development | We are committed to enhancing Tauranga's reputation as a desirable visitor destination by fostering positive resident sentiment and | Domestic and international tourism spending in the city | Achieved: 9% increase from previous year Markets total 2021/22: \$665,267,130 | ≥\$600m | Increasing | Increasing | Increasing |

29

2024-2034 Long-term Plan – Performance Measures – Draft

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|----------------------|----------------------|--|---|--------------------------------------|-------|------------|------------|------------|
| | | | collaborating with Tourism Bay of Plenty and the tourism sector | Source: MBIE Monthly Regional Tourism Estimates No baseline available | Markets total 2022/23: \$718,949,066 | | | | |
| SSP77 | Economic Development | Economic Development | With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes. | The number of business support sessions conducted by the Tauranga Business Chamber with eligible business owners. | New Measure | 210 | 210 | 210 | 210 |
| SSP78 | Economic Development | Economic Development | With our City Partners, we will foster economic development in Tauranga by facilitating investment, innovation, and small business support, while aligning residents' skills with business needs for meaningful work outcomes. | The percentage of knowledge-intensive jobs in Tauranga as a share of total jobs | Achieved: 29% (target was 28.7%) | 28% | Increasing | Increasing | Increasing |
| SSP79 | Economic Development | Marine Precinct | We will provide the marine and fishing industries with efficient and reliable facilities in the Marine Precinct, including vessel lifting and hardstand facilities, berthing facilities, and wharves for loading and unloading ice | Hardstand occupancy rate | Not achieved: 43% (target was 50%) | ≥40% | Increasing | Increasing | Increasing |

Organisational Capability

Tauranga City is organisationally efficient and effective and has the confidence and trust of the communities it serves.

Our Approach Measures

The strategic measures give an indication of how we are contributing to the vision for Tauranga, by delivering on Our Direction (our community outcomes and approaches).

| # | Success looks like... | Outcome Measure | Trend | Approach |
|-------|---|---|------------|----------------------------------|
| ODM49 | We better reflect the communities we serve and we are better skilled to work in partnership with iwi and hapū across the organisation. | Increased cultural capability to partner with iwi and hapū. | Increasing | Te Ao Māori Approach |
| ODM50 | We develop a culture that brings our Commitment to Te Ao Māori alive in the organisation. | Staff apply a Te Ao Māori lens across their work and decision making. | Increasing | Te Ao Māori Approach |
| ODM51 | TCC is an inclusive and equitable organisation with a value chain reflecting the diverse mix and needs of Tauranga's communities | Total value of contracts using Broader Outcomes targets in procurement | Increasing | Sustainability Approach |
| ODM52 | Employees have the right skills, knowledge, and capabilities to enable TCC to navigate our transition to a sustainable future | % of staff that have completed sustainability training | Increasing | Sustainability Approach |
| ODM53 | Work with the growth councils to ensure that Central Government understands the particular challenges faced by growth councils, and the role Central Government can play towards solutions. | Increased Central Government recognition of issues faced by growth councils (including recognition of and response to investment / funding challenges). | Increasing | Working Beyond Tauranga Approach |
| ODM54 | To support Tauranga's city centre to act as a focal point for the region, through encouragement, support, creating linkages and investment where needed and appropriate. | In the city centre, increases in: <ul style="list-style-type: none"> • Footfall • Residential offering • Commercial activity • Recognition as a 'centre for the Bay of Plenty region' | Increasing | Working Beyond Tauranga Approach |

31

2024-2034 Long-term Plan – Performance Measures – Draft

| # | Success looks like... | Outcome Measure | Trend | Approach |
|-------|---|--|------------|----------------------------------|
| | | <ul style="list-style-type: none"> Scale of 'regional offering' | | |
| ODM55 | To leverage Tauranga's scale and resources to provide facilities, high quality tertiary education and a commercial hub for the city and the rest of the region and upper North Island, including consideration of our marine facilities and port. | Increase in economic impact for the city and sub-region. | Increasing | Working Beyond Tauranga Approach |
| ODM56 | To ensure that Tauranga's communities are well informed about and supported through any changes resulting from the current 'future of local government' review process. | Our communities feel well informed about and supported through any changes resulting from reform processes that impact local government. | Increasing | Working Beyond Tauranga Approach |

Service Measures

The service performance measures give an indication of how well Council is delivering our services, and for some activities, what the community's views are on this.

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|--------------------------------------|---------------------|---|---|----------------|-------|------------|------------|------------|
| SSP80 | Community, People, and Relationships | Community Relations | We will consult and engage with the community | Percentage of residents who are satisfied or neutral with the efforts of the Council in consulting and engaging directly with the community | New Measure | 50% | Increasing | Increasing | Increasing |
| SSP81 | Community, People, and Relationships | Customer Services | We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information | Percentage of face-to-face enquiries that are resolved at the first point of contact | Achieved: 99% | 98% | 98% | 98% | 98% |

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|--------------------------------------|----------------------|---|---|------------------------------------|----------|------------|------------|------------|
| SSP82 | Community, People, and Relationships | Customer Services | We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information | Percentage of phone enquiries that are resolved at the first point of contact | Achieved: 88% | 85% | 85% | 85% | 85% |
| SSP83 | Community, People, and Relationships | Customer Services | We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information | Customers satisfaction with the service centre and contact centre is excellent (>45 NPS score) | Achieved: 58 (target was 40) | Achieved | Achieved | Achieved | Achieved |
| SSP84 | Community, People, and Relationships | Customer Services | We will provide a service centre and a 24/7 contact centre to respond to enquiries by multiple access channels where customers can make enquiries and request information | Percentage of Land Information Memoranda provided within the 10-day statutory timeframe. | Not Achieved 93% (Target was 100%) | 85% | 85% | 85% | 85% |
| SSP85 | Community, People, and Relationships | Democracy Services | We will make decisions in the best interests of the city | Percentage of residents who are satisfied or neutral that the Council makes decisions in the best interests of the city | New Measure | ≥50% | Increasing | Increasing | Increasing |
| SSP86 | Emergency Management | Emergency Management | We will provide an Emergency Operations Centre (EOC) to ensure an | Percentage of EOC positions filled | New Measure | ≥60% | ≥60% | ≥60% | ≥60% |

2024-2034 Long-term Plan – Performance Measures – Draft

33

| # | Group of Activities | Activity | Level of Service | Performance Measures | 2022/23 Result | 24/25 | 25/26 | 26/27 | 27-34 |
|-------|----------------------|----------------------|--|--|----------------|-------|-------|-------|-------|
| | | | effective emergency response | | | | | | |
| SSP87 | Emergency Management | Emergency Management | We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response | Percentage of EOC staff adequately trained | New Measure | ≥60% | ≥60% | ≥60% | ≥60% |
| SSP88 | Emergency Management | Emergency Management | We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response | Number of training activities or exercises conducted | Achieved: 3 | ≥1 | ≥1 | ≥1 | ≥1 |



Significant Forecasting Assumptions

2024-2034 Long-term Plan

Introduction

Forecasting assumptions identify important trends and projections and assess the risk and potential impact that are expected to affect the Council and community. These assumptions are essential in providing the basis for the Long-term Plan (LTP).

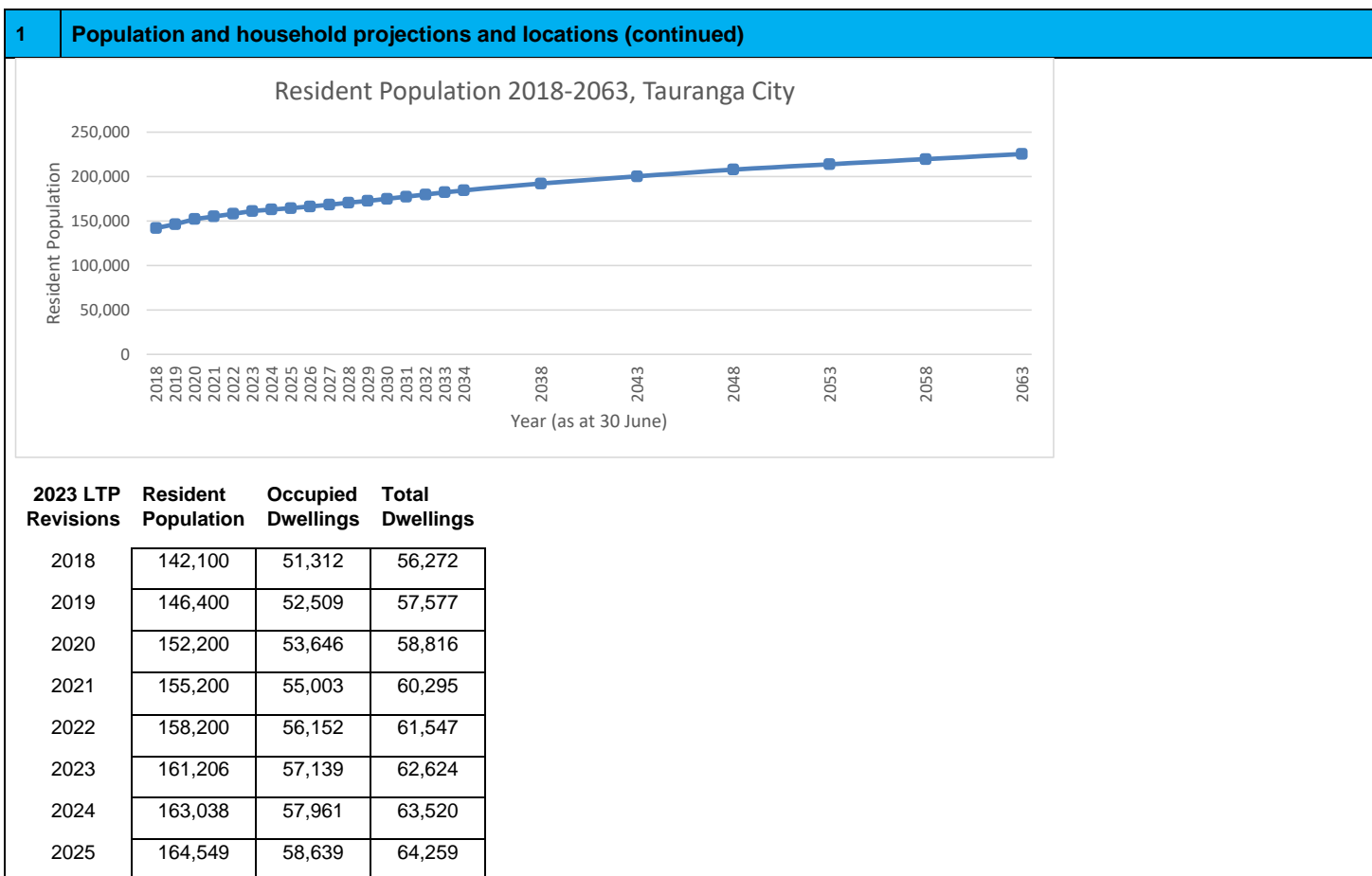
These assumptions will be revised prior to finalising the LTP, to ensure the most up to date and relevant information is referenced.

| No. | Assumption | Effect |
|-----|--|---------------|
| 1 | Population and household projections and locations | High |
| 2 | Demographic changes - Age | Low-Medium |
| 3 | Demographic changes - Ethnicity | Low - Medium |
| 4 | Demographic changes - Socioeconomic | Low - Medium |
| 5 | Employment projections and sector projections | Medium |
| 6 | Climate change - Natural hazards / events | Medium - High |
| 7 | Climate change - Stormwater events | Medium - High |
| 8 | Climate change – Sea-level rise | High |
| 9 | Land use changes (intensification) | Medium |
| 10 | Local government reform | Medium-High |
| 11 | Resource Management reform | High |
| 12 | Service delivery method | Low - High |
| 13 | Inflation - Our costs | Low - High |
| 14 | Inflation – Your costs | Low - High |
| 15 | Interest rates - Borrowing and interest rates | High |
| 16 | Interest rates - Investment interest rates | Low |
| 17 | Development Contributions | High |
| 18 | Waka Kotahi NZ Transport Agency Funding | High |
| 19 | Sale of assets | Low |

| No. | Assumption | Effect |
|-----|---|---------------|
| 20 | Ownership of water infrastructure assets | High |
| 21 | COVID-19 Recovery | High |
| 22 | Legislative/Regulatory environment | High |
| 23 | Funds available for new assets and replacement and upgrade of significant existing assets | High |
| 24 | Asset lifecycles and depreciation methods | Medium |
| 25 | Revaluation of assets | Low |
| 26 | Environmental Standards - Resource consent requirements | High |
| 27 | Leaky Home Settlements | Low - High |
| 28 | Level of Service changes | Medium |
| 29 | Project costings | Low - High |
| 30 | Housing Infrastructure Fund (HIF) | Medium |
| 31 | Vested Assets | Low |
| 32 | Civil Defence / Emergency Preparedness / Business Continuity | High |
| 33 | Credit Rating | Medium - High |
| 34 | Disruptive Technologies | Medium |
| 35 | Resourcing (staff) | Medium |
| 36 | Resourcing (suppliers) | Medium |
| 37 | Deliverability of the capital programme | High |
| 38 | Inclusion of Bay Venues Limited user fee revenue in key financial metrics | Low |
| 39 | Memorial Park - Recreation hub and aquatics facility | High |
| 40 | Funding for Civic Precinct Capital Programme | High |
| 41 | Impact of growth beyond city boundaries - Transport | High |
| 42 | Impact of growth beyond city boundaries – Community Facilities | High |
| 43 | Infrastructure Funding and Financing (IFF) levies | High |
| 44 | Water Services Reform impact on overhead allocations | Medium |
| 45 | Depreciation Reserves | Medium |

Significant Assumptions Commentary

| 1 Population and household projections and locations | | | | | |
|--|--|--|--|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Population and household growth, and location of growth, align with SmartGrowth projections, with adjusted high level growth projections for the 2024-34 LTP being a reduction of approximately 640 dwellings in the period 2024 to 2034, and a reduction of 1,260 in the period 2034 to 2040. | SmartGrowth - Tauranga City Population and Dwelling Projection Review 2022 Council meeting (4 September 2023) | Population and household growth will occur faster or slower than predicted, and/ or in different locations than assumed. | Medium. As with all long term growth projections there is a relatively high risk of short term fluctuations as periods of high and low growth is experienced through a projection period. | High. The potential financial impact of over or under investing in infrastructure based on modelling of the growth allocations, could be significant. | Continual monitoring and updating of the allocations in particular reduces risk and enables Council to respond where clear departures are evident or where assumptions change. The timing of projects will then be amended, as necessary. |



| | | | | |
|------|---------|--------|--------|--|
| 2026 | 166,381 | 59,461 | 65,154 | |
| 2027 | 168,442 | 60,413 | 66,192 | |
| 2028 | 170,618 | 61,417 | 67,286 | |
| 2029 | 172,689 | 62,430 | 68,391 | |
| 2030 | 174,978 | 63,548 | 69,609 | |
| 2031 | 177,376 | 64,641 | 70,800 | |
| 2032 | 179,818 | 65,691 | 71,943 | |
| 2033 | 182,434 | 66,746 | 73,092 | |
| 2034 | 184,504 | 67,700 | 74,132 | |

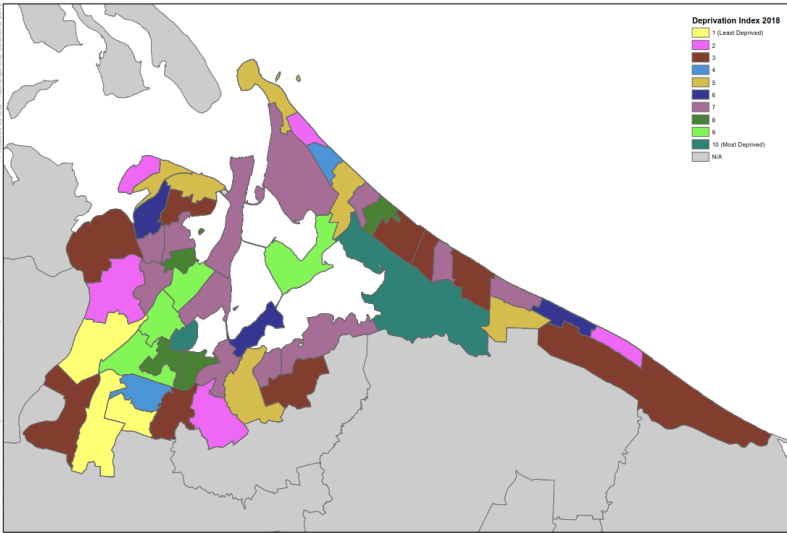
| 2 Demographic changes - Age | | | | | |
|--|---|--|--|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That the proportion of the city population over 65 will continue to rise in line with projections from Stats NZ and the National Institute of Demographic and Economic Analysis. | Stats NZ Subnational Population projections 2018-2048 (2021 release) NIDEA - 2014 Review of Demographic and Labour Force Projections for the Bay of Plenty Region for the Period 2013 – 2063 | A different population demographic profile is realised than the one that is currently projected. | Medium. At a national level the population is aging as is projected for Tauranga City. However, factors such as high house prices in Auckland, growth of the University, and change in immigration policy could potentially lead to more families and younger people moving to the area than currently assumed. | Low - Medium. A different age demographic may have a different impact on housing, recreation, health and service provision in particular. This may require alterations to our work programmes. | Continually monitor age composition of the population at each Census to see how this aligns with projections. |

| TCC Adjusted for Revised LTP Population | | | | | | | | | |
|---|------|--|--------|--------|--------|-----------------------|---|---------------|-------------------|
| Data Source | Year | Population by age group (years) at 30 June | | | | | Components of population change, five years ended 30 June | | Additional People |
| | | 0-14 | 15-39 | 40-64 | 65+ | Total (as at 30 June) | Natural increase | Net migration | |
| Stats NZ Data | 2018 | 28,242 | 42,678 | 43,568 | 27,612 | 142,100 | 3,973 | 17,027 | 21,000 |
| | 2023 | 30,888 | 47,299 | 49,532 | 33,487 | 161,206 | 4,776 | 14,330 | 19,106 |
| | 2028 | 30,324 | 49,266 | 52,302 | 38,726 | 170,618 | 2,014 | 7,398 | 9,412 |
| | 2033 | 30,472 | 51,357 | 56,397 | 44,207 | 182,434 | 2,060 | 9,756 | 11,816 |
| | 2038 | 31,039 | 53,819 | 57,653 | 49,679 | 192,190 | 940 | 8,816 | 9,757 |
| | 2043 | 32,304 | 55,718 | 58,759 | 53,509 | 200,290 | 600 | 7,500 | 8,100 |
| | 2048 | 33,840 | 56,541 | 60,725 | 56,884 | 207,990 | 200 | 7,500 | 7,700 |
| NIDEA Data | 2053 | 33,511 | 57,124 | 61,920 | 61,314 | 213,870 | -111 | 5,991 | 5,880 |
| | 2058 | 33,102 | 57,633 | 63,067 | 65,879 | 219,680 | -370 | 6,180 | 5,810 |
| | 2063 | 32,612 | 58,067 | 64,163 | 70,573 | 225,415 | -622 | 6,357 | 5,735 |

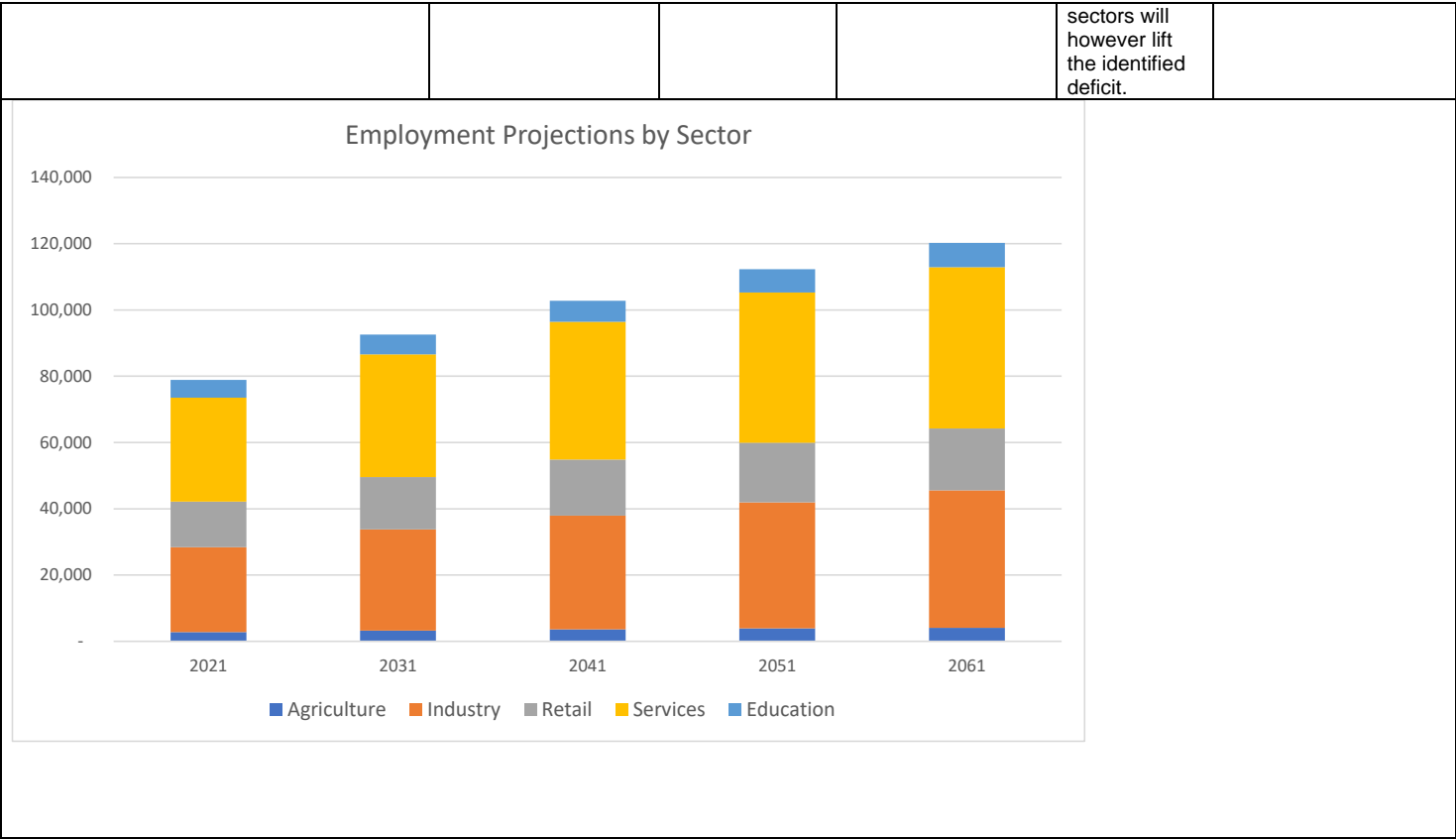
| Demographic | | | | | | | | | | |
|--|---|---|--|---|--|--|--|--|--|--|
| 3 Demographic changes - Ethnicity | | | | | | | | | | |
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation | | | | | |
| That the city's ethnic profile will continue to change, following the pattern in Stats NZ projections, which will see an increase in the Māori, Pacific and Asian proportion of the city population, and a decline in European or Other. | Stats NZ Subnational Ethnic Population Projections: 2018(base) - 2043 (Please note that these figures will not align with those used for total population and aging) | The city's ethnic profile may deviate from the projections. | Low. Migration policy and job opportunity may have impacts on ethnic composition. | Low – Medium. Growth in different ethnic groups may bring different demands on service provision, and different opportunities. | Continually monitor ethnic composition of the population at each Census to see how this aligns with projections. | | | | | |

| | | Population at 30 June | | | | | Percentage of Tauranga population who are ¹ : | | | |
|---------------|-------------|-----------------------|--------|--------|---------|---------|--|-------|-------|---------|
| | | European or Other | Māori | Asian | Pacific | Total | European or Other | Māori | Asian | Pacific |
| Tauranga City | 1996 | 71,200 | 13150 | 1460 | 1280 | 79,800 | 89% | 16% | 2% | 2% |
| | 2001 | 81700 | 15550 | 2380 | 1550 | 93,500 | 87% | 17% | 3% | 2% |
| | 2006 | 92600 | 18000 | 3810 | 2020 | 107,000 | 87% | 17% | 4% | 2% |
| | 2013 | 101000 | 21300 | 7130 | 3010 | 119,800 | 84% | 18% | 6% | 3% |
| | 2018 (base) | 116,500 | 26,300 | 11,400 | 4,310 | 142,100 | 82% | 19% | 8% | 3% |
| | 2023 | 129,200 | 29,400 | 13,850 | 5,250 | 156,900 | 82% | 19% | 9% | 3% |
| | 2028 | 137,700 | 32,400 | 16,150 | 6,130 | 166,300 | 83% | 19% | 10% | 4% |
| | 2033 | 145,500 | 35,600 | 18,550 | 7,070 | 175,000 | 83% | 20% | 11% | 4% |
| | 2038 | 152,800 | 39,000 | 21,000 | 8,120 | 183,300 | 83% | 21% | 11% | 4% |
| | 2043 | 160,000 | 42,800 | 23,700 | 9,310 | 191,400 | 84% | 22% | 12% | 5% |

¹ Ethnicity subtotals do not add up to total population, and percentages do not add up to 100%, as some people identify with more than one ethnicity.

| Demographic | | | | | |
|---|--|--|--|--|---|
| 4 | Demographic changes - Socioeconomic | | | | |
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| The pattern of socioeconomic deprivation will continue along the same lines as the 2018 results. The Deprivation Index provides an indication of deprivation at suburb level, based on the 2018 Census data. | TCC Socioeconomic deprivation index | The city's pattern of socioeconomic deprivation may deviate from the current pattern | Low. Housing affordability and job opportunity may have impacts on the socioeconomic profile of some communities. | Low – Medium. Changes in socioeconomic deprivation in neighbourhoods may place increased or reduced demands on some services. | Continually monitor research in this area to see how this aligns with projections |
|  <p>Tauranga City Deprivation Index 2018</p> <p>Deprivation Index 2018</p> <ul style="list-style-type: none"> 1 (Least Deprived) 2 3 4 5 6 7 8 9 10 (Most Deprived) N/A <p>1:110,000 @ A4</p> <p>0 1.25 2.5 5 Kms</p> <p>Information shown on this plan is indicative only. The Council accepts no liability for its accuracy and it is your responsibility to ensure that the data contained herein is appropriate and applicable to the end use intended.</p> <p>Tauranga City</p> | | | | | |

| 5 Employment projections and sector projections | | | | | |
|---|--|--|---|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Over the medium and long-term, the Tauranga City economy is projected to remain on an upward, expansionary growth path with broad-based employment growth. The total number of employment opportunities are expected to grow to 92,600 by 2031, and to continue to grow over the long-term, reaching 112,260 by 2051.</p> <p>The Tauranga CBD is expected to experience significant growth in the services and retail sectors, whilst Tauriko is expected to continue to see a large growth in industry sectors.</p> <p>The economic structure is expected to remain broadly constant, with a slow but continued concentration in Manufacturing (up from 8.6% to 9.5% of total employment), and Health care and social assistance increasing its share of employment from 13.2% to 14.0%. Professional services, and the associated office and support services, will continue to grow, and is expected to increase from 12.8% to 13.0% of total employment.</p> | <p>Draft Tauranga City and Western Bay of Plenty District Employment Estimates for Traffic Modelling, Methodology and Process Outline, Market Economics (M.E), February 2023</p> <p>Tauranga City and Western Bay of Plenty Business Capacity Assessment, December 2022.</p> | <p>Employment growth will occur faster or slower than predicted, and/or in different locations than assumed.</p> | <p>Medium.</p> <p>As with all long-term growth projections there is a relatively high risk of short term fluctuations as periods of high and low growth is experienced through a projection period.</p> | <p>Medium.</p> <p>The potential impact of over or under investing in infrastructure based on the projections.</p> <p>Under an economic slowdown lasting 2-3 years, the overall demand levels for industrial land will drop away, however there will still be a deficit over the medium to long-term. The scenarios (sensitivity) that reflect higher growth, or better performance by some</p> | <p>The Business Capacity Assessment reflects a 'business as usual' growth outlook and is supported by a sensitivity analysis to illustrate the effects of alternative growth assumptions.</p> <p>Continual monitoring and updating of the allocations in particular reduces risk and enables Council to respond where clear departures are evident or where assumptions change.</p> |



| 6 Climate change - Natural hazards / events | | | | | |
|--|--|--|---|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>As low likelihood, high consequence natural disasters are difficult to predict, we have not assumed that any will occur in the course of the Long-term Plan. Instead, we have invested in susceptibility mapping, infrastructure resilience planning and risk reduction through regulatory control.</p> <p>Tauranga is exposed to a range of natural hazard events. We have mapped the majority of the areas subject to these hazards in our city. Varying management approaches are in place for these hazards, which are governed through the New Zealand laws. The upcoming City Plan review (in this Long-term Plan) will bring a new regulatory approach to natural hazard risk, and risk reduction.</p> | <p>TCC progressively completed modelling for flooding from intense rainfall events between 2012 through to 2019 and is now updating these models on a regular basis to keep them current. TCC Tsunami modelling for evacuation planning is currently based on 2015 work focused on a maximum credible event with a 1:2500-year return period. A regional tsunami inundation model has been commissioned by Emergency Management Bay of Plenty with an estimated completion date for the end of 2024. Inner harbour inundation modelling was completed in 2019 and incorporates sea-level rise to 2130. Open coast inundation modelling was completed in 2023 by BoPRC and will be incorporated into TCC dataset. TCC Coastal erosion modelling was completed in 2019 for inner harbour and</p> | <p>A high consequence natural disaster occurs.</p> <p>The most common hazard event will be flooding from intense rainfall events which feature in over 90% of our resilience projects.</p> <p>Hazard datasets are required to be updated as new science and/or legislature is released. TCC needs to continually update the datasets.</p> <p>The infrastructure Resilience programme needs to be</p> | <p>Low.</p> <p>The probability of a large natural hazard event causing widespread damage to the city, or parts of the City is low however the consequences will be significant.</p> | <p>Medium – High.</p> <p>Should an event occur, and depending on the scale of that event, there will be a need for the Council to be prepared and respond accordingly to that need.</p> <p>Significant financial costs may be incurred due to a significant natural hazard event occurring.</p> | <p>Council is focusing on new tsunami planning and continues its hazard modelling and delivery of evacuation areas, alongside wider work programs with Emergency Management Civil Defence. Council has insurance cover in relation to natural disasters, both for buildings and for underground assets.</p> <p>TCC initiated a Citywide Infrastructure Resilience project in 2018 which has now identified hazard exposed assets and areas. Mitigation projects to reduce the risks have been proposed and implementation of these will reduce city risk to natural hazards. TCC is progressing with Plan Change 27 (flooding from intense rainfall) to include a regulatory approach into the City Plan, reducing the risk of flooding to buildings over time (through redevelopment).</p> |

| 6 Climate change - Natural hazards / events | | | | | |
|---|--|--|----------------------|--------|------------|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| | <p>open coast and incorporates sea-level rise to 2130.</p> <p>TCC Seismic shaking model (PSHA) was released in 2020. An update to this model will be undertaken in 2023 to take into account the updated National Seismic Hazard Model which was released in 2022. An update of the model may impact the liquefaction and lateral spread hazard study completed in 2020.</p> <p>TCC Liquefaction and lateral spread hazard study was completed and released in 2020 and incorporates sea-level rise to 2130.</p> <p>An update to the TCC's groundwater model will be completed in 2023 and incorporates sea-level rise to 2130.</p> <p>TCC landslide susceptibility mapping (earthquake and rainfall) and an update to the slope hazard map will be completed in 2023.</p> | <p>updated as hazard databases and infrastructure databases are updated.</p> | | | |

| 7 Climate change - Stormwater events | | | | | |
|--|--|---|---|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| The consequences of flood events are consistent with Councils modelling program. | TCC adopted Flood Risk Approach (to intense rainfall events). TCC adopted Level of Service. TCC 2D Flood models for all 18 catchments for 10-year and 100-year return period events incorporating rainfall projections to 2130 including climate change assumptions based on RCP 8.5 have been set up and are being kept up to date. | Flooding events occur to a greater extent than predicted or in areas we have not predicted. | Medium. Modelling is underway to better understand the risk of 1 in 500 year flooding. | Medium – High. Should flooding events occur there will be desires from affected community members for Council to amend its approach to flood risk management and invest in infrastructure delivery resulting in high capital costs to Council. | Complete projects identified by the Resilience Management of Reactive Reserve Fund, and progression of site-specific projects to reduce risk. Project Management of flood risk approach and implementation during flood events. Complete Plan Change 27 (flooding from intense rainfall) to include a regulatory approach into the City Plan, reducing the risk of flooding to buildings (through redevelopment). |

| 8 Climate change – Sea-level rise | | | | | |
|---|--|--|---|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Sea-level rise will affect Tauranga harbour margins and open coastal areas; directly through sea level rise, and indirectly by exacerbating coastal hazards of storm surge and erosion as well as land-based liquefaction.</p> <p>Sea-level rise consideration of 1.25m by 2130 is directed through Bay of Plenty Regional Policy Statement for intensification and 1.6m for greenfield development.</p> <p>100-year forward planning is required through the New Zealand Coastal Policy Statement to manage the risk of natural hazards.</p> <p>Hazard modelling has assumed high greenhouse gas emissions for projections over the next 100 years.</p> | <p>Adapting to sea-level rise *</p> <p>TCC Storm Surge modelling of the inner harbour was released in 2019 and incorporates sea-level rise to 2130. Open coast modelling was completed in 2021.</p> <p>TCC Liquefaction and lateral stretch hazard study was completed and released in 2020 and incorporates sea-level rise to 2130.</p> <p>TCC Coastal erosion modelling was complete for inner harbour and open coast, incorporating sea-level rise to 2130.</p> | <p>Current projected rise indicates a number of low-lying zones may be forced to consider withdrawal from those areas.</p> <p>Should sea-level rise occur faster than predicted, then the effects of that rising sea will be felt sooner.</p> <p>That a proactive approach to sea-level rise planning is not put in place.</p> | <p>High.</p> <p>While a range of modelling and verification has been undertaken, there is no clear confirmation of which modelling assumption will best represent our future.</p> | <p>High.</p> <p>The effects can result in loss of land that has been developed, or has further development potential affecting land supply, infrastructure and wider transport connections.</p> <p>Loss of developable or developable land will reduce TCC ability to provide for housing demand</p> | <p>The effects of a changing climate need to be advanced as part of wider urban form discussions and long-term planning.</p> <p>Strategies need to be developed so policy decisions and funding can be progressed</p> |

* <http://www.mfe.govt.nz/climate-change/adapting-climate-change/adapting-sea-level-rise>

| 9 Land use changes (intensification) | | | | | |
|--|--|---|---|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| It is currently anticipated that from 2018 (last Census) to 2063 intensification of existing urban areas will provide for around 42% of growth, with operative zoned greenfields areas providing for 27%, and future greenfield areas (including Te Tumu, Ohauti South, Tauriko West and Keenan Road) 31%. Driven by policy change at national and local government levels, land use change, particularly residential intensification, is increasing across the city. The National Policy Statement on Urban Development (NPS-UD) and Medium Density Residential Standards (MDRS) requires high growth councils (including Tauranga City Council) to plan, deliver and monitor development capacity in their city within both brownfield and greenfield areas. Recent local strategic and policy projects, including SmartGrowth, Urban Form and Transport Initiative and spatial planning for Te Papa peninsula, Ōtūmoetai and the Mount to Arataki area and Plan Change 33 will enable and support growth of existing areas. | SmartGrowth; UFTI, NPS-UD; Te Papa and Ōtūmoetai Spatial Planning; intensification modelling | Land use change may occur at a faster or slower rate than anticipated. It may occur in areas other than those we have planned for, particularly given the MDRS application across the wider city. | Medium. Land use change is certain. The proportion of this change that equates to intensification is less certain. It relies on community responses, political willingness, costs of additional infrastructure, market forces, and government agency partnerships. Significant commitment is being made to enable and support intensification, and the general trend across high growth councils is for an increase in buildings consents (both in number and proportion) for multiunit housing. | Medium. Intensification has both significant costs (in dollars) and benefits (in dollars wider economic benefits, and four well-beings). Intensification with significant supporting infrastructure (including social infrastructure) investment over time; economic evaluation shows that there will be significant wider economic benefits. | Land use changes need to be advanced as a comprehensive package of greenfield and brownfield development. Partnership with other government agencies will play a key role; as will staged development and investment in infrastructure to support private development. Provision is made for growth and bulk funds established to provide for citywide infrastructure and investment for intensification. (This is discussed further in the Infrastructure Strategy). Strong input and collaboration with Western Bay of Plenty District Council and Bay of Plenty Regional Council will significantly aid the advancement of future land use changes. |

| 10 Local government reform | | | | | |
|--|--|---|--|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>That our current structure, role, and functions will continue, except where this has been clearly stated in the LTP. The range and nature of our services will remain unchanged.</p> <p>The Review into the Future for Local Government has published its final report, He piki tūranga, he piki kōtuku. The report poses proposes 17 recommendations to shape a more community-focused, citizen-centred local governance system. The report does not explicitly recommend the allocation of roles and functions between central and local government and notes that decisions relating to the allocation of roles and functions cannot be made without understanding how they will be funded, and whether local government has the capacity and expertise to carry them out.</p> | <p>The Review into the Future for Local Government draft report: He piki tūranga, he piki kōtuku</p> | <p>That the structure of Local government will change, and the Council moves to unitary, combined or other governance model. Within ten years there may be significant changes to the boundaries of local government in our region.</p> <p>That central government will allocate or remove responsibility for services to local government, and/or the Regional Council will allocate responsibility for additional services or standards to local government in the Bay of Plenty Region that requires immediate addressing and affects our capacity to deliver.</p> | <p>High</p> <p>While the Future for Local Government review recommends and discusses changes to what local government is and does, it is unlikely that any recommendations could take effect by 1 July 2024.</p> | <p>Medium – High.</p> <p>Effect depends on the level of change. There could be significant restructuring, reorganisation or establishment costs incurred. There would be associated financial and rating changes as a consequence. Changes in the purpose and role of local government may have substantial impacts on budgets and financial forecasts and may require an amendment to the LTP.</p> | <p>A reorganisation process would take place over a sizeable period of time, this would allow the Council to fully prepare. The Council will proactively monitor and engage in discussions of this nature. We will continue to keep a watching brief on the local government sector and central government's response to the Future for Local Government review.</p> |

| 11 Resource Management reform | | | | | |
|---|--|--|---|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>That during the life of this LTP, the Resource Management Act 1991 (RMA) will be repealed and replaced with new legislation. This would result in a new National Planning Framework, and a regional planning model.</p> <p>The Natural and Built Environment Act 2023 (NBA) and the Spatial Planning Act 2023 (SPA) have been enacted.</p> | Ministry for the Environment | <p>That Council may not be delivering services such as developing policy (city planning) and may be implementing regional spatial strategies that it has limited input into.</p> <p>That due to the legislative changes, the Council is unable to effectively plan for growth, resulting in ineffective investment in infrastructure and services.</p> | <p>Medium.</p> <p>The initial indication is the overall transition process would be completed within ten years.</p> | <p>High.</p> <p>Changes could have a significant impact on the way we operate.</p> <p>The Resource Management Act 1991 will be repealed and replaced with three new acts:</p> <ul style="list-style-type: none"> • The NBA is the main replacement for the RMA, to protect and restore the environment while better enabling development. • The SPA, requiring the development of long-term regional spatial strategies (RSS) to help coordinate and integrate decisions made under relevant legislation. • The Climate Adaptation Act (CAA), to address complex issues associated with managed retreat. | <p>We will continue to keep a watching brief on the review and any resulting legislative changes.</p> <p>The Ministry for the Environment has commenced on the practice, capacity and training needed to ensure local government, iwi/hapū and Māori and resource management practitioners can transition and successfully participate in the new system.</p> |

| 12 Service delivery method | | | | | |
|---|-----------------------------|--|----------------------|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That the existing services and methods of delivery will continue, except where this has been clearly stated in the LTP. | TCC | That future investigations or reviews under section 17 of the Local Government Act 2002 reveal more cost-efficient methods of delivering services and desired outcomes which may be preferred. | High. | Low – High. Changes in the delivery of services may have substantial impacts on budgets and financial forecasts and may require an amendment to the LTP. | We will continue to seek collaboration opportunities with other councils. Council will pursue shared service options through BOPLASS Ltd (a company owned by us and other local councils to assist in the acquisition of services) and other methods, such as public/private partnerships. The Council will carry out periodic service delivery reviews to assess options. |

| 13 | Inflation - Our costs | | | | | | | | |
|--|-----------------------|---|----------------|---|-----------------|----------------------|--|------|--|
| Detail | | Data Source (and rationale) | | Risks | | Level of uncertainty | Effect | | Mitigation |
| That our capital costs will rise by the following indices calculated by GHD Limited based on key indices associated with construction of the following categories of assets. For operating costs maintenance is based on the indices below. Other operating costs and revenue inflation is based on Treasury forecast inflation to 2027 which is then extrapolated for the remaining years. | | GHD report to Tauranga City Council on Capital Cost Inflation Forecasts | | The actual price of inputs and outputs will not increase at the rate assumed. | | High. | Low – High. Changes could have a significant financial impact on our costs. | | An alternative inflation assumption has been sourced for the development of the LTP for capital and operating expenditure. BERL will be used as a cross check against these assumptions when available. An update of forecasts will also be undertaken prior to the final LTP Capital project costing is regularly updated through annual plans and Long-term plans to reflect latest information |
| Capital and maintenance cumulative cost inflation assumptions | | | | | | | | | Other Operating revenue and cost cumulative assumptions |
| Year | Roading projects | Roading renewals | Vertical Infra | Water Retic | Parks/ Reserves | | Others | Year | Other Operating |
| 2024 | 0.00% | 0.00% | 0.00% | 0.00% | 0.00% | | 0.00% | 2024 | 0.0% |
| 2025 | 2.91% | 2.49% | 2.38% | 3.15% | 3.34% | | 3.50% | 2025 | 0.0% |
| 2026 | 5.89% | 5.02% | 4.81% | 6.37% | 6.77% | | 6.60% | 2026 | 2.5% |
| 2027 | 8.93% | 7.59% | 7.27% | 9.67% | 10.29% | | 9.50% | 2027 | 4.7% |
| 2028 | 12.03% | 10.21% | 9.79% | 13.05% | 13.89% | | 12.10% | 2028 | 6.9% |
| 2029 | 15.21% | 12.82% | 12.93% | 16.81% | 17.73% | | 14.60% | 2029 | 9.2% |
| 2030 | 19.31% | 17.14% | 16.80% | 20.74% | 21.58% | | 16.90% | 2030 | 11.4% |
| 2031 | 22.25% | 19.68% | 19.57% | 24.14% | 24.97% | | 19.00% | 2031 | 13.8% |
| 2032 | 25.28% | 22.30% | 22.41% | 27.63% | 28.45% | | 20.90% | 2032 | 16.2% |

| | | | | | | | | |
|------|---------|---------|---------|---------|---------|--------|------|-------|
| 2033 | 27.88% | 24.24% | 25.54% | 30.84% | 31.75% | 22.70% | 2033 | 18.6% |
| 2034 | 31.06% | 26.99% | 28.52% | 34.50% | 35.40% | 25.50% | 2034 | 21.1% |
| 2035 | 34.65% | 30.06% | 31.78% | 38.55% | 39.56% | 28.40% | 2035 | 23.6% |
| 2036 | 38.35% | 33.21% | 35.13% | 42.72% | 43.86% | 31.40% | 2036 | 26.2% |
| 2037 | 42.14% | 36.43% | 38.56% | 47.01% | 48.29% | 34.40% | 2037 | 28.9% |
| 2038 | 46.04% | 39.74% | 42.09% | 51.43% | 52.85% | 37.50% | 2038 | 31.6% |
| 2039 | 50.04% | 43.12% | 45.70% | 55.99% | 57.55% | 40.60% | 2039 | 34.4% |
| 2040 | 54.16% | 46.58% | 49.40% | 60.68% | 62.40% | 43.90% | 2040 | 37.2% |
| 2041 | 58.39% | 50.13% | 53.20% | 65.52% | 67.40% | 47.20% | 2041 | 40.1% |
| 2042 | 62.73% | 53.76% | 57.09% | 70.50% | 72.55% | 50.60% | 2042 | 43.0% |
| 2043 | 67.19% | 57.48% | 61.08% | 75.63% | 77.86% | 54.00% | 2043 | 46.0% |
| 2044 | 71.78% | 61.29% | 65.17% | 80.91% | 83.33% | 57.60% | 2044 | 49.1% |
| 2045 | 76.49% | 65.19% | 69.37% | 86.35% | 88.98% | 61.20% | 2045 | 52.2% |
| 2046 | 81.33% | 69.19% | 73.67% | 91.96% | 94.79% | 64.90% | 2046 | 55.4% |
| 2047 | 86.30% | 73.28% | 78.09% | 97.74% | 100.79% | 68.70% | 2047 | 58.7% |
| 2048 | 91.41% | 77.48% | 82.61% | 103.69% | 106.96% | 72.60% | 2048 | 62.0% |
| 2049 | 96.66% | 81.77% | 87.25% | 109.82% | 113.33% | 76.50% | 2049 | 65.4% |
| 2050 | 102.05% | 86.17% | 92.01% | 116.13% | 119.90% | 80.60% | 2050 | 68.9% |
| 2051 | 107.59% | 90.67% | 96.89% | 122.63% | 126.67% | 84.70% | 2051 | 72.4% |
| 2052 | 113.29% | 95.29% | 101.89% | 129.33% | 133.64% | 89.00% | 2052 | 76.0% |
| 2053 | 119.14% | 100.01% | 107.02% | 136.23% | 140.83% | 93.30% | 2053 | 79.7% |
| 2054 | 125.15% | 104.85% | 112.29% | 143.34% | 148.24% | 97.80% | 2054 | 83.5% |

| 14 Inflation – Your costs | | | | | |
|--|--|---|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| The general cost of living across all types of expenditure for people living in Tauranga will rise in line with the national Consumer Price Index forecast prepared by our economic advisor, BERL. | BERL - Local Government Cost Adjustors report 2023 | The actual rate of CPI inflation will not increase at the rate assumed. | Medium. | Low – High. Changes could have a significant financial impact on rates affordability. | BERL CPI projections have been used. These are an industry recognised measure and are chosen to align with our LGCI projections. |

Table 18 Macroeconomic forecasts

| Year to June | Real GDP (2010 \$m) | Real GDP (% pa change) | Unemployment | CPI | CPI (% pa change) |
|--------------|---------------------|------------------------|--------------|------|-------------------|
| 2023 | 284,521 | 3.3 | 3.6 | 1231 | 6 |
| 2024 | 288,658 | 1.5 | 4.7 | 1290 | 5 |
| 2025 | 291,941 | 1.1 | 5.0 | 1330 | 3 |
| 2026 | 296,612 | 1.6 | 5.2 | 1357 | 2 |
| 2027 | 304,028 | 2.5 | 5.2 | 1386 | 2 |
| 2028 | 312,540 | 2.8 | 5.1 | 1415 | 2 |
| 2029 | 321,917 | 3.0 | 5.0 | 1441 | 2 |
| 2030 | 330,930 | 2.8 | 5.0 | 1467 | 2 |
| 2031 | 340,196 | 2.8 | 5.2 | 1492 | 2 |
| 2032 | 348,701 | 2.5 | 5.4 | 1517 | 2 |
| 2033 | 357,070 | 2.4 | 5.5 | 1541 | 2 |
| 2034 | 365,640 | 2.4 | 5.5 | 1565 | 2 |

| 15 Interest rates - Borrowing and interest rates | | | | | |
|--|---|---|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Average borrowing interest rates range from 3.00% to 7.00% for the period 1 July 2024 to 30 June 2034. | Estimated cost based on existing interest rate hedging and forecast market interest rates | Significant market interest rate fluctuations | High. | High. Following a period of Official Cash Rate (OCR) increases it is expected that the reserve | Maintaining around 70% of fixed interest rates for debt and interest costs are |

| | | | | | |
|--|--|--|--|---|-------------------------|
| | | | | bank will start a cutting cycling. However, the timing and size of the reductions back to a neutral OCR is dependent on other economic factors. Interest costs could continue to increase in the short term and hold for longer than anticipated. | managed on a net basis. |
|--|--|--|--|---|-------------------------|

| 16 Interest rates - Investment interest rates | | | | | |
|---|--|--|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Average investment interest rates range from 3.5% to 4.5% for the period 1 July 2024 to 30 June 2034. | Based on forecast market deposit interest rates. | Significant market interest rate fluctuations. | High. | Low. Relatively small impact due to deposit levels. | Maintain detailed cashflows to manage the investment portfolio and interest is managed on a net basis. |

| 17 Development Contributions | | | | | |
|--|-----------------------------|---|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>The growth-related component of infrastructure required for new developments – stormwater, wastewater, water supply, roading and community facilities and reserves – will be met from multiple funding sources including development contributions, central government funding through the Infrastructure Accelerator Fund and Waka Kotahi NZTA's Funding Assistance Rate subsidy, Targeted rates, Infrastructure Funding and Financing (IFF) levies and direct funding from developers. Significant assumptions in relation to development contributions are included within the Development Contributions Policy.</p> | TCC | <p>(i) That the collection of funding raised does not cover the growth component of capital works planned.</p> <p>(ii) That the funding sources are inter-related and contingent, if one component is not successful, other portions may also fail.</p> | Medium. | <p>High.</p> <p>Delays in receiving growth funding will lead to increased interest costs. Under collection of development contributions and/or other funding sources not being made available may require general rates or targeted rates funding, however this will be brought to Council for a decision should this occur.</p> | <p>The growth assumptions within the Development Contributions Policy are considered robust as they are based on SmartGrowth modelling used across the LTP. The policy is adopted by Council after a robust process including the Special Consultative Procedure and external audit. The Policy is generally updated annually to address any potential issues.</p> <p>Council is working to ensure multiple funding streams to fund growth. This is to minimise reliance on any one source to limit Council's exposure should one or more sources undercollect or not materialise.</p> |

| 18 Waka Kotahi NZ Transport Agency Funding | | | | | |
|--|-----------------------------|---|--|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Financial assistance rate (FAR) from Waka Kotahi (NZTA) will continue on the same basis and at the rates set by them in the October 2014 Funding Assistance Rate Review.</p> <p>The overall average for FAR is 51%.</p> <p>NZTA funds specific programmes of work and agrees 3-year funding envelopes across such items as maintenance operations and renewals and low cost/low risk programme, as well as funding for specific roading projects.</p> <p>Some funding decisions have been made with lower funding levels provided than had been requested, while other funding decisions are outstanding.</p> | NZTA | <p>Changes to NZTA road prioritisation may impact on future funding.</p> <p>Total funding levels may be less than assumed in the LTP.</p> | <p>High.</p> <p>Central government policy may change with change of Government.</p> <p>Funding decisions for large projects are dependent on business cases and will not be confirmed for several years.</p> <p>Funding decisions for regular programmes of work have not all been finalised and may affect programmes in the first three years.</p> | <p>High.</p> <p>Changes to the level of funding received may lead to increased costs for Council to complete its roading programme and may limit the viability of some projects. If the projects are unable to secure funds from NZTA then Council may be approached to meet any shortfall. If this is the case, this request will be considered through the annual budget process. If the project does not proceed, Council will remove the funding contribution (if applicable) from the budget. This may have impacts on the level of service of lower risk roads.</p> | <p>Maintenance of a positive relationship with NZTA allows frequent communication and the awareness of issues in advance. Our working partnership with Western Bay of Plenty District Council and Bay of Plenty Regional Council, through SmartGrowth, provides the basis of long-term investment decisions. Our planning has been done in partnership with NZTA (including Transport System Plan) and is well aligned with the Government Policy Statement.</p> <p>TCC has managed the uncertainty relating to NZTA funding in the first three years of the LTP by making a capital delivery adjustment, reducing the level of expenditure in those years and redistributing it over later years of the LTP.</p> <p>TCC will seek other sources of funding as they become available to minimise risk e.g., NZUP, the transport choices fund, CERF etc.</p> |

| 19 Sale of assets | | | | | |
|---|---|---|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| The Te Tumu block sale will occur around 2040 which is outside the LTP planning period. | TCC https://www.tauranga.govt.nz/Portals/0/data/council/reports/population-household-review-2022-app1.pdf The housing projections in the 2022 population review had 710 dwellings in Te Tumu by the end of 2034. This will now not occur during the LTP period. | That not releasing zoned land at Te Tumu will create more pressure on land supply elsewhere and inadequate additional housing to meet demand. | Low. | Low. Development at Te Tumu cannot be achieved without the infrastructure investment that has now been moved out beyond the LTP. | <ul style="list-style-type: none"> Continue to plan for future growth areas and secure strategic property An assessment was undertaken to explore whether the reduction in housing supply resulting from the delay could be realistically accommodated elsewhere in the City. 345 additional dwellings have been estimated within the LTP period |

| 20 Ownership of water infrastructure assets | | | | | |
|--|---|--|---|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>TCC will not retain ownership of water supply, wastewater, and stormwater infrastructure assets and from 1 July 2026, Entity C will deliver Tauranga City's drinking water, wastewater and stormwater services.</p> <p>Central government is currently undertaking a reform of the way that three waters (wastewater, water supply and stormwater) are managed in New Zealand. The Water Services Entities Act 2022 has established the new water services entities, expected to provide services from 1 July 2024, and Chief Executives have been appointed to the entities.</p> <p>On 13 April 2023 the government announced its reset plan for its Three Waters Reform programme, now named Water Services Reform. Notable changes have been made on the timeline of the reform and the framework of the programme. Changes include increasing the number of Water Services Entities from four to 10, and a new 'go-live' date for</p> | <p>Department of Internal Affairs, Three Waters</p> | <p>There may be unanticipated material changes to the legislative landscape that cause significant changes to what we do and how we pay for it.</p> <p>A change in government direction could result in a different model being adopted for water services, where assets are retained by the Council, requiring significant cost and debt implications to maintain these assets and meet the required standards.</p> | <p>High.</p> <p>With a central government election in October 2023 and noted intention from the Opposition to keep water assets in Councils' control, uncertainty is high around what water services will look like from 1 July 2024.</p> | <p>High.</p> <p>Changes could have a significant financial impact on the way we operate. The removal of the three waters capital programme and debt would materially assist the financial sustainability of TCC, however would affect other areas of the business due to overhead allocations.</p> <p>A change in government direction resulting in waters assets being retained would materially affect the financial sustainability of TCC. Debt would need to be reduced through debt retirement charges.</p> | <p>The projects contained in the LTP have been based on the basis that Entity C will carry out three waters services from year three onwards.</p> <p>Modelling will be carried out to prepare for a variety of scenarios resulting from the uncertainties around the reform.</p> |

| 20 | Ownership of water infrastructure assets | | | | |
|---|--|-------|----------------------|--------|------------|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>these entities that will occur in a staged approach from early 2025 to 1 July 2026, rather than the original start date of 1 July 2024 for all entities. With this reset, Tauranga's water services will now transition to the newly announced Water Services Entity C (Bay of Plenty), alongside Western Bay District Council, Whakatāne District Council, Rotorua Lakes Council, Kawerau District Council and Ōpōtiki District Council.</p> <p>The Opposition has released its 'Local Water Done Well' plan which would disestablish the new water entities and establish a Water Infrastructure Regulator to set and enforce standards for Councils' investment and maintenance of vital water infrastructure.</p> <p>This LTP document has been prepared on the basis that Council's management of these services will not continue from year three onwards.</p> | | | | | |

| 21 COVID-19 Recovery | | | | | |
|---|---|--|----------------------|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| New Zealand does not see a widespread resurgence of community transmission of COVID-19 (or a variation thereof) requiring regional or national lockdowns or restrictions, and that New Zealand's international borders stay open. | Ministry of Health Unite Against COVID-19 website With case numbers falling, a highly vaccinated population, and increased access to antiviral medicines to treat COVID-19, the government has removed all COVID-19 rules. | A variation of COVID-19 enters the community requiring a lockdown of the Bay of Plenty region or more broadly. | Medium. | High. A COVID-19 variant may substantially reduce the functionality of some TCC activities with consequential negative impacts on revenue. | Ensuring operational resilience practices to ensure TCC's essential activities continue to function in the event of a lockdown and non-essential services have the capacity to operate as fully as is safely possible. The government continues to monitor for new variants arriving from overseas through follow-up PCR (polymerase chain reaction) tests and genome sequencing of positive cases in travellers, and targeted surveillance at the border. |

| 22 Legislative/Regulatory environment | | | | | |
|--|-----------------------------|--|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That current national and regional policies, strategies and legislation will not change significantly during the period of the LTP, except for changes already identified in this LTP. | TCC | That there will be major unexpected changes to legislation that may cause significant changes to how we operate, what we do, and/or who pays for things. | Medium. | High. Changes could have a significant financial impact on the way we operate, depending on | Legislative change is often progressed with a long lead time, allowing council to respond accordingly. |

| | | | | | |
|--|--|--|--|-----------------------|--|
| | | | | the nature of change. | |
|--|--|--|--|-----------------------|--|

| 23 Funds available for new assets and replacement and upgrade of significant existing assets | | | | | |
|---|---|---|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Sources of funds for operating and capital expenditure are as per the Revenue and Financing Policy. This policy will consider:</p> <ul style="list-style-type: none"> increasing debt retirement through rates and user fees to improve TCC's borrowing capacity. off balance sheet options where borrowing capacity is not available through TCC. the role of regional partners in contributing to infrastructure capital costs and operations of services used by people outside TCC boundaries. the use of external sources of funding as a first preference, including government or other grants, for example Waka Kotahi grants, TECT grants, national or regional/subregional funding. An asset realisation programme has been identified to fund any shortfall in external funding for Te Manawataki o te Papa. | TCC Asset realisation report and draft Revenue and Finance Policy | <p>That sources of funds are not achieved.</p> <p>That the cost of alternative funds is high to certain ratepayer groups leading to constraints on these options.</p> <p>The community does not support use of these options.</p> | Low. | <p>High.</p> <p>Council may have to utilise alternative sources of funding with potential impacts to rates and debt.</p> | <p>User charges have been set at previously achieved levels. Depreciation is funded through either rates or user fees depending on the funding of the activity where the assets are utilised. The Council can access borrowings at levels forecast within the LTP. Council can reduce capex levels and opex (levels of service) to meet funding constraints.</p> |

| 24 Asset lifecycles and depreciation methods | | | | | |
|--|--|---|---|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Asset lifecycles will align with forecast and used as the basis of depreciation. It is assumed that assets will be replaced at the end of their useful life (based on condition and/or performance). | <p>Depreciation method and estimated useful life of assets – see tables below</p> <p>Transportation asset lives are as per the Tauranga City Council Roading Asset Valuation Report 2022 (FINAL) – 18 August 2022.</p> | That assets wear out earlier or later than estimated or are replaced prior to reaching the end of their useful lives. That asset condition is not correctly assessed. | <p>Low.</p> <p>Asset lives are based on estimates made by suppliers, manufacturers, asset managers, engineers and registered valuers.</p> | <p>Medium.</p> <p>Depreciation and interest costs would increase if capital expenditure was required earlier than anticipated. Levels of service could be diminished if condition not appropriately assessed.</p> | Capital projects could be reprioritised in the event of early expiration of assets. Council has an extensive asset management planning process which includes regular condition monitoring and assessment. Where a decision is made not to replace an asset, this will be factored into capital projections. |

| 24 Asset lifecycles and depreciation methods (continued) | |
|--|---------------------|
| Water supply and wastewater | |
| Asset type | Useful life (years) |
| Water connections | |
| Water meters ≤80mm | 15 |
| Water meters >80mm | 20 |
| Service connection pipe work | 50 |
| Testable backflow devices | 20 |
| Non testable backflow devices | 15 |
| Pipes (mains/service pipes) | |
| Asbestos cement | 40-90 |
| Concrete lined steel | 90 |
| Cast and ductile iron, epoxy lined steel, GRP, polyethylene (PE) | 100 |
| PE100, PE80, stainless steel, UPVC | 100 |
| mPVC, PVCO, steel, unknown | 80 |
| Galvanised iron | 40 |
| Other pipes | 100 |
| Network valves | 50-80 |
| Reservoirs | 80 |
| Pumps | 20-70 |
| Water supply and wastewater facilities | |
| Electrical and control | |
| Computer/printing equipment | 5 |
| Sampling equipment | 10 |
| Mixers, pH probes | 15 |
| High voltage equipment | 50 |
| All other electrical and control equipment | 20-35 |
| Generator sets | 30 |
| Mechanical plant | |
| Actuators, HVAC | 10 |
| Pumps and motors | 10-30 |
| Hydraulic motors | 20 |
| All other mechanical plant | 30 |
| Plant pipework and valves | |
| Acoustic silencers, flowmeters | 20 |
| Air receivers | 25 |
| Valves | 25-50 |
| Fire hydrants | 50-80 |
| Telemetry | 25 |
| Stormwater | |
| Asset type | Useful life (years) |
| Conveyance network assets | |
| Asbestos cement pipes (50-100mm) | 60-100 |
| ALUFLO | 30 |
| Steel, unknown | 80 |
| Concrete lined steel | 90 |
| Polyethylene (PE), HDPE, MDPE, PE100, PE80 | 100 |
| NEXUS, NOVAFLO | 100 |
| RIBLOC, STRIP, cast iron | 100 |
| SWBOSS, TIMBER, uPVC | 100 |
| Concrete, earthenware, RCRRJ | 120 |
| Open drains | Unlimited |
| Stopbanks | Unlimited |
| Manholes | 120 |
| Chambers | 120 |
| Valves | 80 |
| Open drains – dish | 100 |
| Open drains – concrete | 100 |
| Inlets/outlets | 100 |
| Culverts | 100 |
| Motors and other electrical plant | 10-30 |
| Pumps and other mechanical plant | 20-50 |
| Other electrical and control equipment | 10-20 |
| Flow meters | 20-25 |
| Flood protection and treatment | |
| Soak hole | 60 |
| Soakage modules | 50 |
| Sump filters | 100 |
| Manhole filters | 100 |

| 24 | Asset lifecycles and depreciation methods (continued) | | |
|------------------------------|---|--------------------------------|---|
| Social Infrastructure | | | Transport |
| Parks Asset Type | Min Initial Useful Life | Max Initial Useful Life | Asset type |
| Barbecue Housing | 30 | 30 | Bins |
| Barbecue Unit | 10 | 10 | Centennial |
| Boardwalk | 20 | 20 | Edgewater |
| Bore | 80 | 80 | Scud |
| Electrical Point | 20 | 20 | St Louis, Temp Summer Drum |
| Fence Wall Bollard | 10 | 50 | Tilley |
| Fitness Structure | 15 | 15 | Tilt stainless, unknown, Vogue |
| Gate Access Point | 10 | 50 | Bridge deck |
| Irrigation - Line | 24 | 24 | Multispan, pedestrian underpass, ped clip-on, pedestrian, single span |
| Irrigation - Point | 12 | 24 | Public transport |
| Miscellaneous Line | 20 | 80 | Bus shelters |
| Miscellaneous Point | 5 | 40 | Concrete Block |
| Parks Furniture | 10 | 40 | Footpaths |
| Parks Pump | 15 | 15 | Asphaltic concrete (black) |
| Parks Retaining Wall | 15 | 50 | Concrete |
| Parks Sign | 10 | 15 | Interlocking blocks |
| Parks Structure | 20 | 50 | Metal |
| Play Equipment | 10 | 20 | Seal |
| Property Light | 20 | 20 | Timber |
| Safety Surface | 7 | 10 | Footpath base |
| Safety Surface Edging | 20 | 20 | Asphaltic concrete (black) |
| Sports Equipment | 20 | 20 | Concrete |
| Steps | 5 | 50 | Interlocking blocks |
| Surface | 5 | 50 | Metal |
| Tools and Equipment | 10 | 10 | Seal |
| Utility Line | 15 | 50 | Timber |
| Utility Point | 10 | 20 | Railing |
| Vehicle | 20 | 25 | Barriers |
| Water Feature | 40 | 50 | Handrail – metal |
| | | | Handrail – timber |
| | | | Sight rail |
| | | | W section guard |
| | | | Streetlights |
| | | | Streetlight bracket |
| | | | Streetlight light |
| | | | Streetlight pole |
| | | | Surface Water Channel |
| | | | Kerb and/or channel (asphalt) |
| | | | Kerb and/or channel (sealed) |
| | | | Kerb and/or channel (concrete, half pipe) |

| 24 | Asset lifecycles and depreciation methods (continued) |
|---|---|
| Transport | |
| Asset type | Useful life (years) |
| Retaining walls | |
| Anchored steel | 60 |
| Anchored timber | 50 |
| Anchored wood | 50 |
| Cantilever timber | 50 |
| Gabion stone | 60 |
| Gravity block, brick, concrete, earth | 75 |
| Gravity stone | 60 |
| Gravity timber | 50 |
| Piles only timber | 50 |
| Reinforced earth | 75 |
| Reinforced earth steel | 60 |
| Rock stone | 60 |
| Sheet pile concrete and galvanised steel | 75 |
| Sheet pile galvanised steel | 60 |
| Sheet pile timber | 50 |
| Single crib concrete | 75 |
| Single crib concrete and galvanised steel | 75 |
| Single crib wood/timber | 50 |
| Traffic signals | |
| Cabling | 30 |
| Controllers | 15 |
| Lanterns | 15 |
| Poles | 30 |
| Pedestrian call box | 15 |
| Carparks | |
| Basecourse – all carparks | 250 |
| Formation – all carparks | 1000 (does not depreciate) |
| Cway carpark sub – all carparks | 250 (does not depreciate) |
| AC carparks | 20 |
| Chipseal carparks | 19 |
| Pavement basecourse | |
| Collector | 150 |
| Local and service lane | 250 |
| Primary arterial | 40 |
| Secondary arterial | 60 |
| Pavement formations | |
| All hierarchy | 1000 (does not depreciate) |

| | |
|-----------------------------------|---------------------------|
| Transport | |
| Asset type | Useful life (years) |
| Pavement subbase | |
| Collector | 150 (does not depreciate) |
| Local and service lane | 250 (does not depreciate) |
| Primary arterial | 40 (does not depreciate) |
| Secondary arterial | 60 (does not depreciate) |
| Pavement surfaces | |
| AC to AC pvt use 1 | 20 |
| AC to AC pvt use 2 | 18 |
| AC to AC pvt use 3 | 16 |
| AC to AC pvt use 4 | 14 |
| AC to AC pvt use 5 | 12 |
| AC to AC pvt use 6 | 10 |
| AC to AC pvt use 7 | 9 |
| AC to chip pvt use 1 | 24 |
| AC to chip pvt use 2 | 22 |
| AC to chip pvt use 3 | 20 |
| AC to chip pvt use 4 | 16 |
| AC to chip pvt use 5 | 12 |
| Concrete | 60 |
| Interlocking concrete blocks | 50 |
| Racked in Seal 2 chip <100 | 18 |
| Racked in Seal 2 chip 2000-4000 | 14 |
| Racked in Seal 2 chip 500-2000 | 16 |
| Racked in Seal 3 chip <100 | 17 |
| Racked in Seal 3 chip >2000 | 6 |
| Racked in Seal 3 chip 10000-20000 | 9 |
| Racked in Seal 3 chip 100-500 | 16 |
| Racked in Seal 3 chip 2000-4000 | 13 |
| Racked in Seal 3 chip 4000-10000 | 11 |
| Racked in Seal 3 chip 500-2000 | 15 |
| Racked in Seal 4 chip <100 | 16 |
| Racked in Seal 4 chip 10000-20000 | 8 |
| Racked in Seal 4 chip 100-500 | 15 |
| Racked in Seal 4 chip 2000-4000 | 12 |
| Racked in Seal 4 chip 4000-10000 | 10 |
| Racked in Seal 4 chip 500-2000 | 14 |

| 24 Asset lifecycles and depreciation methods (continued) | |
|--|---------------------|
| Transport | |
| Asset type | Useful life (years) |
| Pavement surfaces (continued) | |
| Racked in Seal 5 chip <100 | 13 |
| Racked in Seal 5 chip 100-500 | 12 |
| Racked in Seal 5 chip 2000-4000 | 10 |
| Racked in Seal 5 chip 4000-10000 | 8 |
| Racked in Seal 5 chip 500-2000 | 11 |
| Single coat seal 3 chip 4000-10000 | 8 |
| Single coat seal 4 chip <100 | 12 |
| Single coat seal 4 chip 10000-20000 | 5 |
| Single coat seal 4 chip 100-500 | 10 |
| Single coat seal 4 chip 2000-4000 | 7 |
| Single coat seal 4 chip 500-2000 | 8 |
| Single coat seal 5 chip 2000-4000 | 5 |
| Single coat seal 5 chip 500-2000 | 6 |
| Single coat seal 6 chip <100 | 7 |
| Single coat seal 6 chip 500-2000 | 5 |
| Slurry seal 6 chip 100-500 | 18 |
| Slurry seal 6 chip 4000-10000 | 12 |
| Stone mastic asphalt <100 | 20 |
| Stone mastic asphalt >20000 | 9 |
| Stone mastic asphalt 10000-20000 | 10 |
| Stone mastic asphalt 100-500 | 14 |
| Stone mastic asphalt 2000-4000 | 12 |
| Stone mastic asphalt 4000-10000 | 11 |
| Stone mastic asphalt 500-2000 | 13 |
| Two coat seal 2 chip 10000-20000 | 10 |
| Two coat seal 2 chip 2000-4000 | 14 |
| Two coat seal 2 chip 4000-10000 | 12 |
| Two coat seal 2 chip 500-2000 | 16 |
| Transport | |
| Asset type | Useful life (years) |
| Two coat seal 3 chip <100 | 19 |
| Two coat seal 3 chip 10000-20000 | 8 |
| Two coat seal 3 chip 100-500 | 17 |
| Two coat seal 3 chip 2000-4000 | 12 |
| Two coat seal 3 chip 4000-10000 | 10 |
| Two coat seal 3 chip 500-2000 | 15 |
| Two coat seal 4 chip <100 | 18 |
| Two coat seal 4 chip <100 | 18 |
| Two coat seal 4 chip 10000-20000 | 6 |
| Two coat seal 4 chip 100-500 | 15 |
| Two coat seal 4 chip 2000-4000 | 10 |
| Two coat seal 4 chip 4000-10000 | 8 |
| Two coat seal 4 chip 500-2000 | 13 |
| Void fill seal 5 chip <100 | 9 |
| Void fill seal 5 chip 10000-20000 | 4 |
| Void fill seal 5 chip 100-500 | 8 |
| Void fill seal 5 chip 2000-4000 | 6 |
| Void fill seal 5 chip 4000-10000 | 5 |
| Void fill seal 5 chip 500-2000 | 7 |
| Void fill seal 6 chip <100 | 7 |
| Void fill seal 6 chip 10000-20000 | 2 |
| Void fill seal 6 chip 100-500 | 6 |
| Void fill seal 6 chip 4000-10000 | 3 |
| Void fill seal 6 chip 500-2000 | 5 |
| Other infrastructure | |
| Parking meters | 15 |
| Signs and signposts | 15 |
| Traffic islands (concrete, grass vegetation) | 80 |

| 25 Revaluation of assets | | | | | |
|--|-----------------------------|---|---|--------|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>For the purpose of the financial model, all assets are revalued annually in order to reduce the distraction of year on year peaks and troughs in revenues and expenditure that are generated by these revaluations.</p> <p>Council's policy is to value assets triennially, and each year a different category is valued by an independent valuer. The valuation timetable is as follows: Transportation and Marine Infrastructure (30 June 2025, 2028, 2031 and 2034), Airport & Parks infrastructure (30 June 2026, 2029, and 2032) and 3 Waters (30 June 2026). Land & Buildings 30 June 2025, 2028, 2031 and 2034. For the purpose of the Long-term plan financial model only, revaluation is calculated and applied annually to smooth the uneven impact on revenues (including rates) and expenditure that would otherwise be generated by triennial revaluation.</p> | TCC | <p>Assets are under/overstated and therefore the balance sheet does not reflect accurately the value of TCC owned assets.</p> <p>Depreciation based on incorrect valuations will mean that too much or too little revenue is collected to cover costs of renewal over time.</p> | <p>Low.</p> <p>Our regular valuation cycle ensures valuations are regularly brought up to date.</p> | Low. | <p>As well as regular revaluation of assets as part of the normal accounting and annual reporting process there is a high level review of asset values undertaken on an annual basis. The LTP yearly budgets are inflated by forecast inflation for the particular assets in question, based on independent professional advice.</p> <p>In each annual plan following the LTP year, depreciation and asset values are adjusted for new assets, and any actual revaluations. In non-revaluation years an assessment is made as to whether asset values may have moved significantly and therefore whether an out of cycle revaluation is appropriate.</p> <p>Depreciation is adjusted annually to reflect the above adjustments to asset values.</p> |

| 26 Environmental Standards - Resource consent requirements | | | | | |
|--|-----------------------------|---|----------------------|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That resource consents required for capital works are granted and that this process does not significantly impact timing of projects. That all existing resource consents will be renewed where appropriate. It is expected that the environmental standards requirements will increase, with corresponding requirements imposed through resource consents. | TCC | That significant delays to capital works projects are experienced due to the resource consent process. That existing consents are not renewed or require us to meet significantly changed conditions. Being unaware of technological advances may result in substantial inefficiency if (i) new infrastructure investment is not suitable for emerging technology; and (ii) communities may not benefit from the most beneficial or appropriate resources to overcome social and/or environmental challenges. | Medium. | High. Delays to capital works projects may have material cost implications. Failure to renew existing consents, or the requirement to meet significantly higher consent conditions may require significant expenditure. | Budget revisions will take place where there are anticipated changes to consent requirements. Early communication with affected parties and resource consent issuing bodies may enable early identification of issues. |

| 27 Leaky Home Settlements | | | | | |
|---|-----------------------------|---|----------------------|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| We have provided for all leaky home claims that have been made. | TCC | That further claims are made against Council. | High. | Low – High. Depending on the level of claims received. | We monitor the development of legal cases regarding leaky homes claims across the country. This provides an indication of likely future claims. Changes may be anticipated and planned for through the Annual Planning process. |

| 28 Level of Service changes | | | | | |
|--|-----------------------------|---|----------------------|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That levels of service change will be limited to that indicated in the LTP only. | TCC | There may be significant changes in customer expectations regarding demand for services or levels of service from those planned in the LTP. | Low. | Medium. There may be a need to review and possibly reduce a level of service to reflect available fiscal capacity. Or there could be the case where a change in circumstances could lead to a need for a higher or new level of service. | The Council has well defined service levels for its planned activities which have been reviewed as part of the LTP process. Customer satisfaction surveys and other engagement strategies generally support the key assumptions made within the LTP and therefore there are currently no known additional areas of the Council's service that require significant modification. |

| 29 Project costings | | | | | |
|--|-----------------------------|---|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That project costs will not exceed those set out in the LTP. | TCC | Costs for some projects listed in the LTP are estimates only. Project costs may exceed those planned for through the LTP. | Medium. | Low – High. Significant changes to the cost of the project may make it unviable or lead to increased costs to Council. | Process and guidance in place for the development of project budgets, which also includes guidance on setting risk/contingency amounts |

| 30 Housing Infrastructure Fund (HIF) | | | | | |
|---|---|---|----------------------|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| TCC has begun drawing down from the Waka Kotahi subsidy and will make a first draw from the HIF loan in October 2023. Funds drawn from the HIF must be repaid within 10 years. TCC signed a HIF loan agreement with the Ministry of Housing at the end of June 2023. The loan provides \$34 million in ten year interest free funds towards the Papamoa East Interchange (PEI) and other infrastructure projects associated with the development of the Wairakei Town Centre. Waka Kotahi contemporaneously entered into a \$65 million loan agreement which enables them to subsidise a share of the PEI costs up to \$62 million. | Housing Infrastructure Fund Loan agreements | That development at Wairakei or Te Tumu is slower than anticipated. | Medium. | Medium. If growth is slower than anticipated this could result in an inability to repay the loan through DC revenue. Council may have to utilise alternative sources of funding with potential impacts to rates and debt. | Council is working to ensure multiple funding streams to fund growth. This is to minimise reliance on any one source to limit Council's exposure should one or more sources under collect or not materialise. |

| 31 Vested Assets | | | | | |
|---|--------------------------------|--|----------------------|--------|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That vested assets will be received by Council in accordance with the assumed growth of the city based on overall growth expectations and the average value of vested assets per lot. There is also an estimation made for large infrastructure projects that have, in the past, been constructed by Council where these are now to be provided for by the developer. | TCC | That Council will have significantly more assets vested thereby increasing the depreciation expense in subsequent years. | Medium. | Low. | Growth forecasts are updated regularly in order to ensure vesting predictions are kept up to date. |

| 32 Civil Defence / Emergency Preparedness / Business Continuity | | | | | |
|---|-----------------------------|---|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That we can continue operating to deliver essential services to the community in the event of disruption or a disaster. | TCC | That Council's ability to function is severely disrupted in the event of a disaster, we will be unable to: a) protect the community, from hazards or events which compromise their physical and emotional wellbeing b) provide essential services to the fullest extent possible within appropriate timeframes. | Medium. | High. Tauranga could incur moderate to severe levels of community illness, loss of life, assets and infrastructure, financial impact on the community and reduction in local/ sub-regional economy requiring significant investment in recovery. Council may be required to make considerable resourcing and financial investment to return essential services to pre-impact capacity. | The Council has: a. business continuity plans and business continuity enhancement program b. emergency management response plans and enhancement programme c. community resilience education d. established protocols for public alerting and issuing of warnings e. lifelines plans f. partnership structures with emergency service and social sector partners. Council is also undertaking risk profile assessments of the integrated human, natural and technologically induced hazards on communities over the period of the next LTP to understand community risk tolerance and appetite to inform on going mitigation efforts. |

| 33 Credit Rating | | | | | |
|--|--------------------------------|--|-------------------------|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That the Council maintains its A+ credit rating. All interest rates used to determine projected borrowing costs have been based on this assumption. | Actual credit rating | That the council's credit rating differs from forecasted in this plan. | Medium. | Medium – High. Credit rating downgrade will increase long term cost of funds. | Manage debt levels to maintain credit rating. |

| 34 Disruptive Technologies | | | | | |
|---|---|--|--|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>That there will be no technological changes that render some projects unnecessary, or that or radically alters people's interactions with the city. Disruptive technologies that we are aware of are incorporated into our planning.</p> <p>Whilst these disruptive technologies may not alter how local governments operate over the next few years, the potential extent of their impact mean that it is worth being aware of them now.</p> <p>There is a wide range of rapidly advancing technologies which could fundamentally change the way we live. A recent area of fast evolving technology which may impact on how Council does its business is:</p> <p>Natural language processing - This is a form of artificial intelligence (AI)</p> | <p>LGNZ 'The 2050 Challenge - Future Proofing our Communities'</p> <p>SOLGM 'Fit for the Digital Future'</p> <p>*</p> | <p>Technological changes are rapid and unpredictable, and can have significant impacts on our lives, the way we work and the way we use our city.</p> <p>Being unaware of technological advances may result in substantial inefficiency if (i) new infrastructure investment is not suitable for emerging technology; and (ii) communities may not benefit from the most beneficial or appropriate resources to overcome social and/or environmental challenges.</p> | <p>High.</p> <p>The rate and impact of technological developments is uncertain. The exact timing of developments cannot be assumed. Of note are the potential impacts of transportation changes and driverless cars, increasing automation affecting business and employment and opportunities of increased data analytics through 'big data'.</p> | <p>Medium.</p> <p>Project scopes may be altered to reflect changes in available technology, with corresponding implications for costs.</p> | <p>Council will monitor and keep informed of developments in this area and will amend projects as suitable.</p> |

| | | | | | |
|---|--|--|--|--|--|
| <p>that produces human-like text. ChatGPT was developed by OpenAI and released late 2022 and is one of the most advanced forms of this technology. It is a machine-learning model which has access to large quantity of a human-generated text and uses this to inform and generate its own human-like text. People can pose it complex questions and tasks and it will reply with coherent, appropriate responses. It can be used to produce articles, essays and reports in a range of different writing styles and has created significant interest.</p> | | | | | |
|---|--|--|--|--|--|

* https://12233-console.memberconnex.com/Attachment?Action=Download&Attachment_id=517

| 35 Resourcing (staff) | | | | | |
|---|-----------------------------|---|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| That we can employ and retain staff that are suitably qualified and able. | Human Resources | The availability of staff limits the ability of Council to deliver its agreed work programme. | Medium. | Medium. Costs may be negatively affected by the availability of resources. Projects may not be fully resourced leading to delays. | Council attracts and retains people through offering employment arrangements that are valued by employees and ensure productivity and engagement. These include flexible work options that address changing demographics/ needs of employees, utilising relevant technologies as well as other drivers of employee engagement i.e., development opportunities/career options, competitive remuneration/benefits etc. In the event of unavailability of employees, contractors and consultants may be used. |

| 36 Resourcing (suppliers) | | | | | |
|--|-----------------------------|--|----------------------|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| To deliver on the Long-term Plan, suppliers are required to deliver a significant portion of works. It is assumed that suppliers are available, suitably qualified and will be able to deliver projects on time and to cost. | Procurement | The availability of suppliers limits the ability of Council to deliver its agreed work programme, particularly if there are wider national demands on a specific sector. | Medium. | Medium. Costs may be negatively affected by the availability of suppliers Projects may not be able to be resourced leading to delays. | Council has comprehensive procurement procedures in place to guide the procurement process. Council works to develop a healthy marketplace based on our procurement policy. It is intended that we will develop better partnerships with key suppliers to drive better outcomes. Annual supplier information meetings are held to provide our key infrastructure providers with an indication of Council's forward works programme. |

| 37 Deliverability of the capital programme | | | | | |
|---|-----------------------------|---|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Capital programme is likely to remain similar if not slightly larger than previous LTP. | Capital programme budgets | <p>The capital programme continues to increase in value from previous years</p> <p>Significant changes continue being made to our organisation and procurement and delivery processes to achieve this.</p> <p>There are risks of delays in the early stages of consent and design, and in procuring delivery from contractors. If this happens work will be deferred to later years of the Long-term Plan and affected programmes of work will be rephased accordingly.</p> <p>The financial implication of such delays include lower borrowings and a reduction in the need for rates-funded debt retirement in early years, although it is expected that most of this would be undertaken in later years of the Long-term Plan.</p> <p>Some government funding from Crown Infrastructure Partners and NZTA depends on delivery within prescribed timeframes. Consequently, this work is being prioritised to be delivered on time.</p> <p>If delivery of the capital programme is delayed, then proposed outcomes will not be achieved in the timeframes originally intended.</p> | High. | <p>High.</p> <p>While there is a high chance that the full programme will not be delivered in the timeframes budgeted, it is likely that the delays for individual projects will not be significant. Costs of the total project and a delay in achievement of desired community outcomes may occur.</p> <p>Delays to projects where suppliers cannot be sourced, or prices are too high requiring longer negotiations or change in scope of projects. Leading to suboptimal community outcomes, higher costs to deliver the desired outcome.</p> | <p>Processes in place to “rationalise” programme to ensure delivery teams are realistic about what can be delivered.</p> <p>Procurement strategies in place to provide efficiencies to deliver projects or programmes of work</p> <p>Continue to ensure project delivery resourcing is fit for purpose for future capital programme.</p> |

| 38 Inclusion of Bay Venues Limited user fee revenue in key financial metrics | | | | | |
|--|-----------------------------|--|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Bay Venues Limited (BVL) is a wholly-owned Council-Controlled Organisation. TCC borrows externally on behalf of BVL to fund its capital investments, so in recognition that a portion of debt in TCC is on behalf of BVL, its external operating revenue from user fees is included in the financial ratios relating to debt (debt to revenue and interest ratio.) Key Ratios are: Net Debt to Operating Revenue, Net Interest to Operating Revenue and Net Interest to Rates Revenue. | Finance | This approach is considered low risk as the amount of BVL borrowing is approved by Council based on business cases for the investments proposed. | Low. | Low. Our lender, the Local Government Funding Agency, and Standard and Poor's have endorsed this change. | Total borrowing limits are maintained at financially prudent levels. |

| 39 Memorial Park - Recreation hub and aquatics facility | | | | | |
|---|--------------------------------|---|----------------------|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Capital costs projects as part of the Community Facilities Investment Plan for Memorial Park including recreation hub and aquatics facility will be incurred by Council.</p> <p>The assumption used in the LTP is that the proposed assets will be transferred to BVL for operation upon completion.</p> | Finance | A future decision is made to not transfer the ownership to BVL upon completion of these projects. | Low | <p>High.</p> <p>TCC would need to develop its own operating model at undefined but likely significant cost.</p> | Continue working closely with BVL as the project develops and is delivered. |

| 40 Funding for Civic Precinct Capital Programme | | | | | |
|---|--------------------------------|---|----------------------|--|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| Funding for this programme assumes \$152m of external funding from a variety of sources including various government agencies, philanthropists, and other groups. | | That sufficient grant income is not obtained. | High. | High. If there is a significant shortfall in grant income across the programme, either the programme would be reduced to fit within the funding available, or other sources of funding would need to be explored. | A detailed Funding Strategy has been developed and approved by Commissioners that gives effect to a variety of mechanisms to support additional funding for this programme of work, if needed. |

| 41 Impact of growth beyond city boundaries - Transportation | | | | | | | | | | | | | |
|--|--|---|--------|--|---------|---|--------|---|---------|--|--------|--------|---------|
| Detail | | Data Source (and rationale) | | Risks | | Level of uncertainty | | Effect | | Mitigation | | | |
| <p>The demand from external regions, sub regions, and districts using Council's transport network infrastructure will slowly increase during the life of the LTP and 30-year Infrastructure Strategy.</p> <p>Overall, around 7-9% (7% in 2018; 8% in 2031; 9% in 2048) of all vehicle trips are "external" and of those heavy commercial vehicles (HCVs) represent 13-16% of trips over time (13% in 2018; 14% in 2031; 16% in 2048).</p> <p>Note that this does not include through-traffic, i.e. a vehicle that doesn't have an origin or destination within Tauranga that might travel from Whakatane to Hamilton. These would tend to be on the state highway network.</p> | | Tauranga Traffic Model Outputs – Beca (A14445926) | | <p>That demand from external sub-regions and districts exacerbates the need for infrastructure beyond what is planned.</p> <p>That unavailability or unaffordability of land and housing in Tauranga City results in higher than expected traffic and activity from outside of the City. This could negatively impact timing and costs for transport network improvements.</p> | | Medium. Short term fluctuations may occur as periods of high and low growth is experienced through a projection period. | | High. The potential financial impact of over or under investing in infrastructure based on modelling of the external traffic movements could be significant. | | <p>Provision is made for growth and bulk funds established to provide for citywide infrastructure and investment for intensification.</p> <p>Demand is monitored and used by Transport System Plan projects to identify the various improvements and the timing.</p> <p>Exploring Variable Road Pricing which would see external users of the transport network paying for that use.</p> | | | |
| Vehicle Type | | 2018 | | | | 2031 | | | | 2048 | | | |
| | | AM | IP | PM | ADT | AM | IP | PM | AADT | AM | IP | PM | AADT |
| All Cars | | | | | | | | | | | | | |
| Tauranga to Tauranga | | 32.638 | 32.987 | 36.161 | 466.470 | 38.406 | 38.894 | 43.007 | 550.737 | 45.900 | 46.507 | 51.661 | 659.077 |

| | | | | | | | | | | | | |
|---|--------|--------|--------|----------------|--------|--------|--------|----------------|--------|--------|--------|----------------|
| Western Bay to Tauranga | 1,927 | 1,324 | 1,508 | 20,430 | 2,540 | 1,682 | 2,031 | 26,474 | 3,255 | 2,148 | 2,778 | 34,302 |
| External to Tauranga | 852 | 719 | 1,037 | 11,153 | 1,041 | 875 | 1,304 | 13,689 | 1,335 | 1,152 | 1,807 | 18,159 |
| All Heavy Commercial Vehicles (HCV) | | | | | | | | | | | | |
| Tauranga to Tauranga | 2,557 | 2,372 | 1,979 | 31,696 | 3,240 | 3,012 | 2,525 | 40,265 | 3,954 | 3,687 | 3,093 | 49,261 |
| Western Bay to Tauranga | 148 | 138 | 115 | 1,843 | 232 | 205 | 170 | 2,765 | 346 | 282 | 247 | 3,900 |
| External to Tauranga | 179 | 166 | 138 | 2,220 | 244 | 226 | 173 | 2,983 | 316 | 296 | 222 | 3,888 |
| All Vehicles | | | | | | | | | | | | |
| Tauranga to Tauranga | 35,196 | 35,359 | 38,140 | 498,165 | 41,646 | 41,906 | 45,531 | 591,002 | 49,855 | 50,193 | 54,754 | 708,337 |
| Western Bay to Tauranga | 2,076 | 1,462 | 1,623 | 22,274 | 2,772 | 1,887 | 2,201 | 29,239 | 3,601 | 2,429 | 3,025 | 38,202 |
| External to Tauranga | 1,031 | 885 | 1,175 | 13,373 | 1,285 | 1,101 | 1,477 | 16,672 | 1,650 | 1,448 | 2,029 | 22,047 |
| NOTES AM – morning peak is 7-9am IP - Interpeak is 9-4pm PM – evening peak is 4-6pm Plotted flows are the average hourly flows during these periods, using the three average hourly flows for a link or node above the formula for daily traffic ADT is $[2 \times \text{AM} + 7 \times \text{IP} + 2 \times \text{PM}] / 0.79$ | | | | | | | | | | | | |

| 42 Impact of growth beyond city boundaries – Community Facilities | | | | | |
|---|---|--|---|--|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>The demand from external regions, sub regions, and districts using Council's community facilities infrastructure will slowly increase during the life of the LTP and 30-year Infrastructure Strategy.</p> <p>The graph below provides an overview of community facility use by those located outside of the city boundaries. This is based on an online survey which gives an idea of use but does not provide a statistically representative sample.</p> <p>Key Findings: As expected, user travel distances vary considerably across the different venue types. Overall, responding users of aquatic facilities are travelling the greatest distance to the facility due to the type of activities hosted, the limited number of facilities and specialist nature of the aquatic facilities. These features combine to attract users from a relatively large area. Users are also more willing to travel to use the venues. Indoor</p> | <p>Community Facilities Current State Assessment for Aquatic, Community Centres/Halls, Indoor Courts & Libraries (Feb 2020)</p> | <p>That demand from external sub-regions and districts exacerbates the need for infrastructure beyond what is planned.</p> | <p>Medium.</p> <p>Short term fluctuations may occur as periods of high and low growth is experienced through a projection period.</p> | <p>High.</p> <p>The potential financial impact of over or under investing in community facilities infrastructure based on the needs analysis could be significant.</p> | <p>Provision is made for growth and bulk funds established to provide for citywide infrastructure and investment for intensification.</p> <p>Demand is monitored and used by Community Centres AIP projects to identify the various improvements and the timing.</p> <p>TCC works with its neighbouring territorial local authorities to ensure appropriate growth planning across the region/subregion at a project level. Where TCC's facilities are agreed to meet demand from other regions/districts, joint funding for those facilities will be considered. Some facilities are planned and funded on a sub-regional basis (e.g. sub-regional parks). Others are planned and funded at a city level while</p> |

| 42 Impact of growth beyond city boundaries – Community Facilities | | | | | |
|---|--------------------------------|-------|----------------------|--------|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| courts are attracting players from reasonably large catchments. This is due to the provision of specific sport codes at the venues that are not offered elsewhere. Accessibility and proximity are more important in community centres/halls with 65% of respondents within 5km of the halls they use. For libraries, the corresponding figure is 56%. This underscores the strong local links that community centres and libraries have with their surrounding neighbourhoods and communities. | | | | | acknowledging that there is wider sub-regional use. |

| 42 Impact of growth beyond city boundaries – Community Facilities | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
|--|-----------------------------|------------|----------------------|---------------|------------|---------------|-------------|------------|-----------|---------------|---|-----|-----|-----|-----|---|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|----|---|----|----|---|---|---|----|---|---|---|---|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| <p>Figure 3.4 Distance Decay Curves per Facility Types</p> <table><caption>Estimated data for Figure 3.4 Distance Decay Curves</caption><tr><th>Distance (km)</th><th>Aquatic (%)</th><th>Indoor (%)</th><th>Halls (%)</th><th>Libraries (%)</th></tr><tr><td>1</td><td>100</td><td>100</td><td>100</td><td>100</td></tr><tr><td>5</td><td>95</td><td>85</td><td>75</td><td>65</td></tr><tr><td>10</td><td>85</td><td>65</td><td>55</td><td>45</td></tr><tr><td>15</td><td>65</td><td>45</td><td>35</td><td>25</td></tr><tr><td>20</td><td>45</td><td>35</td><td>25</td><td>15</td></tr><tr><td>25</td><td>35</td><td>25</td><td>15</td><td>10</td></tr><tr><td>30</td><td>25</td><td>15</td><td>10</td><td>5</td></tr><tr><td>40</td><td>10</td><td>5</td><td>5</td><td>2</td></tr><tr><td>50</td><td>5</td><td>2</td><td>2</td><td>1</td></tr></table> | | | | | | Distance (km) | Aquatic (%) | Indoor (%) | Halls (%) | Libraries (%) | 1 | 100 | 100 | 100 | 100 | 5 | 95 | 85 | 75 | 65 | 10 | 85 | 65 | 55 | 45 | 15 | 65 | 45 | 35 | 25 | 20 | 45 | 35 | 25 | 15 | 25 | 35 | 25 | 15 | 10 | 30 | 25 | 15 | 10 | 5 | 40 | 10 | 5 | 5 | 2 | 50 | 5 | 2 | 2 | 1 |
| Distance (km) | Aquatic (%) | Indoor (%) | Halls (%) | Libraries (%) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 1 | 100 | 100 | 100 | 100 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 5 | 95 | 85 | 75 | 65 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 10 | 85 | 65 | 55 | 45 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 15 | 65 | 45 | 35 | 25 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 20 | 45 | 35 | 25 | 15 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 25 | 35 | 25 | 15 | 10 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 30 | 25 | 15 | 10 | 5 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 40 | 10 | 5 | 5 | 2 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 50 | 5 | 2 | 2 | 1 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| 43 Infrastructure Funding and Financing (IFF) levies | | | | | |
|---|---|--|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Council will use the Infrastructure Funding and Financing Act (IFF) to contribute towards the cost of implementing our Transport System Plan (TSP) projects. The Transportation Targeted Rate will be superseded by the IFF TSP levy from 1 July 2024.</p> <p>The Draft LTP also assumes that the ratepayer portion of Te Manawataki o te Papa would be funded by levy under the Infrastructure Funding and Financing legislation.</p> <p>Tauranga City Council is the first Council in New Zealand to use the Infrastructure Funding and Financing Act. This legislation enables Council to borrow money in a way that enables the debt to remain off Council's financial statements.</p> | <p>A13799921</p> <p>Waka Kotahi letter of best endeavours (A13865053)</p> <p>Crown Infrastructure Partners 'applying the model'</p> | <p>The TSP projects extend beyond the Waka Kotahi funding window, therefore there is a risk that the funding contribution from Waka Kotahi will be less than assumed, and debt will need to be used to fund the project, or the projects are deferred due to lack of funding from Waka Kotahi.</p> <p>That the infrastructure projects for Te Manawataki o te Papa being funded by the IFF levy lacks community support or is not approved by Crown Infrastructure Partners.</p> | Medium | <p>High.</p> <p>The financial impact if the funding for TSP projects and/or Te Manawataki o Te Papa projects is not received will be significant to our balance sheet (debt levels) and ongoing costs to service that debt. It could result in breaches of our debt limits, with considerable repercussions with the Local Government Funding Agency and rating agencies such as Standard and Poors. Alternatively, projects may need to be reprioritised taking into account associated risks.</p> | <p>The Letter of Best Endeavours signed by Ministers of the Crown is an indication of broad support for the future funding of these projects by the Crown. The letter includes a commitment statement that TCC and the Crown will actively work together to find an appropriate solution in the event there is a funding gap associated with the delivery of the TSP IFF projects. Solutions may include:</p> <ul style="list-style-type: none"> • Securing alternative financing and funding solutions, • Deferring or rescheduling projects (taking into account associated risks and impacts), • Substitution and/or additional projects to achieve agreed outcomes. |

| 44 Water Services Reform impact on overhead allocations | | | | | |
|---|---|---|----------------------|---|--|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>After transition of Water Supply, Wastewater and Stormwater to the new Water Services Entity, Council will need to assess the overhead support required for the remaining business.</p> <p>TCC assumptions on overhead allocations have been made based on PWC advice on available transitional funding. Phased savings have been assumed across support activities.</p> | <p>Water Services Reform timeframes</p> <p>PWC advice on transitional funding</p> | <p>That once waters reform has happened, there may be some misalignment of support resources across the entities.</p> | <p>Medium</p> | <p>Medium.</p> <p>Organisational structure and resourcing will need to respond to the changing needs of the organisation.</p> | <p>Continue to monitor and review resourcing and the nature of support required.</p> |

| 45 Depreciation Reserves | | | | | |
|--|-----------------------------|-------|----------------------|--|------------|
| Detail | Data Source (and rationale) | Risks | Level of uncertainty | Effect | Mitigation |
| <p>Depreciation reserves are managed over the ten year timeframe of the LTP.</p> | | | <p>Medium</p> | <p>Medium.</p> <p>Short term negative impacts arising from large asset revaluations and significant cost fluctuations may result in short term deficits.</p> | |

Attachment 7 – Draft underlying financial statements

These statements are draft and will be subject to decisions made during deliberations and the subsequent audit prior to adoption of the final long term plan in April 2024.

In this draft state it is assumed that Waters Reform goes ahead.

These draft statements include:

1. Statement of Comprehensive Revenue and Expenditure
2. Statement of Financial Position
3. Statement of cashflows
4. Financial Prudence and Reporting disclosure
5. Funding impact statement for whole of Council
6. Funding Impact Statement for rates.



Attachment 7

Financial Statements

Tauranga City

Prospective Statement of Comprehensive Revenue and Expense

| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
|---|---|--|--|--|--|--|--|--|--|--|--|
| REVENUE | | | | | | | | | | | |
| OPERATING REVENUE | | | | | | | | | | | |
| Rates | 290,762 | 325,167 | 360,797 | 297,436 | 323,073 | 350,469 | 380,487 | 413,845 | 449,626 | 480,079 | 512,427 |
| Grants & Subsidies | 37,808 | 95,653 | 83,584 | 24,888 | 25,830 | 25,873 | 19,940 | 20,359 | 20,786 | 21,223 | 21,737 |
| Fees & Charges | 62,098 | 68,267 | 72,948 | 73,079 | 80,535 | 85,575 | 87,489 | 90,791 | 95,414 | 99,713 | 100,133 |
| Finance Revenue | 4,878 | 10,109 | 11,271 | 11,227 | 11,195 | 9,486 | 11,734 | 12,123 | 13,380 | 15,568 | 15,522 |
| TOTAL OPERATING REVENUE | 395,546 | 499,196 | 528,601 | 406,630 | 440,633 | 471,404 | 499,649 | 537,117 | 579,205 | 616,583 | 649,818 |
| ASSET DEVELOPMENT REVENUE & OTHER GAINS | | | | | | | | | | | |
| Development Contributions | 37,471 | 33,973 | 34,532 | 6,410 | 7,800 | 6,867 | 6,462 | 3,784 | 3,014 | 2,663 | 3,506 |
| Other Gains | 1,436 | (875) | (613) | (349) | (283) | (213) | (141) | 934 | 1,012 | 1,094 | 2,178 |
| Grants, Subsidies & Other Capital Expenditure Contributions | 86,056 | 144,635 | 162,466 | 178,907 | 199,593 | 88,486 | 75,793 | 78,160 | 82,413 | 90,987 | 87,296 |
| Vested Assets | 17,726 | 39,252 | 23,155 | 8,059 | 5,716 | 5,704 | 5,595 | 5,513 | 5,332 | 4,382 | 4,482 |
| TOTAL ASSET DEVELOPMENT REVENUE & OTHER GAINS | 142,690 | 216,985 | 219,539 | 193,027 | 212,826 | 100,844 | 87,709 | 88,391 | 91,771 | 99,126 | 97,462 |
| TOTAL REVENUE | 538,236 | 716,181 | 748,140 | 599,657 | 653,460 | 572,248 | 587,358 | 625,508 | 670,977 | 715,710 | 747,281 |
| EXPENSE | | | | | | | | | | | |
| OPERATING EXPENDITURE | | | | | | | | | | | |
| Personnel Expenses | 103,506 | 116,406 | 119,686 | 116,734 | 122,898 | 123,790 | 124,331 | 127,373 | 131,061 | 136,144 | 139,451 |
| Depreciation & Amortisation Expenses | 80,034 | 101,119 | 113,195 | 76,106 | 86,682 | 103,126 | 112,895 | 137,650 | 144,866 | 156,963 | 171,600 |
| Finance Expenses | 43,676 | 62,697 | 73,672 | 55,139 | 61,458 | 62,784 | 71,038 | 77,623 | 71,387 | 82,636 | 85,352 |
| Other Operating Expenses | 219,900 | 300,176 | 289,374 | 181,520 | 182,185 | 194,488 | 199,716 | 203,475 | 215,095 | 222,596 | 236,138 |
| TOTAL OPERATING EXPENDITURE | 447,116 | 580,398 | 595,927 | 429,500 | 453,223 | 484,187 | 507,979 | 546,121 | 562,409 | 598,339 | 632,541 |
| NON OPERATING EXPENDITURE | | | | | | | | | | | |
| Other Losses | 0 | 15,000 | 16,595 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Unrealised Loss on Interest Swaps | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Provisions Expense | 1,200 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| TOTAL OTHER EXPENSES | 1,200 | 15,500 | 17,095 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| TOTAL EXPENDITURE | 448,316 | 595,898 | 613,022 | 430,000 | 453,723 | 484,687 | 508,479 | 546,621 | 562,909 | 598,839 | 633,041 |
| SURPLUS/(DEFICIT) BEFORE TAX | 89,919 | 120,283 | 135,119 | 169,657 | 199,737 | 87,561 | 78,879 | 78,887 | 108,067 | 116,871 | 114,239 |
| OTHER COMPREHENSIVE REVENUE & EXPENSE | | | | | | | | | | | |
| Loss on divestment of 3 Waters | 0 | 0 | (2,130,941) | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Asset Revaluation Reserve Gains/(Losses) | 224,100 | 226,254 | 227,354 | 140,952 | 147,883 | 162,610 | 200,192 | 165,669 | 168,898 | 159,502 | 207,760 |
| OTHER COMPREHENSIVE REVENUE & EXPENSE | 224,100 | 226,254 | (1,903,588) | 140,952 | 147,883 | 162,610 | 200,192 | 165,669 | 168,898 | 159,502 | 207,760 |
| TOTAL COMPREHENSIVE REVENUE & EXPENSES | 314,019 | 346,537 | (1,768,469) | 310,609 | 347,620 | 250,171 | 279,071 | 244,556 | 276,965 | 276,373 | 321,999 |

Attachment 7

Financial Statements



Tauranga City

PROSPECTIVE STATEMENT OF FINANCIAL POSITION

| | 2024 All of Council AP Budget (\$000's) | 2025 All of Council LTP Budget (\$000's) | 2026 All of Council LTP Budget (\$000's) | 2027 All of Council LTP Budget (\$000's) | 2028 All of Council LTP Budget (\$000's) | 2029 All of Council LTP Budget (\$000's) | 2030 All of Council LTP Budget (\$000's) | 2031 All of Council LTP Budget (\$000's) | 2032 All of Council LTP Budget (\$000's) | 2033 All of Council LTP Budget (\$000's) | 2034 All of Council LTP Budget (\$000's) |
|-------------------------------------|---|--|--|--|--|--|--|--|--|--|--|
| ASSETS | | | | | | | | | | | |
| ASSETS - CURRENT | | | | | | | | | | | |
| Cash and Cash Equivalents | 19,988 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Debtors & Other Receivables | 42,256 | 65,427 | 55,955 | 57,186 | 58,387 | 59,613 | 60,865 | 62,143 | 63,449 | 64,781 | 66,141 |
| Inventories | 725 | 1,107 | 570 | 570 | 570 | 570 | 570 | 570 | 570 | 570 | 570 |
| Derivative Financial Instruments | - | - | - | - | - | - | - | - | - | - | - |
| Other Investments | - | - | - | - | - | - | - | - | - | - | - |
| Other Current Assets | 50,000 | 155,884 | 150,969 | 180,680 | 85,851 | 186,962 | 166,654 | 191,178 | 221,664 | 297,909 | 200,471 |
| Financial Instruments Held for Sale | - | - | - | - | - | - | - | - | - | - | - |
| Non-Current Assets Held for Sale | 65,548 | 17,990 | 15,840 | 15,840 | 15,840 | 15,840 | 15,840 | 15,840 | 15,840 | 15,840 | 15,840 |
| Total Current Assets | 178,518 | 255,408 | 238,334 | 269,276 | 175,647 | 277,985 | 258,929 | 284,731 | 316,522 | 394,100 | 298,021 |
| ASSETS NON-CURRENT | | | | | | | | | | | |
| Derivative Financial Instruments | 3,966 | 8,616 | 8,616 | 8,616 | 8,616 | 8,616 | 8,616 | 8,616 | 8,616 | 8,616 | 8,616 |
| Other Financial Assets | 29,249 | 37,375 | 38,962 | 40,612 | 42,330 | 44,117 | 45,976 | 47,910 | 49,922 | 52,016 | 54,194 |
| Other Investments - CCOs | 118,597 | 116,726 | 116,726 | 116,726 | 116,726 | 116,726 | 116,726 | 116,726 | 116,726 | 116,726 | 116,726 |
| Other Investments - Other Entities | 391 | 40,254 | 40,254 | 40,254 | 40,254 | 40,254 | 40,254 | 40,254 | 40,254 | 40,254 | 40,254 |
| Investment Property | 108,539 | 126,319 | 111,874 | 111,874 | 111,874 | 111,874 | 111,874 | 111,874 | 111,874 | 111,874 | 111,874 |
| Intangible Assets | 74,833 | 58,036 | 44,496 | 43,800 | 43,655 | 43,532 | 43,512 | 43,548 | 43,588 | 43,627 | 43,836 |
| Forestry | 8,996 | 8,825 | 4,947 | 5,080 | 5,202 | 5,317 | 5,423 | 5,521 | 5,609 | 5,693 | 5,824 |
| Property, Plant & Equipment | 6,939,075 | 7,753,278 | 5,281,631 | 5,670,029 | 6,053,319 | 6,478,248 | 6,887,611 | 7,199,477 | 7,514,316 | 7,806,355 | 8,129,782 |
| Total Non-current assets | 7,283,647 | 8,149,429 | 5,647,505 | 6,036,992 | 6,421,976 | 6,848,683 | 7,259,992 | 7,573,926 | 7,890,905 | 8,185,161 | 8,511,106 |
| Total Assets | 7,462,165 | 8,404,837 | 5,885,839 | 6,306,267 | 6,597,623 | 7,126,668 | 7,518,920 | 7,858,657 | 8,207,427 | 8,579,260 | 8,809,127 |
| LIABILITIES | | | | | | | | | | | |
| LIABILITIES - CURRENT | | | | | | | | | | | |
| Payables & Deferred Revenue | 84,481 | 94,138 | 88,140 | 90,079 | 91,970 | 93,902 | 95,874 | 97,887 | 99,943 | 102,041 | 104,184 |
| Provisions | 7,019 | 960 | 960 | 960 | 960 | 960 | 960 | 960 | 960 | 960 | 960 |
| Employee Entitlements | 8,873 | 10,611 | 10,074 | 10,296 | 10,512 | 10,733 | 10,958 | 11,254 | 11,254 | 11,254 | 11,254 |
| Deposits Held | 11,480 | 11,827 | 11,827 | 11,827 | 11,827 | 11,827 | 11,827 | 11,827 | 11,827 | 11,827 | 11,827 |
| Revenue in Advance | 4,618 | 3,887 | 6,631 | 6,777 | 6,919 | 7,064 | 7,213 | 7,364 | 7,519 | 7,677 | 7,838 |
| Derivative Financial Instruments | 294 | - | - | - | - | - | - | - | - | - | - |
| Borrowings | 175,888 | 570,843 | 150,969 | 180,680 | 85,851 | 186,962 | 166,654 | 191,178 | 221,664 | 297,909 | 200,471 |
| Total Current Liabilities | 292,654 | 692,266 | 268,601 | 300,618 | 208,039 | 311,448 | 293,486 | 320,470 | 353,166 | 431,669 | 336,534 |

Attachment 7

Financial Statements

| | 2024 All of Council AP Budget (\$000's) | 2025 All of Council LTP Budget (\$000's) | 2026 All of Council LTP Budget (\$000's) | 2027 All of Council LTP Budget (\$000's) | 2028 All of Council LTP Budget (\$000's) | 2029 All of Council LTP Budget (\$000's) | 2030 All of Council LTP Budget (\$000's) | 2031 All of Council LTP Budget (\$000's) | 2032 All of Council LTP Budget (\$000's) | 2033 All of Council LTP Budget (\$000's) | 2034 All of Council LTP Budget (\$000's) |
|--------------------------------------|---|--|--|---|---|---|---|---|---|---|---|
| LIABILITIES NON-CURRENT | | | | | | | | | | | |
| Provisions | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 4 |
| Employee Entitlements | - | - | - | - | - | - | - | - | - | - | - |
| Derivative Financial Instruments | 6,943 | 1,084 | 1,084 | 1,084 | 1,084 | 1,084 | 1,084 | 1,084 | 1,084 | 1,084 | 1,084 |
| Borrowings | 944,474 | 861,654 | 884,931 | 957,023 | 953,206 | 1,123,076 | 1,248,914 | 1,312,088 | 1,346,199 | 1,358,014 | 1,355,760 |
| Other Non-Current Liabilities | 6,109 | 6,109 | 6,109 | 6,109 | 40,317 | 40,220 | 39,985 | 39,662 | 39,310 | 38,925 | 38,505 |
| Total Non-Current Liabilities | 957,529 | 868,850 | 892,128 | 964,220 | 994,610 | 1,164,384 | 1,289,987 | 1,352,838 | 1,386,597 | 1,398,027 | 1,395,353 |
| Total Liabilities | 1,250,183 | 1,561,116 | 1,160,729 | 1,264,838 | 1,202,649 | 1,475,832 | 1,583,472 | 1,673,308 | 1,739,763 | 1,829,695 | 1,731,887 |
| Net Assets | 6,211,982 | 6,843,721 | 4,725,110 | 5,041,430 | 5,394,974 | 5,650,837 | 5,935,448 | 6,185,349 | 6,467,664 | 6,749,565 | 7,077,240 |
| EQUITY | | | | | | | | | | | |
| Retained Earnings | 1,762,251 | 2,013,460 | 1,301,532 | 1,465,702 | 1,598,326 | 1,665,254 | 1,708,360 | 1,737,851 | 1,769,127 | 1,801,522 | 1,823,433 |
| General Reserves | - | - | - | - | - | - | - | - | - | - | - |
| Restricted Reserves | (335,907) | (413,555) | (73,454) | (80,392) | (87,964) | (88,688) | (83,539) | (86,745) | (91,174) | (91,947) | (91,040) |
| Other Council Created Reserves | 101,368 | 91,427 | (16,748) | 1,387 | 81,997 | 109,046 | 145,209 | 203,157 | 289,727 | 380,505 | 477,603 |
| Asset Revaluation Reserves | 4,684,270 | 5,152,389 | 3,513,781 | 3,654,732 | 3,802,615 | 3,965,225 | 4,165,417 | 4,331,086 | 4,499,983 | 4,659,485 | 4,867,245 |
| Total Equity | 6,211,982 | 6,843,721 | 4,725,110 | 5,041,430 | 5,394,974 | 5,650,837 | 5,935,448 | 6,185,349 | 6,467,664 | 6,749,565 | 7,077,240 |

Attachment 7

Financial Statements



PROSPECTIVE STATEMENT OF CASHFLOWS

| | 2024 All of Council AP Budget (\$000's) | 2025 All of Council LTP Budget (\$000's) | 2026 All of Council LTP Budget (\$000's) | 2027 All of Council LTP Budget (\$000's) | 2028 All of Council LTP Budget (\$000's) | 2029 All of Council LTP Budget (\$000's) | 2030 All of Council LTP Budget (\$000's) | 2031 All of Council LTP Budget (\$000's) | 2032 All of Council LTP Budget (\$000's) | 2033 All of Council LTP Budget (\$000's) | 2034 All of Council LTP Budget (\$000's) |
|---|---|--|--|--|--|--|--|--|--|--|--|
| Cash Flows from Operating Activities | | | | | | | | | | | |
| Receipts from Rates Revenue | 285,691 | 320,824 | 368,564 | 292,648 | 318,233 | 345,528 | 375,442 | 408,693 | 444,366 | 474,711 | 506,944 |
| Subsidies and grants Received | 123,864 | 240,288 | 246,050 | 203,795 | 225,423 | 114,359 | 95,733 | 98,519 | 103,199 | 112,210 | 109,032 |
| Development and financial contributions Received | 37,471 | 33,973 | 34,532 | 6,410 | 7,800 | 6,867 | 6,462 | 3,784 | 3,014 | 2,663 | 3,506 |
| Fees and charges Received | 62,098 | 68,267 | 72,948 | 73,079 | 80,535 | 85,575 | 87,489 | 90,791 | 95,414 | 99,713 | 100,133 |
| Interest Received | 4,342 | 9,580 | 10,734 | 10,688 | 10,650 | 8,934 | 11,171 | 11,549 | 12,793 | 14,969 | 14,911 |
| Dividends Received | 535 | 529 | 538 | 539 | 545 | 551 | 563 | 575 | 587 | 599 | 612 |
| Receipts from other revenue | - | - | - | - | - | - | - | - | - | - | - |
| Cash Flows from Operating Activities | 514,002 | 673,460 | 733,366 | 587,159 | 643,187 | 561,815 | 576,860 | 613,910 | 659,373 | 704,865 | 735,138 |
| Cash Flows applied to Operating Activities | | | | | | | | | | | |
| Payments to Suppliers | (213,509) | (295,833) | (290,923) | (175,878) | (176,514) | (188,696) | (193,802) | (197,438) | (208,930) | (216,303) | (229,712) |
| Payments to Employees | (103,256) | (116,406) | (119,149) | (116,956) | (123,114) | (124,011) | (124,556) | (127,669) | (131,061) | (136,144) | (139,451) |
| Interest paid | (43,676) | (62,697) | (73,672) | (55,189) | (61,458) | (62,784) | (71,038) | (77,623) | (71,387) | (82,636) | (85,352) |
| Deposits Repaid | - | - | - | - | - | - | - | - | - | - | - |
| Goods and Services taxation (net) | - | - | - | - | - | - | - | - | - | - | - |
| Cash Flows applied to Operating Activities | (360,441) | (474,936) | (483,744) | (347,974) | (361,085) | (375,490) | (389,396) | (402,730) | (411,379) | (435,083) | (454,515) |
| Net Cash Flow Inflow/(Outflow) in Operating Activities | 153,561 | 198,524 | 249,621 | 239,185 | 282,102 | 186,325 | 187,464 | 211,180 | 247,994 | 269,782 | 280,623 |
| Cash Flows from Investing Activities | | | | | | | | | | | |
| Receipts from Sale of Financial Instruments Held for Sale | - | - | - | - | - | - | - | - | - | - | - |
| Short-term Deposits Maturing | - | 100,538 | 155,884 | 150,969 | 180,680 | 85,851 | 186,962 | 166,654 | 191,178 | 221,664 | 297,909 |
| Receipts from Sale of Property, Plant and Equipment | 2,021 | 48,383 | 13,328 | 10,035 | 61,543 | - | - | - | - | - | - |
| Receipt from Waters reform | - | - | 567,301 | - | - | - | - | - | - | - | - |
| Receipts from Sale Non Current Assets Held for Sale | (2,881) | - | 2,150 | - | - | - | - | - | - | - | - |
| Receipts from Sale of Intangible assets | - | - | - | - | - | - | - | - | - | - | - |
| Receipts from Sale of Investments | - | - | - | - | - | - | - | - | - | - | - |
| Cash Flows from Investing Activities | (861) | 148,921 | 738,664 | 161,004 | 242,223 | 85,851 | 186,962 | 166,654 | 191,178 | 221,664 | 297,909 |
| Cash Flows applied to Investing Activities | | | | | | | | | | | |
| Purchase of Short-Term Deposits | - | (155,884) | (150,969) | (180,680) | (85,851) | (186,962) | (166,654) | (191,178) | (221,664) | (297,909) | (200,471) |
| Purchase of Investment Property | - | - | 14,445 | - | - | - | - | - | - | - | - |
| Movements of Investments in CCOs | 1,000 | - | - | - | - | - | - | - | - | - | - |
| Purchase of Property, Plant and Equipment | (343,224) | (405,638) | (451,034) | (324,931) | (344,883) | (360,834) | (317,658) | (279,569) | (286,703) | (286,341) | (284,224) |
| Purchase of Intangible assets | (17,965) | (224) | 1,352 | (34) | (35) | (35) | (36) | (37) | (37) | (37) | (38) |
| Cash Flows applied to Investing Activities | (360,189) | (561,745) | (586,206) | (505,645) | (430,769) | (547,831) | (484,348) | (470,784) | (508,405) | (584,287) | (484,733) |
| Net Cash Flow Investing Activities | (361,050) | (412,824) | 152,458 | (344,641) | (188,546) | (461,980) | (297,386) | (304,130) | (317,227) | (362,623) | (186,824) |
| Cash Flows from Financing Activities | | | | | | | | | | | |
| Proceeds from borrowings | 263,388 | 330,242 | 168,764 | 256,425 | 87,124 | 361,506 | 296,884 | 259,603 | 260,410 | 314,505 | 204,110 |
| Cash Flows from Financing Activities | 263,388 | 330,242 | 168,764 | 256,425 | 87,124 | 361,506 | 296,884 | 259,603 | 260,410 | 314,505 | 204,110 |

Attachment 7

Financial Statements

| | 2024 All of Council AP Budget (\$000's) | 2025 All of Council LTP Budget (\$000's) | 2026 All of Council LTP Budget (\$000's) | 2027 All of Council LTP Budget (\$000's) | 2028 All of Council LTP Budget (\$000's) | 2029 All of Council LTP Budget (\$000's) | 2030 All of Council LTP Budget (\$000's) | 2031 All of Council LTP Budget (\$000's) | 2032 All of Council LTP Budget (\$000's) | 2033 All of Council LTP Budget (\$000's) | 2034 All of Council LTP Budget (\$000's) |
|---|---|--|--|--|--|--|--|--|--|--|--|
| Cash Flows applied to Financing Activities | | | | | | | | | | | |
| Repayment of borrowings | (55,900) | (115,942) | (570,843) | (150,969) | (180,680) | (85,851) | (186,962) | (166,654) | (191,178) | (221,664) | (297,909) |
| Cash Flows applied to Financing Activities | (55,900) | (115,942) | (570,843) | (150,969) | (180,680) | (85,851) | (186,962) | (166,654) | (191,178) | (221,664) | (297,909) |
| Net Cash Flow Financing Activities | 207,488 | 214,300 | (402,079) | 105,456 | (93,556) | 275,655 | 109,922 | 92,949 | 69,232 | 92,841 | (93,799) |
| Cash at the beginning of the year | 19,988 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Net Increase/(decrease) in cash | - | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Cash at end of the year | 19,988 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |

Financial Reporting and Prudence

Under the Local Government Act 2002 Financial Reporting and Prudence Regulations 2014. All Councils are required to report performance against standardised benchmarks.

The purpose of this statement is to disclose the council's planned financial performance in relation to various benchmarks to enable the assessment of whether the council is prudently managing its revenues, expenses, assets, liabilities and general financial dealings.

The council is required to include this statement in its long term plan in accordance with the Local Government (Financial Reporting and Prudence) Regulations 2014 (the **regulations**). Refer to the regulations for more information, including definitions of some of the terms used in this statement.

Draft

Attachment 7

Financial Statements

Rates Affordability Benchmarks

The Council meets this benchmark if:

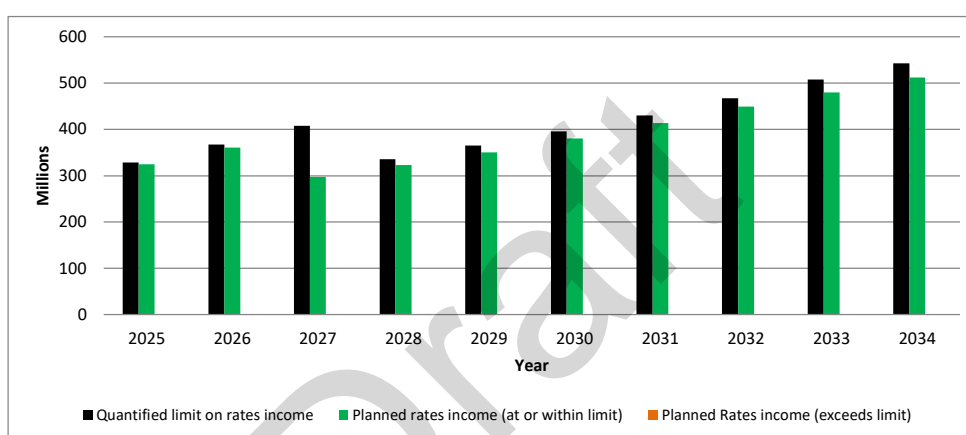
- its planned rates income equals or is less than each quantified limit on rates; and
- its planned rates increases equal, or are less than each quantified limit on rates increases

Rates (Income) Affordability Benchmark

Quantified Limit on Rates

The total rates requirement for each year of the long term plan will be no more than the rates increase % limit applied to the previous years rates requirement as adopted in the long term plan.

The following graph compares Council's planned rates with a quantified limit on rates contained in the financial strategy included in this Long Term Plan. The quantified limit for each year of the Long Term Plan is the rates requirement for the previous year multiplied by the % limit on rates increase specified for that year.



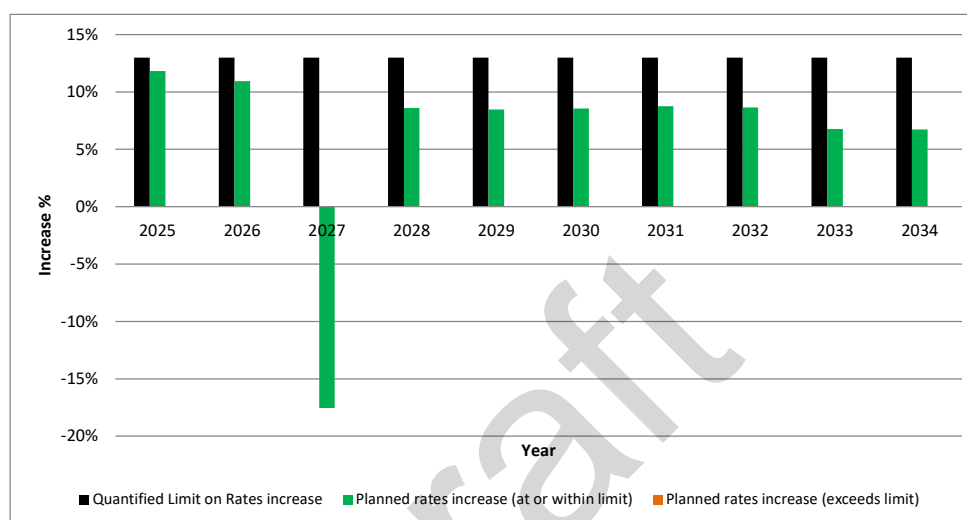
The reduction in year three is as a result of water reforms, reflecting the removal of rates revenue for the three waters activities from year three onwards.

Attachment 7

Financial Statements

Rates Increases Affordability Benchmark
Quantified Limit on Rates Increases

The following graph compares the councils planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is 12% per annum after allowing for the estimated percentage growth in the number of rateable properties in the city in the year to 30 June preceding the relevant rating year in question.



The significant decrease in year three is as a result of water reforms, reflecting the removal of the general rate for Stormwater and the targeted rates and water by meter charges for Wastewater and Water Supply from year three onwards.

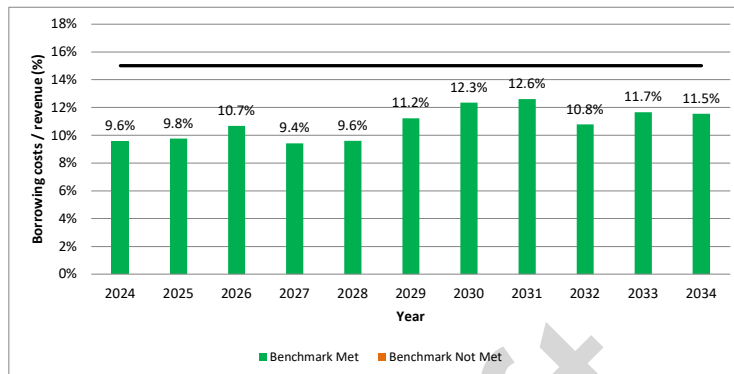
Attachment 7

Financial Statements

Debt Servicing Benchmark

The following graph compares Council's planned borrowing costs as a proportion of planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property plant and equipment).

Because Statistics New Zealand projects the council's population will grow faster than the national population is projected to grow, it meets the debt servicing benchmark if its planned borrowing costs equal, or are less than, 15% of its planned revenue.



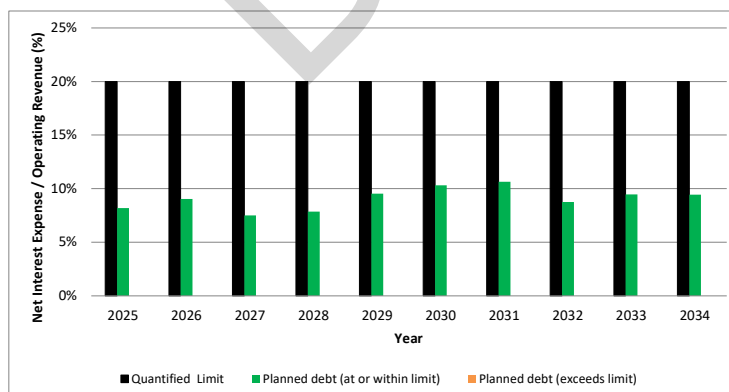
Interest expense is gross interest not net interest. Interest expense also includes CCO's interest expense. Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2024 and 2034.

Debt Affordability Benchmark

The Council meets the debt affordability benchmark if its planned borrowing is within each quantified limit on borrowing. Tauranga City Council has 3 quantified limits on borrowing.

Net Interest Expense on External Debt as a Percentage of Operating Revenue

The following graph compares the council's planned borrowing with the first quantified limit on borrowing stated in the financial strategy included in this long-term plan. The quantified limit is Net interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual operating revenue (excluding development contributions) will not exceed 20%.



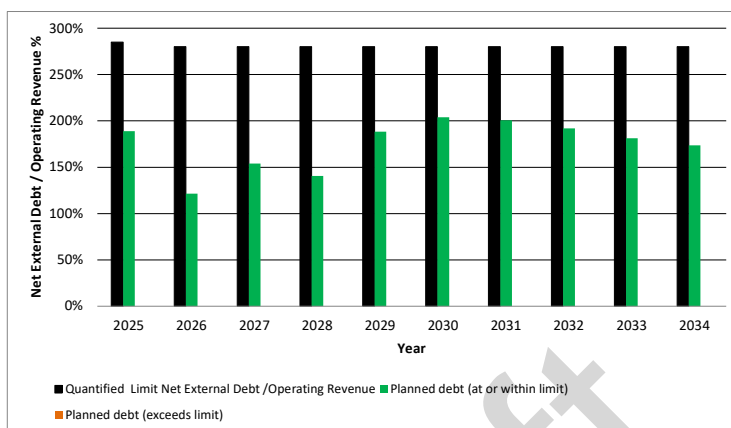
Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2025 and 2034.

Attachment 7

Financial Statements

Net External Debt as a Percentage of Annual Operating Revenue

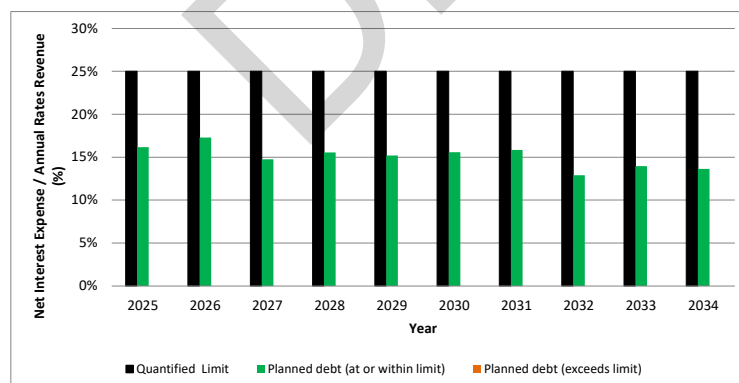
The following graph compares the council's planned borrowing with the second quantified limit on borrowing stated in the financial strategy included in this long-term plan. The quantified limit is Net External debt as a percentage of annual operating revenue (excluding development contributions) will not exceed 285% in year one, reducing to 80% thereafter.



Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2025 and 2034.

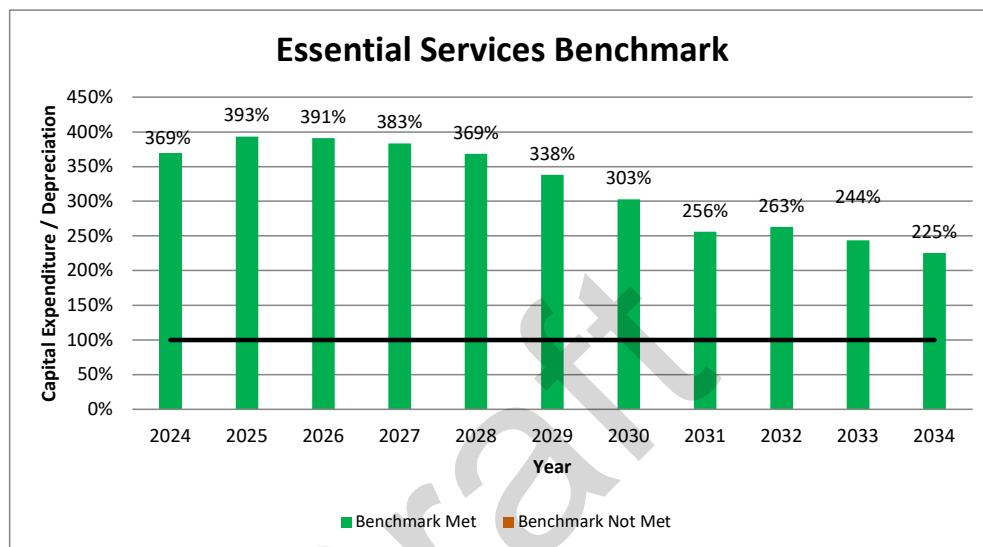
Net Interest Expense on External Debt as a Percentage of Annual Rates Revenue

The following graph compares the council's planned borrowing with the first quantified limit on borrowing stated in the financial strategy included in this long-term plan. The quantified limit is Net interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual rates revenue will not exceed 25%.



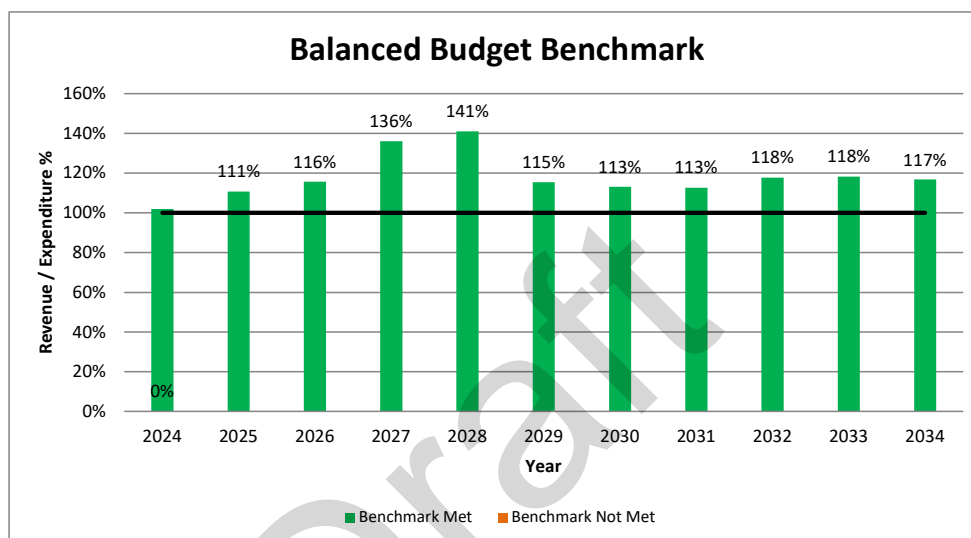
Essential Services Benchmark

The following graph shows the Council's planned capital expenditure on network services as a proportion of depreciation on network services. The council meets the essential services benchmark if its planned capital expenditure on network services equals or is greater than expected depreciation on network services.



Balanced Budget Benchmark

The following graph shows the Council's planned revenue (excluding development contributions, financial contributions, vested assets, gains on derivative financial instruments and revaluations of property plant and equipment) as a proportion of operating expenses (excluding losses on derivative financial instruments and revaluations of property, plant and equipment). The Council meets the balanced budget benchmark if its planned revenue equals or is greater than its planned operating expenses.



Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2024 and 2034.

Attachment 7

Financial Statements

| 2024 LTP Financial Prudence - Benchmarks | | | | | | | | | | | |
|--|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
| Current Long Term Plan Rates Budget | 290,762 | 325,167 | 360,797 | 297,436 | 323,073 | 350,469 | 380,487 | 413,845 | 449,626 | 480,079 | 512,427 |
| Quantified Limit - Long Term Plan | 303,761 | 328,561 | 367,439 | 407,701 | 336,102 | 365,073 | 396,030 | 429,950 | 467,644 | 508,077 | 542,490 |
| Rates Increases Affordability | | | | | | | | | | | |
| Rates Revenue Budget | 254,940 | 283,577 | 316,927 | 297,436 | 323,073 | 350,469 | 380,487 | 413,845 | 449,626 | 480,079 | 512,427 |
| Water by Meter Revenue Budget | 35,822 | 41,590 | 43,870 | - | - | - | - | - | - | - | - |
| Rates Increase | 8.6% | 11.8% | 11.0% | -17.6% | 8.6% | 8.5% | 8.6% | 8.8% | 8.6% | 6.8% | 6.7% |
| Rating limit/ CPI increase | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% | 12.0% |
| Growth | 1.5% | 1.5% | 1.5% | 1.5% | 1.5% | 1.7% | 1.7% | 1.7% | 1.7% | 1.7% | 1.7% |
| Total Rates Increase Limit | 13.5% | 13.5% | 13.5% | 13.5% | 13.5% | 13.7% | 13.7% | 13.7% | 13.7% | 13.7% | 13.7% |
| Balanced Budget | | | | | | | | | | | |
| Operating Revenue Budget | 395,546 | 499,196 | 528,601 | 406,630 | 440,633 | 471,404 | 499,649 | 537,117 | 579,205 | 616,583 | 649,818 |
| Plus: Capital subsidy revenue | 59,766 | 144,635 | 162,466 | 178,907 | 199,593 | 88,486 | 75,793 | 78,160 | 82,413 | 90,987 | 87,296 |
| Plus: Investment property revaluation movements | - | - | - | - | - | - | - | - | - | - | - |
| Plus: Other gains or losses on non financial instruments | 1,436 | 875 | 613 | 349 | 283 | 213 | 141 | 934 | 1,012 | 1,094 | 2,178 |
| Total Operating Revenue | 456,748 | 642,956 | 690,453 | 585,188 | 639,944 | 559,676 | 575,302 | 616,211 | 662,631 | 708,664 | 739,292 |
| Operating Expenditure Budget | 447,116 | 580,398 | 595,927 | 429,500 | 453,223 | 484,187 | 507,979 | 546,121 | 562,409 | 598,339 | 632,541 |
| Plus: Other gains or losses on non financial instruments | - | - | - | - | - | - | - | - | - | - | - |
| Plus: Investment property revaluation movements | - | - | - | - | - | - | - | - | - | - | - |
| Plus: Provisions Expense | 1,200 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 | 500 |
| Total Operating Expenditure | 448,316 | 580,898 | 596,427 | 430,000 | 453,723 | 484,687 | 508,479 | 546,621 | 562,909 | 598,839 | 633,041 |
| Revenue/Expenditure | 101.9% | 110.7% | 115.8% | 136.1% | 141.0% | 115.5% | 113.1% | 112.7% | 117.7% | 118.3% | 116.8% |
| Essential Services Benchmark | | | | | | | | | | | |
| Capital Expenditure | | | | | | | | | | | |
| Storm Water | 16,202 | 19,103 | 14,599 | - | - | - | - | - | - | - | - |
| Waste Water | 46,130 | 50,787 | 64,862 | - | - | - | - | - | - | - | - |
| Water Supply | 20,886 | 50,187 | 50,028 | - | - | - | - | - | - | - | - |
| Transportation | 117,455 | 141,541 | 154,018 | 156,162 | 166,047 | 181,749 | 169,859 | 178,465 | 188,092 | 191,671 | 194,914 |
| Capital Expenditure on Essential Services | 200,673 | 261,618 | 283,507 | 156,162 | 166,047 | 181,749 | 169,859 | 178,465 | 188,092 | 191,671 | 194,914 |

Attachment 7

Financial Statements

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|---|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| Depreciation | | | | | | | | | | | |
| Storm Water | 8,092 | 7,935 | 8,691 | - | - | - | - | - | - | - | - |
| Waste Water | 12,689 | 15,691 | 16,153 | - | - | - | - | - | - | - | - |
| Water Supply | 9,316 | 11,257 | 12,720 | - | - | - | - | - | - | - | - |
| Transportation | 19,858 | 31,648 | 34,978 | 40,727 | 45,052 | 53,746 | 56,104 | 69,739 | 71,501 | 78,636 | 86,445 |
| Depreciation on Essential Services | 49,955 | 66,530 | 72,542 | 40,727 | 45,052 | 53,746 | 56,104 | 69,739 | 71,501 | 78,636 | 86,445 |
| Capital Expenditure as a proportion of Depreciation | 401.7% | 393.2% | 390.8% | 383.4% | 368.6% | 338.2% | 302.8% | 255.9% | 263.1% | 243.7% | 225.5% |
| Debt Servicing Benchmark | | | | | | | | | | | |
| Planned Operating Revenue | 456,748 | 642,956 | 690,453 | 585,188 | 639,944 | 559,676 | 575,302 | 616,211 | 662,631 | 708,664 | 739,292 |
| Interest Expense | 43,676 | 62,697 | 73,672 | 55,139 | 61,458 | 62,784 | 71,038 | 77,623 | 71,387 | 82,636 | 85,352 |
| Interest Expense/Operating Revenue | 9.6% | 9.8% | 10.7% | 9.4% | 9.6% | 11.2% | 12.3% | 12.6% | 10.8% | 11.7% | 11.5% |
| Limit | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% | 15.0% |
| Debt Affordability Benchmark Limit 1 - Net Interest Expense on External Debt as a Percentage of Operating Revenue | | | | | | | | | | | |
| Interest Expense | 43,676 | 62,697 | 73,672 | 55,139 | 61,458 | 62,784 | 71,038 | 77,623 | 71,387 | 82,636 | 85,352 |
| Interest Revenue | 4,878 | 10,109 | 11,271 | 11,227 | 11,195 | 9,486 | 11,734 | 12,123 | 13,380 | 15,568 | 15,522 |
| Net Interest Expense | 38,799 | 52,588 | 62,401 | 43,913 | 50,263 | 53,298 | 59,304 | 65,500 | 58,008 | 67,068 | 69,830 |
| Operating Revenue | 456,748 | 642,956 | 690,453 | 585,188 | 639,944 | 559,676 | 575,302 | 616,211 | 662,631 | 708,664 | 739,292 |
| Net Interest Expense/Operating Revenue | 8.5% | 8.2% | 9.0% | 7.5% | 7.9% | 9.5% | 10.3% | 10.6% | 8.8% | 9.5% | 9.4% |
| Quantified Limit | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% | 20.0% |
| Debt Affordability Benchmark Limit 2 - Net Interest Expense on External Debt as a Percentage of Annual Rates Revenue | | | | | | | | | | | |
| Interest Expense | 43,676 | 62,697 | 73,672 | 55,139 | 61,458 | 62,784 | 71,038 | 77,623 | 71,387 | 82,636 | 85,352 |
| Interest Revenue | 4,878 | 10,109 | 11,271 | 11,227 | 11,195 | 9,486 | 11,734 | 12,123 | 13,380 | 15,568 | 15,522 |
| Net Interest Expense | 38,799 | 52,588 | 62,401 | 43,913 | 50,263 | 53,298 | 59,304 | 65,500 | 58,008 | 67,068 | 69,830 |
| Annual Rates Revenue | 290,762 | 325,167 | 360,797 | 297,436 | 323,073 | 350,469 | 380,487 | 413,845 | 449,626 | 480,079 | 512,427 |
| Net Interest Expense/Planned Rates Revenue | 13% | 16% | 17% | 15% | 16% | 15% | 16% | 16% | 13% | 14% | 14% |
| Quantified Limit | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% | 25% |

Attachment 7

Financial Statements

| | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|---|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| Debt Affordability Benchmark Limit 3 - Net External Debt as a Percentage of Annual Operating Revenue | | | | | | | | | | | |
| Planned Net External Debt | | | | | | | | | | | |
| Cash and Equivalents | 19,988 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 | 15,000 |
| Current deposits | 50,000 | 155,884 | 150,969 | 180,680 | 85,851 | 186,962 | 166,654 | 191,178 | 221,664 | 297,909 | 200,471 |
| Borrowing's Current | 175,888 | 570,843 | 150,969 | 180,680 | 85,851 | 186,962 | 166,654 | 191,178 | 221,664 | 297,909 | 200,471 |
| Borrowing's Non Current | 943,474 | 861,654 | 884,931 | 957,023 | 953,206 | 1,123,076 | 1,248,914 | 1,312,088 | 1,346,199 | 1,358,014 | 1,355,760 |
| Total Borrowings | 1,119,362 | 1,432,497 | 1,035,900 | 1,137,703 | 1,039,057 | 1,310,038 | 1,415,568 | 1,503,266 | 1,567,863 | 1,655,923 | 1,556,231 |
| Planned Net External Debt | 1,049,375 | 1,261,613 | 869,931 | 942,023 | 938,206 | 1,108,076 | 1,233,914 | 1,297,088 | 1,331,199 | 1,343,014 | 1,340,760 |
| Planned Net External Debt/Operating Revenue | 217.9% | 189.0% | 121.5% | 154.0% | 140.6% | 188.4% | 204.0% | 200.6% | 191.8% | 181.2% | 173.5% |
| Quantified Limit | 290.0% | 285.0% | 280.0% | 280.0% | 280.0% | 280.0% | 280.0% | 280.0% | 280.0% | 280.0% | 280.0% |

Attachment 7
276

Financial Statements

Financials - Funding Impact Statement

FUNDING IMPACT STATEMENT (FIS)

The purpose of the funding impact statement is to provide information about the income and funding streams Council will use and an indication of the amount of funding Council will generate from each stream.

Council will use a mix of revenue sources to meet operating expenses, with major sources being general and targeted rates, land transport subsidies and fees and charges. Capital expenditure for new works will be funded from loans and development contributions, with capital renewals being funded from reserves (funded by rates) set aside for this purpose. Council has resolved to rate fund reserves for stormwater and risk management and to fund a depreciation reserve for Bay Venues Limited.

Where the revenue stream is rates an indicative level of rate, the mechanism used to assess the rate, and the activities that the rate funds, is described.

These indicative figures support the calculations in the rate sample models and are included to provide you with an indication of the level of rates Council are likely to assess on your rating unit in the coming year. So long as we set the rates in accordance with the system described in this statement, the amounts may change.

The Funding Impact Statement should be read in conjunction with the Revenue and Financing Policy which can be obtained from our web site.

Draft

Attachment 7

Financial Statements



| Forecast Funding Impact Statement Whole of Council | | | | | | | | | | | |
|---|---|--|--|--|--|--|--|--|--|--|--|
| | 2024 All of Council AP Budget (\$000's) | 2025 All of Council LTP Budget (\$000's) | 2026 All of Council LTP Budget (\$000's) | 2027 All of Council LTP Budget (\$000's) | 2028 All of Council LTP Budget (\$000's) | 2029 All of Council LTP Budget (\$000's) | 2030 All of Council LTP Budget (\$000's) | 2031 All of Council LTP Budget (\$000's) | 2032 All of Council LTP Budget (\$000's) | 2033 All of Council LTP Budget (\$000's) | 2034 All of Council LTP Budget (\$000's) |
| Sources of Operating Funding | | | | | | | | | | | |
| General Rates, Uniform Annual General Charge, Rates Penalties | 174,564 | 216,859 | 245,656 | 271,055 | 295,315 | 321,099 | 349,129 | 379,694 | 415,759 | 444,594 | 475,175 |
| Targeted Rates | 116,198 | 108,308 | 115,141 | 26,381 | 27,758 | 29,370 | 31,357 | 34,150 | 33,867 | 35,486 | 37,251 |
| Subsidies and Grants for Operating Purposes | 36,585 | 94,430 | 82,332 | 23,608 | 24,523 | 24,539 | 18,577 | 18,967 | 19,366 | 19,773 | 20,256 |
| Interest and dividends from investments * | 4,878 | 10,109 | 11,271 | 11,227 | 11,195 | 9,486 | 11,734 | 12,123 | 13,380 | 15,568 | 15,522 |
| Fees and Charges | 61,425 | 66,739 | 71,382 | 71,478 | 78,899 | 83,903 | 85,780 | 89,044 | 93,629 | 97,889 | 98,269 |
| Local Authorities Fuel Tax, Fines, Infringement Fees & Other Reprints | 1,896 | 2,750 | 2,819 | 2,882 | 2,944 | 3,007 | 3,072 | 3,138 | 3,205 | 3,274 | 3,345 |
| Total Operating Funding (A) | 395,546 | 499,196 | 528,601 | 406,630 | 440,633 | 471,404 | 499,649 | 537,117 | 579,205 | 616,583 | 649,818 |
| Applications of Operating Funding | | | | | | | | | | | |
| Payments to Staff & Suppliers | 323,548 | 416,745 | 409,227 | 298,425 | 305,257 | 318,456 | 324,228 | 331,033 | 346,345 | 358,933 | 375,786 |
| Finance Costs | 43,513 | 62,512 | 73,483 | 54,946 | 61,260 | 62,582 | 70,832 | 77,412 | 71,173 | 82,417 | 85,129 |
| Other Operating Funding applications | 1,222 | 522 | 523 | 523 | 524 | 524 | 525 | 525 | 526 | 526 | 527 |
| Total Applications of Operating Funding (B) | 368,283 | 479,779 | 483,232 | 353,894 | 367,041 | 381,562 | 395,585 | 408,971 | 418,043 | 441,876 | 461,441 |
| Surplus/(Deficit) of Operating Funding (A - B) | 27,263 | 19,417 | 45,369 | 52,736 | 73,592 | 89,842 | 104,065 | 128,146 | 161,162 | 174,708 | 188,377 |
| Sources of Capital Funding | | | | | | | | | | | |
| Subsidies and Grants for Capital Expenditure | 78,973 | 139,684 | 146,227 | 165,816 | 179,631 | 84,765 | 75,793 | 78,160 | 82,413 | 90,987 | 87,296 |
| Development and Financial Contributions | 37,471 | 33,973 | 34,532 | 6,410 | 7,800 | 6,867 | 6,462 | 3,784 | 3,014 | 2,663 | 3,506 |
| Increase/(Decrease) in Debt | 195,585 | 109,390 | (190,809) | 121,043 | 111,975 | 245,813 | 221,283 | 180,232 | 186,045 | 178,707 | 177,854 |
| Gross proceeds from the sale of assets | 2,021 | 48,383 | 13,328 | 10,035 | 61,543 | - | - | - | - | - | - |
| Lump Sum Contributions | 7,083 | 4,951 | 16,238 | 13,091 | 19,962 | 3,721 | - | - | - | - | - |
| Other dedicated capital funding | - | - | - | - | - | - | - | - | - | - | - |
| Total Sources of Capital Funding (C) | 321,132 | 336,381 | 19,516 | 316,394 | 380,911 | 341,166 | 303,538 | 262,176 | 271,472 | 272,357 | 268,656 |

Attachment 7

Financial Statements

| | 2024 All of Council AP Budget (\$000's) | 2025 All of Council LTP Budget (\$000's) | 2026 All of Council LTP Budget (\$000's) | 2027 All of Council LTP Budget (\$000's) | 2028 All of Council LTP Budget (\$000's) | 2029 All of Council LTP Budget (\$000's) | 2030 All of Council LTP Budget (\$000's) | 2031 All of Council LTP Budget (\$000's) | 2032 All of Council LTP Budget (\$000's) | 2033 All of Council LTP Budget (\$000's) | 2034 All of Council LTP Budget (\$000's) |
|---|--|--|---|--|--|---|--|---|--|--|---|
| Applications of Capital Funding | | | | | | | | | | | |
| Capital Expenditure: | | | | | | | | | | | |
| - to meet additional demand | 86,399 | 178,973 | 199,049 | 113,381 | 99,784 | 95,203 | 98,113 | 76,505 | 70,346 | 47,639 | 52,950 |
| - to improve level of service | 219,484 | 144,778 | 147,510 | 160,466 | 192,559 | 211,229 | 164,589 | 150,617 | 164,251 | 180,617 | 173,906 |
| - to replace existing assets | 56,987 | 82,110 | 88,677 | 51,118 | 51,438 | 53,300 | 53,855 | 51,347 | 51,006 | 56,985 | 56,269 |
| Increase/(Decrease) in Reserves | (14,475) | (50,063) | (142,933) | 44,165 | 110,722 | 71,276 | 91,046 | 111,853 | 147,031 | 161,824 | 173,908 |
| Increase/(Decrease) of Investments | - | - | - | - | - | - | - | - | - | - | - |
| Total Applications of Capital Funding (D) | 348,395 | 355,798 | 292,303 | 369,130 | 454,503 | 431,008 | 407,603 | 390,322 | 432,634 | 447,065 | 457,033 |
| Surplus/(Deficit) of Capital Funding (C - D) | (27,263) | (19,417) | (272,787) | (52,736) | (73,592) | (89,842) | (104,065) | (128,146) | (161,162) | (174,708) | (188,377) |
| Funding Balance ((A - B) + (C - D)) | 0 | 0 | -227,418 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |

* The imbalance in 2026 reflects the movements in debt and reserves balances generated by transactions related to Waters reform.

Attachment 7

Financial Statements



Tauranga City

| RECONCILIATION OF FORECAST FUNDING IMPACT STATEMENT AND PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE | | | | | | | | | | | |
|--|--|---|---|---|---|---|---|---|---|---|---|
| | 2024 All of Council AP Budget (000's) | 2025 All of Council LTP Budget (000's) | 2026 All of Council LTP Budget (000's) | 2027 All of Council LTP Budget (000's) | 2028 All of Council LTP Budget (000's) | 2029 All of Council LTP Budget (000's) | 2030 All of Council LTP Budget (000's) | 2031 All of Council LTP Budget (000's) | 2032 All of Council LTP Budget (000's) | 2033 All of Council LTP Budget (000's) | 2034 All of Council LTP Budget (000's) |
| Total Rates from Funding Impact Statement (Whole of Council) | 189,810 | 325,063 | 353,146 | 286,173 | 305,381 | 324,891 | 347,881 | 372,105 | 400,341 | 422,206 | 445,020 |
| General Rates Requirement | 123,841 | 216,755 | 240,729 | 260,956 | 279,384 | 297,927 | 319,656 | 341,836 | 371,141 | 392,230 | 414,192 |
| Targeted Rates | 41,485 | 69,192 | 72,110 | 25,217 | 25,998 | 26,964 | 28,225 | 30,270 | 29,200 | 29,976 | 30,828 |
| Targeted Rates for Water Supply | 24,485 | 39,116 | 40,307 | - | - | - | - | - | - | - | - |
| Total Rates Requirement per Prospective Statement of Comprehensive Revenue and Expense | 189,810 | 325,063 | 353,146 | 286,173 | 305,381 | 324,891 | 347,881 | 372,105 | 400,341 | 422,206 | 445,020 |
| Revenue from Funding Impact Statement (Whole of Council) | 57,965 | 174,029 | 164,048 | 104,773 | 110,660 | 111,545 | 108,077 | 109,741 | 113,324 | 117,435 | 116,051 |
| Revenue funding Capital Expenditure | 25,451 | 140,249 | 153,215 | 163,708 | 177,772 | 75,862 | 62,494 | 65,961 | 73,293 | 81,282 | 73,219 |
| Vested Assets | 32,635 | 38,100 | 21,771 | 7,360 | 5,099 | 4,978 | 4,786 | 4,633 | 4,410 | 3,572 | 3,572 |
| Development Contributions | 17,658 | 33,973 | 34,532 | 6,410 | 7,800 | 6,867 | 6,462 | 3,784 | 3,014 | 2,663 | 3,506 |
| Other Gains & Revaluation | 792 | (875) | (613) | (349) | (283) | (213) | (141) | 934 | 1,012 | 1,094 | 2,178 |
| Total Rates Requirement | 189,810 | 325,063 | 353,146 | 286,173 | 305,381 | 324,891 | 347,881 | 372,105 | 400,341 | 422,206 | 445,020 |
| Total Revenue per Prospective Statement of Comprehensive Revenue and Expense (Includes Asset Development revenue) | 324,310 | 710,538 | 726,098 | 568,075 | 606,429 | 523,931 | 529,558 | 557,159 | 595,395 | 628,251 | 643,546 |
| Expenditure from Funding Impact Statement (Whole of Council) | 215,643 | 479,779 | 473,264 | 340,281 | 347,142 | 354,478 | 361,482 | 367,958 | 368,763 | 384,580 | 394,917 |
| Depreciation & Amortisation | 62,282 | 100,825 | 112,078 | 74,321 | 83,515 | 97,350 | 105,607 | 126,524 | 132,640 | 142,551 | 154,428 |
| Total Expenditure per Prospective Statement of Comprehensive Revenue and Expense | 277,922 | 595,603 | 601,938 | 414,602 | 430,657 | 451,829 | 467,089 | 494,481 | 501,402 | 527,130 | 549,345 |
| Total Capital Expenditure from Funding Impact Statement (Whole of Council) | 240,391 | 345,256 | 393,423 | 285,608 | 249,076 | 316,346 | 270,552 | 234,415 | 248,278 | 248,794 | 235,078 |
| Vested Assets | 32,635 | 38,100 | 21,771 | 7,360 | 5,099 | 4,978 | 4,786 | 4,633 | 4,410 | 3,572 | 3,572 |
| Total Capital Expenditure | 273,026 | 116,447 | (60,789) | 120,545 | (68,246) | (114,868) | 11,562 | (190,036) | 112,155 | 6,697 | (62,909) |

Financials - Funding Impact Statement

RATING INFORMATION

The Funding Impact Statement should be read in conjunction with the draft Revenue and Financing Policy contained in the Long-term Plan. This can be obtained from our website.

OVERVIEW OF RATES

Council's rates, pursuant to the Local Government (Rating) Act 2002, for the 2024/25 year includes:

- A general rate set differentially
- A uniform annual general charge
- A targeted rate for economic development
- A targeted rate for flood control set differentially
- A targeted rate for resilience set differentially
- Targeted rates for urban growth
- Targeted rates for waste services
- Targeted rates for wastewater disposal
- Targeted rates for water supply
- A targeted rate for pool inspection
- Targeted rates for mainstreet activities
- Targeted rates for special services

As indicated above, there are several parts to a typical rates bill, some of which are fixed and others variable. The fixed rates (where everybody is charged the same amount) are:

- Wastewater rates – if you are, or can be connected to councils wastewater system you will incur this fixed rate

- Uniform Annual General Charge (UAGC) – this rate ensures a minimum contribution from every ratepayer in the City
- Waste Service rate – if you have a residential use and receive kerbside waste collection services you will incur this fixed rate per capacity of bins provided
- Garden Waste Service rate – if you have a residential use and receive kerbside garden waste collection service (optional) you will incur this fixed rate per bin provided, and frequency of collection
- Urban Growth rate – if your property is in an area where urban growth costs provide a full, wide or city benefit you will pay this new rate.

The variable rates (where you are charged differently from your neighbour) are:

- General rates – Council is setting this differentially which will mean that commercial and industrial ratepayers will have a higher general rate in the dollar than residential ratepayers. This is to balance the overall impact of rates allocation for revenue needs on the whole community
- Economic development rate – this is a rate charged to commercial and industrial properties only for development of Tauranga's economy
- Mainstreet rates – commercial properties located within the four 'main street' areas in Tauranga City incur this rate for the continued delivery of their Mainstreet organisation programmes
- Water rates – water rates are invoiced separately from your land rates bill. The amount charged is dependent on the amount of water used, and the

connection size of the water meter supplying water service to a rating unit

- Special services targeted rates – these are rates to The Lakes, Pāpāmoa Coast and Excelsa subdivisions in the City where the level of service required to maintain the subdivision is higher than usual across the City
- Resilience targeted rate – this is a rate for resilience infrastructure investments relating to water, wastewater, stormwater, transportation and emergency management
- Flood control targeted rate – this is a new rate set differentially for existing and new stormwater and flood control infrastructure investments.

Where Council sets a targeted rate differentially this means that commercial and industrial ratepayers will have a higher targeted rate in the dollar than residential ratepayers.

Council sets the Uniform Annual General Charge, and other targeted rates set on a uniform basis, excluding wastewater, to 10% of the total rates requirement over the next three years. This means that more of your rates bill will be based on your property value. Rates will be progressively higher for higher value properties. This will assist affordability for ratepayers, while ensuring that all ratepayers contribute a minimum amount for the services provided by Council.

The rates in this funding impact statement will apply in respect to every year in this Long-term Plan, not withstanding that the amounts may change.

Attachment 7

Financial Statements

FINANCE 281

What this means for rates - Rating base information

RATES (FIS)

| RATES FOR THE 2024/2025 YEAR | | | | |
|--|---|---|---|---|
| Description | Category | Factor | Rate (\$) (GST Inclusive) | Revenue Sought (\$000) (Excluding GST) |
| City Wide General Rates | | | | |
| General Rate (residential) | All residential property | Capital Value | 0.00227670 | 134,282 |
| General Rate (commercial) | All commercial property | Capital Value | 0.00478106 | 25,137 |
| General Rate (Industrial) | All Industrial property | Capital Value | 0.00614708 | 39,409 |
| Uniform Annual General Charge | All rateable property | Fixed amount per SUIP* | 300.00 | 18,032 |
| City Wide Targeted Rates | | | | |
| Economic Development | Commercial and Industrial | Capital Value | 0.00035962 | 4,190 |
| Flood control (Residential) | All residential property | Capital Value | 0.00000644 | 380 |
| Flood Control (Commercial and Industrial) | All Commercial and Industrial property | Capital Value | 0.00001030 | 120 |
| Resilience (Residential) | All residential property | Capital Value | 0.00001411 | 832 |
| Resilience (Commercial and Industrial) | All Commercial and Industrial property | Capital Value | 0.00002258 | 264 |
| Urban Growth | All rateable property in catchment area | Fixed amount per SUIP* per catchment area | Full benefit- \$34, Wide benefit \$68, Rest of city \$102 | 2,371 |
| Service Targeted Rates | | | | |
| Waste Collection Low | Residential Serviced | Fixed amount per SUIP* | 210.00 | 643 |
| Waste Collection Standard | Residential Serviced | Fixed amount per SUIP* | 245.00 | 12,092 |
| Waste Collection High | Residential Serviced | Fixed amount per SUIP* | 350.00 | 128 |
| Garden waste (optional) | Residential Serviced | Fixed amount per Service (Bin) and Frequency | 4 weekly-80, 2 weekly-110 | 1,288 |
| Wastewater | Connected | Fixed amount per water closet/urinal | 646.20 | 42,579 |
| Wastewater | Serviceable | Fixed amount per SUIP* | 323.10 | 499 |
| Water (metered) | Connected/Supply | Fixed amount per m3 of water supplied | 3.40 | 39,091 |
| Water (metered base charge) | Connected | Fixed amount per number and size of meter connections | Base meter size (20mm) 38.48 up to (250mm) 1,463.28 | 2,474 |
| Water (unmetered) | Unmetered Supply | Fixed amount per SUIP | 920.40 | 25 |
| Pool Inspection | Rateable unit with pool inspection | Fixed amount | 107.00 | 328 |
| Level of Service Targeted Rates | | | | |
| Tauranga Mainstreet | Commercial in catchment area | Capital Value | 0.00044647 | 387 |
| Mount Mainstreet | Commercial in catchment area | Capital Value | 0.00052550 | 198 |
| Greerton Mainstreet | Commercial in catchment area | Capital Value | 0.00159156 | 156 |
| Pāpāmoa Mainstreet | Commercial in catchment area | Capital Value | 0.00032613 | 66 |
| The Lakes | All rateable in catchment area | Fixed amount | 105.32 | 182 |
| Coast Pāpāmoa | All rateable in catchment area | Fixed amount | 36.00 | 10 |
| Excelsa | All rateable in catchment area | Fixed amount | 53.07 | 4 |
| Total Revenue Requirement (minus metered water) | | | | 286,051 |
| Total Revenue Requirement (including metered water) | | | | 325,167 |

*(Note: SUIP= Separately Used or Inhabited Part)

As at 30 June 2021 the projected number of rating units is 61,728 with a total land value of \$52,253 Million and a total capital value of \$82,718 Million

What this means for rates - Funding Impact Statement (Rating)

RATING METHODOLOGY (FIS)

CATEGORIES

Residential - land for which the primary use is residential, rural, education, recreation, leisure or conservation.

Industrial – land for which the primary use is industrial, port, transportation or utilities networks. The general industrial rate and the targeted economic development rate are set and assessed on this category.

Commercial - land for which the primary use is commercial, and includes any land not in the Residential or Industrial Category. The general commercial rate, the targeted economic development rate and the targeted mainstreet rates are set and assessed on this category.

The **separated parts of a rating unit** will be separated into parts where a part of the property is non-rateable or the property fits under one or more rating differential.

Vacant land will be categorised according to the predominant zone in the City Plan.

Rural means primary production, or residential activity in Rural zones in the City Plan.

Education means educational establishment under schedule 1 Part 1 clause 6(a) and (b)(i)&(ii) of the Local Government (Rating) Act.

Recreation and leisure means community facilities as defined in the City Plan.

Conservation has the same meaning as under schedule 1 Part 1 clause 3 of the Local Government (Rating) Act.

RATING CALCULATIONS AND LUMP SUM CONTRIBUTIONS

The base for the general rate is Capital Value. The revenue sought by Council from the Uniform Annual General Charge and certain targeted rates set on a uniform basis, is to be assessed close to 10% of the total rates revenue to ensure that every ratepayer contributes a base level of rates irrespective of the property value or services used.

Lump sum contributions will not be accepted in respect of any targeted rate.

DEFINITIONS

A separately used or inhabited part of a rating unit includes any portion inhabited or used by the owner/ a person other than the owner, who has the right to use or inhabit that portion by virtue of a tenancy, lease, licence, or other agreement. This definition includes separately used parts, whether or not actually occupied at any particular time, which are used by the owner for rental (or other form of occupation) on an occasional or long term basis by someone other than the owner. For the purposes of this definition, vacant land and vacant premises offered or intended for use or habitation by a person other than the owner and usually used as such are defined as 'used'. This includes any part or parts of a rating unit that is used or occupied by the ratepayer for more than one single use.

The following are examples of where there may be application of multiple charges because a rating unit is comprised of more than one separately Used or Inhabited Part.

- Single dwelling with flat attached
- Two or more houses, flats or apartments on one Record of Title

- Business premises with flat above
- Commercial building leased, or sub-leased, to multiple tenants
- Farm or Horticultural property with more than one dwelling
- Council property with more than one lessee
- Individually surveyed lots of vacant land on one Record of Title offered for sale separately or in groups
- Where part of a Rating Unit that has the right of exclusive occupation when more than one ratepayer/owner

As a minimum, the land or premises intended to form a separately used or inhabited part of the rating unit must be capable of actual habitation or actual separate use. For a residential property to be classified as having an additional Separately Used or Inhabited Part (SUIP) it must have separate cooking facilities, living facilities and toilet/bathroom facilities. If the separate part is internal to the main building (under the same roof) it must also have separate external access. For avoidance of doubt, a rating unit that has only one use or inhabitation is treated as being one separately used or inhabited part of the rating unit.

For the purposes of the Kerbside Waste Collection Rate, the definition of SUIP is the same as above, except that:

- where a rating unit has two SUIPs (being one principal unit with another unit such as a flat or minor *secondary* dwelling); and
- the ratepayer notifies the Council that only one *full set of glass, food, waste and recycling bins per principal unit* is required to be provided; then the rating unit will be treated as having only one SUIP.

What this means for rates - Funding Impact Statement (Rating)

ALLOCATIONS OF PAYMENTS

Where any payment is made by a ratepayer that is less than the amount now payable, the payment will be applied firstly to any rates outstanding from previous rating years and then proportionately across all current year rates due.

The following rates are to be set and assessed on all properties by Tauranga City Council for the 2024/2025 year: (All figures are GST inclusive)

CITY WIDE RATES

1. GENERAL RATE

A general rate set under section 13 of the Local Government (Rating) Act 2002, on a differential basis, for the purposes of providing all or some of the costs of:

- City and Infrastructure Planning, Arts and Culture, Venues and Events, City Centre Development, Community Development, Libraries, Emergency Management, Animal Services, Building Services, Environmental Planning, Environmental Health and Licencing, Regulation Monitoring, Marine Facilities, Spaces and Places, Stormwater, Flood protection, Support Services, Sustainability and Waste and Transportation.

For the 2024/25 year this rate will be:

| Category | Factor | Rate/\$ capital value |
|-------------|--------|-----------------------|
| Residential | 1 | 0.00227670 |
| Commercial | 2.1 | 0.00478106 |
| Industrial | 2.7 | 0.00614708 |

Note: capital value represents the market value of land and improvements of a rating unit. The values are assessed by independent valuers who are audited by the Office of the Valuer General. City wide revaluations are performed every

three years, with the last revaluation base date of 1 July 2018.

The next revaluation with a base date 1 May 2023 is scheduled for certification audit in late 2023. The new values will be used to calculate and set the rates on 1 July 2024.

2. UNIFORM ANNUAL GENERAL CHARGE

A rate set under section 15 of the Local Government (Rating) Act 2002 on each separately used or inhabited part of a rating unit for the purposes of providing all or some of the costs of:

- The same costs as the general rate above.

For the 2024/25 year this rate will be \$300 on each separately used or inhabited part of a rating unit within the City boundary.

TARGETED RATES

3. ECONOMIC DEVELOPMENT RATE

A targeted rate set under section 16 of the Local Government (Rating) Act 2002 on all commercial rating units in the City for purposes of providing costs of:

- Priority One, Tourism Bay of Plenty, the Visitor Information Centre and general economic development.

For the 2024/25 year this rate will be \$0.00035962 per dollar based on the rateable capital value of all rateable land with a category "Commercial and Industrial" within the City boundary.

4. FLOOD CONTROL

A targeted rate set under section 16 of the Local Government (Rating) Act 2002, on a differential basis for the purposes of providing some of the costs of stormwater flood control infrastructure investments.

From the 2024/25 year this rate will be:

| Category | Factor | Rate/\$ capital value |
|---------------------------|--------|-----------------------|
| Residential | 1 | 0.00000644 |
| Commercial and Industrial | 1.6 | 0.00001030 |

5. RESILIENCE

A targeted rate set under section 16 of the Local Government (Rating) Act 2002, on a differential basis for the purposes of providing some of the costs of resilience infrastructure investments in the water, wastewater, stormwater, transportation and emergency management activities.

From the 2024/25 year this rate will be:

| Category | Factor | Rate/\$ capital value |
|---------------------------|--------|-----------------------|
| Residential | 1 | 0.00001411 |
| Commercial and Industrial | 1.6 | 0.00002258 |

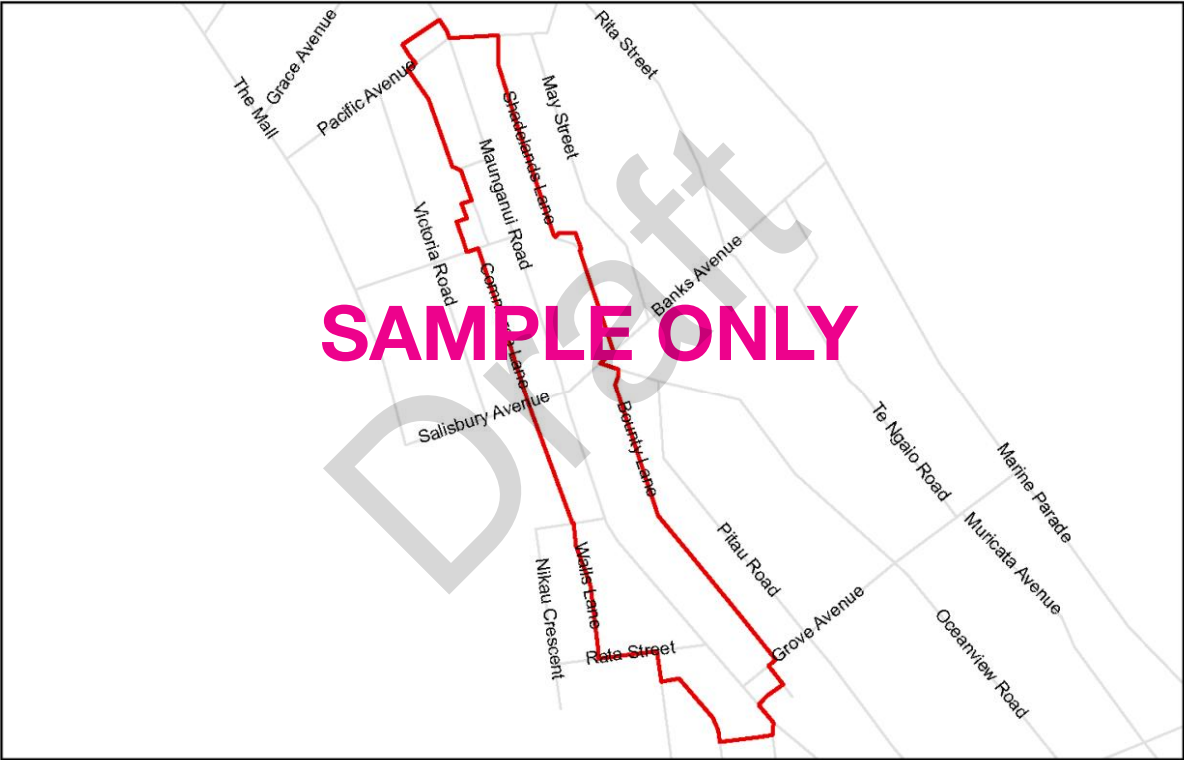
6. URBAN GROWTH (CITY WIDE AND LOCAL)

Partly funds debt retirement for transportation projects required to be constructed for current growth needs that will also provide for future growth.

For the 2024/25 year these rates will be (these rates depend on the catchment area where the rating unit is situated) :

- \$102 on every separately used or inhabited part of a rateable rating unit within full area of benefit (see map)
- \$68 on every separately used or inhabited part of a rateable rating unit within wide area of benefit (see map)
- \$34 on every separately used or inhabited part of a rateable rating unit in the City outside of the areas of full benefit or wide benefit (see map).

What this means for rates - Funding Impact Statement (Rating)

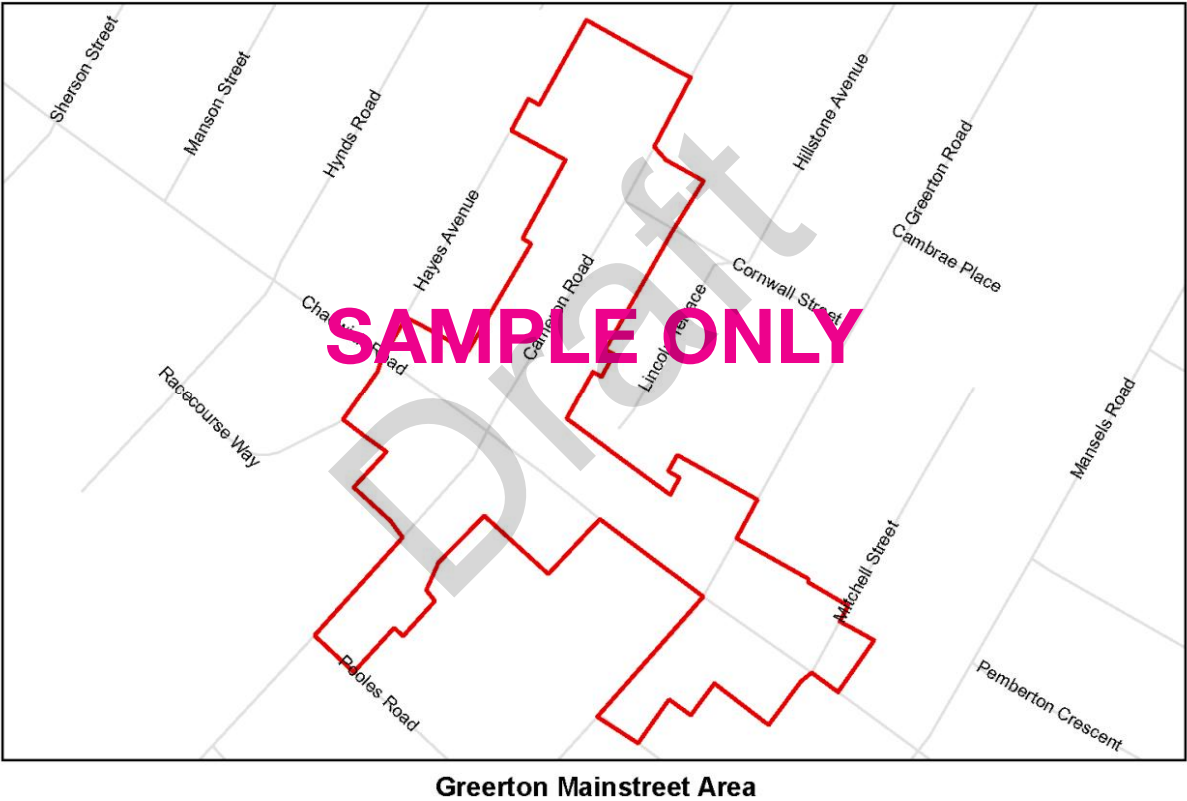


Mt Maunganui Mainstreet Area

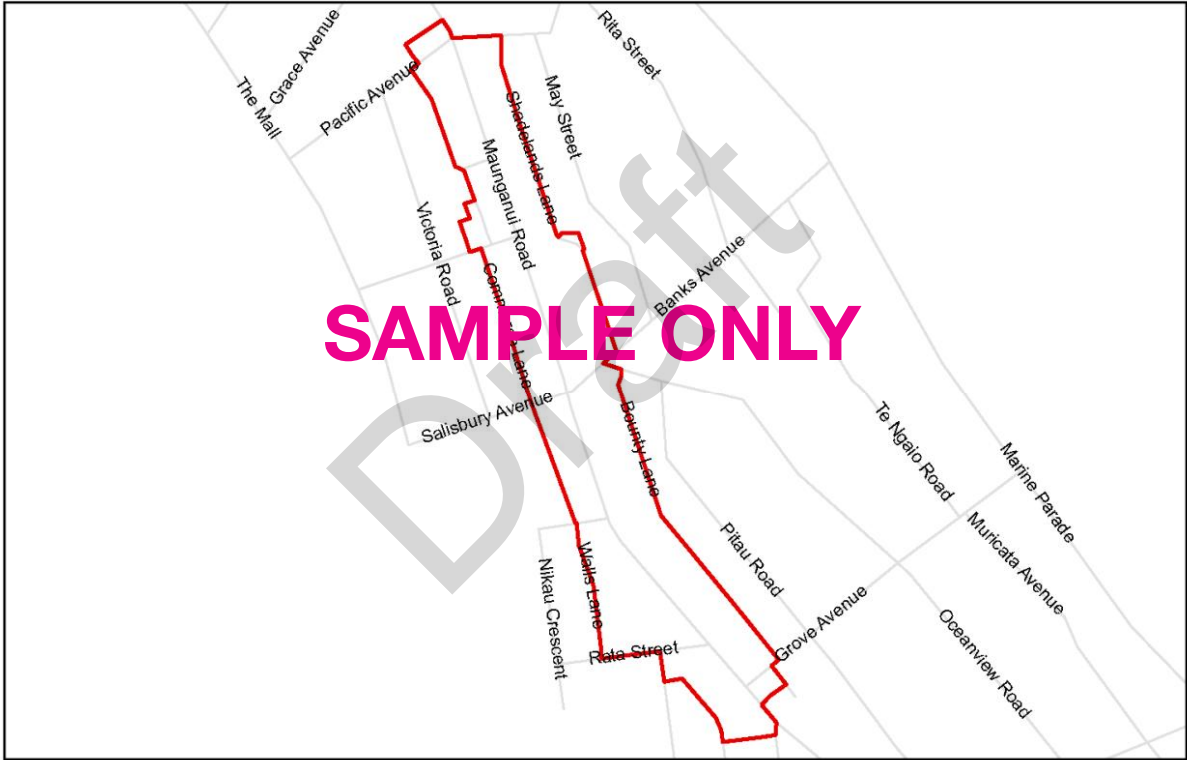
Attachment 7

Financial Statements
FINANCE 285

What this means for rates - Funding Impact Statement (Rating)



What this means for rates - Funding Impact Statement (Rating)



Mt Maunganui Mainstreet Area

What this means for rates - Funding Impact Statement (Rating)

7. WASTE COLLECTION SERVICE (GLASS, FOOD, RECYCLING AND WASTE)

A targeted rate set under section 16 of the Local Government (Rating) Act 2002 on all rateable land in the city that is used for residential purposes and is provided with the waste collection service, and set as a fixed amount per separately used or inhabited part of a rating unit, for the purpose of providing the costs of:

- waste collection in the city

For the 2024/25 year, this rate will be \$210 per separately used or inhabited part of a rating unit.

8. GARDEN WASTE (OPTIONAL - RATEPAYERS OPT TO RECEIVE THIS ADDITIONAL SERVICE)

Targeted rates set under section 16 of the Local Government (Rating) Act 2002 on all rateable land in the city that is used for residential purposes and is provided with the garden waste collection service. There are two targeted rates, each set as a fixed amount per bin provided, up to a maximum of 1 bin per separately used or inhabited part of a rating unit. These rates fund the costs of:

- garden waste collection in the city

For the 2024/25 year, these rates are as follows (the rate that applies will depend on the frequency of collection selected by ratepayers).

| Collection Frequency | Rate |
|----------------------|------|
| 4 weekly | \$60 |
| 2 weekly | \$95 |

9. WASTEWATER RATES

A targeted rate set under section 16 of the Local Government (Rating) Act 2002 on a differential basis on each serviceable or connected rating unit for the purposes of providing all or some of the costs of:

- Wastewater disposal and wastewater infrastructure

For the 2024/25 year this rate will be

- \$646.20 per water closet or urinal on every connected rating unit within the city boundary.
- \$323.10 per separately used or inhabited part of a rating unit which is serviceable within the City boundary.

“Serviceable” means any Rating Unit situated within 30 metres of a public wastewater or stormwater drainage scheme to which it is capable of being effectively connected, either directly or through a private drain, but which is not so connected.

“Connected” means any rating connected to a public wastewater or stormwater drainage scheme.

A rating unit used primarily as a residence for one household is treated as having not more than one water closet.

10. METERED WATER RATES

A targeted rate set under section 19 of the Local Government (Rating) Act 2002 per cubic metre of water supplied, as measured by cubic metre, and a differential targeted rate set under section 16 of the Local Government (Rating) Act 2002 per connection for every connected rating unit in the City which is provided with a metered water supply. The amount of the rate per connection depends on the size of the connection. This rate is for purposes of providing all or some of the costs of:

- Water supply and water infrastructure

For the 2024/25 year these rates will be:

- \$3.40 per cubic metre of water supplied
- A fixed amount between \$38.48 and \$1,463.28 dependent on the size of the water meter connections, per connection.

| Base charge meter connection size (mm) | Rate/\$ capital value |
|--|-----------------------|
| 20 | 35.00 |
| 25 | 66.00 |
| 32 | 66.00 |
| 40 | 273.00 |
| 50 | 540.00 |
| 80 | 1,079.00 |
| 100 | 1,329.00 |
| 150 | 1,329.00 |
| 200 | 1,329.00 |
| 250 | 1,329.00 |

11. UNMETERED WATER RATE

A targeted rate set under section 16 of the Local Government (Rating) Act 2002 on each connected separately used or inhabited part of a rating unit in the City which is provided with an unmetered water supply for purposes of providing some of the costs of:

- Water supply and water infrastructure

For the 2024/25 year this rate will be 920.40 per separately used or inhabited part of a rating unit in the City which is provided with an unmetered water supply.

“Connected” means any rating unit to which water is supplied.

What this means for rates - Funding Impact Statement (Rating)

12. POOL INSPECTION

A targeted rate set under section 16 of the Local Government (Rating) Act 2002 on properties with pools that are on councils register of pool fence and barrier inspections.

- Funds the cost of the three yearly pool inspection.

For the 2024/25 year this rate (to two decimal places) will be:

1. \$107.00 on every rating unit with a pool that is required to be inspected.

13. MAINSTREET RATES

Targeted rates set under section 16 of the Local Government (Rating) Act 2002 on all Commercial and Industrial rating units in Tauranga CBD, Mount Maunganui Mainstreet, Greerton Village Mainstreet and Pāpāmoa Mainstreet for purposes of providing costs of:

- Promotion of business through grants to each individual Mainstreet Organisation.

For the 2024/25 year the amounts of the rates will be

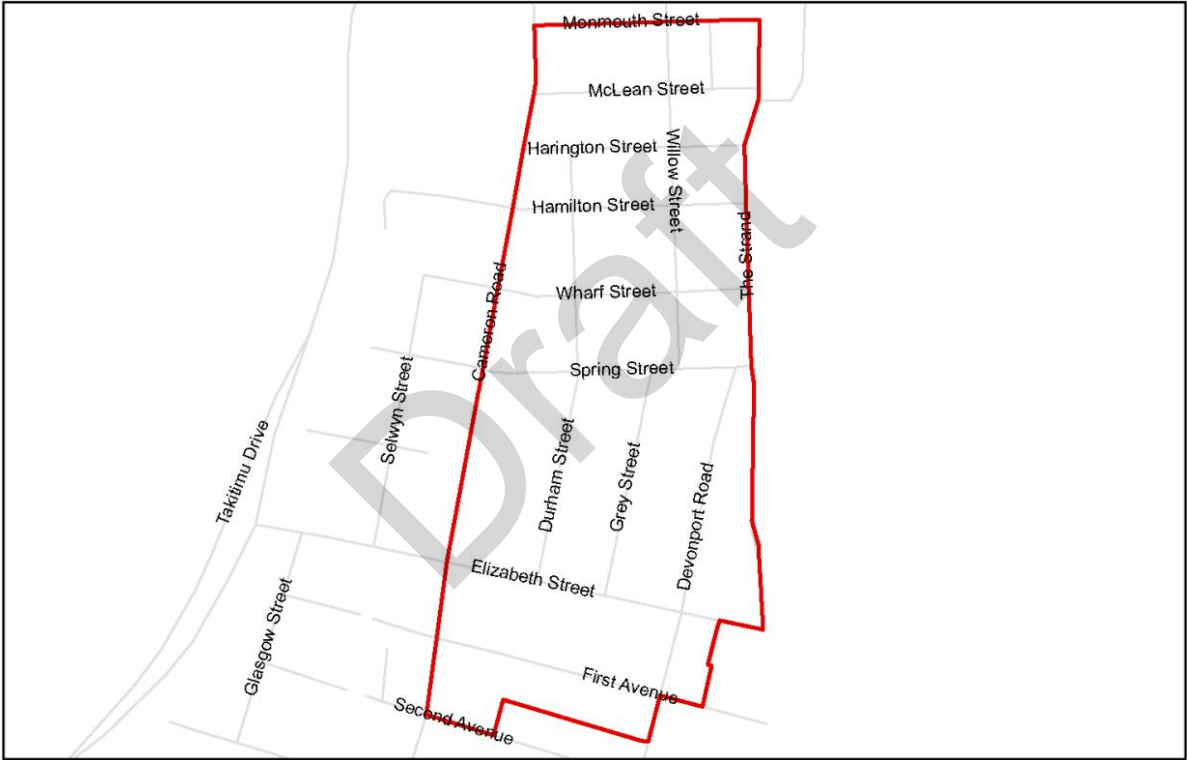
1. \$0.00044647 per dollar based on the rateable capital value of all rateable land for "Commercial and Industrial" rating units within the Tauranga Mainstreet (CBD) area (see map).
2. \$0.00052550 per dollar based on the rateable capital value of all rateable land for "Commercial and Industrial" rating units within the Mount Maunganui Mainstreet area (see map).
3. \$0.00159156 per dollar based on the rateable capital value of all rateable land for "Commercial and Industrial" rating units within the Greerton Village Mainstreet area (see map).

4. \$0.00032613 per dollar based on the rateable capital value of all rateable land for "Commercial and Industrial" rating units within the Pāpāmoa Mainstreet area (see map).

* within the area means rating units on the inside of the road defining the boundary on the map.

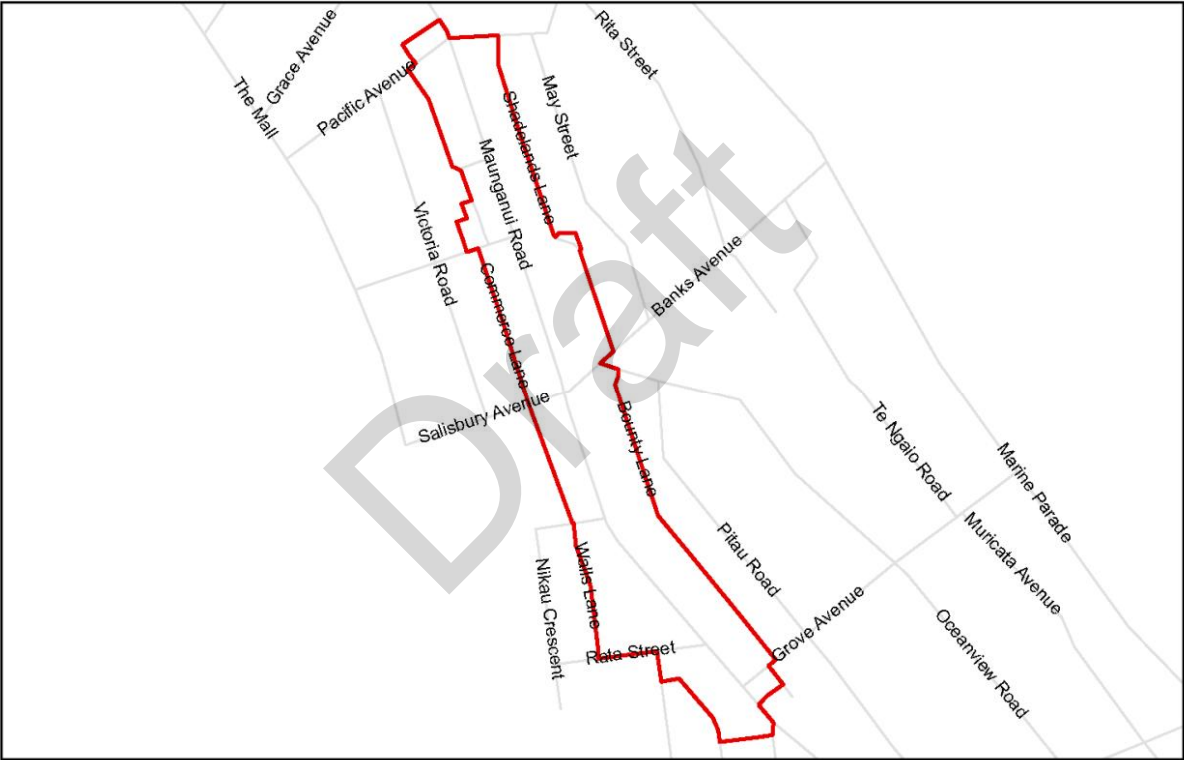
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What this means for rates - Funding Impact Statement (Rating)



Tauranga Mainstreet Area

What this means for rates - Funding Impact Statement (Rating)

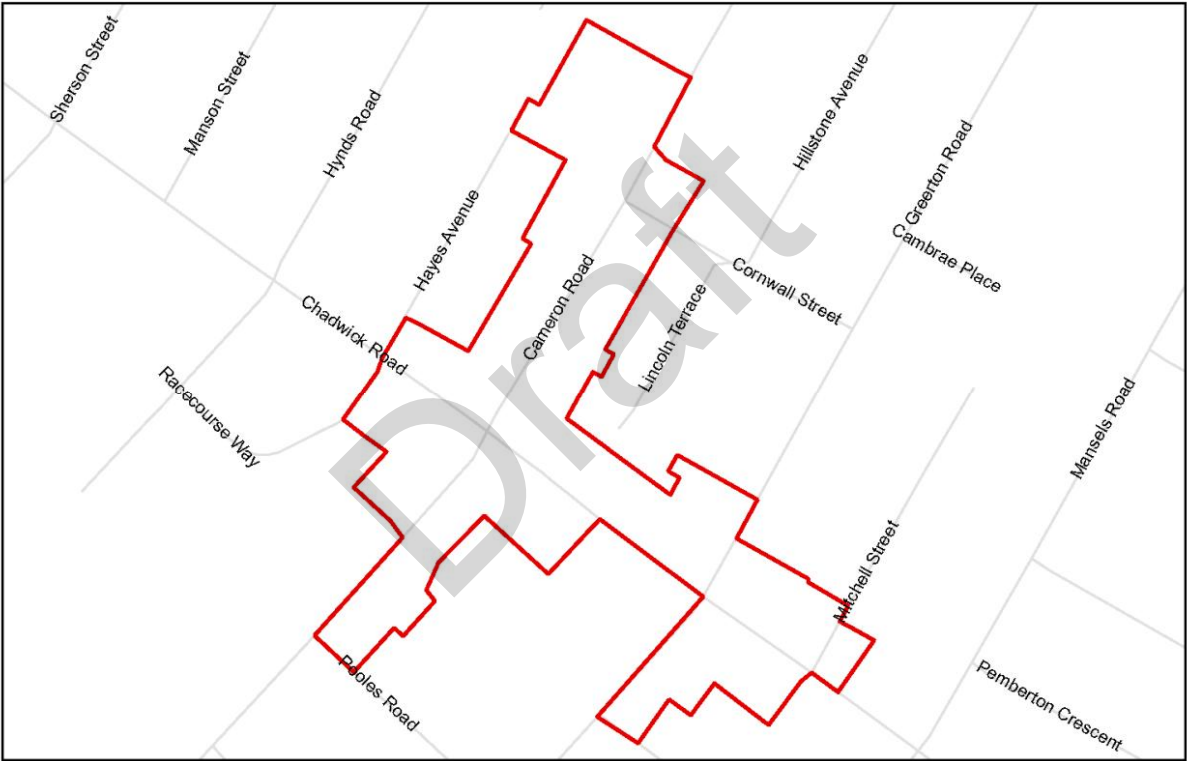


Mt Maunganui Mainstreet Area

Attachment 7

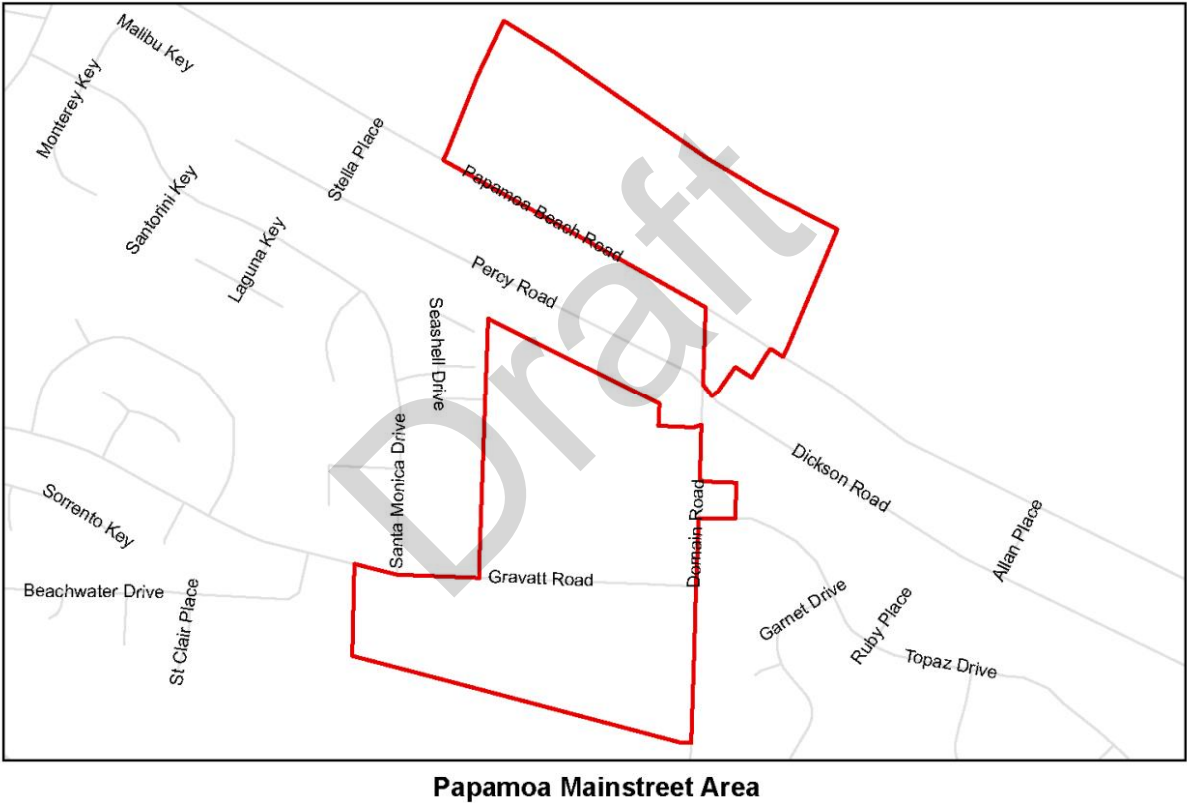
Financial Statements

What this means for rates - Funding Impact Statement (Rating)



Greerton Mainstreet Area

What this means for rates - Funding Impact Statement (Rating)



What this means for rates - Funding Impact Statement (Rating)

14. SPECIAL SERVICES RATES

Three targeted rates set under section 16 of the Local Government (Rating) Act 2002 in The Lakes, Pāpāmoa Coast and Excelsa subdivisions for purposes of providing costs of:

- Additional level of service provided in relation to maintenance and renewal of street gardens (Lakes, Excelsa), paths (Lakes, Coast), trees (Lakes, Coast, and Excelsa), lighting (Excelsa) and pond maintenance (Lakes).

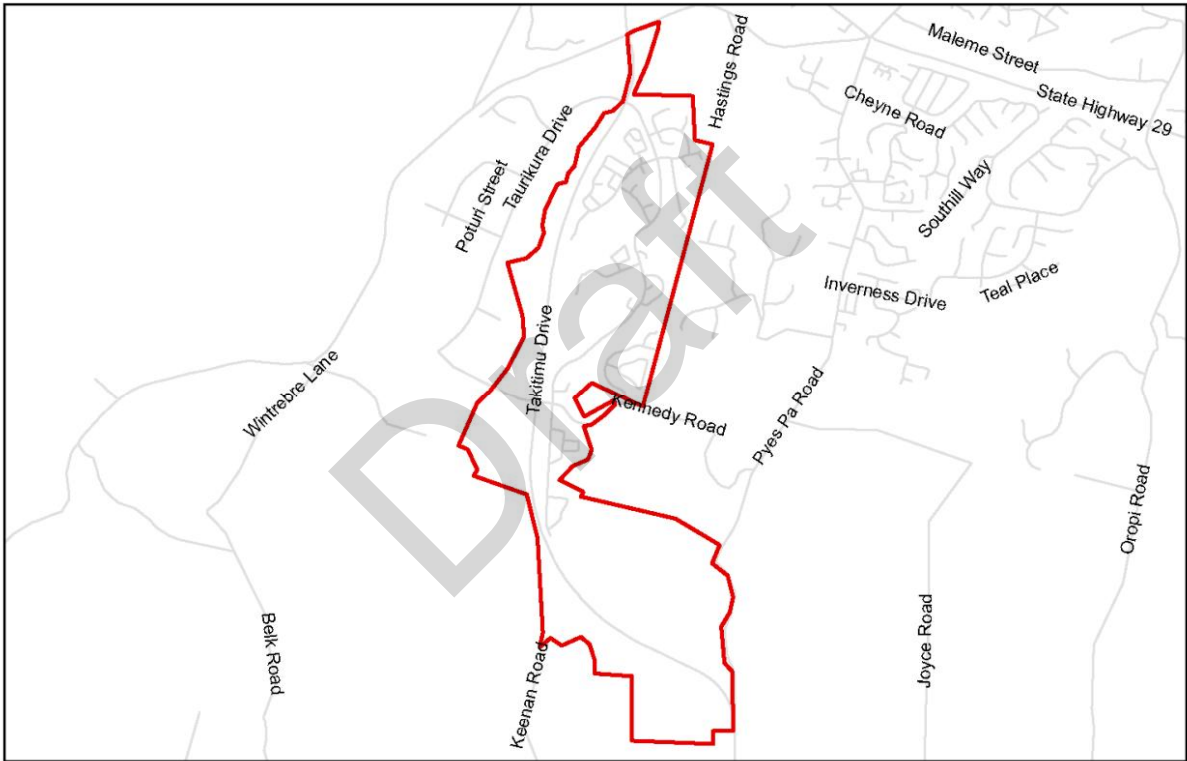
For the 2024/25 year these rates (to two decimal places) will be:

1. \$105.32 on every rateable rating unit within the Lakes Subdivision (see map).
2. \$36.00 on every rateable rating unit within the Pāpāmoa Coast Subdivision (see map)
3. \$53.07 on every rateable rating unit within the Excelsa Subdivision (see map).

* within the area means rating units on the inside of the road defining the boundary on the map.



What this means for rates - Funding Impact Statement (Rating)

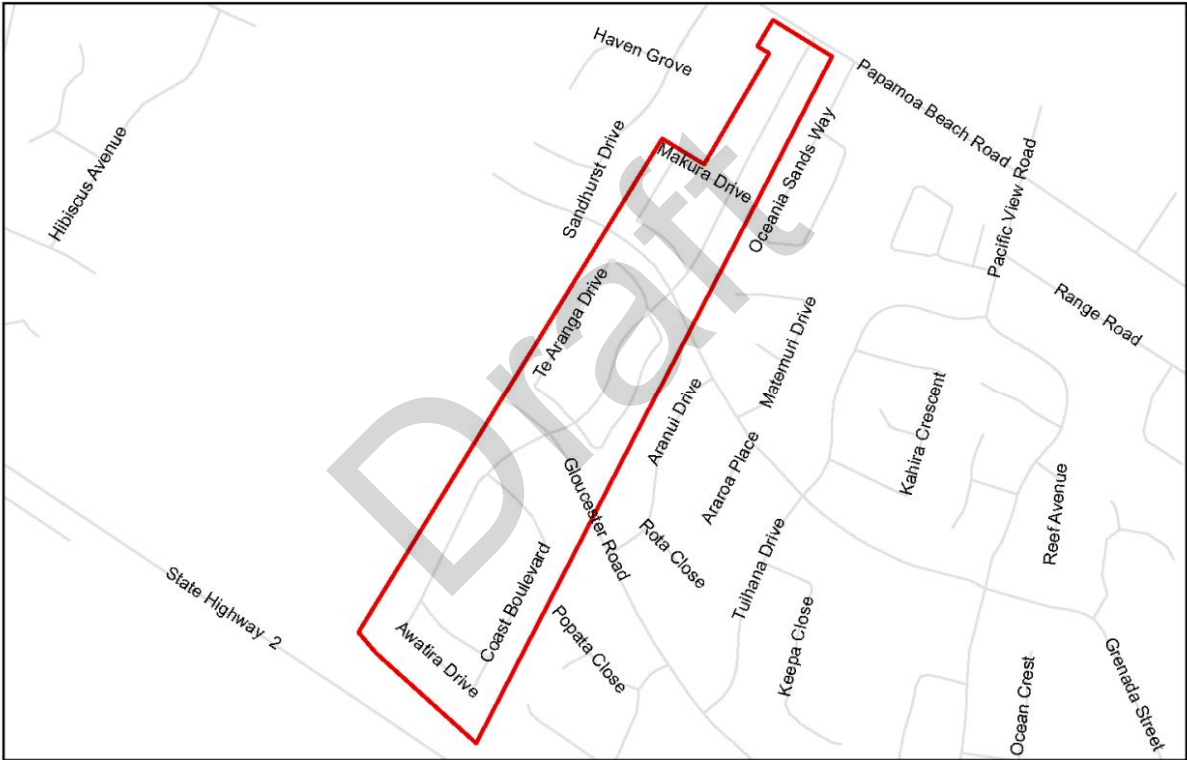


The Lakes Subdivision Area

Attachment 7

Financial Statements
FINANCE 295

What this means for rates - Funding Impact Statement (Rating)



Papamoa Coast Subdivision Area

What this means for rates - Funding Impact Statement (Rating)



Excelsa Subdivision Area

Attachment 7

Financial Statements

FINANCE 297

What this means for rates - Funding Impact Statement (Rating)

| INDICTATIVE PROPERTY RATES (SINGLE OCCUPANCY, ONE TOILET FOR RESIDENTIAL AND TWO TOILETS FOR COMMERCIAL) | | | | | | | | | | | | |
|--|--------------------|--------------|-------------|----------------------|------------|---------------|-------|---------------|--------------------|-----------------|------------|----------------|
| Your proposed rates breakdown for 2024/2025 | | | | | | | | | | | | |
| | Capital Value 2021 | Urban Growth | Waste water | Waste (kerbside) | Resilience | Flood control | UAGC | General rates | 2024/2025 proposed | 2023/2024 rates | Increase % | Increase \$/pw |
| Residential | | | | | | | | | | | | |
| Low Residential (1%) | \$385,000 | \$34 | \$646 | \$245 | \$5 | \$2 | \$300 | \$877 | \$2,110 | \$1,997 | 5.7% | \$2.17 |
| Lower Quartile (25%) | \$785,000 | \$34 | \$646 | \$245 | \$11 | \$5 | \$300 | \$1,787 | \$3,029 | \$2,844 | 6.5% | \$3.54 |
| Median (50%) | \$980,000 | \$34 | \$646 | \$245 | \$14 | \$6 | \$300 | \$2,231 | \$3,477 | \$3,258 | 6.7% | \$4.21 |
| Upper Quartile (75%) | \$1,220,000 | \$34 | \$646 | \$245 | \$17 | \$8 | \$300 | \$2,778 | \$4,028 | \$3,766 | 6.9% | \$5.03 |
| High residential (99%) | \$3,930,000 | \$34 | \$646 | \$245 | \$55 | \$25 | \$300 | \$8,947 | \$10,253 | \$9,510 | 7.8% | \$14.29 |
| | Capital Value | Urban growth | Waste water | Economic Development | Resilience | Flood control | UAGC | General rates | 2024/2025 proposed | 2023/2024 rates | Increase % | Increase \$/pw |
| Commercial | | | | | | | | | | | | |
| Lower Quartile (25%) | \$1,052,500 | \$34 | \$1,292 | \$379 | \$24 | \$11 | \$300 | \$5,032 | \$7,072 | \$6,801 | 4.0% | \$5.20 |
| Median (50%) | \$2,030,000 | \$34 | \$1,292 | \$730 | \$46 | \$21 | \$300 | \$9,706 | \$12,129 | \$11,615 | 4.4% | \$9.87 |
| Upper Quartile (75%) | \$3,580,000 | \$34 | \$1,292 | \$1,287 | \$81 | \$37 | \$300 | \$17,116 | \$20,148 | \$19,249 | 4.7% | \$17.28 |
| High commercial (99%) | \$78,230,830 | \$34 | \$1,292 | \$28,134 | \$1,767 | \$806 | \$300 | \$374,026 | \$406,359 | \$386,920 | 5.0% | \$373.83 |
| | Capital Value | Urban growth | Waste water | Economic Development | Resilience | Flood control | UAGC | General rates | 2024/2025 proposed | 2023/2024 rates | Increase % | Increase \$/pw |
| Industrial | | | | | | | | | | | | |
| Lower Quartile (25%) | \$715,000 | \$34 | \$1,292 | \$257 | \$16 | \$7 | \$300 | \$4,395 | \$6,302 | \$5,139 | 22.6% | \$22.37 |
| Median (50%) | \$1,460,000 | \$34 | \$1,292 | \$525 | \$33 | \$15 | \$300 | \$8,975 | \$11,174 | \$8,808 | 26.9% | \$45.50 |
| Upper Quartile (75%) | \$3,140,000 | \$34 | \$1,292 | \$1,129 | \$71 | \$32 | \$300 | \$19,302 | \$22,161 | \$17,082 | 29.7% | \$97.66 |
| High commercial (99%) | \$30,853,000 | \$34 | \$1,292 | \$11,095 | \$697 | \$318 | \$300 | \$189,656 | \$203,392 | \$153,574 | 32.4% | \$958.03 |

Attachment 7
298

Financial Statements

What this means for rates - Funding Impact Statement (Rating)

| INDICATIVE PROPERTY RATES (SINGLE OCCUPANCY) TO INDICATIVE LEVEL OF SERVICE RATES | | | | |
|---|--------------------|-----------------|----------|----------------|
| What your rates are made up of for 2024/2025 (Incl GST) | | | | |
| Indicative Level of Service rates | 2024/2025 proposed | 2023/2024 rates | Increase | Increase \$/pw |
| The Lakes | \$105.32 | \$102.75 | 2.5% | \$0.05 |
| Coast (Pāpāmoa) | \$36.00 | \$35.01 | 2.8% | \$0.02 |
| Excels (Pāpāmoa) | \$53.07 | \$51.78 | 2.5% | \$0.02 |

| INDICATIVE PROPERTY RATES (SINGLE OCCUPANCY) TO INDICATIVE MAINSTREET RATES | | | | | |
|---|----------------------------|--------------------|-----------------|------------|----------------|
| What your rates are made up of for 2024/2025 (Incl GST) | | | | | |
| Indicative Mainstreet rates | Average Capital Value 2021 | 2024/2025 proposed | 2023/2024 rates | Increase % | Increase \$/pw |
| Tauranga | \$4,203,000 | \$1,877 | \$1,872 | 0.2% | \$0.08 |
| Mount | \$4,227,000 | \$2,221 | \$2,116 | 5.0% | \$2.03 |
| Greerton | \$2,062,000 | \$3,282 | \$3,128 | 4.9% | \$2.95 |
| Pāpāmoa | \$3,945,000 | \$1,287 | \$1,170 | 10.0% | \$2.25 |

| INDICATIVE WATER RATES | | | | |
|---|--------------------|-----------------|----------|----------------|
| What your rates are made up of for 2024/2025 (Incl GST) | | | | |
| Indicative Water rates | 2024/2025 proposed | 2023/2024 rates | Increase | Increase /m3 |
| Volumetric rate (m3) | \$3.54 | \$3.40 | 4.0% | \$0.14 |
| | 2024/2025 proposed | 2023/2024 rates | Increase | Increase \$/pw |
| Base charge (connection size) | | | | |
| 20 | \$38.48 | \$37 | 4.0% | \$0.03 |
| 25 | \$72.80 | \$70 | 4.0% | \$0.05 |
| 32 | \$72.80 | \$70 | 4.0% | \$0.05 |
| 40 | \$300.56 | \$289 | 4.0% | \$0.22 |
| 50 | \$594.88 | \$572 | 4.0% | \$0.44 |
| 80 | \$1,188.72 | \$1,143 | 4.0% | \$0.88 |
| 100 | \$1,463.28 | \$1,407 | 4.0% | \$1.08 |
| 150 | \$1,463.28 | \$1,407 | 4.0% | \$1.08 |
| 200 | \$1,463.28 | \$1,407 | 4.0% | \$1.08 |
| 250 | \$1,463.28 | \$1,407 | 4.0% | \$1.08 |

THE 2024-34 LONG TERM PLAN FINANCIAL STRATEGY

INTRODUCTION

The Financial Strategy outlines how we propose to fund and finance the capital investments and services needed for the city over the period of the 2024-34 Long-term Plan (LTP). The strategy builds on the work of the Funding Needs Analysis and Revenue and Financing Policy undertaken in accordance with section 101 of the Local Government Act 2002. This strategy outlines proposals for funding the capital and operating expenditure proposed in the LTP and its implications for rates, fees and charges, debt and capital investment.

BACKGROUND

Tauranga is New Zealand's fifth-largest city and growing fast. In 2018 we had a population of 142,000. Right now, 161,000 people call Tauranga home. Our city is projected to continue to grow at this fast pace. By the end of this LTP in 2034, the population is projected to be 185,000. Currently there are about 61,000 rating units across both residential and commercial and industrial categories

Tauranga City Council (TCC) is one of New Zealand's most indebted councils with total debt of \$1.1b expected at the commencement of the LTP. TCC's relatively high level of borrowing has been undertaken to build infrastructure to cater for rapid population growth. Infrastructure has been prioritised for roads and three waters to enable more houses. More people and businesses have put pressure on community amenity and the transportation network, but these areas have not been priorities for investment to date. These areas are now beyond capacity and substantial additional capital expenditure is required. The impact of this going forward in the LTP is increasing debt and higher operating costs which flow through to rates, user fees and other charges.

TCC's current credit rating from Standard and Poors is A+. As with all council's TCC's credit rating is favourable relative to private organisations primarily because of council's ability to charge rates. Compared to non-government agencies A+ is a strong rating enabling council to access competitive interest rates for its borrowing.

Factors Impacting Council

During the next ten years, we are expecting the following factors to have a significant impact on Council:

- Borrowing and revenue constraints on council and its ratepayers, limiting Council's ability to fund much needed infrastructure
- The need to partner with other agencies, people and businesses to achieve joint outcomes and coordinate financial input for capital investment in infrastructure and services
- The impact of continued growth in both population and economic activity including:
 - demand for more housing
 - stress on the transport network, congestion, reduction in wellbeing including safety and uncertainty in travel times, and the loss in economic productivity as a result
 - demand pressures on community spaces and facilities
- Managing and responding to natural hazards, emergencies and climate change, including future investment in resilience of our infrastructure and assisting the community when events occur

- The need to renew and upgrade existing infrastructure to meet government standards and consent requirements and to maintain levels of service
- The assumption is that after year two of the LTP, Water Services Reform will move to a larger (regional) entity outside of Council. We will retain a more limited flood control activity and need to coordinate with the new entity for future growth and infrastructure planning.

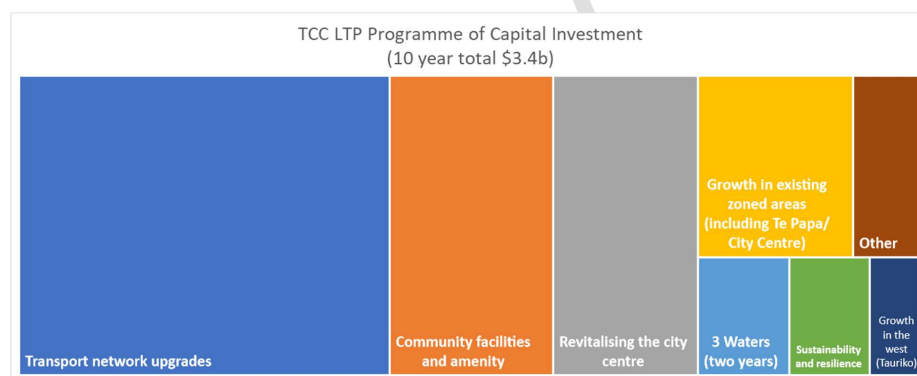
Expenditure - Priority Investment

The priority areas for capital investment proposed in this LTP are a continuation of our priorities established in the previous LTP 2021-31:

- Revitalising the city centre
- Growth in the west (Tauriko)
- Growth in existing zoned areas (including intensification in Te Papa/city centre)
- Community facilities and amenity
- Transport network upgrades
- Sustainability and resilience

Total **capital investment excluding vested assets of \$3.4b** is proposed for the LTP. Graph 1 summarises the expenditure proposed by priority area.

Graph 1: LTP Capital Programme 10 years (\$3.4b)



A summary of the capital investment requirements is outlined in **Appendix 1 - Capital Summary**. The thirty-year capital programme is outlined in the infrastructure strategy (excluding three waters investment after year 2 of the LTP).

Associated **operational investment** is required to enable council to meet this step change in capital delivery by building capacity within our organisation and with our contracting partners. Impacts on operational expenditure are covered in **Appendix 2 – Operational Summary**.

Borrowing for Capital Expenditure and Impact on Debt

The capital programme is \$3.4b over the 10 years of this long-term plan.

Capital investment contributes to community outcomes over time. Because these assets benefit the community over many years it is fair to use borrowings to pay for them. This means that future users pay their fair share of the cost of the asset.

Council has a strong credit rating of A+. We ensure we do not borrow too much over time by complying with our borrowing limits. These limits are set conservatively, based on the limits determined by the Local Government Funding Agency (LGFA) and adopted by all member councils. Credit rating is assessed annually by Standard & Poors and takes into account matters relating to debt and expenditure against revenue, liquidity and credit risk. As Council borrows more, revenues will need to increase to ensure council remains financially sustainable.

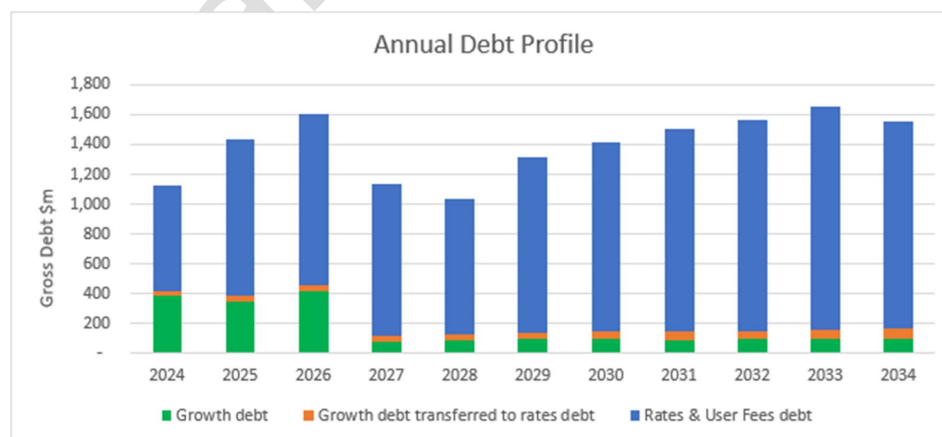
One of the key limits is the debt to revenue ratio, ensuring that we maintain debt levels of no more than 2.8 times our revenue. In this LTP TCC maintains a financial position well within these limits.

Graph 2 below shows the total level of debt in each year of the LTP. Total gross debt peaks at \$1.8b by 2034. TCC debt in July 2024 is assumed to be \$1.2b, increasing to \$1.8b by the end of the ten years, without waters from year 3.

Offsetting the increase in borrowing to fund capital is an assumption that three waters is transferred to a separate entity in year three of the plan and Council is repaid all outstanding debt (estimated at \$570m) on 30 June 2026 which is the last day of 2026 financial year. For the purposes of the graphs the 2026 debt to revenue is shown prior to the repayment of debt on 20 June 2026.

Should the transfer of three waters not occur in 2027 Council would continue with its current Treasury policy including forward funding of debt maturities and treasury management. Borrowing and liquid assets would be higher and three waters revenue and expenditure would continue for the LTP. Capital spend would be limited by the debt limits which are assumed at 280% LGFA limits. Appendix 4 provides a financial summary based on three waters remaining with TCC for the period of the LTP.

Graph 2: Annual Debt Profile



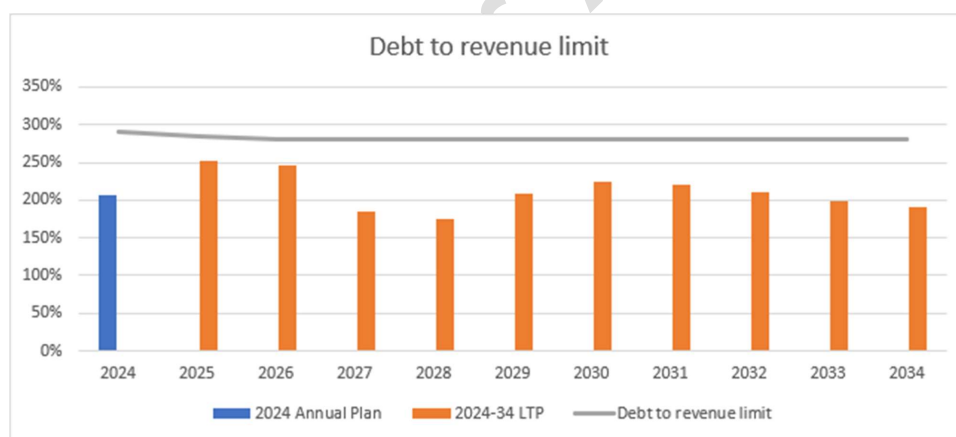
Note the reduction in gross debt in 2027 is because three waters debt of \$570m is assumed to be transferred to the proposed new waters entity.

Graph 3 below shows that we maintain a financially sustainable debt to revenue ratio based on the financial assumptions in the draft budget. The grey line shows the limit of the debt to revenue ratio as set by LGFA, and the bars show the ratio that is associated with the capital programme, noting that this is after adjusting for expected government grants and use of IFF levies for both transport and city centre projects. The calculation of debt to revenue below is much higher than shown in prudence benchmarks. This is because in showing the debt to revenue ratio for TCC in the graph below, additional revenue that is a function of financing arrangements has been excluded including:

- Grant revenue for IFF
- Tauriko West capital arrangements with Waka Kotahi,
- Interest on deposits held for the purpose of forward funding of debt.

Even with these conservative adjustments to revenue, TCC remains under the 280% limit, with considerable head room available to deal with unforeseen circumstances or additional capital costs of projects should this arise.

Graph 3: Debt to revenue ratio against proposed borrowing limit



The funding sources for capital are important to the financial sustainability of the LTP. Funding sources are discussed in the next section.

APPROACH TO FUNDING AND FINANCING

Principles of funding and financing Council's LTP

The financial strategy aims to provide the financial framework underlying the proposed expenditure and funding of the LTP. This financial strategy is underpinned by principles of:

- **Financial prudence.** Council services and investment in infrastructure are cost efficient and are an effective way of achieving the identified community outcomes.
- **Financial sustainability.** The Council's activities must be financed and funded in a way that ensures Council's financial sustainability over time, in the face of risks and uncertainty.
- **Transparency and accountability.** People who pay are aware of what they are paying for and can confirm that what is proposed has been provided.
- **Affordability.** Council services and infrastructure that are funded by rates, user fees or through development contributions are affordable to people wanting to access these services or to develop and build here.
- **Fairness and Equity.** Council considers who benefits or causes the costs when considering who should pay a share of these costs.

The following section considers who pays for the proposed capital investment and operational services (funding) and how we pay for it (financing). A big challenge for Council is how to fund and finance the high levels of capital investment required for the city.

Funding - Paying a Fair Share

Funding is about who pays for the city's services and infrastructure. Ensuring everyone pays a fair share. For the most part the businesses and households living within Tauranga City pay for the services and infrastructure council provides. Most of the revenue to fund operations (66%) comes from general rates which are calculated against the capital value of a property. Residential ratepayers contribute a different percentage of capital value than commercial and industrial ratepayers reflecting their benefits and impacts on council services and ability to pay. A further 9% of revenue comes from targeted rates for water, wastewater and kerbside waste collection. More information on rates is provided in **Appendix 2**, including the changes to general rate differentials and new targeted rates proposed in this LTP. User fees are charged where possible for specific services and development contributions charged for growth-related infrastructure.

Non-residents also benefit from council's services. Tourists and other visitors to the city and businesses located outside the city that use the port or other businesses such as warehouses and factories also use the infrastructure and services of the city. Government benefits from the services and infrastructure within the city in various ways e.g. as part of a nation-wide transportation network, or sporting and cultural facilities.

In some cases revenue from non-residents can be obtained through user fees and charges for services, access to facilities or parking. Other approaches to obtain funding from people, businesses, and government agencies not located in Tauranga City and therefore not able to be rated include:

1. Central government funding opportunities
 2. Development contributions and developer agreements to fund growth infrastructure
 3. Multi agency partnering agreements
 4. Future options such as variable road pricing
1. **Central government funding opportunities.** In this LTP, TCC is heavily reliant on grants, particularly capital grants from central government to support its capital programme. Council assumes for the LTP further central government grants across various government agencies to promote infrastructure investment including:
 - Housing Acceleration Funding (HAF) for Tauriko West
 - Waka Kotahi subsidy across renewals, safety and maintenance programmes at 51%, and for new transportation network projects. While Waka Kotahi operates under a

three-year funding programme, Government has provided a “best endeavours” indication for funding the longer-term priorities for Tauranga’s transport network.

- Grant funding has been assumed to part fund facilities such as the proposed museum, exhibition centre, and other facilities within Te Manawataki o Te Papa, the proposed stadium, waste and recycling facilities and other community and cultural amenities.

2. Development contributions and developer agreements to fund growth.

Infrastructure to support new growth areas is intended to be funded by development contributions from developers of new growth areas or people building throughout the city. Growth funding normally falls short of requirements because of the long timeframe for collection and uncertainties regarding total costs and collection rates. To date growth funding shortfalls have resulted in a transfer to general rate funded debt. Council is consulting on whether such shortfalls should in future be transferred to growth area centred targeted rates.

We have now developed financial agreements with developers who directly fund and deliver local infrastructure into the growth areas they are developing. This reduces our cost risk of building new infrastructure and avoids funding this infrastructure through Council debt.

Once infrastructure is in place the maintenance and operating costs of new infrastructure, along with asset depreciation, are covered by all ratepayers.

3. Multi agency partnering agreements. Council has recognised the importance of connecting with local, regional and national partners to deliver its investment needs. Multiple agency funding agreements are required for the Tauriko West new growth area. As we deliver on the LTP programme there will be further need for committed and coordinated funding to deliver at the scale of expenditure and complexity of arrangements required.

4. New options and initiatives such as Variable Road Pricing. Government and councils will continue to investigate and promote mechanisms to assist in the fair funding of council services and amenity. Variable road pricing is one such initiative being explored which could assist councils and the community through additional funding for investment and demand management of existing roading networks.

Financing

TCC has been an early adopter of many central government initiatives to assist with financing of local government infrastructure. Key initiatives include:

1. Housing Infrastructure Fund zero interest borrowing
2. Infrastructure Funding and Financing Act IFF levy to take borrowing off council's balance sheet.
3. Local Government Funding Agency borrowing options including climate action loans

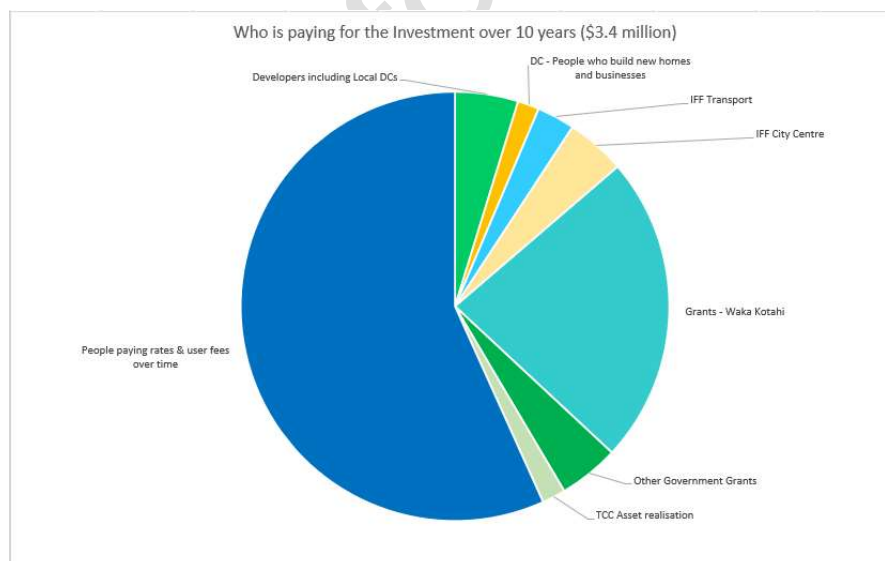
1. Housing Infrastructure Fund (HIF) Zero Interest Borrowing has been aligned to borrowing for Waiari Water Supply and Te Maunga Wastewater Treatment Plant (\$160m). This borrowing was accepted as general working capital across all council debt. A new HIF associated with Papamoa East Interchange (\$35m) is also now in place.

2. **Infrastructure Funding and Financing Act (IFF) levy.** TCC was the first council to negotiate arrangements with Crown Infrastructure Partners (CIP) for an IFF Levy on transportation network capital projects. The borrowing of \$177m for these projects was undertaken by CIP and levied over TCC ratepayers. Starting 1 July 2024, the levy will be collected annually by TCC as administrators on CIP's behalf. The advantage of this instrument is that TCC is left with more capacity to borrow than it would have if it funded these projects directly. The 30-year increasing charge structure of IFF financing also enables these projects to be paid for intergenerationally and as the city population grows. This intergenerational approach is fair for long-term infrastructure.
3. **Local Government Funding Agency (LGFA)** is our primary source of borrowing offering reliable borrowing at competitive interest rates to the local government sector. A recent climate action loan with LGFA while relatively small, highlights the environmental value of specific projects and provides a small discount on borrowing margin over regular borrowing. To borrow from LGFA TCC must maintain a debt to revenue ratio below 280% which is identified as our borrowing limit in the LTP.

Who is paying for the Capital Programme in the LTP

Under TCC's financial strategy the capital programme for the LTP is funded from the sources set out in Graph 4. Ratepayers and people paying user fees fund just over half the costs of borrowing for the capital programme. The infrastructure funding and financing levies IFF are also paid for by ratepayers taking their contribution to about two thirds. About 30% are paid by Government grants, mainly from Waka Kotahi. Growth related revenue covers about 7% of the costs of the programme.

Graph 4: Sources of Funding for Capital Programme (\$3.4b over ten years)



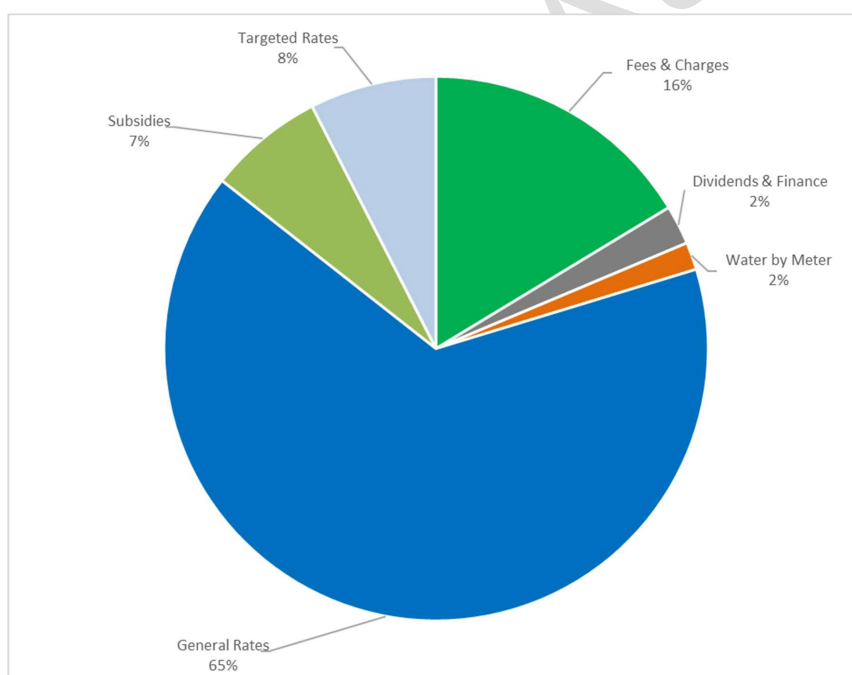
Who is Paying for Operational Costs in the LTP?

Sources of income for operational expenditure are:

- rates (targeted or general)
- water charges (charged by the volume of water used)
- fees and charges
- subsidies (from central government).

In the LTP, 73% of revenue is proposed to come from rates (general and targeted), while 17% comes from user fees. 3% from interest and dividends and the balance from grants and subsidies primarily from Waka Kotahi. Graph 5 below shows the proportionate share of each revenue source

Graph 5: Revenue Funding Operational Expenditure over 10 years of LTP

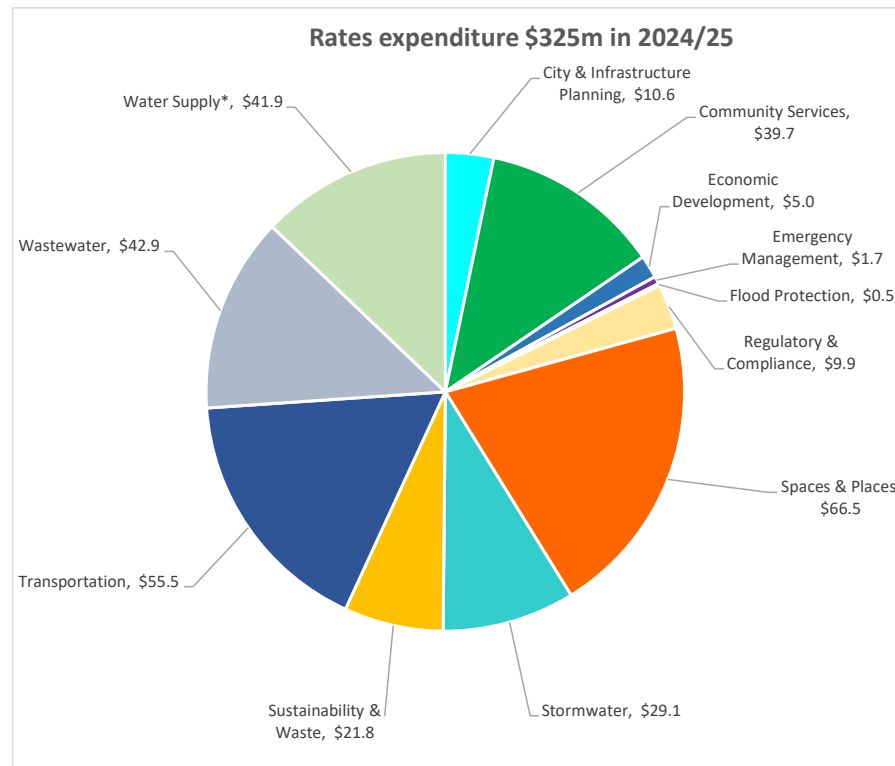


What do our rates pay for?

Rates covers 72% of operational costs. In the first two years of the LTP, 34% of rates will be to fund three waters activities (about \$114m per annum).

Graph 6 below shows the share of rates going to each activity in the first year of the LTP.

Graph 6: Rates Expenditure 2024/25



For the last 8 years of the LTP, when three waters is no longer delivered by TCC, total rates will be reduced and the remaining rates will be apportioned as shown in Graph 7 below. Spaces and Places and Transportation activities are the largest remaining operational areas of council.

Graph 7: What our Rates pay for 2027-2034 (excluding waters in last 8 years of LTP)

COMPARISON OF FINANCIAL LIMITS TO LTP FINANCIALS

The summary of our key financials over the next ten years and proposed limits on general rates and debt are as follows. These rates include inflation. The financial limit on borrowing is identified as the LGFA debt to revenue limit. Council would remain below this limit to provide debt headroom. The limit on rates increases across all rates is identified at 12% which is consistent with the limit on general rates proposed in the 2021-31 Long-term Plan. This rates limit provides headroom above the proposed budgeted increases in the event of timing differences or other factors that could cause a higher increase in a given year. The limit on rates excludes the IFF levies.

Table 1: Key Financials (including Inflation)

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|---|-------|-------|------|------|-------|-------|-------|-------|-------|-------|
| Capital Programme (\$m) | 441 | 450 | 336 | 347 | 366 | 327 | 283 | 287 | 288 | 287 |
| Net Debt (\$m) | 1,262 | 870 | 942 | 938 | 1,108 | 1,234 | 1,297 | 1,331 | 1,343 | 1,341 |
| Debt to revenue ratio (funding adjusted) ¹ | 251% | 247% | 185% | 176% | 209% | 224% | 220% | 211% | 200% | 190% |
| Debt to revenue ratio (Prudence calculation) | 189% | 122% | 154% | 141% | 189% | 204% | 201% | 192% | 181% | 174% |
| Financial Limit on Borrowing (debt to revenue ratio) | 285% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | 280% |
| Total Rates (\$m)* | 325 | 361 | 297 | 323 | 350 | 380 | 414 | 450 | 480 | 512 |
| Total Rates Increase (net growth) | 10.3% | 9.5% | -19% | 7% | 7% | 7% | 7% | 7% | 5% | 5% |
| IFF levies (approx) | 2.8% | 2.2% | 0.3% | 0.1% | 0.3% | 0.2% | 0.1% | 0.3% | 0.2% | 0.1% |
| Total Ratepayer increase net growth | 13.1% | 11.7% | -19% | 7% | 7% | 7% | 7% | 7% | 5% | 5% |

¹ Excluding revenue from IFF and relating to Tauriko West, excluding interest on deposits resulting from pre-funding of debt repayment, including BVL revenues and lease commitment liabilities.

| *Rates breakdown | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|--|--------------|-------------|---------------|------------|------------|------------|------------|------------|------------|------------|
| General Rates (\$m) | 217 | 246 | 271 | 295 | 321 | 349 | 380 | 416 | 445 | 475 |
| Kerbside Collection (\$m) | 14 | 15 | 16 | 17 | 18 | 19 | 20 | 22 | 23 | 24 |
| Wastewater targeted rate | 43 | 46 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Water by Meter and fixed charge (\$m) ² | 42 | 44 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Three new geographically based targeted rates | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| Other Targeted Rates (\$m) | 7 | 8 | 8 | 8 | 8 | 9 | 11 | 9 | 9 | 10 |
| Total Rates (\$m) | 325 | 361 | 297 | 323 | 350 | 380 | 414 | 450 | 480 | 512 |
| Total Rates Increase before growth | 11.8% | 11.0% | -18% | 9% | 8% | 9% | 9% | 9% | 7% | 7% |
| Assumed growth | 1.5% | 1.5% | 1.5% | 1.5% | 1.7% | 1.7% | 1.7% | 1.7% | 1.7% | 1.7% |
| Total Rates increase (net growth) | 10.3% | 9.5% | -19.1% | 7% | 7% | 7% | 7% | 7% | 5% | 5% |
| Limit on rates increase (net growth) | 12.0% | 12.0% | 12% | 12% | 12% | 12% | 12% | 12% | 12% | 12% |

QUANTIFIED LIMITS AND TARGETS

Quantified Limits on Borrowing

Consistent with Council's Treasury policy, Council will adhere to the following limits on borrowing:

- Net interest expense on external debt as a percentage of annual operating revenue will not exceed 20%
- Net interest expense on external debt as a percentage of annual rates revenue will not exceed 25%, and
- Net external debt as a percentage of annual operating revenue (including Bay Venues Limited) will not exceed the borrowing limits set by the Local Government Funding Agency – see Table 1.

Rates and agreed limits on Rates

The focus of the LTP is on what we need to do and spend to achieve the desired outcomes for our city recognising the challenges and issues that our city is facing. Revenue from rates is one of the ways we fund the needed expenditure. Other ways include direct charges to people using our services, subsidies and grants, developer contributions and shared arrangements or partnerships with other organisations as outlined above.

Where we decide to fund activities or services by rates, Council must determine how much different members of the community contribute and for what. **Appendix 3 – Rates** summarises rates structure and what our rates pay for.

Quantified Limit on Rates Increases

In presenting rates limits for the LTP, we have set a limit on the increase in rates overall. This quantified limit on rates increases sets the maximum budgeted increase in annual rates collected per year based on the LTP budgets at 12%, which is consistent with the limit on general rates proposed in the last LTP, 2021-31. This limit does not give an indication of the rates increase on different groups of ratepayers as this will vary according to rating structure, the use of targeted rates, growth in rateable properties, capital value changes as well as changes in expenditure across council. Because of the proposed changes to rating structure there is significant variation in rates increases amongst categories of ratepayers in year 1 of the LTP.

This LTP sees a proposal for a new general rating category for industrial properties. Changes to the rating differential for industrial properties is also proposed for the first year. Further movements are proposed in commercial and industrial differentials over the first 4 years of the LTP to achieve a target split in total rates revenue of 65% residential, 15% commercial and 20% industrial (which includes utilities).

The LTP remains compliant with the limits for borrowing and rates throughout the ten years. Council proposes to maintain existing levels of service and meet additional demands for services within the rates and borrowing limits set.

UNCERTAINTY AND RISK

In preparing this LTP, areas of uncertainty and risk were identified which include:

- planned external funding to support the capital programme, including from Waka Kotahi and other agencies, does not eventuate

- unforeseen costs and challenges in delivering our capital investments (deliverability)
- the ability of the construction sector to deliver the volume of capital investment proposed across the country
- the economic situation which could impact ability to pay
- the impact of a change in timing or quantity of projected population growth which would affect demand for services and revenue from development contributions
- uncertainty about the future including disruptive technologies and changing lifestyles and living and transportation choices
- the impacts of climate change and the risk of unforeseen natural events such as earthquakes and major storms
- potential impacts of unplanned for failure of assets
- local government reform such as water reform taking place at different times or under different arrangements to those assumed in the LTP
- unexpected changes in policy or priorities could affect the LTP, e.g. a change to the timing or details of waters reforms

There are a number of tools used to manage risk and uncertainty in this budget:

- Continued review of funding and confirmation of external revenue for projects before significant funds are committed, with an option of revising the capital programme should there be significant shortfall in external funding
- Identification of underutilised assets that could be realised to support new priority expenditure to support funding where external funding is less than budgeted
- Investment in staff, systems, processes and governance arrangements to improve the capacity of the organisation to deliver the proposed capital investment in a timely and cost-effective way managing and mitigating risks
- Continued review of timing of projects in relation to growth requirements and assessment of most appropriate areas to develop to address growth needs.
- Maintenance of debt levels below treasury limits to provide debt headroom to cope with unforeseen events
- Sound asset management including revaluation of assets, and funding of depreciation into a depreciation reserve from which activity debt can be repaid and renewals funded over time.
- Potential repayment, through rates, of deficit balances in weathertight and unfunded liabilities reserves over the course of the LTP
- Funding of a risk reserve, funded from annual rates, that enables consistent funding over time to respond to unforeseen events which are likely to occur sporadically through time.

The level of rates in later years of the LTP includes repayment of debt not otherwise repaid through depreciation reserves. There are new targeted rates proposed to cover costs of infrastructure required for growth areas in Pyes Pa West and Bethlehem that have been under-collected through development contributions. There are also targeted rates to cover interest costs on new infrastructure for the benefit of Papamoa East/ Wairakei and Te Tumu, recognising the later collection of development contributions from the delayed Te Tumu development.

Rates are also collected for a risk reserve to provide for unexpected events at some time in the future. There has been no assumption of payment from that reserve during the LTP period.

Debt retirement and risk reserve funding

| Debt Retirement LTP | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total rates funding |
|--|----------|----------|----------|----------|----------|----------|----------|-----------|-----------|-----------|---------------------|
| Weatherlight reserve debt retirement (\$m) | 2 | 1 | 2 | 0 | 0 | 3 | 1 | 13 | 22 | 28 | 71 |
| Unfunded liabilities debt retirement (\$m) | 0 | 0 | 2 | 0 | 0 | 3 | 1 | 13 | 5 | 3 | 27 |
| Risk reserve funding (\$m) | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 13 |
| Rates funded debt retirement (\$m) | 3 | 1 | 4 | 1 | 1 | 8 | 3 | 29 | 29 | 33 | 111 |
| Included in rates | | | | | | | | | | | |

SECURITIES AND FINANCIAL INVESTMENTS

Policy on the giving of securities for borrowing

Council will generally offer security for its general borrowing and interest rate risk management activities by way of a floating charge over rates revenue. Council recognises that utilising rates revenue as security lowers the risk involved for lenders and, therefore, will lower the cost of borrowing to the Council.

In the normal course of business, Council offers rates revenue as security for its borrowing. Council offers security through a Debenture Trust Deed, which allows Council to provide security over rates revenue from time to time made by Council under the Local Government (Rating) Act 2002.

Where doing so would help further the Council's community goals and objectives, Council may offer security over an asset other than rates, on a case by case basis.

Objective for holding and managing financial investments and equity securities

Council's investment objectives are included in Council's Treasury policy. Overall Council holds financial investments to manage its liquidity and funding risks. Its objectives in relation to these investments and equity are therefore that they:

- Contribute to the fundamental objective of managing liquidity requirements and funding risk,
- Protect the capital amount invested,
- Optimise returns in the long-term while balancing risk and return.

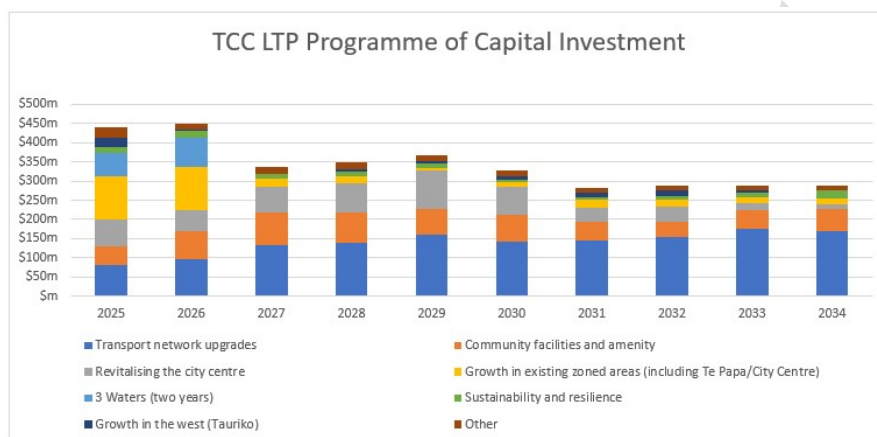
Quantified targets for returns on financial investments and equity securities

Council's quantified target for returns on financial investments and equity securities are: they are better than the daily average of call, 30-day, 60 day, and 90 day bank bill rates as published by the New Zealand Financial Markets Association.

Appendix 1- CAPITAL INVESTMENT

We are proposing a capital investment programme of **\$3.4b** over the next 10 years. This programme includes three waters capital requirements only for the first two years. From year 3 of the LTP (2026-27) the three waters investment is assumed to be undertaken by a separate regional water entity. The capital programme is based on addressing our key challenges primarily through capital investment. Graph A1-1 below summarises this capital investment on an annual basis.

Graph A1-1: Capital investment by year and key investment programme



Graph A1-1 above shows that we are ramping up our capital investment for the first two years of the LTP. The data includes a capital delivery adjustment in early years to reflect total expected delivery and resulting impacts on rates. In year 3 it is assumed that three waters investment will be undertaken by the new Regional Waters entity. From year 3 Council capital investment will reduce to an average level of around \$300m per annum level. The coloured sections for each year show the amount of spend in each of our key investment programmes. The early years shown in the graph indicate a capital spend of over \$500m. However, we are only budgeting debt servicing costs for a programme of around \$450m as we expect delivery overall to be below the level budgeted.

Expenditure on new growth areas continues as existing growth areas in Pyes Pa, Wairakei and Papamoa are progressed. A new growth area is proposed in Tauriko West. Intensification is prioritised in the city centre and Te Papa. With the emphasis on intensification and to address infrastructure deficits in transportation and community amenity most of the growth expenditure also addresses deficits for the benefit of people who live here now. In particular:

- the provision of community infrastructure which recognises the current deficit of facilities and amenity in a city our size
- upgrade of core network assets to meet new standards and expectations
- resilience of our assets recognising hazards and impacts of climate change
- renewal and upgrade of our existing assets as they age

Table A1-1 summarises this expenditure as to whether it is growth, level of service or renewals. Note this breakdown is based on actual projects prior to the capital delivery adjustment being applied.

Table A1-1 Expenditure by Activity Summarised as Growth, Level of Service or Renewal

| Activity Group | 2024-34 Long-Term Plan | | | |
|---|------------------------|-----------|----------------|-------------|
| | Growth (\$m)* | LOS (\$m) | Renewals (\$m) | Total (\$m) |
| Transport | 712 | 671 | 365 | 1,748 |
| City Centre | - | 179 | 1 | 179 |
| Community | 93 | 822 | 96 | 1,012 |
| Stormwater | 15 | 17 | 3 | 35 |
| Wastewater | 74 | 5 | 37 | 116 |
| Water Supply | 32 | 35 | 33 | 100 |
| Sustainability & Waste | - | 68 | 2 | 71 |
| Other | 29 | 84 | 38 | 151 |
| All activity groups | 955 | 1,882 | 575 | 3,412 |
| *Growth category includes \$817m of combined growth & LOS projects primarily in Transport and Community | | | | |
| **Further \$66m of vested assets are proposed | | | | |
| Grants & Subsidies | | | | 1,189 |
| Development Contributions | | | | 281 |
| Loan & Reserve Funding | | | | 1,942 |

The full capital programme by area of investment is summarised below in Table A1-2.

Table A1-2 TCC Capital Programme by Investment Area

| TCC Programme of Capital Investment | | | | | | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---------------------|--|
| | 2025 (\$m) | 2026 (\$m) | 2027 (\$m) | 2028 (\$m) | 2029 (\$m) | 2030 (\$m) | 2031 (\$m) | 2032 (\$m) | 2033 (\$m) | 2034 (\$m) | 10 year total (\$m) | |
| Revitalising the city centre | 68 | 55 | 67 | 77 | 100 | 75 | 36 | 38 | 19 | 13 | 546 | |
| Capital Delivery Adjustment | - | 6 | 11 | 14 | 13 | 42 | 10 | 11 | 10 | 4 | 43 | |
| City Centre Development | 10 | 8 | 13 | 20 | 18 | 24 | 25 | 28 | 9 | 9 | 164 | |
| City Centre Streetscape Capital Programme | 3 | - | - | - | - | - | - | - | - | - | 3 | |
| City Centre Waterfront Development | 9 | 3 | 8 | 8 | - | - | - | - | - | - | 28 | |
| Community Stadium - Tauranga Domain | - | - | - | - | 40 | 41 | - | - | - | - | 81 | |
| Te Manawataki o Te Papa | 51 | 55 | 60 | 61 | - | - | - | - | - | - | 227 | |
| Community facilities and amenity | 51 | 73 | 85 | 79 | 65 | 67 | 48 | 40 | 48 | 59 | 616 | |
| Active Reserve Development | 19 | 17 | 10 | 16 | 22 | 7 | 12 | 2 | 2 | 2 | 109 | |
| Bay Venues New Capital | 7 | 11 | 9 | 3 | 6 | 11 | 4 | 1 | 2 | 4 | 59 | |
| Baycourt Capital Renewals | 0 | 0 | 0 | 1 | 0 | 0 | 0 | 0 | 1 | 0 | 4 | |
| Capital Delivery Adjustment | - | 7 | 15 | 2 | 3 | 25 | 4 | 10 | 12 | 18 | 43 | |
| Community Centres | 5 | 1 | 5 | - | - | 1 | 5 | - | 2 | 6 | 25 | |
| Historic Village Capital | 1 | 6 | 1 | 1 | 1 | 1 | 1 | 0 | 0 | 0 | 12 | |
| Kopurererua Valley Development | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | |
| Library Capital Works | 1 | 2 | 2 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 16 | |
| Marine Park/Sulphur Point Development | - | - | - | 1 | 1 | 5 | 9 | 5 | 6 | 6 | 32 | |
| Memorial Park Aquatics & Recreation Hub | 10 | 30 | 40 | 30 | 10 | - | - | - | - | - | 120 | |
| Memorial Park Masterplanning | - | 3 | 1 | 2 | 1 | - | - | - | - | - | 8 | |
| Memorial Park to City Centre Pathway | 1 | 3 | 3 | - | - | - | - | - | - | - | 7 | |
| Neighbourhood Reserves & Other Minor Capital Projects | 3 | 3 | 3 | 4 | 3 | 3 | 3 | 3 | 3 | 3 | 30 | |
| Parks LOS Capital Development | 3 | 5 | 5 | 9 | 8 | 7 | 7 | 7 | 7 | 6 | 65 | |
| Parks Renewals | 4 | 5 | 5 | 5 | 6 | 4 | 7 | 7 | 9 | 9 | 62 | |
| Prop Management Upgrades & Renewals | 3 | 1 | 1 | 2 | 2 | 1 | 1 | 1 | 2 | 2 | 16 | |
| Skatepark Development & Upgrades | 0 | 0 | 0 | - | - | - | - | - | - | - | 1 | |
| Te Ranga Masterplan | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 1 | 1 | 1 | 4 | |
| TCT Park Development | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | |
| Transport network upgrades | 80 | 97 | 132 | 139 | 162 | 144 | 146 | 154 | 176 | 169 | 1,399 | |
| Accessible Streets | 3 | 4 | 4 | 5 | 5 | 8 | 9 | 8 | 9 | 8 | 64 | |
| Arterial Upgrades | - | - | - | 1 | 4 | 4 | 4 | 4 | 4 | 4 | 24 | |
| Bus Infrastructure | 17 | 14 | 13 | 8 | 6 | 2 | 4 | 5 | 6 | 6 | 81 | |
| Cameron Road Stage 2 | 30 | 40 | 49 | 40 | - | - | - | - | - | - | 160 | |
| Capital Delivery Adjustment | - | 33 | 30 | 38 | 35 | 23 | 22 | 10 | 65 | 82 | 42 | |
| Domain Rd Upgrading Capital Works | - | - | - | - | - | - | 1 | 1 | 1 | 6 | 8 | |
| Funding Provision | - | - | - | - | - | - | - | - | - | - | - | |
| Grenada Street Cycleway | 3 | 3 | 3 | - | - | - | - | - | - | - | 9 | |
| Hewletts Improvements | 2 | 6 | 5 | 5 | 16 | 34 | 58 | 10 | 10 | 44 | 189 | |
| Local Roads Renewals | 26 | 29 | 35 | 35 | 37 | 37 | 34 | 35 | 36 | 37 | 340 | |
| Local Roads Upgrades and Improvements | 11 | 9 | 3 | 4 | 5 | 10 | 5 | 6 | 6 | 6 | 64 | |
| Marshall Ave Footpath upgrade | - | - | 1 | 1 | 4 | 4 | 4 | - | - | - | 12 | |
| Minor Safety Improvements | 4 | 4 | 4 | 4 | 4 | 4 | 4 | 5 | 5 | 5 | 42 | |
| Mount/Papamoa Multimodal | 2 | 4 | 4 | 4 | 4 | 6 | 8 | 9 | 10 | - | 51 | |
| Otumoetai Multimodal | 7 | 7 | 17 | 18 | 26 | 29 | - | - | - | - | 103 | |
| Park & Ride Activation | - | - | - | - | 0 | 0 | 0 | 2 | 3 | 5 | 11 | |
| Parking Infrastructure | 1 | 1 | 0 | 0 | 1 | 0 | 0 | 0 | 1 | 1 | 5 | |
| Prop Management Upgrades & Renewals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | |
| Smiths Farm Development | - | - | 9 | - | - | - | - | - | - | - | 9 | |
| Streetsight Renewal & LED Upgrade | 2 | 2 | 2 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 25 | |
| Traffic Signalisations | 0 | - | - | - | - | - | 1 | - | - | - | 1 | |
| Transportation Model | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 9 | |
| TTOC Projects | 1 | 1 | 2 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 11 | |
| Welcome Bay, Turret Rd & 15th Ave Corridor | 2 | 3 | 18 | 45 | 68 | 24 | - | - | - | - | 161 | |

| TCC Programme of Capital Investment | | | | | | | | | | | |
|---|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---------------------|
| | 2025 (\$m) | 2026 (\$m) | 2027 (\$m) | 2028 (\$m) | 2029 (\$m) | 2030 (\$m) | 2031 (\$m) | 2032 (\$m) | 2033 (\$m) | 2034 (\$m) | 10 year total (\$m) |
| Growth in the west (Tauriko) | 24 | 2 | 0 | 6 | 6 | 7 | 12 | 16 | 6 | - | 79 |
| WC - Tauriko Business Estate | 7 | 2 | - | - | - | - | - | - | - | - | 8 |
| Western Corridor - Belk Rd Plateau | 0 | - | - | - | - | - | - | - | - | - | 0 |
| Western Corridor - Ring Rd | 0 | - | - | - | - | - | - | - | - | - | 0 |
| Western Corridor - Social Infrastructure | - | - | - | 6 | 6 | 7 | 12 | 16 | 6 | - | 53 |
| Western Corridor - Tauriko West | 17 | 0 | 0 | - | - | - | - | - | - | - | 18 |
| Growth in existing zoned areas (including Te Papa/City Centre) | 113 | 111 | 23 | 19 | 8 | 13 | 21 | 20 | 15 | 13 | 356 |
| Eastern Corridor - Papamoa East | 0 | - | - | - | - | - | - | - | - | - | 0 |
| Eastern Corridor - Papamoa East Wairakei | 49 | 43 | 10 | 0 | - | - | 2 | - | - | - | 104 |
| Eastern Corridor - Papamoa Growth Area | 2 | 0 | - | - | - | - | - | - | - | - | 2 |
| Eastern Corridor - Te Tumu | - | 0 | - | 9 | - | - | 6 | 6 | 6 | 6 | 34 |
| Eastern Corridor - Trunk Wastewater | 17 | 25 | - | - | - | - | - | - | - | - | 42 |
| Eastern Corridor - Wairakei | 13 | 5 | - | - | - | - | - | - | - | - | 18 |
| Mount Intensification | 0 | 0 | - | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 8 |
| Otumoetai Intensification | 0 | 0 | 0 | 2 | 0 | 7 | 7 | 7 | 0 | - | 24 |
| Te Papa Intensification | 25 | 30 | 11 | 6 | 5 | 5 | 5 | 6 | 7 | 6 | 104 |
| WC - Pyes Pa West Growth Area | 6 | 5 | - | 2 | 2 | - | - | - | - | - | 14 |
| Western Corridor - Bethlehem | 1 | 3 | 2 | - | - | - | - | - | - | - | 6 |
| 3 Waters (two years) | 60 | 77 | - | - | - | - | - | - | - | - | 137 |
| Cameron Road Stage 2 | 1 | 2 | - | - | - | - | - | - | - | - | 3 |
| Capital Delivery Adjustment | - | 27 | - | 34 | - | - | - | - | - | - | 61 |
| CSC Stormwater Treatment Capital Works | 1 | 0 | - | - | - | - | - | - | - | - | 1 |
| Freshwater Management | 0 | - | - | - | - | - | - | - | - | - | 0 |
| Funding Provision | - | 0 | - | - | - | - | - | - | - | - | 0 |
| Infrastructure Resilience Capital Works | 5 | 6 | - | - | - | - | - | - | - | - | 10 |
| Prop Management Upgrades & Renewals | 0 | 0 | - | - | - | - | - | - | - | - | 0 |
| Reservoir Upgrades & Renewals | 4 | 4 | - | - | - | - | - | - | - | - | 8 |
| Smiths Farm Development | - | 0 | - | - | - | - | - | - | - | - | 0 |
| SW Bulk Fund & Reactive Reserve | 5 | 2 | - | - | - | - | - | - | - | - | 8 |
| SW Minor Capital Works & Renewals | 2 | 3 | - | - | - | - | - | - | - | - | 6 |
| Te Maunga WW Treatment Plant | 25 | 42 | - | - | - | - | - | - | - | - | 66 |
| Waiani Water Treatment Plant Capital | 7 | 12 | - | - | - | - | - | - | - | - | 19 |
| Wairakei Stream Culvert Upgrade | 1 | 0 | - | - | - | - | - | - | - | - | 1 |
| Wairakei Stream Landscaping | 1 | 2 | - | - | - | - | - | - | - | - | 3 |
| Wastewater Renewals/Upgrades Programme | 1 | 1 | - | - | - | - | - | - | - | - | 2 |
| Water Netwkr Upgrades & Renewals | 8 | 10 | - | - | - | - | - | - | - | - | 18 |
| Water Supply Plant Upgrades & Renewals | 4 | 6 | - | - | - | - | - | - | - | - | 10 |
| Welcome Bay, Turret Rd & 15th Ave Corridor | 2 | 2 | - | - | - | - | - | - | - | - | 4 |
| WW Reticulation Upgrades & Renewals | 17 | 16 | - | - | - | - | - | - | - | - | 33 |
| WW Treatment Plant Renewals | 2 | 2 | - | - | - | - | - | - | - | - | 4 |
| Sustainability and resilience | 15 | 18 | 11 | 11 | 10 | 6 | 7 | 8 | 12 | 22 | 119 |
| Bridge Resilience Capital Works | 0 | 1 | 1 | 4 | 7 | - | 2 | 4 | 9 | 20 | 46 |
| Capital Delivery Adjustment | - | - | - | 10 | - | 3 | 3 | 3 | 1 | - | - |
| Infrastructure Resilience Capital Works | 1 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 2 |
| Kerbside Waste Collection Capital Works | 0 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 9 |
| Sustainability & Waste Upgrds & Renewals | 3 | 5 | 1 | 5 | 2 | 2 | 1 | 1 | 1 | 1 | 21 |
| Waste Facilities Redevelopment | 12 | 10 | 18 | - | - | - | - | - | - | - | 40 |

| TCC Programme of Capital Investment | | | | | | | | | | | |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|---------------------|
| | 2025 (\$m) | 2026 (\$m) | 2027 (\$m) | 2028 (\$m) | 2029 (\$m) | 2030 (\$m) | 2031 (\$m) | 2032 (\$m) | 2033 (\$m) | 2034 (\$m) | 10 year total (\$m) |
| Other | 29 | 17 | 17 | 17 | 15 | 17 | 12 | 11 | 12 | 11 | 159 |
| Airport Upgrades & Renewals | 3 | 0 | 0 | - | 0 | - | 0 | - | - | - | 3 |
| Animal Services Minor Capital Works | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Beachside Holiday Park Capital Programme | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 4 |
| Cemeteries Capital Programme | 0 | 2 | 3 | 3 | 3 | 3 | 2 | 2 | 2 | 2 | 22 |
| City Operations Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Civic Administration Building | 12 | - | - | - | - | - | - | - | - | - | 12 |
| Civic Complex Renewals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Community Services Minor Capital Works | - | - | - | - | - | - | - | - | - | 0 | 0 |
| Corporate Services Minor Capital Works | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Digital Services Capital Programme | 2 | 3 | 3 | 4 | 2 | 3 | 3 | 1 | 1 | 1 | 21 |
| Emergency Management Capital Works | - | 0 | - | - | - | - | - | - | - | - | 0 |
| Health & Safety Risk Control Capital | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Marine Facilities Upgrades & Renewals | 6 | 5 | 6 | 4 | 3 | 4 | 1 | 1 | 2 | 1 | 34 |
| Prop Management Upgrades & Renewals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Regulatory Services Minor Capital Works | 0 | 0 | 0 | 0 | 0 | 0 | - | - | - | - | 0 |
| Strategic Acquisition Fund | 5 | 5 | 5 | 6 | 6 | 6 | 6 | 6 | 6 | 6 | 58 |
| Water Netwrk Upgrades & Renewals | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 1 |
| Total Capital Programme | 441 | 450 | 336 | 347 | 366 | 328 | 283 | 287 | 288 | 287 | 3,412 |

APPENDIX 2 - OPERATIONAL REVENUE AND EXPENDITURE

Capital investment flows through to operational costs of depreciation, financing of debt and the cost of operating and maintaining new assets. The large capital investment also results in higher costs of staff, consultancy and contractor costs as council resources to deliver much larger levels of capital investment.

Our operating budget requirements have increased in response to the need to:

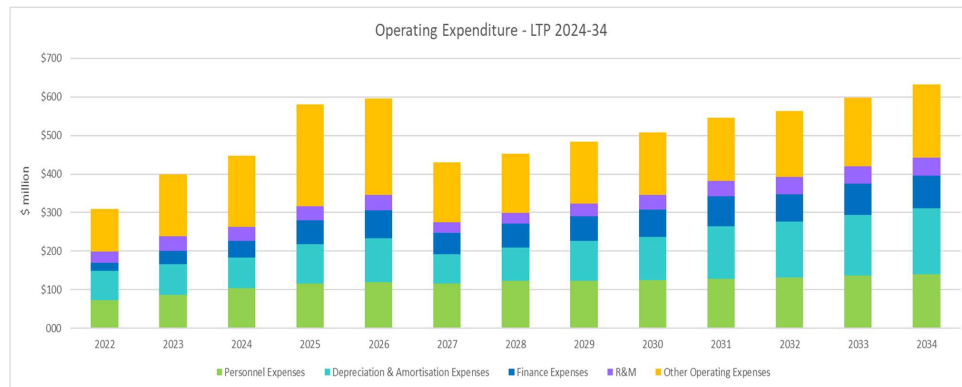
- provide what we need for our community in terms of contracted delivery and maintenance services across the city and particularly in spaces and places and transportation, and in grants to support delivery by Bay Venues Limited.
- establish strong governance and project delivery practices to deliver on the large capital programme in a way that enables us to manage our risks, and impacts on the community
- ensure adequate digital systems, security and performance including expenditure to replace outdated systems and improve systems that interact with our community)
- increase staff budgets to:
 - support the increased capital expenditure and to assure quality
 - support the in-housing of maintenance contracts and increased maintenance requirements particularly across spaces and places and transportation
 - meet increased community expectations for improved access, communication and engagement
 - attract and retain the very best people we need to address market movement in salaries
 - replace consultants with salaried staff to assist cost efficiency, adequately resource delivery and retain expertise in-house

Operational costs over the 10 years are shown in Graph 2-1 below. In the graph costs have been inflation adjusted.

Two years of actual budgets are shown as well as the LTP budgets commencing in 2025 financial year. The substantial drop in budgets in 2027 is based on the removal of three waters activities from council to a new entity. Some work relating to flood control and planning will remain in house. Reduction in overhead costs has been assumed as some of these costs will move with the three waters business.

Ongoing increases in depreciation and interest costs occur directly from the large ongoing capital programme. Once new facilities are operational there will also be an increase in other operating costs such as repairs and maintenance.

Graph A2-1: Operating Expenditure

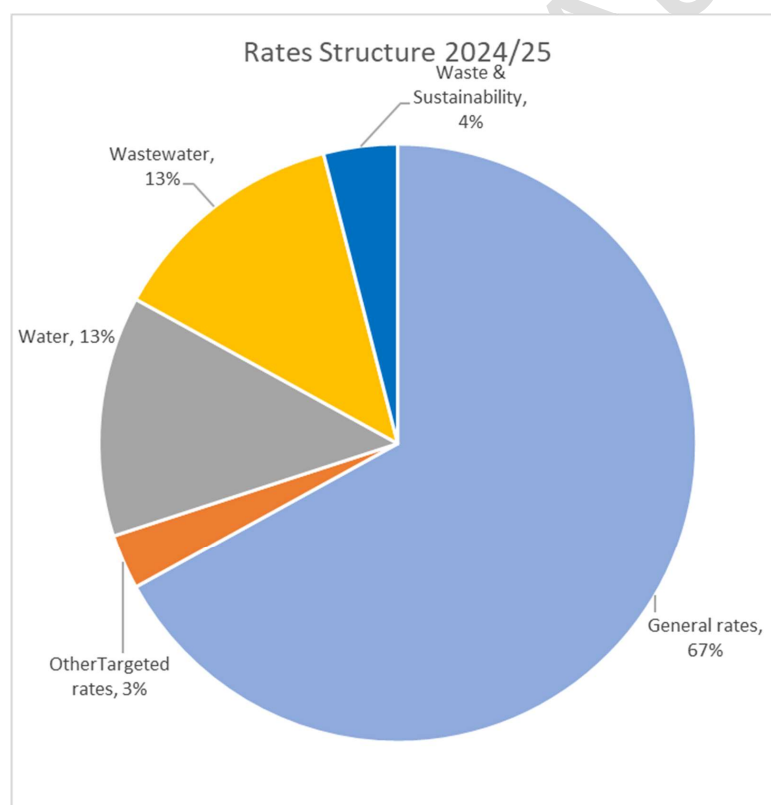


APPENDIX 3 – RATES

Council funds 72% of its operations through rates. Rating structure is a combination of general rates and targeted rates. The general rate and some targeted rates are applied on the basis of capital value. The proposal for the LTP is to continue to apply a commercial differential and to establish a separate industrial rating category to which a higher differential would apply. 10% of all rates are set on a uniform basis.

Graph A3-1 below shows the breakdown between targeted and general rate. This shows a concentration of rates as general rates set on a capital value basis with 10% of all rates set on a uniform basis. The main targeted rates were for wastewater, water supply, and kerbside waste collection. All revenue collected for these rates is ring-fenced to be spent within these activities.

Graph A3-1 Rates Structure 2024-25



New Rates and Removal of some Targeted rates

The previous LTP introduced targeted rates for transportation and city centre/community activities to support new investments and debt retirement in these areas. It was noted at the time that alternative funding and financing arrangements including IFF levies were being investigated as a preferred option.

In this LTP most of these targeted rates are replaced by the implementation of the IFF levy for transportation projects from July 2024, and the proposal to implement IFF for city centre investment from 2026.

Smaller targeted rates are continuing for resilience expenditure, the flood control levy (renamed from the stormwater levy).

Two new targeted rates are being proposed:

- for swimming pools in place of a larger three-yearly inspection fee and
- for properties in growth areas that have experienced or are likely to experience under-collection of rates.

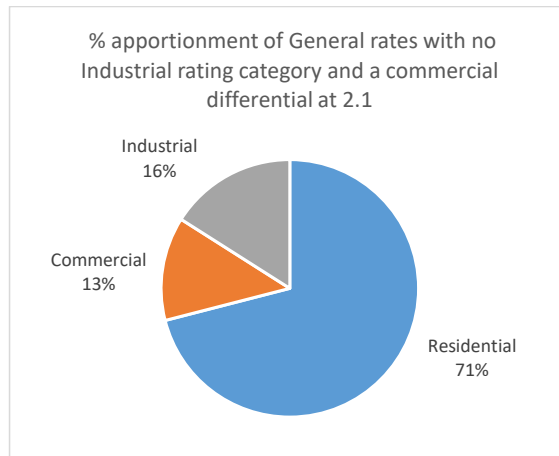
Commercial and Industrial Differentials

In 2024, TCC has a commercial rate differential of 2.1 times the residential rate. The LTP proposes further amendment to create a new industrial rating category which would cover properties categorised as industrial or utilities. The industrial category would have a higher differential than the commercial category recognising the higher benefit and impact on council expenditure and the community as well as ability to pay.

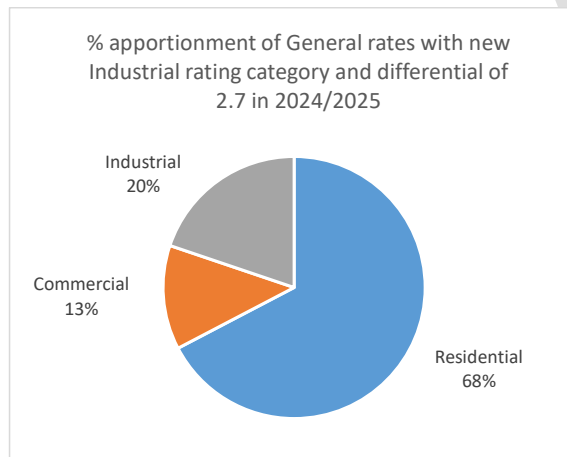
The proposal in the LTP is to move the industrial differential from 2.1 to 2.7, in 2024-25 while retaining the commercial differential at 2.1. At the proposed differentials, TCC would be closer to the level of comparable metro councils for the commercial and industrial categories combined.

To provide consistency over time and through the revaluation cycles it is proposed to set an agreed apportionment of general rates for each rating category. The commercial and industrial share of general rates paid would move closer to a 15% commercial, 20% industrial, and 65% residential. This is proposed to be fully achieved by 2027-28 (year 4 of LTP). The graphs below show the movement over time of the apportioned share of the general rate for each rating category.

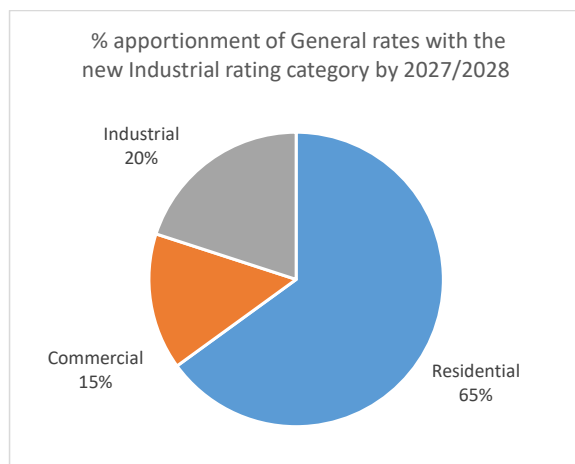
Graph A3-2 Apportionment of General Rates with No Industrial Category in 2024-25



Graph A3-3 Apportionment of General Rates with Industrial Category 2.7 differential in 2024-25



Graph A3-4 Apportionment of General Rates with Industrial Category by 2027-28



APPENDIX 4 – Changes to Key Financials with Three Waters Included for Ten Years

Legislation currently provides that the 2024-34 Long-term Plan must be prepared on the basis that three waters would transfer to a separate entity from the third year of the LTP, which is the 2027 year.

The following Key Financials table provides a high-level indication from year 3 of the LTP of key financials if three waters was to remain within TCC. The main impacts would be higher operational costs and revenues, continued receipt of development contributions revenue and costs of the ongoing waters capital programme. The waters capital programme in 2025 and 2026 is budgeted at \$251m. TCC's borrowing limits mean the total capital programme once three waters revenue is included would be \$4.7b, which is \$1.3b above that in the LTP without waters. This capital capacity limit is based on the assumption of a 10% annual increase in waters revenue (including growth) as well as a 7% increase in rates and other revenue. Using these revenue, capital expenditure and debt parameters, TCC would be close to its LGFA borrowing limit from 2030. These assumptions form the basis of the key financials table with three waters remaining with TCC.

Additional Three waters Capital Expenditure

The Infrastructure Strategy identified \$6.9b of waters capital required across the 30 years and assumes \$2.4b in the ten years of the LTP. If waters remained within TCC, council's borrowing limits mean this high level of new capital expenditure would need to be matched with significant additional revenue, e.g., in the form of Government grants or subsidies and significantly increased water and wastewater charges used to retire waters debt, to provide financial capacity.

Debt to Revenue with Three Waters remaining with TCC

With three waters included the debt to revenue ratio increases above that without three waters because most of council's debt relates to waters infrastructure. Graph A2-1 below shows that for most scenarios council is able to remain with high debt to revenue ratio but within financial limits. However, if the IFF levy is not used for Te Manawataki o Te Papa then debt retirement would be required in three waters to sustain the \$1.3b investment, resulting in significant increases in water and wastewater charges, unless significant other funding was made available e.g., in the form of grants.

Table A4-1

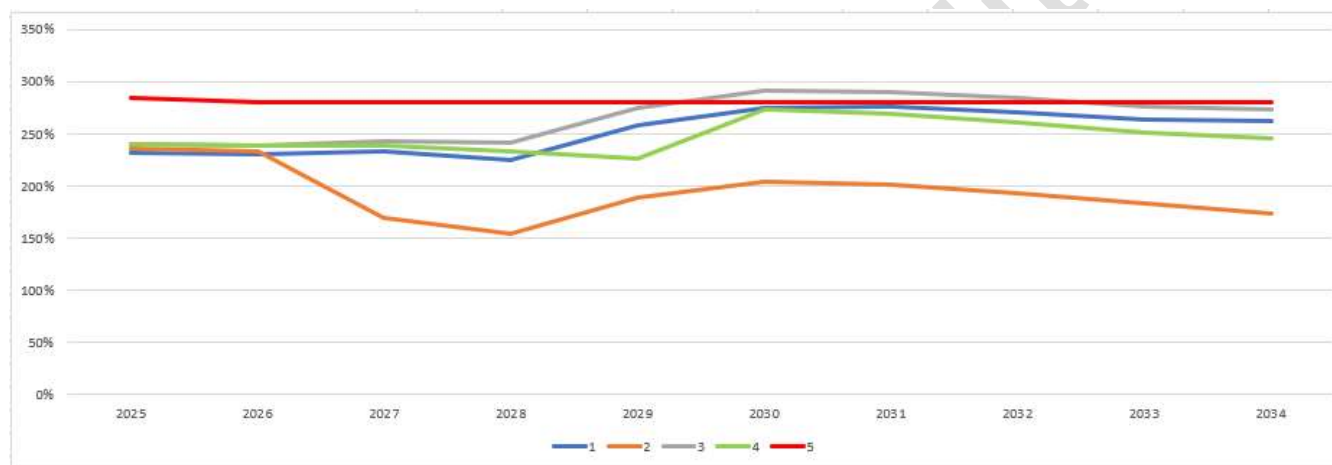
Key Financials for LTP inflated with waters in for ten years*

*estimate based on overall prioritised capex to stay within financial limits as below

| | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 | Total ten years |
|---|--------------|--------------|--------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|-----------------|
| Including Three waters Capital Programme (\$m) | 441 | 450 | 466 | 486 | 515 | 486 | 453 | 469 | 483 | 496 | 4,746 |
| Capital Programme without three waters from year 3 (\$m) | 441 | 450 | 336 | 347 | 366 | 327 | 283 | 287 | 288 | 287 | 3,412 |
| Capacity for additional capex with three waters in* | 0 | 0 | 130 | 139 | 149 | 159 | 170 | 182 | 195 | 209 | 1,334 |
| Net Debt (\$m) | 1,262 | 1,440 | 1,584 | 1,657 | 1,909 | 2,123 | 2,280 | 2,415 | 2,535 | 2,648 | |
| Debt to revenue ratio (inflated, excluding IFF and Tauriko West, including BVL revenues (LGFA approach)) | 232% | 230% | 233% | 224% | 258% | 275% | 275% | 270% | 264% | 262% | |
| <i>Debt to revenue ratio (inflated, excluding IFF and Tauriko West, including BVL revenues and lease liability)</i> | <i>248%</i> | <i>243%</i> | <i>245%</i> | <i>241%</i> | <i>275%</i> | <i>291%</i> | <i>290%</i> | <i>284%</i> | <i>277%</i> | <i>274%</i> | |
| Financial Limit on Borrowing based on LGFA (debt to revenue ratio) | 285% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | |
| Total Rates (\$m) | 325 | 361 | 417 | 455 | 496 | 540 | 590 | 643 | 693 | 746 | |
| Total Rates Increase (net growth) | 10.6% | 10.0% | 14.7% | 8% | 8% | 8% | 8% | 8% | 7% | 7% | |
| IFF Levy (\$m) | 2.8% | 2.2% | 0.3% | 0.1% | 0.3% | 0.2% | 0.1% | 0.3% | 0.2% | 0.1% | |
| Total Ratepayer Increase (net growth) | 13.4% | 12.2% | 15.0% | 8.1% | 8.2% | 8.2% | 8.2% | 8.3% | 6.9% | 6.8% | |

* this is the additional capex capacity with waters retained after year 2, assuming waters revenue increases 10% per annum.

Graph A4-1 Debt to revenue ratios for TCC with three waters included for ten years



| Legend Funding and Financing Scenarios | | 2025 | 2026 | 2027 | 2028 | 2029 | 2030 | 2031 | 2032 | 2033 | 2034 |
|---|---|------|------|------|------|------|------|------|------|------|------|
| CD - waters in/with Civic IFF | 1 | 232% | 230% | 233% | 224% | 258% | 275% | 275% | 270% | 264% | 262% |
| CD - waters out/with civic IFF | 2 | 236% | 233% | 170% | 155% | 188% | 204% | 201% | 192% | 183% | 174% |
| CD - waters in/no civic IFF/no waters debt retirement | 3 | 240% | 239% | 243% | 242% | 275% | 291% | 290% | 284% | 276% | 273% |
| CD - waters out/no civic IFF/ waters debt retirement (\$200m) | 4 | 240% | 239% | 239% | 234% | 226% | 273% | 269% | 261% | 251% | 245% |
| LGFA Limit | 5 | 285% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | 280% | 280% |

Draft for Audit

Draft Infrastructure Strategy

1. Introduction

1.1 Purpose

One of Tauranga City Council's (Council's) primary roles is to plan, deliver and maintain the infrastructure needed for our city.

Together with the Financial Strategy, our Infrastructure Strategy outlines how Council intends to deliver on its infrastructure responsibilities in alignment with our community outcomes, primary strategies and legislative responsibilities.

To ensure our infrastructure programme delivers on our community outcomes and local government responsibilities, we are focusing on:

- Delivering an infrastructure programme which can be supported by our Financial Strategy.
- Taking a balanced approach to addressing growth and resilience pressures, whilst still delivering the amenity and infrastructure needed to create a vibrant and connected communities.
- Maintaining our current levels of services and taking a prudent and sustainable approach to caring for our existing assets.

Our Infrastructure Strategy is driven by Council's overarching strategic direction and informed by a range of asset management plans, activity based strategies, and action and implementation plans.

1.2 Content

Definition of Infrastructure

Infrastructure, in this strategy, is the 'hardware' that delivers core Council services. This includes structures, pipes and fittings, pumps, treatment plants, reservoirs, roads, footpaths, bridges, green infrastructure (swales, rain gardens) as well as the hardware that provides for social amenity such as libraries, community centres, reserves, sports facilities, and performance facilities.

The following table outlines which Council activities are included and excluded from this Infrastructure Strategy.

| Included | Excluded |
|--|--|
| <ul style="list-style-type: none"> • Water supply (drinking water) activity • Wastewater activity • Stormwater activity • Flood control (new) activity • Transport activity • Social and Civic Amenity (includes libraries, sports fields, parks and reserves, community facilities, Bay Venues assets, Baycourt and the civic centre redevelopment package) | <ul style="list-style-type: none"> • Airport infrastructure • ICT Infrastructure • Waste management activity • Dog management activity • Cemeteries activity • Emergency management activity • Marine precinct, seawalls, wharfs and boat ramps (with the exception of the city centre waterfront redevelopment, which is included in the social and civic amenity section) • Administrative and property infrastructure |

Our assets are valued at \$6.7 billion with annual depreciation of \$79.8 million (Based on the 2023 Annual Report).

Other infrastructure helps create the places we want to live, work, learn and play including the telecommunications networks, electricity networks, gas networks, the rail network, the state highway network owned by Waka Kotahi (New Zealand Transport Agency) and schools. Council recognises the importance of those other networks; however, this strategy focuses only on Council's role in infrastructure.

A long-term approach

Our Infrastructure Strategy, along with our Financial Strategy, forms part of our 2024-2034 Long Term Plan. The majority of the Long Term Plan, including the Financial Strategy, has a 10-year focus, setting out operational and capital budgets on an annual basis for 10 years. However the Infrastructure Strategy is different and covers a 30 year period. Infrastructure is costly to build and maintain, and frequently has an intended life span of 50-plus years. For these reasons councils have a requirement to take a long term view of their infrastructure programmes, planning for the needs of communities well in advance and ensuring that comprehensive maintenance and renewal programmes are in place.

The first three years of this Strategy provide the most certainty in terms of likely outcomes, with years four to ten having a reasonable level of certainty. The forecasts from year 11 are indicative and will be developed over time, however they also capture a number of critical projects that have been pushed outside of years 1-10, due to funding and financing constraints. Over time the forecasted projects and associated expenditure for years 11+ will be refined as further information becomes available, and Council will update its approaches and decisions relating to these projects.

Planning for the future of our water infrastructure

Central government is working on water reforms, which will change how our water services (drinking water, wastewater and stormwater) are delivered across New Zealand. These reforms propose removing the responsibility for water services from councils and forming new regional organisations which will deliver and manage these services. The water services that are currently run by 67 councils across New Zealand will be combined into 10 publicly owned, specialised water service entities based around existing regions. The Bay of Plenty water services entity will include the water services currently

provided by the following councils: Rotorua Lakes, Kawerau District, Opotiki District, Tauranga City, Western Bay of Plenty District, and Whakatane District.

The entities will be owned by local councils on behalf of the public, but will be operationally and financially independent from them. A staggered approach will be taken to implementation, with water service entities becoming operational over a period from early 2025 to 1 July 2026. A 'go live' date of 1 October 2025 has been proposed for the Bay of Plenty water services entity, however this date has not yet been finalised. For the purposes of this Infrastructure Strategy, it has been assumed that Council has the responsibility for deliver of all water services for years 1 & 2 of this Strategy and the Water Services Entity takes on its responsibilities from year 3 onwards

To reflect these proposed changes, detailed financial information for water services (drinking water, wastewater and stormwater) provided in two formats in the Infrastructure Strategy:

- Totals for years 1 and 2 of the Strategy, with the assumption that Council will no longer be responsible for water infrastructure from 1 July 2026.
- Totals for the full 30 year period of the Strategy, to provide our communities with an indication of the level of the investment Council views as needed in the future. Note that while these figures and corresponding work programmes will be provided to the new water service entity, there is no commitment to these work programmes being implemented as outlined in this Strategy. The water service entity will develop their own work programme for the region.

The general strategic direction identified for water services over the next 30-years, including significant projects which Council has identified as required in the future, are also discussed. These projects and considerations will be shared with the new water service entity for Bay of Plenty, and integrated as appropriate into their forward planning processes.

A new activity, flood control, commences in year 3 of this Infrastructure Strategy. The responsibilities, role and scope of the flood control activity need to be further refined, and this will happen in discussion with the Bay of Plenty waster services entity. Some limited information regarding the likely scope of this activity is included in this Strategy.

If New Zealand sees a change of government in the 2023 elections, it is possible that an alternative approach is taken towards ensuring sustainable delivery of water services by councils (i.e. not the water entity model). Council has developed 30-year strategies for water supply (drinking water), wastewater and stormwater, as well as 10-year asset management plans. These strategies and asset management plans will be relevant for whichever organisation manages waters services going forward, and have informed content in this Infrastructure Strategy.

1.3 The cost of our investment commitment (Looking after our assets)

| | Growth | Level of Service | Renewal | TOTAL |
|---------------------|---------------------------------|---------------------------------|-----------------------------------|---|
| Water supply | \$31,676,326 (\$708,714,285) | \$35,424,740 (\$352,067,931) | \$33,114,560 (\$663,481,612) | \$100,215,626 (\$1,724,263,827) |
| Wastewater | \$73,716,628 (\$735,865,606) | \$4,812,616 (\$520,127,342) | \$37,119,649 (\$1,076,299,567) | \$115,648,894 (\$2,332,292,515) |

| | Growth | Level of Service | Renewal | TOTAL |
|---------------------------------|--|--|--|---|
| Stormwater | \$14,855,074 <i>(\$124,221,125)</i> | \$17,437,926 <i>(\$2,615,702,004)</i> | \$2,979,246 <i>(\$73,195,709)</i> | \$35,272,245 <i>(\$2,813,118,837)</i> |
| Transport | \$2,563,976,852 | \$1,352,465,734 | \$930,725,045 | \$4,847,167,632 |
| Social and Civic Amenity | \$372,172,687 | \$1,099,273,507 | \$405,621,619 | \$1,877,067,812 |
| TOTAL | \$3,056,397,567 <i>(\$4,504,950,555)</i> | \$2,509,414,523 <i>(\$5,939,636,517)</i> | \$1,409,650,118 <i>(\$3,149,323,511)</i> | \$6,975,372,209 <i>(\$13,593,910,623)</i> |

Note: figures in italics and brackets include the full 30 year estimates for water supply, wastewater and stormwater, whilst non-italised numbers only include the estimates for years 1 and 2 of water supply, wastewater and stormwater.

1.4 Our changing environment

An ageing and growing city

Tauranga has historically been one of New Zealand's fastest growing cities, with growth rates consistently higher than the country as a whole, due to migration. This is expected to continue, with people attracted by the region's temperate climate, natural environment, economic opportunities and proximity to other major centres, such as Auckland and Hamilton. The total estimated population of Tauranga City in 2023 is 161,00, whilst by 2043 the city's population is projected to be 200,290¹. Although the city will continue to grow through migration, it will also age, with the percentage of people aged 65+ years increasing from an estimated 20% in 2023 to 26% in 2043².

Hotter, with more flooding, erosion and inundation

Tauranga is already vulnerable to climate induced hazards including slips, flooding, coastal erosion, and inundation. Climate change will exacerbate the consequences of these hazards and introduce new impacts from increasing extreme temperatures, drought, changing ocean acidity and rainfall variability. The combination of growth, plus the city's coastal location, mean that coastal hazards are significant for Tauranga. Over 2,800 buildings are identified as having 'High' risk of coastal inundation under a future (2130) 1% AEP event scenario³. Coastal erosion is also 'likely'⁴ to affect over 450 properties by 2130. Much of the city's critical infrastructure is located on the coast and/or on low-lying land, including wastewater treatment plants, access roads, the port and the airport.

Organisational leadership

This Infrastructure Strategy, alongside the 2024-2034 Long-Term Plan, positions Council to deliver for its communities over the next thirty years, providing a roadmap for the organisation and the elected members who will be incoming in 2024. Since February 2021, Council has been led by Crown appointed Commissioners, who will continue in their role until July 2024. The focus of the Commission has been to ensure the city has the services and infrastructure it needs, addressing issues caused by long-term

¹ Tauranga City Population and Dwelling Projection Review 2022 (source: Tauranga City Council, <https://www.tauranga.govt.nz/council/council-documents/reports/population-and-dwelling-projection-review>)

² Statistics NZ Subnational population projections: 2018 (base) – 2048 update, released Dec 2022

³ Tonkin & Taylor (2020) Tauranga City-wide Natural Hazards Risk Assessment

⁴ Likely means that there is a 66% chance of an erosion distance being exceeded during that period. T&T (2020)

under-investment. The challenge for the incoming Council will be to continue this momentum and deliver on needed projects, whilst maintaining the support of the city's residents, many of whom are struggling financially due to cost of living increases, primarily driven by inflation and high interest rates.

National and global influences

Tauranga city is highly influenced by both national and global factors. As home to the country's largest and fastest growing Port, and with a sub-region that produces the majority of the country's kiwifruit (much of which is exported overseas), global changes have a significant impact. Added to these factors, the city's continued population growth and its location in the upper-mid North Island, with close proximity to Auckland and Hamilton, mean it is a key regional centre and influential at a national level. Recent challenges such as the covid-19 pandemic, inflation and increases in living costs, have had significant impacts on Council's approach to planning and delivery. Added to these influences are rapid technological advancements, with artificial intelligence beginning to have a dramatic impact on how we work and live.

1.5 Strategic alignment

Our Infrastructure Strategy captures our infrastructure intent for the next 30 years in one place. At a high level it is informed by our City Vision, Community Outcomes and primary strategies.

Council's strategic framework, Our Direction, shows how everything we do contributes to achieving the vision for Tauranga. Our Direction is visually represented by the kupenga (a type of fishing net), which weaves together Council's five community outcomes (what we are trying to achieve for our communities) and three approaches (how we will do everything, see section 1.7 of this Strategy).

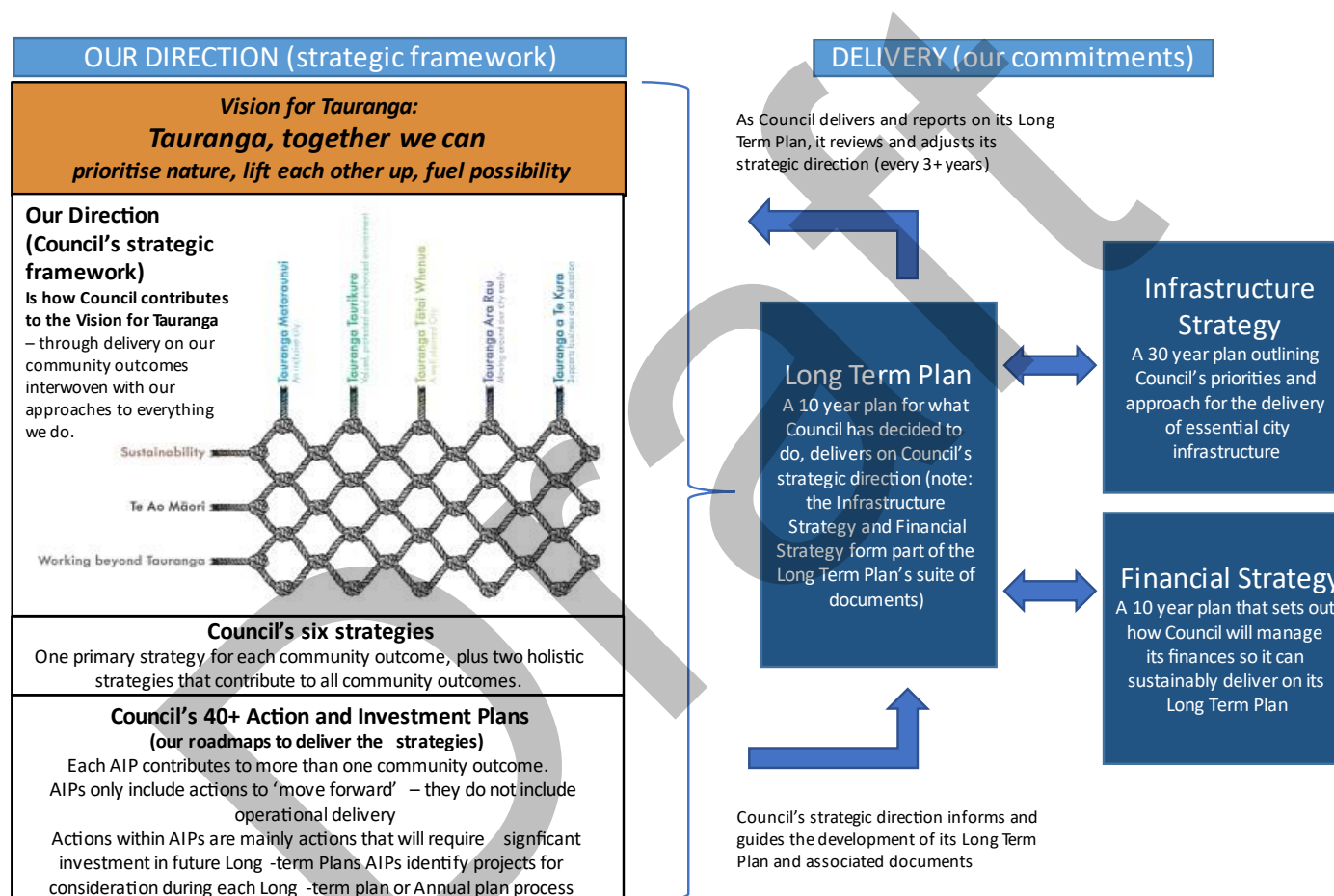
Council has one primary strategy for each community outcome. Primary strategies set out our goals and high-level actions to deliver on that community outcome.

At a granular level our Infrastructure Strategy is informed by a range of documents including:

- Action and Investment Plans (how we deliver on our strategies)
- Our Public Places Strategic Plan
- Asset Management Plans
- Community Facilities Infrastructure Plan
- Urban Form and Transport Initiative's Connected Centres Programme
- Western Bay of Plenty Transport System Plan
- 30-year Water Supply Strategy
- 30-year Wastewater Strategy
- 30-year Stormwater Strategy
- Te Papa Spatial Plan
- Otumoetai Spatial Plan

The diagram below shows how our Infrastructure Strategy contributes to Long Term Plan and Council's strategic framework, and how everything fits together.

Diagram – Connection between Council’s strategic direction and delivery



1.6 Our communities' priorities – the city vision

Our communities's priorities for Tauranga are reflected by the city vision. Three key themes form the basis of the vision statement – environment, community and inclusivity, and vibrancy.

Tauranga, together we can

Prioritise nature

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

Lift each other up

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

Fuel possibility

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

With everyone playing their part, together we can create the change our city needs.

Kei a tātou te pae tawhiti

The future is all of ours.

Because, Tauranga, together we can.

The three pillars of the vision guide Council's work, our plans and strategies and how we deliver on our five community outcomes (Tauranga Matarauui: An inclusive city, Tauranga Taurikura: Valued, protected and enhanced environment, Tauranga Tātai Whenua: A well planned city, Tauranga Ara Rau: Moving around our city easily, and Tauranga a Te Kura: Supports business and education).

The diagram above (section 1.5) shows the connection between Our Direction (the Council's strategic framework) and the LTP (including the Infrastructure Strategy and the Financial Strategy). Our Direction strongly influences our prioritisation of projects, including our infrastructure programme.

For more information on Our Direction, the city vision, our community outcomes and our strategies, visit www.tauranga.govt.nz/our-future/our-direction

1.7 How we approach asset management and infrastructure delivery

Council has adopted three approaches as part of our overarching strategic framework and these guide how we do our work. These three approaches sit alongside our community outcomes and are outlined below. Ultimately, these approaches can be summed up as a commitment to working in a manner which prioritises the wellbeing of our people.

Te Ao Māori

Council is committed to understanding and applying key Māori concepts to enhance outcomes for our communities, bringing to life the principles of Te Tiriti o Waitangi. Te Ao Māori is the Māori world, where the world is perceived holistically, acknowledging the interconnectedness and interrelationships of all living and non-living things. When in balance, this supports healthy environments and healthy

communities. Involving Iwi and Hapū in our planning and delivering of our infrastructure is a key part of ensuring Te Ao Māori concepts are reflected in the outcomes of our work.

Sustainability

Applying holistic sustainability to the way we work is essential in order to deliver on community well-being outcomes for our communities. Sustainability is about considering the interactions and balance points between social, economic, cultural and environmental wellbeing. There are close ties between sustainability and Te Ao Māori. Council's infrastructure programme works to integrate sustainability at a number of levels, considering the interactions between our communities' needs, our environment and financial drivers and limitations, both when prioritising projects and when delivering them. The permanent impact that much of Council's infrastructure has on the physical world means that careful consideration needs to go into planning and construction to ensure that what we deliver is fit for purpose, minimises negative environmental impacts and where possible supports biodiversity and healthy ecosystems.

Working beyond Tauranga

Council recognises that Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region and nation. Tauranga is the fifth largest city in New Zealand and located strategically close to two of New Zealand's other largest cities, Auckland and Hamilton, forming what is known as the 'golden triangle'. In many ways the boundary of our city is an artificial construct which does not reflect how people move around, live and interact. For these reasons we work closely with sub-regional partners in planning key infrastructure such as transport and also recognise the sub-regional role that some of our community infrastructure plays (for example, the museum planned as part of the civic centre rebuild). This Infrastructure Strategy pulls directly from some of our key sub-regional planning documents, such as the Urban Form and Transport Initiative's Connected Centres Programme and the Western Bay of Plenty Transport System Plan.

1.8 Best practice asset management

Council aims to achieve best practice asset management in order to meet the agreed levels of service for the community and our customers. Planning and understanding the needs and wants of our communities is a key part of our approach to asset management and to address the identified issues and challenges. Council has a coordinated approach across the entire lifecycle of our assets. We understand that poor asset management and asset failures lead to risks and poor outcomes for our community. We have comprehensive asset management plans for water supply, wastewater, stormwater, transportation, spaces and places, property and sustainability and waste. We review and update these plans every three years to inform the Long-term Plan and ensure that we are meeting the intended outcomes for our community.

Our approach includes a maturity analysis every six years with the last one completed in 2022. The analysis is undertaken in accordance with the ISO55000 International Asset Management Standard and International Infrastructure Management Manual (IIMM). The results of the 2022 analysis indicated a maturity ranging from competent-mid to a optimising-low level (scores ranging from 61% to 73%) across the seven assessment areas. Our target for maturity is an optimising-high level (85%) for the

critical activities (water supply, wastewater, stormwater and transportation) and optimising mid (80%) for other activities, including spaces and places. Improvements have been progressed since 2016, and the new improvements identified in 2022 have been added, to achieve a higher level of maturity in the next assessment (2028).

A significant part of our asset management approach is to operate, maintain and manage the assets we already have. Our renewals planning includes the collection of an extensive amount of asset data, including as-built information, maintenance costs, failure analysis, and condition assessments. This data informs our forecasts and renewals strategies to ensure we are renewing assets at the optimum and most cost effective (right) moment (time). The risks of delay in renewing assets at the optimal point in time include an increased probability of a significant failure, higher maintenance and operational costs, an increased probability of not meeting levels of service and creating a backlog of renewals. Assumptions regarding the renewals can be found in the appendices.

2. Addressing Tauranga's infrastructure challenges

The previous section provides the overarching context which has influenced the development of this Infrastructure Strategy. The combination of these factors has guided Council towards the development of an Infrastructure Strategy which focuses on delivering for our existing communities, who have suffered from historic underinvestment into infrastructure, whilst still planning for growth. Other key factors which have informed the content of this strategy are the availability of funding (making sure we can afford to deliver on our plans) and the need to protect and enhance our environment, both now and for the future. These elements are discussed more in the following sections.

- Delivering for our existing communities
- Growth and infrastructure planning
- Sustainability and resilience
- Funding, balance sheet capacity, levels of service and significant decisions (major projects).

2.1 Delivering for our existing communities

Tauranga City has been one of New Zealand's fastest growing cities for many years, and investment into the city has lagged behind. This underinvestment has led to decreased vibrancy (particularly in the city centre), contributed to congestion and impacted on the quality of life experienced by the city's existing communities.

For this reason, the Council (via the Commission) has made a strong commitment to deliver much needed infrastructure for our existing communities. This includes the following key focus areas.

Revitalising our city centre and delivering community amenity for our residents

Tauranga's city centre has faced many challenges over recent years, including the covid pandemic. Our communities have told us that they want a vibrant, well-planned city centre that is inclusive, accessible and diverse, with more activities and events for all to enjoy. This Infrastructure Strategy contains a number of projects focussed on delivering just that, a vibrant, accessible and activated space that our communities can enjoy for years to come. These projects include:

- **Te Manawataki o Te Papa (\$227m)** – a redevelopment plan for the civic precinct in the heart of our city, this includes a new library and community hub, civic whare (public meeting house), exhibition gallery, and museum. The programme of work also includes upgrades to Baycourt and Tauranga Art Gallery, along with the landscaping of public spaces in the area. This project will celebrate our heritage and culture and deliver wide-ranging economic benefits through its much needed facilities.
- **Waterfront redevelopment (\$28m)** – this project celebrates our city's connection to the harbour and will be delivered over the next few years. Delivery of the Tauranga Moana Waterfront Plan includes upgrades to Dive Crescent car park, Beacon Wharf, The Strand car park and playground.
- **Memorial Park upgrades (\$128m)** – upgrading the design and construction of Memorial Park's new aquatic facility, indoor courts, and other works from the masterplan will provide much needed aquatic and recreation facilities in the city centre, providing for both current and future communities.
- **Central city transport infrastructure (\$91m)** – creating an accessible city centre means prioritising frequent, reliable public transport services, supported by high-quality stops close to

main destinations. A prioritised bus route through Tauranga city centre has been confirmed and we are now finalising the requirements for central city bus facilities to meet our city's public transport needs.

- **Community stadium (\$81m)** – the LTP contains a capital expenditure budget of \$81 million towards a multi-use stadium at Tauranga Domain that would accommodate community, clubs, local cultural events, festivals, professional sports, and commercial concerts. The first stage of the stadium is scheduled to be constructed between 2029/30 and 2031/32, with further stages falling outside of the LTP period (i.e. from 2023/35 onwards). Of the \$81 million currently budgeted for in the LTP, it is anticipated that \$46 million would be from rates-funded loans and \$35 million would be from other sources. The primary future focus for the community stadium would be an events precinct with a secondary focus on community sports and high-performance sport. A new community stadium will bring many social and economic benefits to our existing and growing communities.

Improving our existing transport network

The Transport System Plan (TSP) delivers the SmartGrowth Strategy 2023, which considers how transport, housing, infrastructure, community facilities and the environment work together, and the Form and Transport Initiative's Connected Centres programme. The TSP will also closely align with national and regional policy and strategic direction, including Tauranga City Council's Long Term Plan, Bay of Plenty Regional Council's Regional Land Transport Plan and Waka Kotahi NZ Transport Agency's National Land Transport Programme. This will make sure projects get funded and underway at the right time.

Our aim is for better, safer connections for people and goods. In the future, most people should be able to reach their destination using public transport within 30-45 minutes, and a network of safe cycling, walking and personal mobility routes (e.g. for e-scooters) will allow people to reach their local shops, schools parks and neighbouring communities within 15-30 minutes. Existing freight corridors on SH29, Takatimu Drive, Hewletts Road, SH29A, Takitimu North Link and the Tauranga Eastern Link will continue to connect the Port with the Eastern Bay and upper North Island. Some extra capacity via freight lanes will be needed and most bulk loads will be encouraged to move around by rail.

2.2 Planning and delivery for growth

Growth has been an enduring issue for Tauranga and enabling and managing its effects continues to be a challenge to address. This growth puts pressure on existing infrastructure and creates the need for new infrastructure. It also creates challenges for moving easily around the city, and has implications for housing availability, the economy, the environment and how we want to live, work and play.

The latest population projections for the city indicate that Tauranga's population will increase by 78,500 residents over the 50 years from 2013 to 2063. This will require approximately 49,300 new dwellings to be constructed over the same period.

A significant amount of work has been undertaken to date to determine what infrastructure is required, where, when, and how much it may potentially cost. Central government policy direction, the Urban Form and Transport Initiative (UFTI), SmartGrowth (a revised and updated SmartGrowth Strategy will

be released later in 2023) and Council planning documents have informed this work and provided a framework for the most suitable growth locations.

The National Policy statement – Urban Development (NPS-UD) seeks to ensure development of well-functioning, inclusive and better-connected cities that reflect the diversity of their current and future communities. It requires that, as Tauranga is a high growth city, Council enables a minimum of 10 years supply of zoned and serviced housing, as well as enabling higher-density residential development in proximity to employment, transport and services. Council does not currently comply with the NPS-UD, however significant planning and delivery is scheduled in the Infrastructure Strategy, to bring the city as close as possible to the NPS-UD targets.

The Urban Form and Transition Initiative (UFTI) is one of the key projects that Council has participated in to address the growth challenges and key urban form issues being experienced by the region, and contributes towards delivering on the objectives of the NPS-UD. UFTI was a collaborative project led by SmartGrowth and the NZ Transport Agency, and involving Western Bay of Plenty District Council, Tauranga City Council, the Bay of Plenty Regional Council, iwi, and community leaders. It resulted in an integrated land use and transport programme and delivery plan for the Western Bay of Plenty, known as 'Connected Centres'. The intention of the initiative is to improve housing and the transport systems whilst also achieving positive environmental and economic outcomes. The plan and identified actions will be delivered over the next 50 years by the SmartGrowth partners. Council is only planning for the infrastructure within the city boundaries.

One of Tauranga's significant challenges is balancing growth in greenfield areas with intensification of the existing urban area. Different urban form outcomes, including the balance between greenfield growth and intensification, will deliver different benefits in terms of typology, location and price point of housing to serve a rapidly changing demographic profile.

CONNECTED CENTRES PROGRAMME (UFTI)

There are two core concepts critical to the Connected Centres programme. The first is increasing the number of dwellings by intensifying our existing urban and new growth areas. This is to maximise the land available for development and support a well-functioning multimodal transport system. The second is being able to access local social and economic opportunities within a 15-minute journey time, and sub-regional social and economic opportunities within 30–45 minutes. These concepts encourage strong local centres and connected neighbourhoods.

Intensification

Intensification has been a core pillar of SmartGrowth since the first SmartGrowth Strategy in 2007, is a focus of the Connected Centres programme and continues to be a priority for Council as it looks toward providing infrastructure to support our growing community. An Urban Communities Growth Programme (the Programme) has been developed to build on sub-regional planning by delivering corridor based spatial planning and neighbourhood and centre planning. It uses a collaborative approach, developing spatial plans and neighbourhood plans to provide for integrated land use, transport and social infrastructure planning, while also seeking to enhance local culture and identity.

The Programme focuses on spatial planning for those areas of the city which are viewed as suitable for intensification. Council adopted its first spatial plan, for Te Papa, in October 2020 and its second,

Ōtūmoetai Spatial Plan in May 2023. A spatial plan for Mount Maunganui/Arataki is currently being developed.

Investment in Te Papa and Ōtūmoetai are areas of focus for this Infrastructure Strategy, with the spatial plans looking out to 2050. The plans were prepared in partnership with mana whenua, key stakeholders and the community. They provide for higher density living in close proximity to urban centres, neighbourhood centres, public transport and other amenities, supported by a sustained, balanced investment programme in active modes and public transport infrastructure. The focus is on creating:

- Liveable Neighbourhoods, where residents live close to their daily needs, such as work, shopping and healthcare
- Healthy Neighbourhoods, with access to open space and the natural environment
- Connected Neighbourhoods, with travel options, including walking, cycling and taking public transport
- Unique Neighbourhoods, which celebrate the individual stories of people, places, and their history and culture.

Key projects to support intensification (including waters services projects) over the next 30 years are:

- The Cameron Road upgrades stage 2 - \$168m
- Ōtūmoetai multi modal package - \$103m
- Te Papa intensification package - \$1,370m
- Mount/Papamoa multi modal package - \$51m
- Mount intensification package - \$9m
- Ōtūmoetai intensification package - \$1,157m

Greenfield development

Several greenfield areas that have been identified in the past and a significant amount of work has been undertaken to progress these areas to provide for growth. The Infrastructure Strategy adopts a staggered approach to delivering this growth, recognising Council's financial constraints and the development barriers that need to be overcome.

The first 10 years of this Infrastructure Strategy focuses on investing in delivering of growth in west of the city, Tauriko, together with delivering a limited amount of infrastructure in the east of the city (combined with planning for future growth in the east). The later years of the Strategy (years 11+) see investment into delivering growth in east of the city, namely in the Te Tumu growth area.

Over the next ten years, this translates into investment of \$79m (including waters this would be \$166m) in developing the new western growth areas in and around Tauriko West, the Tauriko Business estate and Keenan Road, providing for the construction of up to 4,000 new homes, improvements to the state highway networks and connections, and an additional 100-150 hectares of business land providing for an additional 2,000 jobs.

The new residential developments in the west will be linked to the rest of the city via high frequency public transport services from Tauranga Crossing to the city centre.

A number of significant projects enabling growth in the west are underway led by government agencies, including Kainga Ora and Waka Kotahi.

Some investment into growth in the east of the city will still occur within the first 10 years of this Strategy, such as the completion of the Papamoa East Interchange (which links east Papamoa to the Tauranga Eastern Link highway). Significant planning for growth in the east will also occur over the first 10 years, with the intent of bringing land in Te Tumu online for development in the later 20 years of the Strategy.

Due to the fiscal constraints that the Council is under, the growth investment will be:

- Priority of Tauriko West, Te Papa intensification and existing zoned growth areas in the next 10 years
- Other growth areas (such as Te Tumu and Keenan Road), focus on infrastructure planning, securing the land required for infrastructure and land use planning in the next 10 years. Physical construction of infrastructure in these areas will mainly be beyond year 10.

Over the 30-year lifetime of this Strategy, an investment of \$1,005 million (including water services over the 30 years⁵) in Te Tumu and the eastern corridor is expected to lead to:

- the construction of 2,000 to 3,000 homes in currently zoned areas
- the construction of a further 7,000 to 8,000 homes in Te Tumu once it is zoned (over a 30-year time period)
- the construction of a direct link to the Tauranga Eastern Link via the Papamoa East Interchange
- the development of 57 hectares of new business and employment land.

Table with dwelling numbers/shortfall⁶

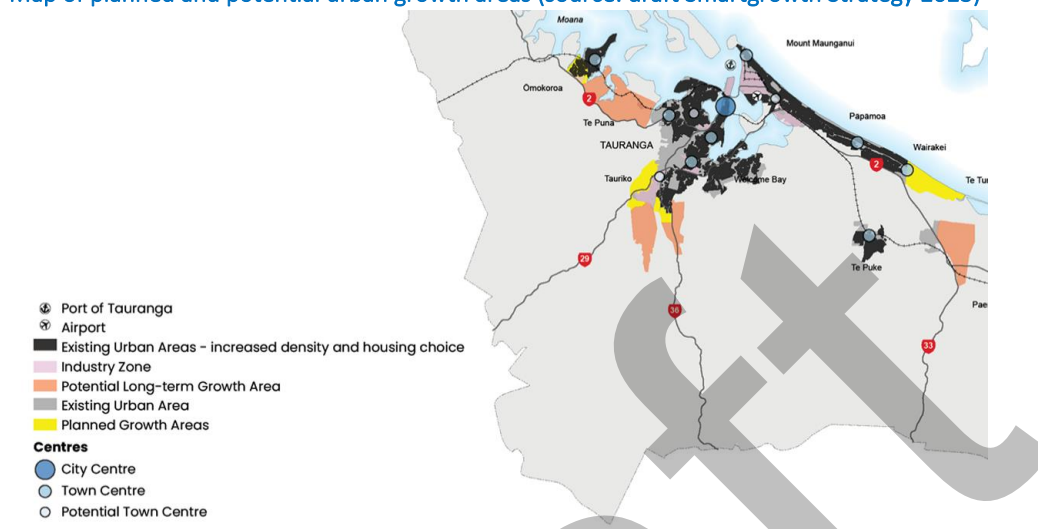
| | Short term | Medium term | Longer term ¹ | |
|-----------------------------|-------------------|--------------------|--------------------------|---------------|
| | Year 1-3 | Year 4-7 | Years 7-10 | Years 11-30 |
| Housing Demand | 3,440 | 4,580 | 3,490 | 17,470 |
| Housing Demand incl. margin | 4,120 | 5,500 | 4,180 | 20,090 |
| Housing Supply | | | | |
| Infill/ Intensification | 680 | 1,490 | 1,370 | 8,430 |
| Operative Greenfield | 2,030 | 2,280 | 1,300 | 1,330 |
| UGA's | | | | |
| Future Greenfield | 0 | 370 | 1,130 | 8,570 |
| UGA's | | | | |
| Total | 2,710 | 4,140 | 3,800 | 18,330 |
| | | | | 28,980 |
| | Short term | Medium term | Long term | Total |
| Supply-Demand | -720 | -450 | 310 | 870 |
| Supply-Demand incl. Margin | -1,410 | -1,370 | -390 | -1,760 |
| | | | | -4,920 |

¹ The long term "Housing Supply" for "Future Greenfield Uptake" assumes Ohauiti South is at capacity and Te Tumu, Keenan Road, and Tauriko West have remaining yield of +1,800, +500 and +300 dwellings respectively at 2052

⁵ With water services excluded from year 3 onwards, this investment decreases to \$569 million).

⁶ Housing and Business Capacity Assessment 2022, SmartGrowth

Map of planned and potential urban growth areas (source: draft Smartgrowth Strategy 2023)



2.3 Climate change and resilience

Tauranga's communities place great importance on the natural beauty and lifestyle offered by the city. Community feedback has consistently told us that our communities want to prioritise the protection and enhancement of our environment and nature. Prioritising nature forms one of the three pillars of the city vision (along with fostering communities and inclusivity, and vibrancy).

As a result, Council has a strong mandate to integrate environmental sustainability across everything that we do.

Climate change is the leading cause of biodiversity loss but also an issue in its own right, causing rising sea levels and coastal inundation, changing rainfall patterns, increased hot and dry weather, and increased extreme weather events. The graphic below demonstrates the projected climate changes for the Bay of Plenty over the rest of the century.



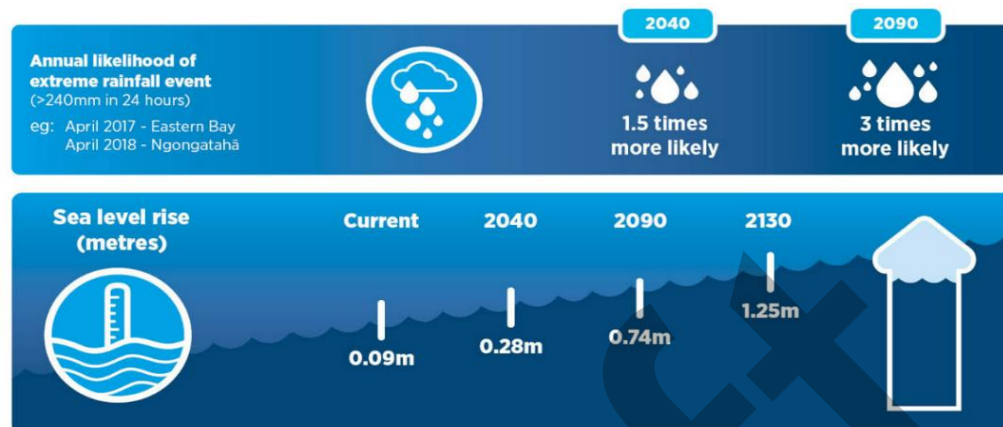


Figure 1. Based on 2019 NIWA report commissioned by Bay of Plenty Regional Council - <https://www.boprc.govt.nz/environment/climate-change/climate-change-overview>. Note that this graphic does not include sea level rise projections released in 2022 under the NZ SeaRise Project.

As a coastal city that is under significant growth pressure, coastal hazards are significant for Tauranga. Over 2,800 buildings are identified as having 'High' risk of coastal inundation under a future (2130) 1% AEP event scenario⁷. Coastal erosion is also 'likely'⁸ to affect over 450 properties by 2130. Some of the city's critical infrastructure is located on the coast, including wastewater treatment plants, access roads, ports and airport. These risks (among others) mean that there is a need to hold conversations across communities around the impact from climate change on people's homes and businesses and how Council is going to respond and fund the measures needed for change.

Changing seasonal rainfall patterns and increase frequency of hot, dry weather will affect the rivers that supply the city with drinking water. The added demand through significant population increases means that water scarcity and increasing water restrictions is likely in the future. Iwi and hapū representatives have told us that climate change is also likely to impact on their coastal communities and sites of significance. This includes marae, papakāinga and urupā at risk from coastal erosion, inundation, and long-term sea level rise.

Climate change is not the only driver of natural hazards, with Tauranga also at risk from earthquakes and tsunamis. Through the Tauranga City Natural Hazards Resilience Project, Council understands the risks to key infrastructure including Tauranga City's three waters network 'critical assets', transportation network and selected bridges. More than 300 projects have been identified as required to increase resilience and planning and implementation of many of these are already underway.

We need to do more than increase the resilience of our infrastructure, we also need to change the way we do things to make our city more sustainable. Only 3% of the city's land cover remains in native vegetation (TCC State of the Environment report 2017) and transport accounts for 49% of the city's carbon emissions.

⁷Tonkin & Taylor (2020) Tauranga City-wide Natural Hazards Risk Assessment

⁸ Likely means that there is a 66% chance of an erosion distance being exceeded during that period. T&T (2020)

Additionally, in November 2022 it became a legal requirement for local governments to consider the Government's National Adaptation Plan and Emissions Reduction Plan when preparing or changing regional policy statements, regional plans, and district plans under the Resource Management Act.

These drivers have led Council to make sustainability and resilience initiatives a priority, with significant funding in the Infrastructure Strategy for upgrading key bridges across the city, to help the city stay connected in emergencies. Additionally, resilience and climate change projects will be implemented as part of the recently adopted Climate Action and Investment Plan and as part of implementing our Environment Strategy – Tauranga Taurikura.

2.4 Funding, levels of service and significant decisions

Council faces significant funding and financing challenges, which can be broadly categorized as balance sheet constraints and lack of revenue capacity to fund a growing city. These issues are interconnected and are being experienced by many councils, particularly high growth councils, across New Zealand.

In addition to the challenge of funding growth, Tauranga has suffered from decades of underinvestment, decreasing amenity value for existing residents and exacerbating issues such as congestion. These competing priorities, as discussed in earlier sections, contribute to Council's balance sheet constraints.

As well as significant balance sheet issues Council also faces affordability issues resulting from the current funding system. The current system provides for the financial benefits of growth to be realised through the central government taxation system whilst the costs remain with the local government rating system. This imbalance is a significant impediment to growth councils like Tauranga and results in deferred infrastructure investment negatively affecting the liveability and functionality of the city.

The growing need to invest in resilience and sustainability, and to deal with natural disasters, is placing further financial pressure on councils.

Council has looked to the Infrastructure Funding and Financing Act (IFF) to help with some of these balance sheet constraints but the cost of this also falls on the ratepayer. The impact of inflation and rising interest rates on the cost of living for our communities mean that there is limited room for rate rises or additional IFF levies (our ratepayers have constrained financial capacity, and many are already struggling with cost increases).

Adding to these challenges is central government's financially constrained position which may lead to rationalised expenditure. Potential negative flow on effects for Council have been identified as a risk, as we have a number of co-funded projects and delivery streams, such as our roading programme.

These challenges have shaped the approach to this Infrastructure Strategy, Council's LTP and the Financial Strategy, translating into a constrained capital programme where many needed projects have been deferred past the 10-year timeframe of the LTP and are instead scheduled in years 11-20 and beyond of this Strategy. It has also resulted in an investment approach that is a continuation of that contained in the last LTP, with limited new projects or initiatives being added. Council's high priority areas for investment over the LTP period, with budgets excluding waters from year 3 onwards, are listed below

- **Revitalising the city centre, \$546m** – a key initiative in terms of delivering much needed amenity for our existing communities, this project will also draw visitors to the city centre and meet the needs of our future residents as the city grows.
- **Growth in the West (Tauriko), \$79m** – this work is an essential part of addressing existing housing shortages and to providing for Tauranga's growing population, as well as delivering commercial and industrial infrastructure.
- **Growth in existing zoned areas (including Te Papa/City Centre), \$356m** – investing in growth in existing zoned areas will deliver additional housing in Wairakei (east Papamoa) and enable intensification in areas such as Te Papa and Ōtūmoetai.
- **Community facilities and amenity, \$616m** – this investment will deliver much needed amenity for our existing communities and will increase vibrancy and wellbeing. Community facilities in growth areas are also an area of focus under this initiative.
- **Transport network upgrades, \$1,399m** – Council is committed to increasing the capacity and quality of the city's transport network, making it easier and safer for our communities and visitors to get around the city.
- **Sustainability and resilience, \$119m** – we are planning for the future, ensuring the city is ready for our changing environment, does its part to address climate change and can stay connected in the event of an emergency and/or natural disaster.

Major projects which are covered by this Infrastructure Strategy, but which fall outside of the LTP time period, are shown under their relevant activity in the following sections.

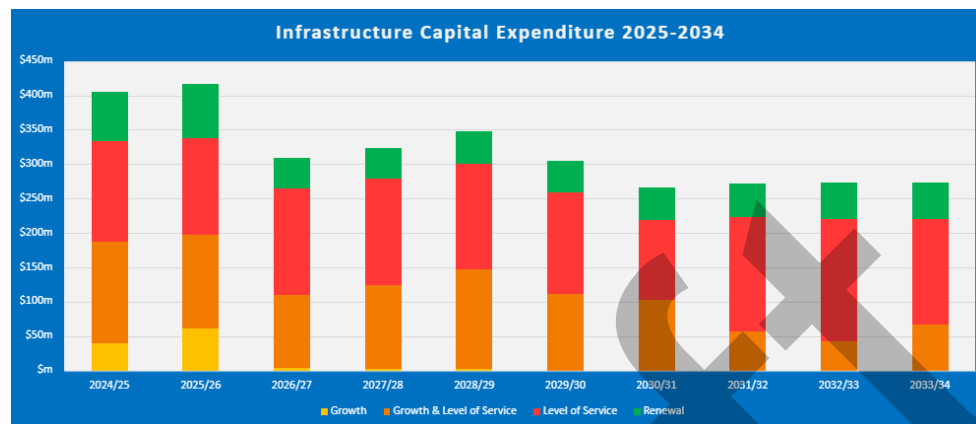
2.5 Indicative forecasts of capital and operating expenditure

The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

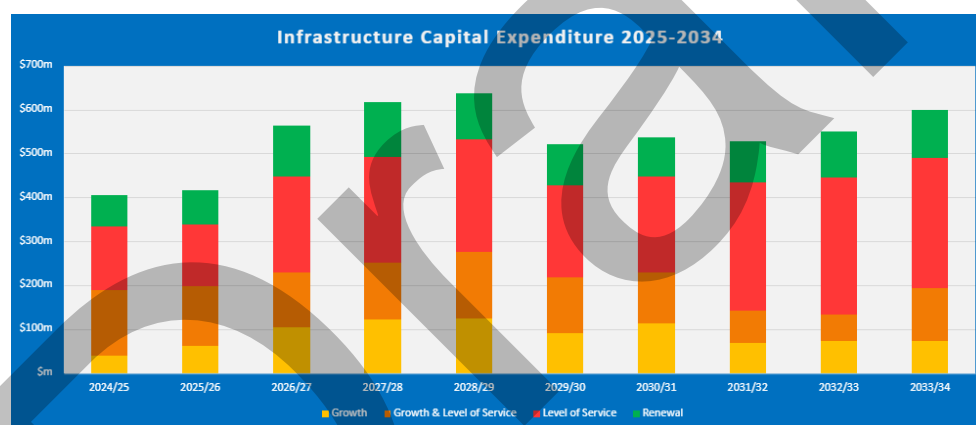
There are two versions of the capital expenditure graphs included in this section.

- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

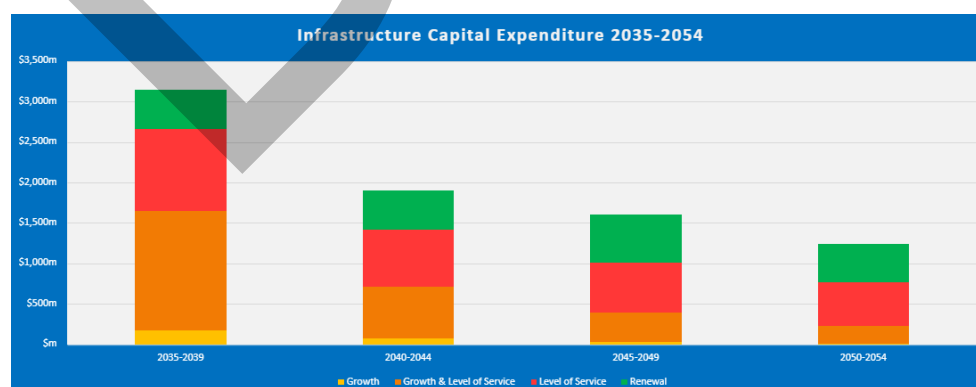
Capital expenditure 2025-34 (waters out, version 1)



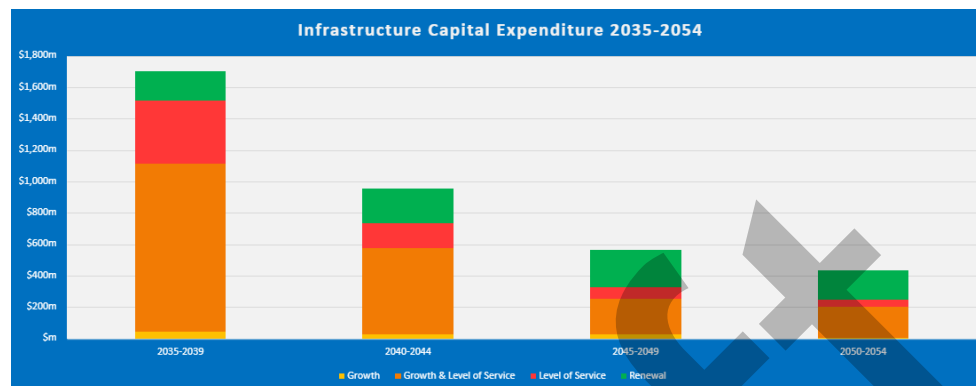
Capital expenditure 2025-34 (waters in, version 1)



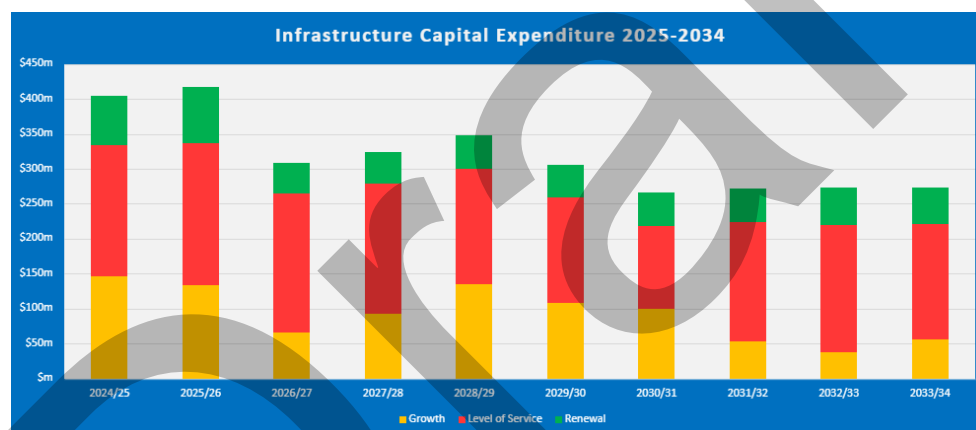
Capital expenditure 2035-54 (waters out version 1)



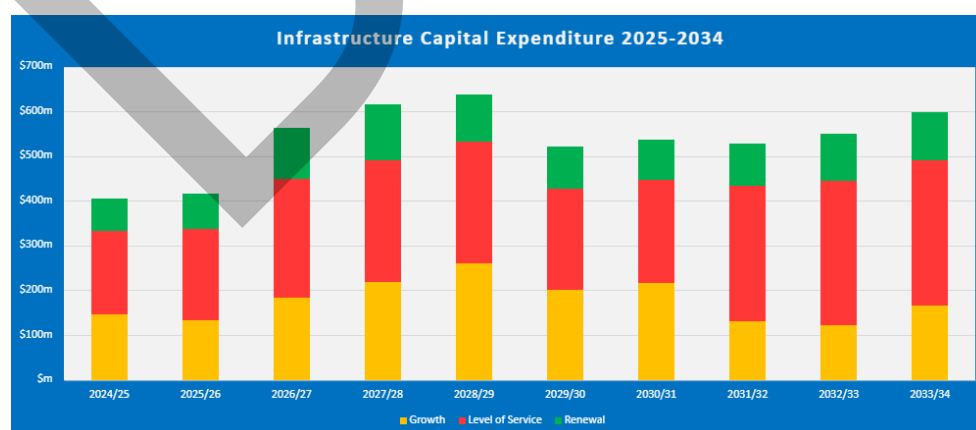
Capital expenditure 2035-54 (waters in version 1)



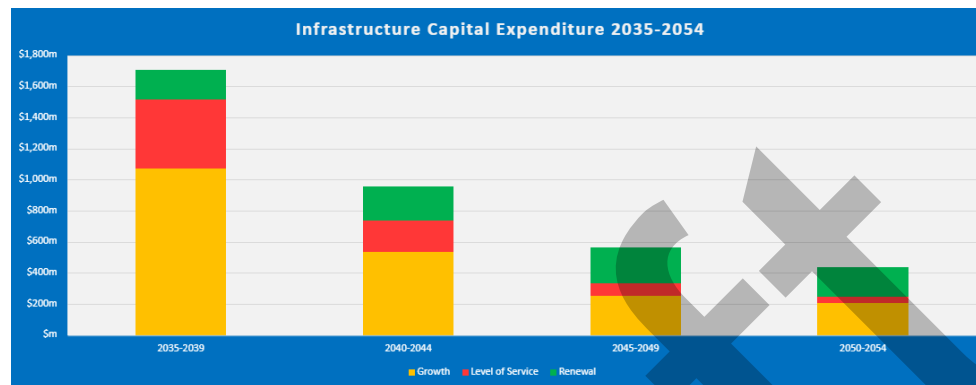
Capital expenditure 2025-34 (waters out, version 2)



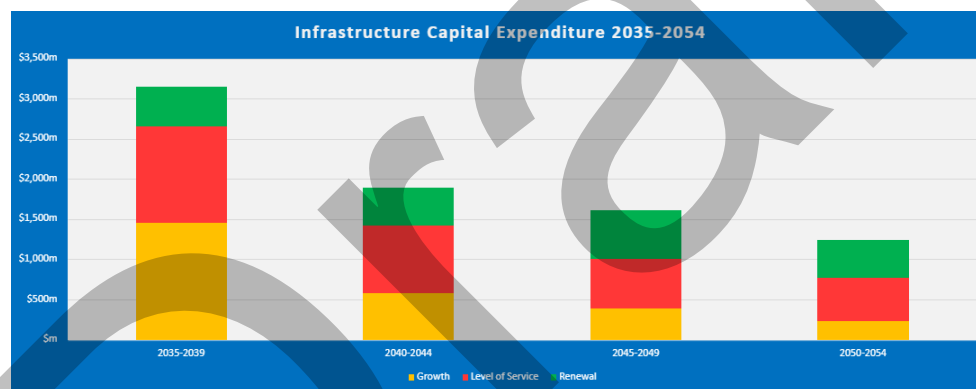
Capital expenditure 2025-34 (waters in, version 2)



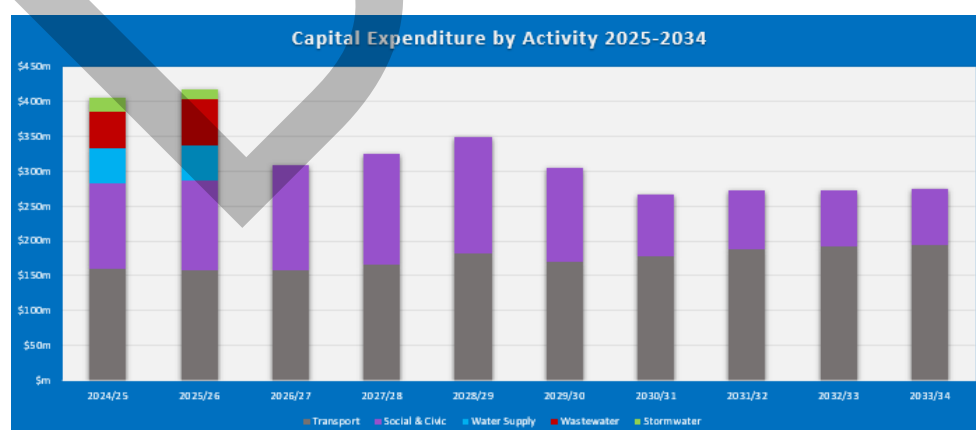
Capital expenditure 2035-54 (waters out version 2)



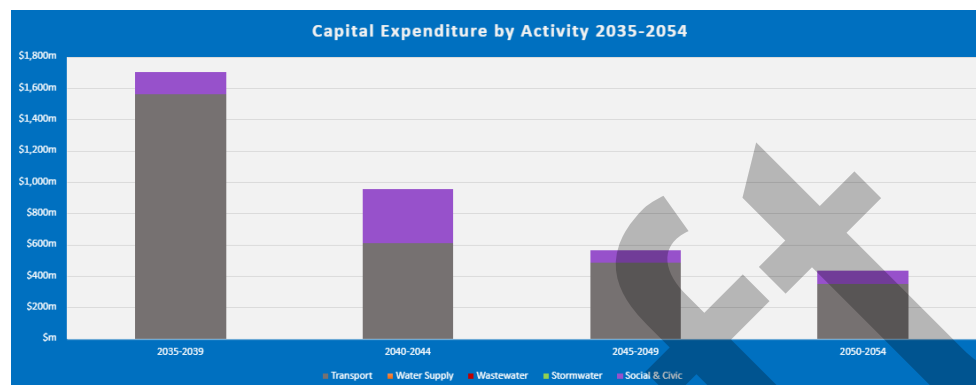
Capital expenditure 2035-54 (waters in version 2)



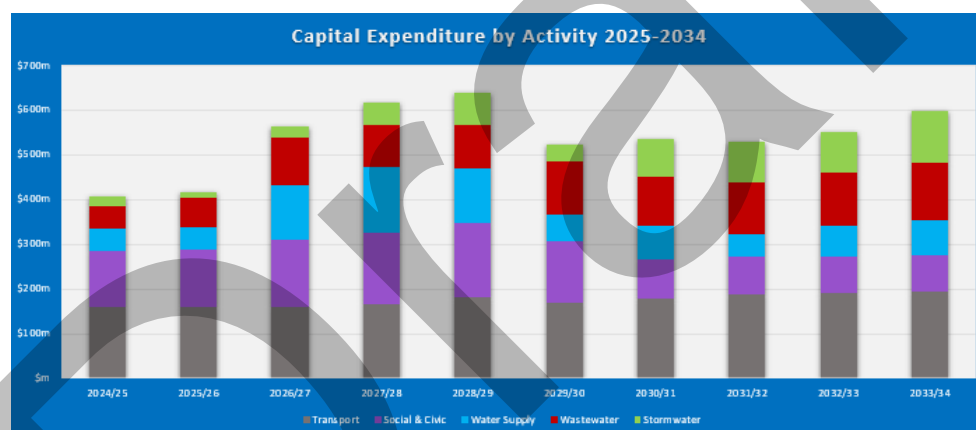
Capital expenditure by activity 2025-2034 (waters out)



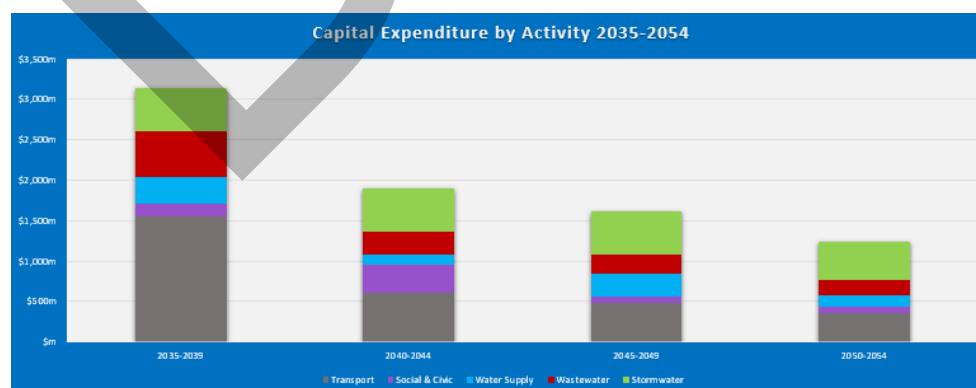
Capital expenditure by activity 2035-2054 (waters out)



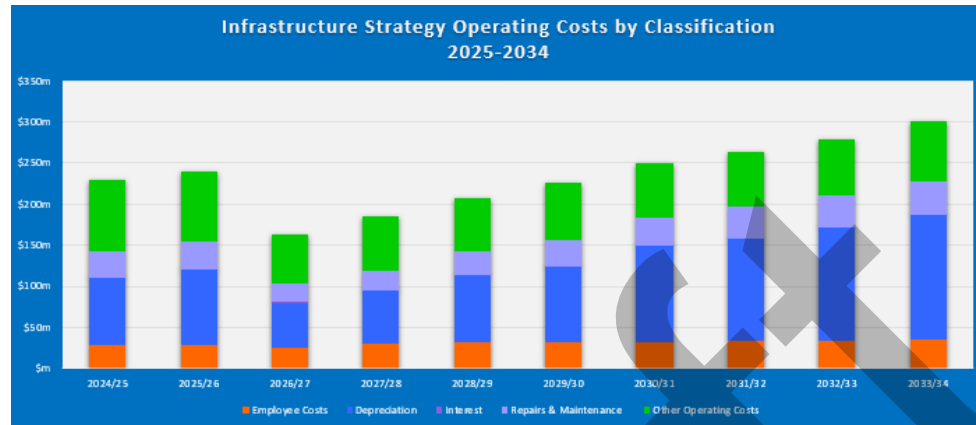
Capital expenditure by activity 2025-2034 (waters in)



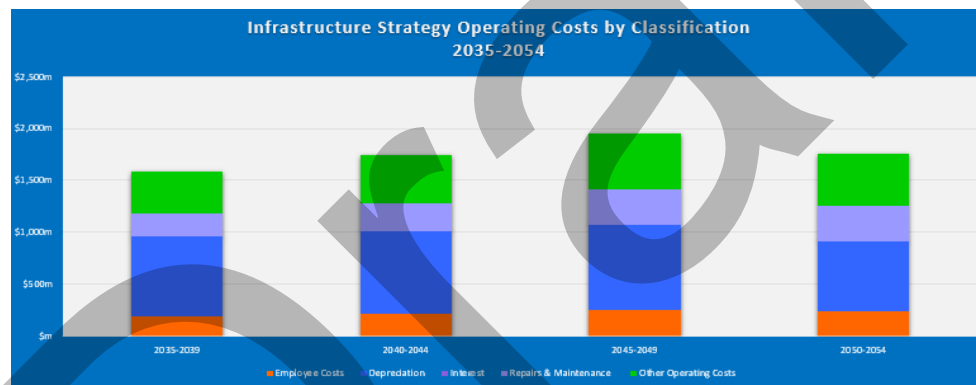
Capital expenditure by activity 2035-2054 (waters in)



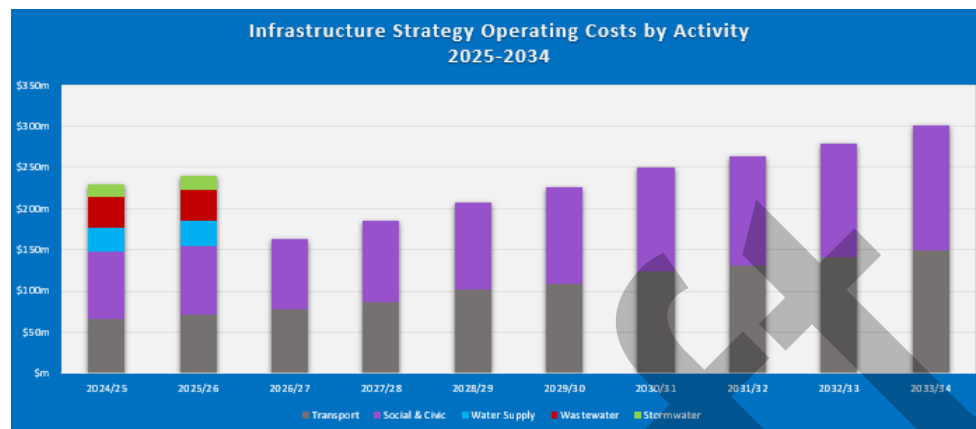
Operational expenditure 2025-34 (waters out)



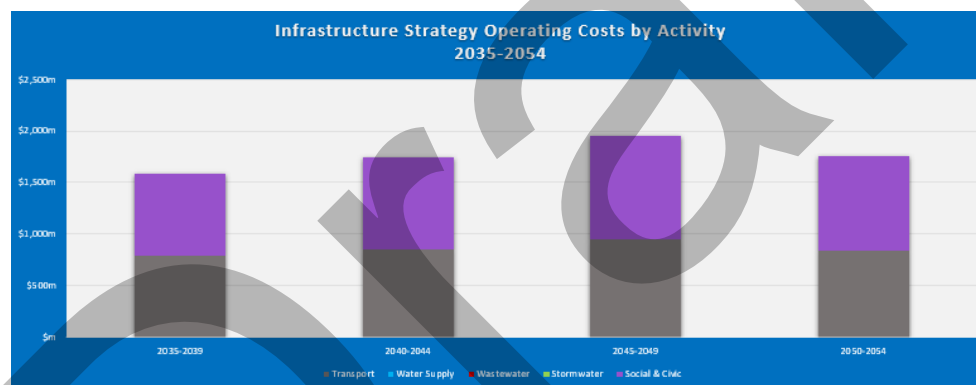
Operational expenditure 2035-54 (waters out)



Operational expenditure by activity 2025-34 (waters out)



Operational expenditure by activity 2035-54 (waters out)



3. Shared context – water services

The information in this section applies to all waters services sections of this Infrastructure Strategy (water supply, wastewater, stormwater and flood protection/control).

We have included all water service budgets in the Infrastructure Strategy for the full 30 years. Noting that inclusion of these budgets is for information purposes to tell the full story. Any budgets for water services beyond year two of this Infrastructure Strategy is not in anyway binding on the new water services entity.

3.1 How to read the sections on water supply, wastewater and stormwater

A note on water services, the proposed new entity and the information contained in the Infrastructure Strategy.

- A 'go live' date of 1 October 2025 has been proposed for the Bay of Plenty water services entity, however this date has not yet been finalised (all 10 water service entities across New Zealand will commence their operation between 1 July 2024 to 1 July 2026). For the purposes of this Infrastructure Strategy, it has been assumed that Council has the responsibility for deliver of all water services for years 1 & 2 of this Strategy and the Water Services Entity takes on its responsibilities in year 3 (1 July 2026).
- Some of the financial information for waters services outlined in this Strategy only addresses years 1 and 2 of the Infrastructure Strategy, after which the new waters entity will have responsibility for water services.
- However this Strategy also provides estimates for the full 30-year capex and operational programme, based on Council's assessment of what may be needed in the future, these are to be used as indicative only, as the new water service entity will develop its own work programme and associated budget.
- Where figures are provided for the full 30 year term of this Strategy, this will be stated, and these figures are intended to be used as an indicator of project scope only. The new waters entity will review the 30-year budgets and make investment decisions from a regional perspective, these decisions and resulting projects may differ from those signalled in this Infrastructure Strategy.
- The issues, opportunities and challenges discussed in this Strategy are relevant beyond the remaining two-years of Council delivered water services.

3.2 Key challenges for water services as identified in the 30 year water services strategies

From a strategic perspective, Council's 30 -Year water services strategies identified key challenges as outlined below:

- Climate change, which is expected to bring significant changes in weather patterns (including droughts, and more severe storms and wet weather events), sea level rise and warmer temperatures. All of these will affect how stormwater, water supply and wastewater need to be managed in the future.

- Natural hazards. Tauranga is a seismically active area and subject to natural hazard events that include earthquakes, volcanic eruptions, tsunamis, and others. Depending on the size of the event, the impact on three waters infrastructure can be severe, but even smaller events have the potential to significantly disrupt services.
- Implementing Te Mana o te Wai. This Te Ao Māori concept is focused on restoring and preserving the balance between water (wai), the wider environment (taiao), and people (tāngata) and is embedded in national policy (National Policy Statement for Freshwater Management 2020) and legislation (Water Services Act 2021). Implementation will be challenging, but this transformation also provides an opportunity to develop a sustainable approach to protecting water and the communities that depend on it.
- Urban growth and infrastructure provision. Tauranga is one of the fastest growing cities in New Zealand and providing for this growth is one of the city's greatest challenges – economically, socially, and environmentally. Being able to accurately identify the rate and location of urban development and support it with the infrastructure needed is critical in terms of ensuring amenity for existing and new residents – in this context, safe and secure potable water, effective wastewater management and stormwater services that enable flood protection and protection of receiving environments.
- Regulatory compliance and significant anticipated changes in the legislative environment. As previously noted, managing the three waters is challenging at present, primarily because of the transitions and transformations occurring as part of the Three Waters/Affordable Water Reform, but also due to the resource management system law reform. In addition, the Essential Freshwater Package has significant ramifications. The implications of these changes on planning and operations of all three waters services are not yet known in their entirety.

These key challenges apply equally for all of the water services (water supply, wastewater, stormwater and flood protection activities) however some of the responses to these challenges are activity specific. One of the biggest barriers to addressing these challenges is affordability. This is discussed in a general sense earlier in this Infrastructure Strategy, as is an issue for all of the Council's activities, however the cost of water services infrastructure makes this issue particularly challenging.

This is further exacerbated by the increasing technical and regulatory complexity of delivering waters services. Shortages of specialists and trained staff are also an issue across New Zealand, as is the long-standing under-investment in three waters infrastructure. Balancing delivery priorities has shaped the focus of this Infrastructure Strategy and the key projects for the waters services activities.

3.3 Tauranga City Council's approach to managing waters services

Council takes an integrated approach to managing its water services, focusing on the lifecycle of water and maximising its quality and related health and environmental outcomes, as it moves through Tauranga's waters systems. This approach aligns with that required by the National Policy Statement for Freshwater Management and Te Mana a Te Wai.

Tauranga was the first city in New Zealand to adopt microfiltration at its water treatment plants (in 1997), and now has three water treatment plants all with microfiltration systems, delivering drinking water of a very high quality. Council also treats its wastewater to a very high standard. All effluent undergoes a tertiary treatment process, first treated at the treatment plants, before moving through a wetland system and finally undergoing UV treatment before being discharged, leading to improved environmental outcomes.

The stormwater management systems are another facet of Council's integrated approach, with 16 comprehensive catchment systems covering the city. Flooding in 2005 resulted in concentrated efforts to improve the city's flood management approach and significant improvements have been achieved in this area, allowing Council to now focus on improving stormwater outcomes for the community and the environment. This includes managing our open stormwater drains so that they support biodiversity and provide recreational opportunities.

Council is also one of the small number of councils in New Zealand with a fully metered water supply. This helps our communities to understand the value of water and is an integral part of our approach to managing demand, Te hinonga tiaki wai Tauranga (the Tauranga water conservation project).

The advances that Council has made in its management and delivery of waters services over time have been the result of the successful implementation of previous plans and strategies, including past iterations of the Infrastructure Strategy. This Strategy is focused on opportunities for future improvements, and the following sections highlight challenges and areas for action for our water services over the next 30 years.

4. Water supply

Please refer section 3 for information that applies to all waters services sections of this Infrastructure Strategy.

We have included all water service budgets in the Infrastructure Strategy for the full 30 years. Noting that inclusion of these budgets is for information purposes to tell the full story. Any budgets for water services beyond year two of this Infrastructure Strategy is not in anyway binding on the new water services entity.

Council is committed to addressing water supply challenges with the aim of providing a water supply system that is sustainable over the long-term and is resilient and affordable. Additionally, Council is focused on ensuring water is used equitably and in a culturally appropriate manner. This section of the Infrastructure Strategy highlights matters Council needs to focus on to achieve these outcomes. At a high level it is informed by Council's wider strategic direction, New Zealand's legislative environment, and aligns with Council's financial strategy and long-term plan. It is also informed by Council's 30-Year Water Supply Strategy. The detail contained in this section has been taken from Council's Water Supply Asset Management Plan 2023-2024.

Tauranga City's potable water is sourced from three streams - the Waiohohi, Tautau and Waiāri Streams. All these streams are groundwater-fed, from shallow and deep aquifers supplied by catchments on the Mamaku plateau and the Rotorua Lakes. Local rainfall and surface run-off only contribute minor quantities to stream flow. Tauranga's water supply infrastructure is categorised into four asset groups:

- Collection: comprising three raw water intake structures and associated pump stations, one raw water reservoir, 11 km of raw water pipes and various pumps. A fourth raw water intake structure upstream of the existing structure on the Waiohohi Stream is not currently used, but is consented.
- Treatment: with three water treatment plants, five treated water reservoirs (two reservoirs at the Joyce Rd water treatment plant, two at the Oropi water treatment plant and one at the Waiāri water treatment plant) and various buildings.
- Storage, pumping, and system management: including 13 treated water reservoirs across the network, 9 pump stations, 95 bulk meters and associated control valves.
- Treated water distribution network: which consists of 1,453 km of mains and service lines, 5,549 hydrants, valves, water meters, and backflow protection devices.

These assets provide water to a population of approximately 161,000 (LTP assumption Tauranga City Population and Dwelling Projection Review 2022) and a significant number of commercial and industrial customers (4,056 non-residential properties serviced according to Water NZ National Performance Review 2021/22).

Tauranga City uses an average of 44,000 m³ of water per day and in summer this can rise to 58,000 m³ per day. The average total water supply consumption per person per day is about 256 litres with an average residential consumption of about 180 litres per person per day.

This level of usage places ongoing pressure on the water supply system, as Tauranga's population continues to grow and the effects of climate change increase. Tauranga has implemented an active, year-round approach to water management, in conjunction with other initiatives such as universal metering, large water user's policy, water conservation education and water loss minimisation. Other initiatives, such as rainwater harvesting and working with industry to optimise water use and reuse

are also becoming focus areas for Council. Modelling levels and location of future demand are another key focus area, to ensure availability of both infrastructure and supply.

In addition to ongoing level of demand pressures, one of the greatest identified risks is security of supply. The primary mechanism for ensuring the long-term availability of water is the consenting process, which allocates the amount of water available for abstraction. The taking of water for Tauranga's water supply is subject to three consents, two of which will expire on 1 October 2026 (Joyce Road Water Treatment Plant and Oropi Water Treatment Plan). Obtaining replacement consents is critical to ensure Tauranga's water supply can continue without disruption.

The consenting process is strongly influenced by the National Policy Statement for Freshwater 2020, which – among other things – requires that water management must give effect to the hierarchy established by Te Mana o te Wai. In addition, by the time the consent applications for the water take replacement consents are lodged, the resource management system law reform currently under way may be concluded, establishing a different regulatory framework for processing the application. Work commenced in 2022 to begin the process of securing new consents, and this a key area of focus for Council over the next two years.

The following table provides the strategies and initiatives the water supply activity will be focussing on, and links these back to challenges and risk areas.

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|--|---|--|
| Water Reforms and Legislative Changes | <ul style="list-style-type: none"> Water Reforms and DIA Initiatives Taumata Arowai – Water Services Regulator Te Mana o te Wai LGA 2002 & RMA amendments | <ul style="list-style-type: none"> Participate in Affordable Water Reforms and transition to separate entity Collaborative conversation with neighbouring councils (Sub regional conversation) Investigate impacts on TCC organisation Implement legislative changes |
| Environmental and Climate Change Impacts | <ul style="list-style-type: none"> NPS for Freshwater Management Source water consents expire – 2026 Infrastructure resilience issues Climate Change Risks Zero Carbon Act / Energy Consumption Tauranga Taurikura 2022-2032 (Environment Strategy) | <ul style="list-style-type: none"> Perform water take consents renewals Review Water Supply Strategy in line with legislative changes Implement resilience improvement strategy Investigate and implement energy consumption and carbon emission initiatives Support good environmental outcomes Educate the community on water saving initiatives |
| Increased Demand and Development growth | <ul style="list-style-type: none"> Demand increase due to growth and future drinking water needs Lack of water treatment capacity Lack of network capacity | <ul style="list-style-type: none"> Develop Waiari Water Supply Scheme further to enhance the overall network Participate in city growth and intensification planning |

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|--|--|---|
| | | <ul style="list-style-type: none"> • Extension and upgrade of the network as required • Upgrade existing infrastructure e.g. Treatment Plant technology upgrades • Optimise water supply between treatment plants and add membrane capacity • Develop water loss / leakage strategy • Develop a wider Demand Management Plan |
| Service Delivery and Levels of Service | <ul style="list-style-type: none"> • Quantity and quality issues with the supply • Flow and pressure issues • Early deterioration of assets • Water loss and demand management • Demand management and customer education | <ul style="list-style-type: none"> • Operate long-term maintenance contract in collaboration with Western Bay of Plenty District Council (WBOPDC) • Improve the water supply strategic model for demand modelling • Investigate asset condition and renewals modelling • Implement smart metering and water data analytics • Improve customer usage footprint by developing water demand policies • Enhance education on water efficiency and use |

Other programmes and projects to ensure ongoing safety and quality of the delivery of drinking water and associated services are:

- Strategic Modelling – to test and design network upgrades to identify and resolve levels of service deficiencies
- Adaptive planning to ensure sufficient supply and system capacity to enable growth.
- Our Water Future – joint initiative by TCC and Western Bay of Plenty District Council with the overall goal of developing a holistic and integrated approach to the management of three waters infrastructure and issues
- Freshwater Management Tool – a modelling tool simulating current hydrological and water quality conditions, and predicting future changes based on intervention options and climate change predictions.
- Demand Management Programme – consists of several initiatives and programmes aimed at reducing water demand, such as the Water Watchers Plan.
- Water loss and leakage management – this includes a variety of demand management programmes namely bulk metering and District Metered Areas; Leak detection programmes; Monitoring of real water losses; Universal water metering and high water usage notifications and follow up.

Affordability constraints means that work programming extends beyond the Long-Term Plan and the 10 year activity management plan, as it is cost-prohibitive to deliver all necessary initiatives within the upcoming 10 year timeframe. However, this work programming is indicative only, as Council will no

longer have responsibility for delivering water supply services once the Bay of Plenty region water services entity is operational.

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4.1 Significant issues and options

Significant issues for the water supply activity and principal options for managing these issues are detailed in the following table. The option preferred as the most likely scenario has been identified.

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|--|--|--|--|--|--|--------------|
| Delivering for our existing communities | Provide water supply consistent with the expectations of the communities and in line with current levels of service. | <ul style="list-style-type: none"> The growth in the city will not be able to proceed as envisaged. Infrastructure backlogs, low pressure areas and fire services supply areas will not be corrected | | Network upgrades & renewals - \$160 million Reservoir Upgrades & Renewals - \$88 million WS Plant Upgrades & Renewals - \$47 million | Network upgrades & renewals - \$104 million Reservoir Upgrades & Renewals - \$74 million WS Plant Upgrades & Renewals - \$40 million | Network upgrades & renewals - \$113 million Reservoir Upgrades & Renewals - \$99 million WS Plant Upgrades & Renewals - \$75 million | L |
| | Revitalise the city centre, other commercial areas and deliver community amenities for our residents. Improve areas with water | <ul style="list-style-type: none"> Will result in renewal and upgrade of current networks which are under capacity and low pressure | Revitalise the city centre and deliver community amenities for our residents. Improve areas with water | Renewals & Upgrade Expenditure as above + Te Papa Intensification - \$77 million | Renewals & Upgrade Expenditure as above + Te Papa Intensification - \$0 million | Renewals & Upgrade Expenditure as above + Te Papa Intensification - \$0 million | M |

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| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|--|---|--|---|--|--------------|
| | pressure issues and ensure that networks and assets provide a satisfactory level of service | areas to be addressed. <ul style="list-style-type: none"> Create water supply ring main for the city to improve resilience | pressure issues and ensure that networks and assets provide a satisfactory level of service | | | | |
| | Provide an increased level of service to all areas to ensure that the entire city is covered as far as capacity, pressure and fire service provision are concerned. | <ul style="list-style-type: none"> May be an expensive option that will result in the significant increase of rates in the long term Intensive renewal of water supply assets in the next twenty years | | Total Renewals, Upgrade & Intensification Expenditure as above + Resilience Capital Works - \$ 131 million | Total Renewals, Upgrade & Intensification Expenditure as above + Resilience Capital Works - \$ 28 million | Total Renewals, Upgrade & Intensification Expenditure as above + Resilience Capital Works - \$ 0 | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|--|--|---|---|--|------------------------------|--------------|
| Growth & Infrastructure Planning | Provide water services to all areas where development will occur in the medium to long term e.g. Eastern Corridor (Te Tumu and Papamoa coastal areas), Western Corridor (Tauriko West etc.) and intensification of the city areas (Te Papa, Ōtūmoetai and Mount Maunganui areas). Intensification and greenfield development covered | <ul style="list-style-type: none"> Infrastructure may be very expensive to provide especially on the outskirts of the current city boundaries. Uncertain that all the development areas will proceed due to ongoing legal issues | | <p>Te Papa Intensification - \$77 million</p> <p>Waiari Water Treatment Plant Capital - \$216 million</p> <p>Tauriko West - \$114 million</p> <p>Other Tauriko West - \$2 million</p> <p>Eastern Corridor spend - \$4 million</p> | <p>Waiari Water Treatment Plant Capital - \$30 million</p> <p>Tauriko West - \$135 million</p> <p>Eastern Corridor spend - \$384 million</p> | Tauriko West - \$163 million | M |
| | Provide services to areas where development is most likely to be concentrated in the next ten years namely | <ul style="list-style-type: none"> This option may not satisfy the growth requirements over the medium to long term. | Provide services to areas where development is most likely to be concentrated namely intensification of | <p>Te Papa Intensification - \$77 million</p> <p>Waiari Water Treatment Plant</p> | <p>Waiari Water Treatment Plant Capital - \$30 million</p> <p>Tauriko West - \$135 million</p> | Tauriko West - \$163 million | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|---|--|--|--|---|--------------|
| | intensification of the developed city areas (Te Papa area, Ōtūmoetai, Matua and Mount Maunganui areas plus Tauriko West development area) | <ul style="list-style-type: none"> May lead to congestion and over development in these areas High density housing will be emphasised due to affordability drivers | the developed city areas (Te Papa area, Ōtūmoetai, Matua and Mount Maunganui areas plus Tauriko West development area) | Capital - \$215 million Tauriko West - \$114 million Other Tauriko West - \$2 million | | | |
| | Provide water services to a wider sub regional area where communities and areas outside the current Tauranga area are included namely Western Bay of Plenty to ensure the backlog of development can be provided for. Include development areas in Te Puna, | <ul style="list-style-type: none"> It may be very challenging get all stakeholders and parties to buy into a common approach and vision. The investment required may be very costly with infrastructure required in | | Te Papa Intensification - \$77 million Waiari Water Treatment Plant Capital - \$215 million Tauriko West - \$114 million Other Tauriko West - \$2 million Water Reforms Unconstrained forecast - \$339 | Waiari Water Treatment Plant Capital - \$30 million Tauriko West - \$135 million Eastern Corridor spend - \$384 million Water Reforms Unconstrained forecast - \$153 million (Uninflated - Do not include | Tauriko West - \$163 million Water Reforms Unconstrained forecast - \$50m (Uninflated - Do not include sub regional budgets) | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--------------------------------------|---|---|----------------------|---|-------------------------|-------------------------|--------------|
| | Ōmokoroa and Tauriko | new development areas and another water source. <ul style="list-style-type: none"> Requires significant investment in transportation and community assets | | million (Uninflated Demand & Growth) | sub regional budgets) | | |
| Sustainability and resilience | Prepare for the direct impacts of climate change (e.g. severe weather events e.g. storm events, cyclones etc.) on current water supply infrastructure e.g. slips, damage and inundation of low lying water supply assets. (RCP 2.6) | <ul style="list-style-type: none"> Only direct adverse effects of rainfall and storm events mitigated. Damage of storms and flooding due to weather events mitigated and corrected. Water pipes damaged by slips | | Infrastructure Resilience Capital works provided for \$11 million | No funds provided in IS | No funds provided in IS | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|--|--|---|-------------------------|-------------------------|--------------|
| | Prepare and risk mitigation for climate change and natural hazard impacts for a larger city area and to mitigate the adverse effects on water supply assets created by extreme rainstorms, drought etc. 0.28mm Sea level rise. 0.5-1 degree temperature increase | <ul style="list-style-type: none"> • Resilience of affected water supply assets investigated and renewed or replaced. • Insurance improved to provide for more significant events • Some proactive risk mitigations done to provide for the impact and effects of weather events, climate change and natural hazard risks. • 15% reduction in greenhouse | Prepare and risk mitigation for climate change and natural hazard impacts for a larger city area and to mitigate the adverse effects on water supply assets created by extreme rainstorms, drought etc. 0.28mm Sea level rise. 0.5-1 degree temperature increase. Resilience funding to be used when priority projects are performed due to renewals or upgrade. | Infrastructure Resilience Capital works provided for \$11 million More funding provided for resilience in the Renewals and Upgrade projects. | No funds provided in IS | No funds provided in IS | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|--|----------------------|---|--|--|--------------|
| | | gas emissions by 2024 <ul style="list-style-type: none"> Water sources under threat during drought conditions | | | | | |
| | Proactive long term analysis and risk mitigation for climate change and natural hazard events. Adverse effects of severe weather events, tsunamis, earthquakes and volcanic eruptions addressed. Mitigation and adaptation for | <ul style="list-style-type: none"> Adaptation strategies and long term resilience mitigation strategies implemented Impacts of earthquakes and tsunamis investigated, and resilience | | Infrastructure Resilience Capital works provided for \$11 million More funding provided for resilience in the Renewals and Upgrade projects. | No funds provided in IS \$25 million provided in the Unconstrained Entity B financial forecasts. | No funds provided in IS \$25 million provided in the Unconstrained Entity B financial forecasts. | L |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|--|---|---|--|---|---|--------------|
| | severe climate change scenario levels provided for. (RCP 8.5) 0.74 m sea level rise. 2.5 to 3 degree temperature increase | incorporated in designs of intakes and treatment plants | | | | | |
| Funding, Balance sheet capacity, levels of service and significant decisions (major projects) | Funding of infrastructure development and renewals performed to satisfy the upper level of demand projections and ensure that an adequate level of resilience and capacity is incorporated into the water supply network | <ul style="list-style-type: none"> • Significant increase in rates and funding of water supply infrastructure. • Investigation into the development of the next water source start immediately. | | <p>If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$100 million.</p> <p>Water Reforms Unconstrained - \$549 million</p> | Water Reforms Unconstrained forecast - \$241 million (Uninflated Demand & Growth) | Water Reforms Unconstrained forecast - \$166 million (Uninflated Demand & Growth) | H |
| | Infrastructure development and renewals expenditure for | <ul style="list-style-type: none"> • Funding of Stage 2 and 3 Waiari Water Scheme | Infrastructure development and renewals expenditure for | Due to affordability and growth forecasts the budgets are | No funds provided in IS. | No funds provided in IS | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|--|--|------------|-------------|--------------|
| | water supply performed to satisfy the mid-range demand projections and levels of service targets | development . <ul style="list-style-type: none"> Water restrictions and use in terms of the Water Watchers Plan or worse depending on drought conditions and use. Technology change for Joyce Rd Treatment Plant deferred. Various water supply projects performed across the city to increase water supply and improve service level issues. | water supply performed to satisfy the mid-range demand projections and levels of service targets | focused on the mid-range demand and growth projections IS budget for Water Supply - \$100 million | | | |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|---|----------------------|--|-------------------------|-------------------------|--------------|
| | Infrastructure development and renewals expenditure for water supply performed to satisfy the low range demand projections and status quo for levels of service | <ul style="list-style-type: none"> • Pressure issues in some part of the city ongoing. • Fire services supply to some commercial areas still not fixed. • Development restricted and backlog in housing increased. | | If low range population and growth assumptions are followed the Capital budgets required will be less than \$100 million | No funds provided in IS | No funds provided in IS | M |

4.2 Key projects/programmes (full 30 year forecasts)

| | 2025-34 (\$) | 2035-44 (\$) | 2045-54 (\$) | Total (\$) |
|--|--------------------|--------------------|--------------------|----------------------|
| Water Netwrk Upgrades & Renewals | 160,328,385 | 104,265,854 | 113,148,398 | 377,742,636 |
| Western Corridor - Tauriko West | 69,516,053 | 107,484,359 | 160,022,180 | 337,022,592 |
| Reservoir Upgrades & Renewals | 87,729,716 | 74,021,619 | 99,158,702 | 260,910,037 |
| Waiari Water Treatment Plant Capital | 215,742,616 | 30,375,414 | - | 246,118,030 |
| Water Supply Plant Upgrades & Renewals | 46,790,271 | 39,897,971 | 74,667,148 | 161,355,391 |
| Infrastructure Resilience Capital Works | 131,327,001 | 27,710,000 | - | 159,037,001 |
| Te Papa Intensification | 76,735,187 | - | - | 76,735,187 |
| Eastern Corridor - Te Tumu | - | 38,357,409 | - | 38,357,409 |
| Welcome Bay, Turret Rd & 15th Ave Corridor | 37,652,480 | - | - | 37,652,480 |
| Western Corridor - Belk Rd Plateau | 127,864 | 27,412,740 | 3,025,820 | 30,566,424 |
| WC - Pyes Pa West Growth Area | 6,730,776 | - | - | 6,730,776 |
| Eastern Corridor - Wairakei | 2,674,000 | - | - | 2,674,000 |
| Eastern Corridor - Papamoa East Wairakei | 1,941,173 | - | - | 1,941,173 |
| Prop Management Upgrades & Renewals | 397,672 | 455,830 | 505,635 | 1,359,138 |
| Smiths Farm Development | 970,580 | - | - | 970,580 |
| Western Corridor - Bethlehem | 483,184 | - | - | 483,184 |
| WC - Tauriko Business Estate | 429,756 | - | - | 429,756 |
| TOTAL | 839,576,714 | 449,981,196 | 450,527,883 | 1,740,085,794 |

4.3 Water supply assets

| Asset Group | Asset Type | Quantity (at July 2023) |
|---------------------------------|---|---|
| Collection | Raw Water Intakes, Pumps, Mains and Reservoirs | Intakes & Pump stations – 3 Mains - 11 km; Reservoir - 1 |
| Treatment | Treatment Plants, Buildings, and Reservoirs | Treatment plants – 3 Reservoirs – 5 |
| Storage, Pumping and Management | Reservoirs, Water Stations, Control Valves and Bulk meters | Reservoirs - 13 Water stations – 92 |
| Distribution | Mains Pipes, Service Lines, Backflow Protection, Water Meters | Mains & service lines- 1,453 km Water meters – 60,794 |

4.4 Critical assets

The Water Supply Asset Management Plan includes a detailed assessment of the criticality of individual assets within the water supply network. The most critical assets within the network are:

- The Joyce Road, Oropi Road and Waiāri river intakes, raw water rising mains, treatment plants, storage reservoirs and associated trunk mains;
- Pump stations and associated trunk mains at Cambridge Road, Sherson Road, Waikite Road, Oropi Road, Ohauti Road and Kaitemako Road; and
- Reservoirs at Mangatawa, Mount Maunganui, Cambridge Road, Eastern, Waikite, Ohauti, Kaitemako and Poplar Lane, and the trunk mains
- Extremely critical mains are those defined as mains pipes with a diameter bigger than 350mm.

All critical assets are generally performing as required and are considered to be reliable. However, the 30-Year Water Supply Strategy has identified several issues which we are looking to address. These issues include the effects of peak summer demand on the Joyce Road water treatment plant, undersized pipes from the Joyce Road plant, and potential pressure issues in parts of the city.

4.5 Renewals and replacements

The renewals programme responds to data from a range of sources, and costs can be influenced by a range of issues, including health and safety requirements, traffic management, project risks experienced during upgrade projects and geotechnical issues. The projected renewals budget for years 1 and 2 of this strategy is approximately \$33 million versus an amount of \$663 million for the full 30 years.

The 19 reservoirs that service the city were constructed between 1956 and 2019/20. As part of the Reservoir Asset Renewal program, condition assessments are done on the reservoirs which are inspected on a five-year cycle, with between one and five reservoirs being inspected each year. Issues arising out of these inspections are then prioritised and maintenance undertaken to match the renewals budget. The projected 30 year water supply reservoir renewals and replacements identifies the following major projects and programmes. The figures below are from the 30-year Water Supply Strategy and are indicative only, included as signal of project size/complexity.

- General renewal package for reservoir assets (2024 – 2054) - \$54,900,000
- Replacement reservoir in Mt Maunganui (2024 – 2032) - \$25,000,000

The current focus for the renewal of pipes is on aging asbestos cement pipes and replacing the remaining galvanised iron pipes. Asbestos concrete ains larger than 100mm in diameter have had their useful life decreased by 10 years. However, there has also been failures in larger diameter PVC pipes. The performance of these mains is being actively monitored with corrective actions underway to improve operational conditions (variable speed drives). Additional funding for some renewals and upgrade of these mains was included in the capital budget. Overall, \$57.7 million has been earmarked as needed for various water pipe asset renewals over the next 30-years (source: Water Supply Strategy), with an additional \$96 million for the relocation of the Cambridge Road trunk main.

Other significant items in the renewals requirements outlined by the 30-year Water Supply Strategy include \$9.6 million for water treatment plant technology renewal at Joyce Road and \$14.7 million for water supply M&E asset renewals.

4.6 Responding to growth in the demand for services

Population growth and increases in commercial and industrial activities creates additional demand for water supply services, and in particular the volume of water that needs to be supplied. Demand for services can also be influenced by climate change, types of developments, customer expectations,

charging regime, emerging technology (such as low-flow appliances) and customer education. The projected growth budget for years 1 and 2 of this strategy is approximately \$32 million versus an amount of \$709 million for the full 30 years.

Effective planning and the provision of assets is required to provide the required water supplies when and where our community needs them. Depending on these factors such as climate change, population etc, and the success of water demand initiatives, there may be a need to find a new water source within the 30 years that this strategy covers. Capacity throughout the rest of the network including treatment plants, reservoirs and the distribution system will also need to be addressed.

Council's water demand initiatives include ongoing public education, water meters on all residential and business properties (completed in 2002), the introduction of a large water user policy in 2019 and a year-round water demand management programme, 'Water Watchers', which responds to changing seasonal patterns and encourages good water use practices.

4.7 Planned increases or decreases in levels of services

There are increases in levels of service relating to the resilience of some elements of the network. The Water Strategy has identified a range of levels of service to test in terms of the costs associated with meeting them. This includes levels of service for water pressure, restrictions and water demand. This testing will take place as part of Phase 2 of the Water Strategy.

4.8 Public health and environmental outcomes

Clean, safe drinking water is one of the foundations of a healthy community. There are a number of ways in which we protect public health, including:

- high quality water as defined by the Ministry of Health Drinking Water Standards for New Zealand (2008) and the Public Health Grading of Community Drinking Water Supplies (2003) guideline
- using micro-filtration as leading international technology at treatment plants, to produce high quality water
- preventing cross contamination of the supply system through a robust backflow protection programme
- mitigating the risks of contamination to the water supply through Water Safety Plans.

Council is also completing work to enable the fluoridation of the water supply in the future, as directed by the Ministry of Health.

4.9 Resilience

Council has identified potential hazard prone assets throughout the city and over 300 potential mitigation projects have been scoped and costed. In addition to this work, resilience is incorporated into the ongoing operation of the water supply activity in the following ways:

- Catchment management and protection to reduce the risk of water supply contamination
- Providing service storage reservoirs to increase resilience against network outages
- Maintenance contracts that provide for rapid, quality responses to issues
- 48-hour storage at average flow
- Network flexibility to manage outages through interconnected trunk mains
- Utilises more than one surface water source (stream)
- Upgrading a number of reservoirs for resilience against seismic events
- Ongoing maintenance of assets which prevents failure

- Standby generation at the treatment plants
- Telemetry system with alarm triggers to improve reaction time and prevention of issues.

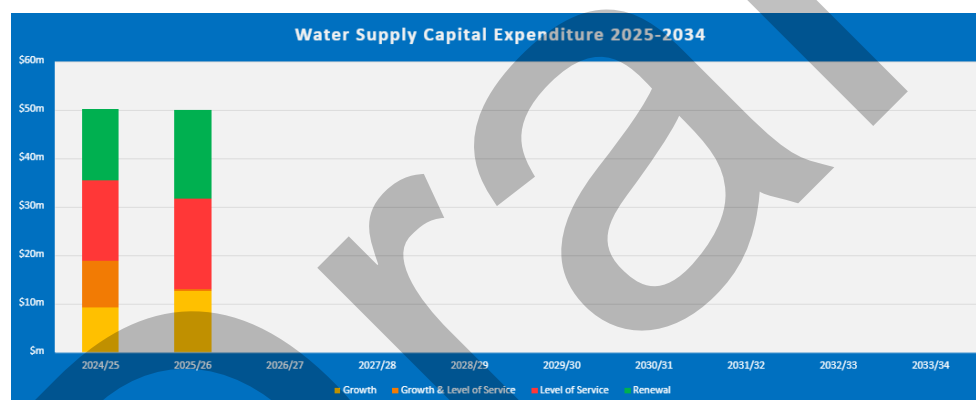
4.10 Indicative forecasts of capital and operating expenditure

The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

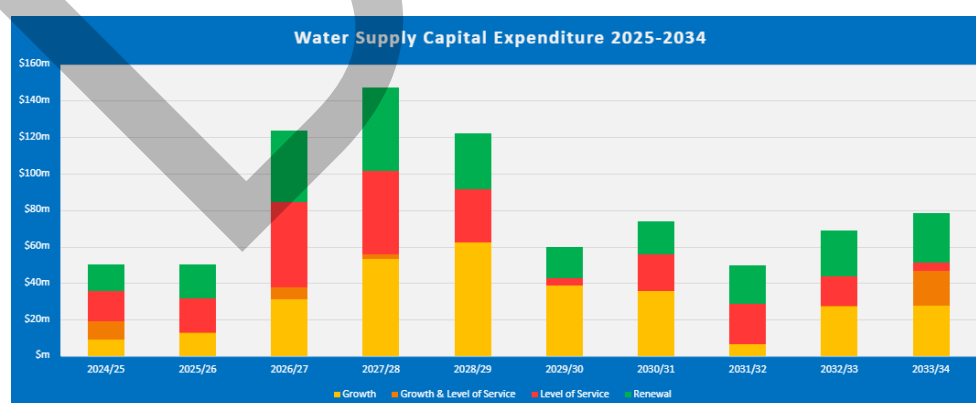
There are two versions of the capital expenditure graphs included in this section.

- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

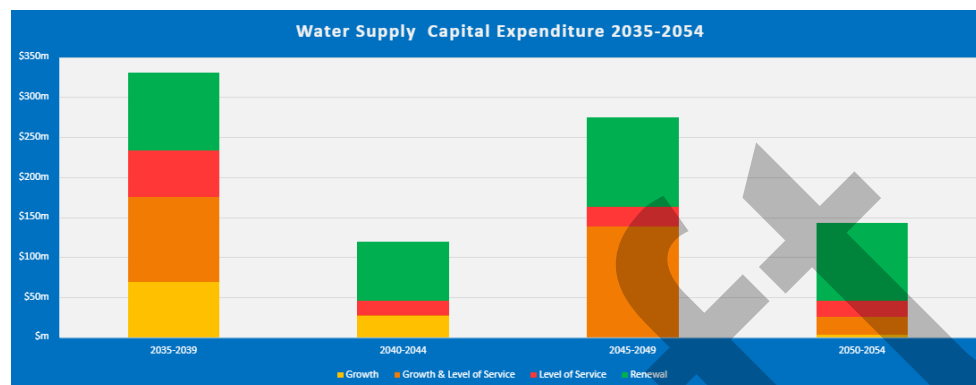
Capital expenditure 2025-26 (waters out, version 1)



Capital expenditure 2025-34 (waters in, version 1)



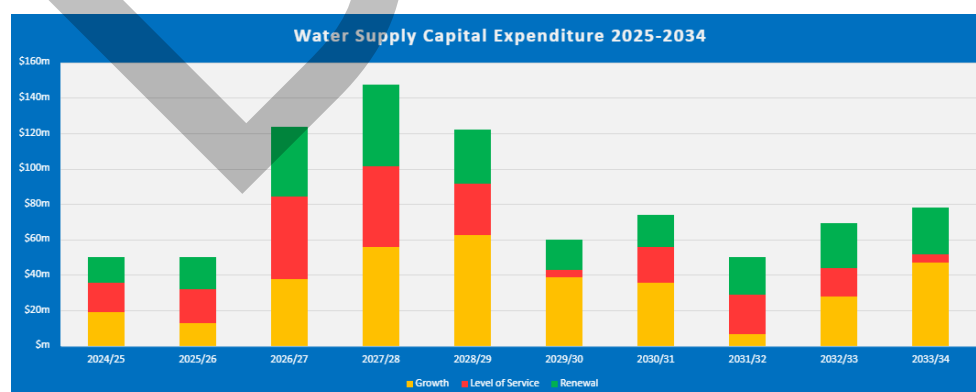
Capital expenditure 2035-54 (waters in version 1)



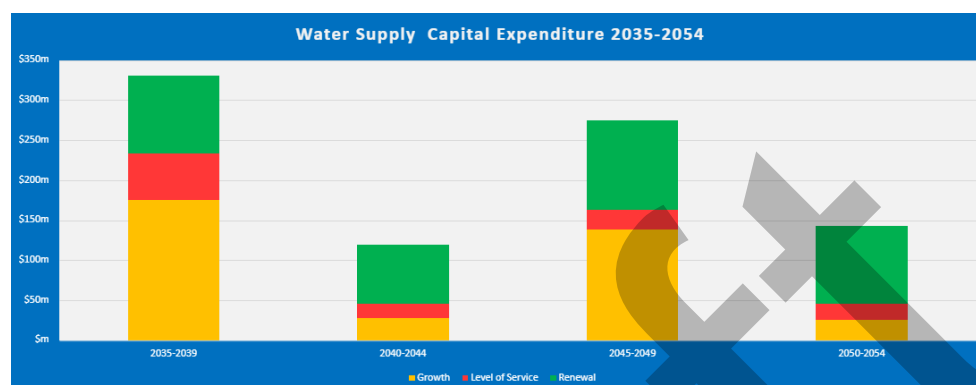
Capital expenditure 2025-26 (waters out, version 2)



Capital expenditure 2025-34 (waters in, version 2)



Capital expenditure 2035-54 (waters in version 2)



Operational expenditure 2025-26 (waters out)



4.11 Where to go for more information and detail

The detail in this Infrastructure Strategy is drawn from a number of sources. Key reference documents for Water Supply are listed below, these documents are where you should go if you want more detail than this Strategy provides.

- Climate Change Action and Investment Plan, TCC (2023): <https://letstalk.tauranga.govt.nz/projects/climate-action-and-investment-plan>
- Connected Centres Programme (Urban Form and Transport Initiative), sub-regional (2020): <https://www.tauranga.govt.nz/our-future/enabling-growth/connected-centres-programme>
- Domestic Water Supply Outside Specified Zones, TCC: <https://www.tauranga.govt.nz/council/council-documents/policies>
- Infrastructure Development Code: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code>
- Iwi/Hapū Management Plans: <https://www.tauranga.govt.nz/community/tangata-whenua/resource-management-processes/iwi-hap%C5%AB-management-plans>

- Large Water Users, TCC: <https://www.tauranga.govt.nz/council/council-documents/policies>
- Smartgrowth Strategy, sub-regional: <https://www.smartgrowthbop.org.nz/>
- Tauranga Taurikura – Environment Strategy, TCC (2023) - <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/primary-strategies>
- TCC/WBOPDC Hygiene Code of Practice for Water Supply Systems: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code/guideline-documents>
- Water Meter, TCC: <https://www.tauranga.govt.nz/council/council-documents/policies>
- Water Supply Asset Management Plan, TCC: available on request
- Water Supply Bylaw 2019, TCC: <https://www.tauranga.govt.nz/council/council-documents/bylaws>
- Water Supply Strategy 2024-2054, TCC (2023): available on request
- Water Sustainability Strategy WBOP sub-region 2010: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>

5 Wastewater

Please refer section 3 for information that applies to all waters services sections of this Infrastructure Strategy.

We have included all water service budgets in the Infrastructure Strategy for the full 30 years. Noting that inclusion of these budgets is for information purposes to tell the full story. Any budgets for water services beyond year two of this Infrastructure Strategy is not in anyway binding on the new water services entity.

Council is committed to supplying a wastewater system that is sustainable over the long-term and is resilient and affordable. Additionally, Council is focused on seeking to manage wastewater in a culturally appropriate manner. This section of the Infrastructure Strategy highlights matters Council needs to focus on to achieve these outcomes. At a high level it is informed by Council's wider strategic direction, New Zealand's legislative environment, and aligns with Council's financial strategy and long-term plan. It is also informed by Council's 30 -Year Wastewater Supply Strategy. The detail contained in this section has been taken from Council's Wastewater Asset Management Plan 2023-2024.

Tauranga City's wastewater system consists of the following major components:

- Reticulation: the wastewater reticulation network is made up of approximately 1,244 kilometres of wastewater mains and service lines, 58,620 customer connections and 18,034 manholes (numbers in AMS – June 2023), plus a significant number of other components.
- Pump Stations: Council owns and operates 235 wastewater pump stations, located across the city.
- Wastewater Treatment Plants: Council has two wastewater treatment plants (WWTPs).
 - Chapel Street WWTP consists of pre-treatment, primary clarification, flow balancing, secondary treatment utilising contact stabilisation and clarification and sludge digestion followed by ultraviolet treatment. The treated wastewater is then pumped to wetlands at Te Maunga from where it is pumped to the sea via an ocean outfall 950 metres off Papamoa Beach. The maximum feasible capacity of the Chapel Street WWTP has been reached and no further upgrades are planned at this site. Significant capital works (Southern Pipeline) have been completed to divert any additional flows resulting from infill and subdivision development to the Te Maunga plant.
 - The Te Maunga WWTP consists of pre-treatment and secondary treatment comprising of extended aeration and secondary clarification. The final effluent then gravitates to a sludge-settling lagoon from there it flows through a wetland before being pumped out to sea via the ocean outfall.
- Southern Pipeline: The Southern Pipeline is a major infrastructure asset that will support both intensification and greenfield development on the city centre side of the harbour for the next 50 years. This rising main conveys flows from Memorial Park pump station (PS) under the harbour to the Te Maunga WWTP. The Southern Pipeline provides operational flexibility for optimising performance of the treatment plants through flow balancing in dry weather conditions, while providing network wet weather capacity when required.
- Wetlands: Three wetlands at Te Maunga provide the final stage of the treatment process prior to discharge into the ocean. The main function of the wetlands is to reduce nutrient levels and biological oxygen demand of the treated wastewater prior to its discharge to minimise the impact on the receiving environment. An existing oxidation pond will be converted into a fourth wetland, once a system upgrade makes its current function unnecessary.

- Ocean Outfall (Te Maunga): The ocean outfall consists of a 600 mm diameter post tensioned concrete pipeline extending approximately 950 metres offshore from Papamoa Beach. This pipeline is buried to a depth of approximately three metres in the surf zone.

As of early 2023, the wastewater system serviced approximately 57,000 properties and in 2022/23 we treated 14,151,750 cubic metres of wastewater. The average amount of wastewater produced per person per day is approximately 250 litres.

Wastewater from the western parts of the city, including Welcome Bay and Maungatapu, is treated at the Chapel Street Wastewater Treatment Plant (WWTP). Wastewater from the southern parts can be directed to either the Chapel Street WWTP or Te Maunga WWTP via the Southern Pipeline. The eastern part of the city along the coast is served by the Te Maunga WWTP. Treated wastewater from both WWTPs passes through wetlands, ponds and an ultra-violet treatment unit at the Te Maunga WWTP before being discharged through the marine outfall off Papamoa Beach.

Most of Tauranga's wastewater network was constructed between the 1970s and 1980s and is now in the middle of its lifecycle. Although the network generally performs well, and renewals are not currently a major driver for investment, this is likely to change over the 30-year time period covered by this Strategy. Because most of the network is of a similar age, an intensive renewal period can be expected.

The Chapel St WWTP is of a similar age as most of the network, having been commissioned in 1969. Wastewater treated at the Chapel St WWTP is not discharged in the vicinity of the Chapel St plant but pumped to wetlands at Te Maunga prior to discharge via the Te Maunga ocean outfall.

The Te Maunga WWTP is almost 30 years younger, having been commissioned in 1996. Flows from both WWTPs are combined at the Outfall pump station, then disinfected using ultraviolet (UV) technology and discharged via the ocean outfall.

The 950 m long ocean outfall was installed in the 1970s, and was expected to have capacity for discharging peak treated wastewater flows until 2040. However, the poor structural condition of the outfall almost 20 years prior to its expected replacement date means that its current operational capacity is only about 53% of its design capacity, meaning it discharges up to 480 l/s instead of the 900 l/s it is consented to convey. The capacity of the ocean outfall is the current key constraint for Tauranga's wastewater system, and an augmentation programme for the ocean outfall is high priority.

Tauranga's growing population makes this constraint even more pressing, and the additional wastewater flows (quantity) and contaminant loads (quality) generated by the increasing number of people living and working in Tauranga are the major driver for the overall projected 30-year capital expenditure.

In addition to prioritising augmentation of the ocean outfall pipe, and investing in the wastewater system as whole, to ensure it is environmentally sustainable and meets the demands of growth, a further high priority is to begin the consent application process for the Te Maunga and Chapel Street WWTP. The current consents expire in 2040 and given the likely complexity of the consenting process and the information needed to support the application, this work should be started as early as possible.

The following table provides strategies and initiatives the wastewater activity will be focussing on, and links these back to challenges and risk areas.

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|--|--|--|
| Water Reforms and Legislative Changes | <ul style="list-style-type: none"> Water Reforms and DIA Initiatives Taumata Arowai – Water Services Regulator Te Mana o te Wai LGA 2002 & RMA amendments | <ul style="list-style-type: none"> Participate in Affordable Water Reforms and transition to separate entity Collaborative conversation with neighbouring councils Investigate impacts on TCC organisation Implement legislative changes e.g. Taumata Arowai |
| Environmental and Climate Change Impacts | <ul style="list-style-type: none"> Resilience with respect to climate change Infrastructure resilience issues Other Climate Change Risks Zero Carbon Act / Energy Consumption Tauranga Taurikura 2022 – 2023 (Draft Environment Strategy) Management of bio solids Management and monitoring of inflow and infiltration | <ul style="list-style-type: none"> Investigate climate change risks, impacts and mitigations Implement resilience improvement strategy and be involved in natural hazards work streams Review Wastewater Strategy in line with legislative changes Investigate and implement energy consumption and carbon emission initiatives Support good environmental outcomes regarding odour, blockages, discharges, overflows, etc. Identify and develop opportunities to improve energy use, costs and/or implement alternative energy sources. |
| Increased Demand and Development growth | <ul style="list-style-type: none"> Growth in areas distant to treatment facilities. New wastewater corridors required for new development areas. Lack of treatment capacity Lack of network capacity | <ul style="list-style-type: none"> Ongoing development of Te Maunga Treatment Plant Participate in city growth and intensification planning Extension and upgrade of the network as required Development of new corridors for wastewater in the new development areas. Renew the ocean outfall. |
| Service Delivery and Levels of Service | <ul style="list-style-type: none"> Quantity and quality issues with the treatment and conveyance of wastewater. Odour complaints and odour control issues. Early deterioration of assets Community and cultural expectations about treatment and safe operations The geography of the city and related operational issues. | <ul style="list-style-type: none"> Operate long-term maintenance contract with WBOPDC Levels of service to be adopted for containment and treatment plants that is culturally and environmentally acceptable Ongoing investigation and improvement of asset condition and renewals modelling Ensure renewals projects are delivered to ensure safe removal and treatment of wastewater |

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|----------------------|-----------------------------------|--|
| | | <ul style="list-style-type: none"> • Validate and operationalise the network model to improve inflow and infiltration management • Enhance community education to improve the operability of the network and to reduce overflows |

Other programmes and projects to ensure ongoing safety and quality of the delivery of the wastewater system are:

- Wastewater Programme Business Case: focusing on developing approaches to wastewater management that are sustainable, affordable, and culturally appropriate incorporating the views and direction of Tangata Whenua.
- Our Water Future Programme: integrating future water supply, wastewater, and stormwater management across the entire western Bay of Plenty sub-region, with a long-term outlook.
- Adaptive planning: to maintain and improve the functionality and resilience of the wastewater (supported by the Inflow & Infiltration Programme).
- Tangata Whenua Partnership Programme: working with rather than engaging with Tangata Whenua.
- Consent application for renewal of the Te Maunga and Chapel St WWTP consents.
- Augmentation of the ocean outfall to increase its capacity.
- Wastewater system capacity assessment: looks at identifying future capacity under a number of scenarios.
- Biosolids management options.
- Integrated infrastructure planning: to identify estimated capital costs for wastewater infrastructure for short (10 years) and medium-term (30 years) planning horizons and consider opportunities for joint/integrated projects.

Affordability constraints means that work programming extends beyond the Long-Term Plan and the 10 year activity management plan, as it is cost-prohibitive to deliver all necessary initiatives within the upcoming 10 year timeframe. However, this work programming is indicative only, as Council will no longer have responsibility for delivering wastewater services once the Bay of Plenty region water services entity is operational.

5.1 Significant issues and options

Significant issues for the wastewater activity and principal options for managing these issues are detailed in the following table. The option preferred as the most likely scenario has been identified.

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21-30 | Risk (H/M/L) |
|--|--|---|--|--|---|--|--------------|
| Delivering for our existing communities | Provide wastewater services in line with current levels of service with limited increase in expenditure to resolve wastewater system issues e.g. overflows, blockages, odour complaints etc. | <ul style="list-style-type: none"> The growth in the city will not be able to proceed as envisaged. Infrastructure backlogs, overflow issues and odour complaints will not be addressed if major expenditure is required | | WW Reticulation upgrades & renewals - \$330 million WW Treatment Plant Renewals - \$25 million Wastewater Upgrades & Renewals - \$22 million | WW Reticulation upgrades & renewals - \$320 million WW Treatment Plant Renewals - \$39 million Wastewater Upgrades & Renewals - \$9 million | WW Reticulation upgrades & renewals - \$385 million WW Treatment Plant Renewals - \$72 million Wastewater Upgrades & Renewals - \$11 million | M |
| | Revitalise the city centre, other commercial areas and deliver community amenities for our residents. | <ul style="list-style-type: none"> Renewal and upgrade of current networks and assets which are approaching | Revitalise the city centre and deliver community amenities for our residents. Replace 110- | Renewals & Upgrade Expenditure as above (\$377 million) | Renewals & Upgrade Expenditure as above (\$368m) | Renewals & Upgrade Expenditure as above (\$468 million) | M |

53

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|--|---|---|--|---|--------------|
| | Replace 110-year old pipes and address network issues leading to inflow and infiltration, overflows, blockages or odour complaints. | the end of their expected useful life <ul style="list-style-type: none"> Projects addressing the impacts of inflow and infiltration and causes of overflows and blockages | year old pipes and address network issues leading to inflow and infiltration, overflows, blockages or odour complaints. | Te Papa Intensification (incl. Cameron Rd) - \$4 million | Te Papa Intensification - \$0 million | Te Papa Intensification - \$0 million | |
| | Provide a gold plated level of service to all areas to ensure that the transportation of wastewater is efficient and overflows, blockages and odour complaints are minimal. | <ul style="list-style-type: none"> Significant increase of rates in the long term, due to increased expenditure on renewals and levels of service projects Intensive renewal of wastewater assets in the next twenty years | | Renewals & Upgrade Expenditure as above Te Papa Intensification (incl. Cameron Rd) - \$4 million Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$89 million | Renewals & Upgrade Expenditure as above Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$102-million | Renewals & Upgrade Expenditure as above + Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$118 million | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|--|--|----------------------|--|--|-------------------------|--------------|
| Growth & Infrastructure Planning | Provide wastewater services to all areas where development will occur in the medium to long term e.g. Eastern Corridor (Te Tumu and Papamoa coastal areas), Western Corridor (Tauriko West etc.) and intensification of the city areas (Te Papa, Ōtūmoetai and Mount Maunganui areas). | <ul style="list-style-type: none"> Infrastructure may be very expensive to provide especially on the outskirts of the current city boundaries. Uncertain that all the greenfield development areas will proceed due to ongoing legal issues | | <p>Te Maunga WW Treatment Plant upgrade - \$300 million</p> <p>Eastern Corridor Trunk Wastewater - \$290 million</p> <p>Western Corridor Belk Rd - \$22 million</p> <p>WC Western Corridor others - \$14 million</p> <p>Eastern Corridor other - \$3 million</p> | <p>Te Maunga WW Treatment Plant upgrade - \$352 million</p> <p>Eastern Corridor Trunk Wastewater - \$52 million</p> <p>Western Corridor Belk Rd - \$50 million</p> <p>Eastern Corridor other - \$1 million</p> | No funds provided in IS | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|--|--|--|--|-------------------------|--------------|
| | Provide services to areas where development is most likely to be concentrated namely intensification of the developed city areas (Te Papa area, Ōtūmoetai, Matua and Mount Maunganui areas plus the Tauriko West greenfields development area) | <ul style="list-style-type: none"> This option may not satisfy the growth requirements over the medium to long term. May lead to congestion and over development in the intensification areas High density housing will be emphasised | Provide wastewater services to areas where development is most likely to be concentrated namely intensification of the developed city areas (Te Papa area, Ōtūmoetai, Matua and Mount Maunganui areas plus Tauriko West green fields development area) | <p>Te Maunga WW Treatment Plant upgrade - \$300 million</p> <p>Eastern Corridor Trunk Wastewater - \$290 million</p> <p>Western Corridor Belk Rd - \$22 million</p> <p>WC Western Corridor others - \$14 million</p> | <p>Te Maunga WW Treatment Plant upgrade - \$352 million</p> <p>Eastern Corridor Trunk Wastewater - \$52 million</p> <p>Western Corridor Belk Rd - \$50 million</p> | No funds provided in IS | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|---|----------------------|--|---|--|--------------|
| | Provide wastewater services to a wider sub regional area where communities and areas outside the current Tauranga area are included namely Western Bay of Plenty to ensure the housing and development backlog can be reduced. Include development areas of Te Puna, Ōmōkoroa and Tauriko | <ul style="list-style-type: none"> It may be very challenging get all stakeholders and parties to buy into a common approach and vision. The investment required may be very costly with infrastructure required in greenfield development areas. Require significant investment in upgrading of the treatment plant and pipe networks | | <p>Te Maunga WW Treatment Plant upgrade - \$300 million</p> <p>Eastern Corridor Trunk Wastewater - \$290 million</p> <p>Western Corridor Belk Rd - \$22 million</p> <p>WC Western Corridor others - \$14 million</p> <p>Eastern Corridor other - \$3 million</p> <p>Water Reforms (Uninflated Demand & Growth) - \$377 million</p> | <p>Te Maunga WW Treatment Plant upgrade - \$352 million</p> <p>Eastern Corridor Trunk Wastewater - \$52 million</p> <p>Western Corridor Belk Rd - \$50 million</p> <p>Eastern Corridor other - \$1 million</p> <p>Water Reforms (Uninflated Demand & Growth) - \$93 million</p> | <p>No funds provided in IS</p> <p>Water Reforms (Uninflated Demand & Growth) - \$5 million</p> | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--------------------------------------|--|---|----------------------|---|---|-------------------------|--------------|
| Sustainability and resilience | Prepare for the direct impacts of climate change (e.g. severe weather events e.g. storm events, cyclones etc.) on current infrastructure e.g. slips, damage and inundation of low lying wastewater assets. (RCP 2.6) | <ul style="list-style-type: none"> Only direct adverse effects of rainfall and storm events mitigated. Damage of storms and flooding due to weather events mitigated and corrected. Wastewater pipes damaged by slips. | | Infrastructure Resilience Capital works provided for \$43 million | Infrastructure Resilience Capital works provided for \$34 million | No funds provided in IS | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|--|--|--|--|--------------|
| | Prepare and risk mitigation for climate change and natural hazard impacts for a larger city area and to mitigate the adverse effects on wastewater assets created by extreme rainstorms, drought etc. 0.28mm Sea level rise. 0.5-1-degree temperature increase | <ul style="list-style-type: none"> Resilience of affected wastewater assets investigated and renewed or replaced. Insurance improved to provide for more significant events Some proactive risk mitigations done to provide for the impact and effects of weather events, climate change and natural hazard risks. 15% reduction in greenhouse gas emissions by 2024 | Prepare and risk mitigation for climate change and natural hazard impacts for a larger city area and to mitigate the adverse effects on wastewater assets created by extreme rainstorms, drought etc. 0.28mm Sea level rise. 0.5-1-degree temperature increase. Resilience funding to be used when priority projects are performed due to renewals or upgrade. | Infrastructure Resilience Capital works provided for \$43 million Some funding provided for resilience in Renewals and Upgrade projects - \$377 million | Infrastructure Resilience Capital works provided for \$34 million Some funding provided for resilience in Renewals and Upgrade projects - \$368 million | No funds provided in IS for resilience Some funding provided for resilience in funding provided for Renewals and Upgrade projects - \$468 million | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|----------------------|---|---|--|--------------|
| | | <ul style="list-style-type: none"> Wastewater assets in swampy soils, low lying areas and against steep slopes are mostly under threat | | | | | |
| | Proactive long term analysis and risk mitigation for climate change and natural hazard events. Adverse effects of severe weather events, tsunamis, earthquakes and volcanic eruptions addressed. | <ul style="list-style-type: none"> Adaptation strategies and long term resilience mitigation strategies implemented. Impacts of earthquakes and tsunamis investigated and resilience incorporated in designs of | | <p>Infrastructure Resilience Capital works provided for \$43 million</p> <p>Some funding provided for resilience in Renewals and Upgrade projects - \$377 million</p> | <p>Infrastructure Resilience Capital works provided for \$34 million</p> <p>Some funding provided for resilience in Renewals and Upgrade projects - \$368 million</p> | <p>No funds provided in IS for resilience.</p> <p>Some funding provided for resilience in funding provided for Renewals and Upgrade projects - \$468 million</p> | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|---|---|----------------------|--|--|---|--------------|
| | Mitigation and adaptation for severe climate change scenario levels provided for. (RCP 8.5) 0.74 m sea level rise. 2.5 to 3 degree temperature increase | pump stations and treatment plants | | | | | |
| Funding, Balance sheet capacity, levels of service and significant decisions (major projects) | Funding of infrastructure development and renewals performed to satisfy the upper level of demand projections and ensure that an adequate level of resilience, health and environmental risks are covered by the wastewater | <ul style="list-style-type: none"> • Significant increase in rates and funding of wastewater assets and infrastructure • Significant expenditure to provide for the management of biosolids • Inflow and infiltration strategy development | | <p>If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$1,008 million</p> <p>Water Reforms Unconstrained forecast - \$377m (Uninflated Demand & Growth)</p> | <p>If upper range of population and growth assumptions are followed the capital budgets required will be more than \$856 million</p> <p>Water Reforms Unconstrained forecast - \$93 million (Uninflated Demand & Growth)</p> | <p>If upper range of population and growth assumptions are followed the capital budgets required will be more than \$468 million</p> <p>Water Reforms Unconstrained forecast - \$5 million (Uninflated Demand & Growth)</p> | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|--|--|--|---|--------------|
| | assets and network | <ul style="list-style-type: none"> Treatment plant & reticulation renewals | | | | | |
| | Infrastructure development and renewals expenditure for wastewater performed to satisfy the mid-range demand projections and levels of service targets | <ul style="list-style-type: none"> Te Maunga Treatment Plant Upgrade Western corridor - Belk Rd infrastructure development Tauriko Business Estate development Western Corridor Tauriko development Eastern Corridor - Wairakei | Infrastructure development and renewals expenditure for wastewater performed to satisfy the mid-range LTP demand projections and levels of service targets | Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections IS budget for Wastewater is - \$1,008 million | Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections IS budget for Wastewater is - \$856 million | Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections IS budget for Wastewater - \$468 million | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|--|----------------------|--|--|--|--------------|
| | Infrastructure development and renewals expenditure for wastewater performed to satisfy the low range demand projections and status quo for levels of service | <ul style="list-style-type: none"> • Basic level of renewals performed with little or no growth and intensification projects performed. • Management of the biosolids • Treatment Plant renewals • Reticulation renewals | | If low range population and growth assumptions are followed the capital budgets required will be less than \$1,008 million | If low range population and growth assumptions are followed the capital budgets required will be less than \$856 million | If low range population and growth assumptions are followed the capital budgets required will be less than \$468 million | M |

5.2 Key projects/programmes (full 30 year forecasts)

| | 2025-34 (\$) | 2035-44 (\$) | 2045-54 (\$) | Total (\$) |
|---|----------------------|--------------------|--------------------|----------------------|
| WW Reticulation Upgrades & Renewals | 329,910,847 | 320,081,553 | 384,714,931 | 1,034,707,331 |
| Te Maunga WW Treatment Plant | 299,849,944 | 352,209,750 | - | 652,059,694 |
| Eastern Corridor - Trunk Wastewater | 289,781,643 | 51,609,082 | - | 341,390,726 |
| WW Treatment Plant Renewals | 25,410,735 | 38,858,424 | 72,299,013 | 136,568,172 |
| Infrastructure Resilience Capital Works | 43,020,411 | 34,062,053 | - | 77,082,464 |
| Western Corridor - Belk Rd Plateau | 21,885,593 | 49,818,877 | - | 71,704,469 |
| SW Minor Capital Works & Renewals | 6,346,175 | 8,867,608 | 11,092,608 | 26,306,391 |
| Wastewater Renewals/Upgrades Programme | 16,156,437 | - | - | 16,156,437 |
| WC - Tauriko Business Estate | 8,127,380 | - | - | 8,127,380 |
| Western Corridor - Tauriko West | 3,778,631 | - | - | 3,778,631 |
| Eastern Corridor - Wairakei | 2,515,289 | 753,930 | - | 3,269,219 |
| Cameron Road Stage 2 | 1,846,834 | - | - | 1,846,834 |
| Te Papa Intensification | 1,748,224 | - | - | 1,748,224 |
| WC - Pyes Pa West Growth Area | 1,610,909 | - | - | 1,610,909 |
| TOTAL | 1,051,989,052 | 856,261,277 | 468,106,552 | 2,376,356,882 |

5.3 Wastewater assets

| Asset Group | Asset Type | Quantity (at July 2023) |
|------------------------|---|---|
| Conveyance Network | Mains pipes, Service lines, Odour control | 1,244 km – mains pipes and service lines |
| Pumping and Management | Pump stations & Rising mains | 235 - Pump stations 43 km – SPM & Rising mains |
| Treatment & Disposal | Treatment plants, Outfall, Wetlands, Oxidation and Sludge ponds | Treatment plants – 2 Ocean outfall – 1 Wetlands & ponds - 5 |

5.4 Critical assets

The Wastewater Asset Management Plan includes a detailed assessment of the criticality of individual assets within the wastewater network. The most critical assets within the network include:

- the Chapel Street and Te Maunga wastewater treatment plants and ocean outfall system;
- Memorial Park, Maleme Street, Judea, Opal Drive, Bethlehem, Totara Street, McDonald Street and pump stations;
- trunk mains and rising mains greater than 450mm in diameter, including the Southern Pipeline mains, servicing the Tauranga Hospital, and mains in proximity to, or crossing, rail lines, state highways or the harbour and estuaries.

A number of critical assets require further investment to ensure ongoing performance and reliability including the Te Maunga plant, ocean outfall, and Opal Drive pump station.

5.5 Renewals and replacements

The renewals strategy for the wastewater network includes planned replacements (based on critical asset monitoring and condition assessment), rehabilitation and run-to-failure. Proactive indicators include targeted and routine CCTV surveys, asset attributes such as age, environment and type of use. Reactive indicators are a result of breaks, blockages and overflows. The projected renewals budget for years 1 and 2 of this strategy is approximately \$37 million versus an amount of \$1,076 million for the full 30 years.

One of the issues that is affecting the renewals programme for wastewater includes the deterioration of assets. There has been a need to rehabilitate pipes at only 50% of their design life due to soft ground conditions, asbestos cement (AC) and concrete pipes not living up to the expectations due to hydrogen sulphide gas attacks and risk of failure of modified poly-vinyl chloride rising mains. AC sewer lines larger than 150mm have had their useful life decreased by 10 years.

Challenges have also been identified with several pump stations failing to meet storage requirements and pump operating hours. This has implications for the management of heavy flows due to weather events but also from increased flows due to intensification and greenfield developments.

An annual average investment of almost \$6 million is required to renew the assets comprising the wastewater pipes network. This figure includes network assets such as wastewater mains, service lines, rodding eyes, valves, odour control assets and manholes.

5.6 Responding to growth in the demand for services

Population growth, development of new residential areas and an increase in commercial and industrial activities increases the demand for wastewater services and the volume of wastewater that needs to be treated and disposed of. The projected growth budget for years 1 and 2 of this strategy is approximately \$74 million versus an amount of \$736 million for the full 30 years.

The demand for the services is also influenced by climate change, the type of development, customer expectations, emerging technology and customer education. Effective planning and the provision of assets is required to meet the needs and expectations of our community.

This includes the provision of adequate capacity in the network and includes the upgrade of the Te Maunga WWTP to increase its capacity to treat the additional flows and loads from its current catchment and those being transferred from the current Chapel Street catchments through the Southern Pipeline.

Key upgrades and newly required infrastructure have been identified through the Eastern and Western Corridor studies. In addition, we have identified several projects through our network modelling, which have been included in the LTP.

5.7 Planned increases or decreases in levels of services

There are increases in levels of service relating to the resilience of some elements of the network. The 30-year Wastewater Strategy has identified the need for a level of service review to be undertaken

looking at the capacity of the network. The intention of the review would be to create a performance based level of service rather than one that is based on a static engineering design standard. No decision has been made regarding the timing of this review.

5.8 Public health and environmental outcomes

The wastewater system conveniently and safely removes the wastewater produced in households, commercial, industrial and public buildings and allows it to be treated before disposal to the environment. In doing so, contemporary wastewater systems are a key contributor to maintaining public health and environmental protection, and so enable urban communities to grow and thrive.

Environmental outcomes are set out in the conditions of Council's discharge consent. In addition, Council and Tangata Whenua representatives sit on the Wastewater Management Review Committee. One of the functions of the committee is to make recommendations regarding the physical measures and initiatives to address or compensate for actual or potential effects of the wastewater scheme.

5.9 Resilience

As outlined above Council has identified potential hazard prone assets throughout the city and 315 potential mitigation projects have been scoped and costed. In addition to this project, resilience is incorporated into the ongoing operation of the wastewater network in the following ways:

- the Southern Pipeline provides network flexibility for flows between treatment plants
- telemetry system to improve reaction time and prevention of issues
- ongoing maintenance of assets which prevents failure
- maintenance contracts that provide for rapid, quality responses to issues
- standby generation at the treatment plants.
- Memorial Park Wet Well/Reticulation Network - Wet Well Wizard Aeration Injectors (2-off) installed in wet well to break down fats, oils and greases (FOG) to prevent air valves on the Southern Pipeline from clogging. Reduced maintenance and downtime.
- Eastern Corridor Reticulation network - Pressure logging/monitoring of critical pipelines along the Eastern Corridor reticulation network. Confirm modelled pressures at critical locations. Confirmation of low risk of fatigue related failures and useful pipeline life at critical locations in the network.
- Te Maunga Pre-Treatment - Installed new Honeycomb Panels on Pre-Treatment Band Screen which improved Pre-Treatment Band Screening cleaning efficiency and increased process flows.
- Wastewater Pump Stations - Annual renewals created for submersible pumps replacement due to unforeseen failures/unplanned replacement. This enables replacement for unforeseen failures, where repairing isn't a viable option and enhances operational continuity.

5.10 Indicative forecasts of capital and operating expenditure

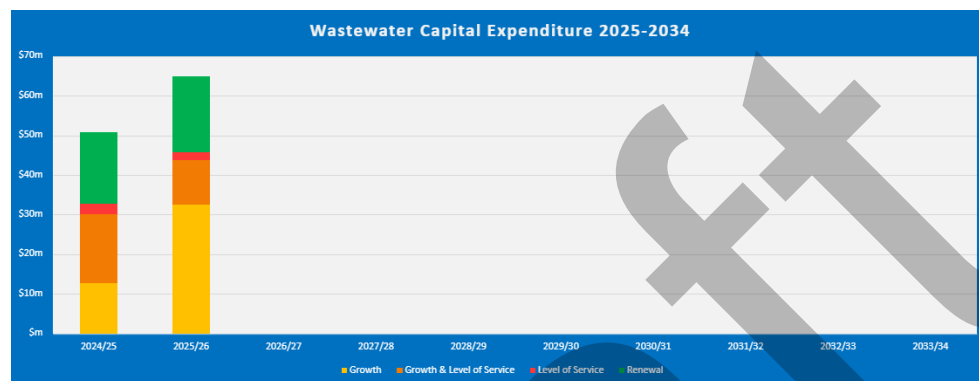
The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

There are two versions of the capital expenditure graphs included in this section.

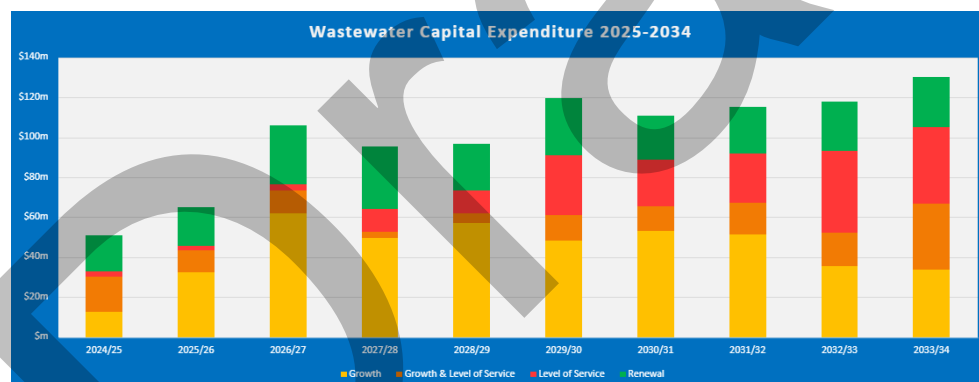
- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.

- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

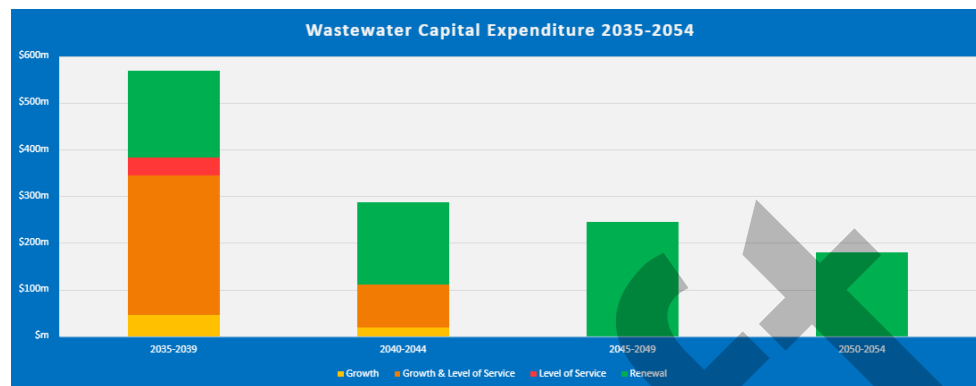
Capital expenditure 2025-26 (waters out, version 1)



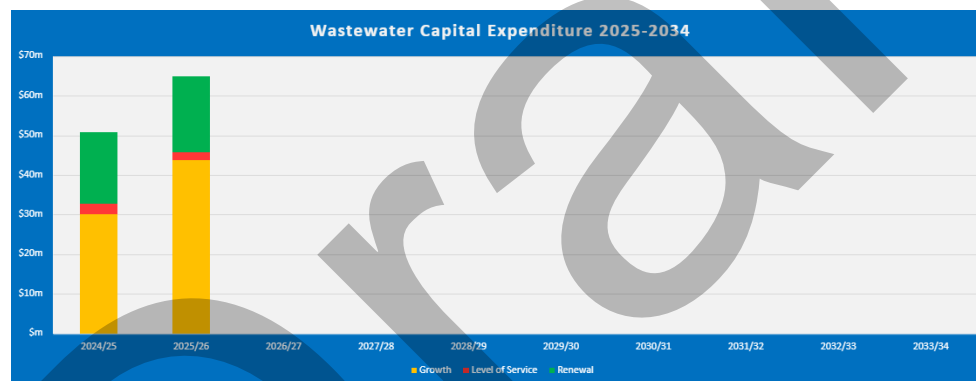
Capital expenditure 2025-34 (waters in, version 1)



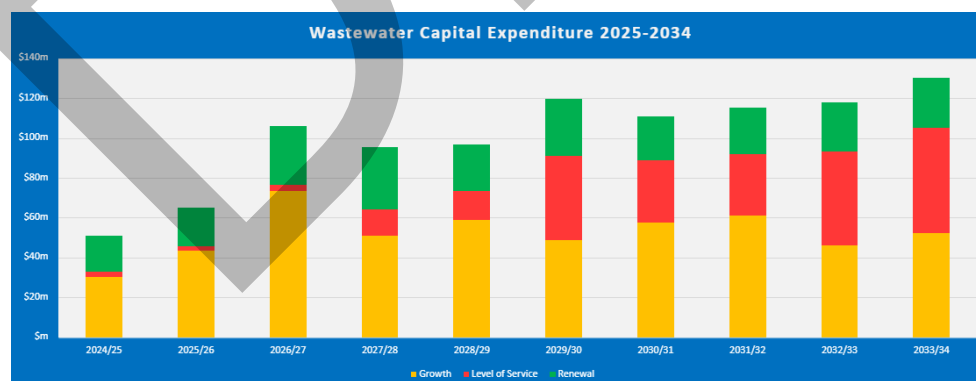
Capital expenditure 2035-54 (waters in version 1)



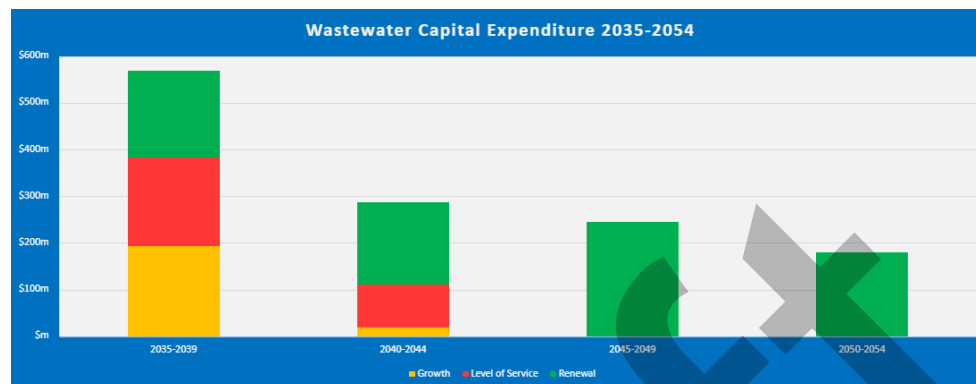
Capital expenditure 2025-26 (waters out, version 2)



Capital expenditure 2025-34 (waters in, version 2)



Capital expenditure 2035-54 (waters in version 2)



Operational expenditure 2025-26 (waters out)



5.11 Where to go for more information and detail

The detail in this Infrastructure Strategy is drawn from a number of sources. Key reference documents for Wastewater are listed below, these documents are where you should go if you want more detail than this Strategy provides.

- Climate Change Action and Investment Plan, TCC (2023): <https://letstalk.tauranga.govt.nz/projects/climate-action-and-investment-plan>
- Connected Centres Programme (UFTI), sub-regional (2020): <https://www.tauranga.govt.nz/our-future/enabling-growth/connected-centres-programme>
- Infrastructure Development Code: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code>
- Iwi/Hapū Management Plans: <https://www.tauranga.govt.nz/community/tangata-whenua/resource-management-processes/iwi-hap%C5%AB-management-plans>
- Sewerage – Private Sewer Pump Stations, TCC: <https://www.tauranga.govt.nz/council/council-documents/policies>
- Smartgrowth Strategy, sub-regional: <https://www.smartgrowthbop.org.nz/>

- Tauranga Taurikura – Environment Strategy, TCC (2023) - <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/primary-strategies>
- Wastewater Asset Management Plan, TCC: available on request
- Wastewater Overflows Best Practice Guidelines 2019
- Wastewater Strategy 2024-2054, TCC (2023): available on request
- Water Sustainability Strategy WBOP sub-region 2010: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>

Draft

6 Stormwater

Please refer section 3 for information that applies to all waters services sections of this Infrastructure Strategy.

We have included all water service budgets in the Infrastructure Strategy for the full 30 years. Noting that inclusion of these budgets is for information purposes to tell the full story. Any budgets for water services beyond year two of this Infrastructure Strategy is not in anyway binding on the new water services entity.

Council is committed to supplying a stormwater and flood control system that is sustainable over the long-term and is resilient and affordable. Additionally, Council is focused on ensuring stormwater is managed in a culturally appropriate manner. This section of the Infrastructure Strategy highlights matters Council needs to focus on to achieve these outcomes. At a high level it is informed by Council's wider strategic direction, New Zealand's legislative environment, and aligns with Council's financial strategy and long-term plan. It is also informed by Council's 30 -Year Stormwater Strategy. The detail contained in this section has been taken from Council's Stormwater Asset Management Plan 2023-2024.

Tauranga City's stormwater system is split into six catchments:

- Mount Industrial and Sulphur Point (discharging to the Tauranga Harbour) consisting of 7 sub-catchments;
- Maranui/Mangatawa (discharging to Rangataua Bay / Tauranga Harbour);
- Tauranga City (discharging to the Tauranga Harbour) comprising 18 sub-catchments;
- Wairoa (discharging to the Wairoa River);
- Mount Beach (discharging to the ocean beach, Bay of Plenty);
- Papamoa (discharging to the ocean beach, Bay of Plenty).

The City catchment and the Mount Industrial and Sulphur Point catchment are split into a number of smaller sub-catchments to enable stormwater issues and associated management options to be scoped more specifically. As a result, there are 26 sub-catchments (including Wairoa and Mount Beach as two distinct catchments) which make up Tauranga City.

Within these catchments are a range of different infrastructure assets which together provide stormwater management:

- Stormwater Mains and Connections: these provide the connection from private stormwater systems to the public stormwater network. Stormwater mains provide the piped part of the public stormwater network, which drains stormwater from its point of origin to the nearest discharge point. Stormwater mains commonly discharge into drains, ponds, wetlands, streams, harbours, or the ocean.
- Stormwater manholes: access points to the piped part of the stormwater network. They are placed at maximum intervals as well as at bends and where multiple pipes connect. Manholes are generally found in urban areas, in streets, footpaths and occasionally in parks and private properties.
- Open Drains and Culverts: the function of open drains is similar to that of stormwater mains described above. Open drains are generally used in areas with less pressure on land availability, such as recreational and stormwater reserves as well as urban areas.

- Stormwater inlets and outlets: the beginning and end of stormwater mains or culverts. Their function is to facilitate the flow into and out of pipes and culverts and to minimise erosion at the intersections of piped and open stormwater drainage systems.
- Soakage modules provide for the discharge of stormwater into the ground. This reduces the need for stormwater mains and open drains, acts as a natural filter for pollutants and recharges the groundwater. Care has to be taken to only use this technique in areas where ground soakage is appropriate, as it can otherwise increase the risk of slips and reduce land stability.
- Stormwater pump stations: smaller in design and capacity than their wastewater equivalents, they are used to remedy localised problems where landform or location prohibits direct discharge to the gravity system.
- Overland flowpaths: regulated by the City Plan. Streets and reserve areas, as well as private and public green space, can double as overland flow paths. In newer areas, overland flow paths across private property are usually identified and protected by an easement in favour of Council.
- Stopbanks: prevent flooding of the adjoining countryside to mitigate flood risk during extreme rainfall events.
- Ponds and Wetlands: stormwater attenuation ponds and drainage reserves provide a buffer function to control flooding of rainfall in excess of the primary system's capacity. Treatment ponds (and wetland areas) provide for contaminant removal.
- Floodgates: prevent water from major watercourses entering smaller tributaries and causing flooding.
- Drainage reserves: areas of land set aside and maintained for the management of stormwater. These areas fulfil a range of functions, such as natural soakage, ground water replenishment, sediment and nutrient removal and flood protection. Drainage reserves can also function as recreational space.
- Stormwater treatment devices: treat stormwater runoff before it is discharged into the receiving environment. These devices are typically located in areas where high concentrations of contamination are generated. Examples that are part of the TCC network are gross pollutant traps, raingardens, soakage devices, tree pits etc.

Council's public stormwater system includes 858 km of stormwater mains and service lines, 5 pump stations for conveyance, as well as numerous overland flowpaths, storage ponds, treatment devices, soak holes and stopbanks for treatment and flood protection. There are also stormwater reserves and other green infrastructure that have a combined flood management and recreational function.

The key issue facing the stormwater activity is the need to build a system that is resilient enough to reduce the impacts of flooding on people, property, water quality and eco-systems, in a city which is facing the double challenges of population growth and climate change. Stormwater management is critical for the health and wellbeing of our communities and our environment, and well-designed stormwater systems can also improve quality of everyday life (outside of heavy rain events) by providing green space, gardens and recreational areas, and improving biodiversity.

The following table provides strategies and initiatives the stormwater activity will be focussing on, and links these back to challenges and risk areas.

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|---------------------------------------|---|--|
| Water Reforms and Legislative Changes | <ul style="list-style-type: none"> • Water Reforms and DIA Initiatives | <ul style="list-style-type: none"> • Participate in Water Reforms and transition to separate entity |

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|--|---|---|
| | <ul style="list-style-type: none"> • Taumata Arowai – Water Services Regulator • Te Mana o te Wai • LGA 2002 & RMA amendments | <ul style="list-style-type: none"> • Collaborative conversation with neighbouring councils • Investigate impacts on TCC organisation • Implement legislative changes e.g. Taumata Arowai • Increased consultation and liaison with iwi groups |
| Environmental and Climate Change Impacts | <ul style="list-style-type: none"> • Resilience with respect to climate change • Infrastructure resilience issues • Other Climate Change Risks • Zero Carbon Act / Energy Consumption • Tauranga Taurikura 2022 – 2023 (Draft Environment Strategy) • Improved understanding of the impact on the environment • Impact of stormwater on the receiving environment • Water quality and sediment issues | <ul style="list-style-type: none"> • Investigate climate change risks, impacts and mitigations • Implement resilience improvement strategy and be involved in natural hazards work streams • Investigate and implement energy consumption and carbon emission initiatives • Support good environmental outcomes regarding odour, blockages, discharges, overflows, pollution prevention, etc. • Identify and develop opportunities to improve energy use, costs and/or implement alternative energy sources. |
| Increased Demand and Development growth | <ul style="list-style-type: none"> • Growth in areas distant to treatment facilities. • New stormwater corridors required • Lack of treatment capacity • Lack of network capacity | <ul style="list-style-type: none"> • Participate in city growth and intensification planning • Extension and upgrade of the network as required • Development of new corridors for stormwater in the new development areas. • Renew and upgrade under capacity infrastructure. |
| Service Delivery and Levels of Service | <ul style="list-style-type: none"> • Quantity and quality issues with stormwater discharge • Community expectations about stormwater quality and environmental issues • Early deterioration of assets • Stream health, erosion and marine eco systems • Demand management and customer education • Iwi engagement and consultation | <ul style="list-style-type: none"> • Implement long-term maintenance contract with WBOPDC • Levels of service to be adopted for conveyance systems and treatment assets that is culturally and environmentally acceptable • Ongoing investigation and improvement of asset condition and renewals modelling • Ensure renewals and upgrade projects are delivered to ensure agreed service levels for the community • Validate and review the flood modelling to improve knowledge about ponding and flooding areas |

| Problem & Risk Areas | Specific Issues and Uncertainties | Strategies and Initiatives |
|----------------------|-----------------------------------|--|
| | | <ul style="list-style-type: none"> Enhance community education to improve the operability of the network and to facilitate environmentally friendly behaviour |

Other programmes and projects to ensure ongoing safety and quality of the delivery of the stormwater system are:

- Tangata Whenua Partnership Programme: Incorporating Te Mana o te Wai into three waters management is enshrined in legislation (Water Services Act 2021), and its successful implementation will require a working partnership with the mana whenua in the Bay of Plenty region.
- Community and Stakeholder Engagement Programme: supported by a customised communications plan.
- Working with the development community: Tauranga is one of New Zealand's fastest growing cities and establishing a good working relationship with the development community is key to delivering quality stormwater solutions for greenfield areas and in areas of intensification across the city.
- Developing a stormwater-focused knowledge foundation: Successful and sustainable implementation of water-sensitive design, stormwater activities and ongoing management requires a thorough and in-depth knowledge of the natural and built systems.
- Adopting water-sensitive design as an integral component of urban planning.
- Preparing Stormwater Management Plans: detailed 'roadmaps' for addressing stormwater management issues and setting out management solutions.
- Developing a Stormwater Programme Action Plan that identifies programmes and projects directly or indirectly involved with stormwater management.
- Continuing with the Our Water Future Programme, which focuses on investigating options for integrating future water supply, wastewater and stormwater management across the entire western Bay of Plenty sub-region.
- Integrated infrastructure planning, to identify estimated capital costs for stormwater infrastructure for short (10 years) and medium-term (30 years) planning horizons and consider opportunities for joint/integrated projects.

Affordability constraints means that work programming extends beyond the Long-Term Plan and the 10 year activity management plan, as it is cost-prohibitive to deliver all necessary initiatives within the upcoming 10 year timeframe. However, this work programming is indicative only, as Council will no longer have responsibility for delivering stormwater services once the Bay of Plenty region water services entity is operational.

6.1 Significant issues and options

Significant issues for the stormwater activity and principal options for managing these issues are detailed in the following table. The option preferred as the most likely scenario has been identified.

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|--|--|----------------------|---|---|---|--------------|
| Delivering for our existing communities | Provide stormwater services in line with current levels of service with limited increase in expenditure to resolve stormwater system issues e.g. overflows, blockages, flooding etc. | <ul style="list-style-type: none"> The growth in the city will not be able to proceed as envisaged. Infrastructure backlogs, flooding issues and overflows will not be addressed if major expenditure is required | | SW Minor upgrades & renewals - \$121 million SW Bulk Fund - \$65 million | SW Minor upgrades & renewals - \$273 million SW Bulk Fund - \$39 million | SW Minor upgrades & renewals - \$94 million | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|---|---|---|--|---|--------------|
| | Revitalise the city centre and deliver community amenities for our residents. Address network issues leading to overflows, flooding or ponding. | <ul style="list-style-type: none"> Renewal and upgrade of current networks and assets which are approaching the end of their expected useful life Projects addressing the impacts of ponding and flooding Treatment assets constructed to mitigate the stormwater quality e.g. metals etc. | Revitalise the city centre and deliver community amenities for our residents. Address network issues leading to overflows, flooding or ponding. | Renewals & Upgrade Expenditure as above (\$186 million) + All Intensification budgets (incl. Cameron Rd) - \$252 million | Renewals & Upgrade Expenditure as above (\$273 million) All Intensification budgets (incl. Cameron Rd) - \$771 million | Renewals & Upgrade Expenditure as above (\$94 million) All Intensification budgets (incl. Cameron Rd) - \$1,042 million | M |
| | Provide a gold plated level of service to all areas to ensure that the conveyance of | <ul style="list-style-type: none"> Significant increase of rates in the long term, due to increased expenditure | | Renewals & Upgrade Expenditure as above (\$186 million) | Renewals & Upgrade Expenditure as above (\$273 million) | Renewals & Upgrade Expenditure as above (\$94 million) All Intensification budgets (incl. | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|---|---|----------------------|---|---|--|--------------|
| | stormwater is efficient and overflows, blockages and odour complaints are minimal. | on renewals and levels of service projects <ul style="list-style-type: none"> Intensive renewal and upgrade of stormwater assets in the next twenty years to improve capacity | | All Intensification budgets (incl. Cameron Rd) - \$252 million Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$132 million | All Intensification budgets (incl. Cameron Rd) - \$771 million Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$102 million | Cameron Rd) - \$1,042 million Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$118 million | |
| Growth & Infrastructure Planning | Provide stormwater assets to all areas where development will occur in the medium to long term e.g. Eastern Corridor (Te Tumu and Papamoa coastal areas), Western Corridor (Tauriko West etc.) and intensification of | <ul style="list-style-type: none"> Infrastructure may be very expensive to provide especially on the outskirts of the current city boundaries. Uncertain that all the greenfield development areas will proceed due | | Eastern Corridor & Te Tumu - \$79 million Western Corridor projects - \$28 million Wairakei Upgrades & Landscape - \$16 million All intensifications - \$252 million | Eastern Corridor & Te Tumu - \$15 million Wairakei Upgrades & Landscape - \$3 million All intensifications - \$771 million | Eastern Corridor & Te Tumu - \$0 million All intensifications - \$1,042 million | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|---|---|--|---|--------------|
| | the city areas (Te Papa, Ōtūmoetai and Mount Maunganui areas). | to ongoing legal issues | | | | | |
| | Provide stormwater infrastructure to areas where development is most likely to be concentrated namely intensification of the developed city areas (Te Papa area, Ōtūmoetai, Matua and Mount Maunganui areas plus the Tauriko West green fields | <ul style="list-style-type: none"> This option may not satisfy the growth requirements over the medium to long term. May lead to congestion and over development in these areas High density housing will be emphasised due to affordability drivers | Provide stormwater infrastructure to areas where development is most likely to be concentrated namely intensification of the developed city areas plus the Tauriko West green fields development area (Intensification - Te Papa area, Ōtūmoetai, | <p>Eastern corridor work included to prepare infrastructure for development.</p> <p>Eastern Corridor & Te Tumu - \$79 million</p> <p>Western Corridor projects - \$28 million</p> <p>Wairakei Upgrades & Landscape - \$16 million</p> <p>All intensifications - \$252 million</p> | <p>Eastern corridor work included to prepare infrastructure for development.</p> <p>Eastern Corridor & Te Tumu - \$15 million</p> <p>Wairakei Upgrades & Landscape - \$3 million</p> <p>All intensifications - \$771 mil</p> | <p>Eastern Corridor & Te Tumu - \$0</p> <p>All intensifications - \$1,042 million</p> | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|--|----------------------------------|---|---|---|--------------|
| | development area) | | Matua and Mount Maunganui areas) | | | | |
| | Provide stormwater infrastructure to a wider sub regional area where communities and areas outside the current Tauranga area are included namely Western Bay of Plenty to ensure the housing and development backlog can be reduced. Include development areas of Te Puna, | <ul style="list-style-type: none"> It may be very challenging get all stakeholders and parties to buy into a common approach and vision. The investment required may be very costly with infrastructure required in greenfield development areas. Require significant | | Eastern Corridor & Te Tumu - \$79 million Western Corridor projects - 28 million Wairakei Upgrades & Landscape - \$16 million All intensifications - \$252 million Water Reforms (Uninflated Demand & Growth) - \$141 million | Eastern Corridor & Te Tumu - \$15 mil Wairakei Upgrades & Landscape - \$3 million All intensifications - \$771 million Water Reforms (Uninflated Demand & Growth) - \$96 million | Eastern Corridor & Te Tumu - \$0 million All intensifications - \$1,042 million Water Reforms (Uninflated Demand & Growth) - \$83 million | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--------------------------------------|--|---|----------------------|---|---|----------------------------|--------------|
| | Ōmokoroa and Tauriko | investment in upgrading of the stormwater treatment and pipe networks | | | | | |
| Sustainability and resilience | Prepare for the direct impacts of climate change (e.g. severe weather events e.g. storm events, cyclones etc.) on current infrastructure e.g. slips, damage and inundation of low lying stormwater assets. (RCP 2.6) | <ul style="list-style-type: none"> Only direct adverse effects of rainfall and storm events mitigated. Damage of storms and flooding due to weather events mitigated and corrected. Stormwater pipes damaged by slips. | | Infrastructure Resilience Capital works provided for \$40 million | Infrastructure Resilience Capital works provided for \$14 million | Zero budget provided in IS | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|--|--|---|---|--|--------------|
| | Prepare and risk mitigation for climate change and natural hazard impacts for a larger city area and to mitigate the adverse effects on stormwater assets created by extreme rainstorms, drought etc. 0.28mm Sea level rise. 0.5-1 degree temperature increase | <ul style="list-style-type: none"> Resilience of affected stormwater assets investigated and renewed or replaced. Insurance improved to provide for more significant events Some proactive risk mitigations done to provide for the impact and effects of weather events, climate change and natural hazard risks. 15% reduction in greenhouse gas emissions by 2024 | Prepare and risk mitigation for climate change and natural hazard impacts for a larger city area and to mitigate the adverse effects on stormwater assets created by extreme rainstorms, drought etc. 0.28mm Sea level rise. 0.5-1 degree temperature increase | <p>Infrastructure Resilience Capital works provided for \$40 million</p> <p>Some funding provided for resilience in Renewals and Upgrade projects - \$186 million</p> | <p>Infrastructure Resilience Capital works provided for \$14 million</p> <p>Some funding provided for resilience in Renewals and Upgrade projects - \$273 million</p> | <p>No funds provided in IS for resilience</p> <p>Some funding provided for resilience in funding provided for Renewals and Upgrade projects - \$94 million</p> | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|----------------------|---|--|---|--------------|
| | Proactive long term analysis and risk mitigation for climate change and natural hazard events. Adverse effects of severe weather events, tsunamis, earthquakes and volcanic eruptions addressed. Mitigation and adaptation for severe climate change scenario levels provided for. (RCP 8.5) 0.74 m sea level rise. 2.5 to 3 degree temperature increase | <ul style="list-style-type: none"> Adaptation strategies and long term resilience mitigation strategies implemented. Impacts of earthquakes and tsunamis investigated, and resilience incorporated in design of stormwater network assets | | <p>Infrastructure Resilience Capital works provided for \$40 million</p> <p>Some funding provided for resilience in Renewals and Upgrade projects - \$186 million</p> <p>Resilience also included in intensification projects - \$252 million</p> | <p>Infrastructure Resilience Capital works provided for \$14 million</p> <p>Some funding provided for resilience in Renewals and Upgrade projects - \$273 million</p> <p>Resilience also included in intensification projects - \$771m</p> | <p>No funds provided in IS for resilience.</p> <p>Some funding provided for resilience in funding provided for Renewals and Upgrade projects - \$94 million</p> <p>Resilience also included in intensification projects - \$1,042 million</p> | L |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|--|--|----------------------|--|---|---|--------------|
| Funding, Balance sheet capacity, levels of service and significant decisions (major projects) | Funding of infrastructure development and renewals performed to satisfy the upper level of demand projections and ensure that an adequate level of resilience, health and environmental risks are covered by the stormwater assets and network | <ul style="list-style-type: none"> • Significant increase in rates and funding of stormwater assets and infrastructure • Significant expenditure to provide for the management of flooding • Capacity modelling strategy development Significant treatment assets & reticulation renewals | | <p>If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$601 million.</p> <p>Water Reforms Unconstrained forecast - \$141 million (Uninflated Demand & Growth)</p> | <p>If upper range of population and growth assumptions are followed the capital budgets required will be more than \$1,075 million.</p> <p>Water Reforms Unconstrained forecast - \$96 million (Uninflated Demand & Growth)</p> | <p>If upper range of population and growth assumptions are followed the capital budgets required will be more than \$1,137 million.</p> <p>Water Reforms Unconstrained forecast - \$83 million (Uninflated Demand & Growth)</p> | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|--|---|---|--|--------------|
| | Infrastructure development and renewals expenditure for stormwater performed to satisfy the mid-range demand projections and levels of service targets | <ul style="list-style-type: none"> Significant level of projects performed to enable forecasted development Major projects performed to address capacity and flooding issues A number of intensification areas prepared for higher density development | Infrastructure development and renewals expenditure for stormwater performed to satisfy the mid-range demand projections and levels of service targets | Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections IS budget for stormwater is - \$601 million | Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections IS budget for stormwater is - \$1,075 million | Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections IS budget for stormwater - \$1,137 million | M |
| | Infrastructure development and renewals expenditure for stormwater performed to satisfy the low range demand projections and | <ul style="list-style-type: none"> Limited capital expenditure on developing new infrastructure which would be positive for affordability Intensification projects | | If low range population and growth assumptions are followed the capital budgets required will be less than \$601 million | If low range population and growth assumptions are followed the capital budgets required will be less than \$1,075 million | If low range population and growth assumptions are followed the capital budgets required will be less than \$1,137 million | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|----------------------------------|---|----------------------|-----------|------------|-------------|--------------|
| | status quo for levels of service | performed to facilitate some level of development <ul style="list-style-type: none"> Decrease in providing land for development and therefore impacting negatively on housing crisis | | | | | |

6.2 Key projects/programmes (full 30 year forecasts)

| | 2025-34 (\$) | 2035-44 (\$) | 2045-54 (\$) | Total (\$) |
|---|--------------------|----------------------|----------------------|----------------------|
| Otumoetai Intensification | 24,391,997 | 459,998,408 | 628,043,469 | 1,112,433,875 |
| Te Papa Intensification | 220,447,314 | 310,732,288 | 414,335,113 | 945,514,715 |
| SW Minor Capital Works & Renewals | 121,000,304 | 234,403,469 | 93,755,382 | 449,159,154 |
| SW Bulk Fund & Reactive Reserve | 65,044,428 | 38,826,990 | - | 103,871,418 |
| Eastern Corridor - Te Tumu | 78,538,512 | 14,694,613 | - | 93,233,125 |
| Infrastructure Resilience Capital Works | 40,011,930 | 13,609,913 | - | 53,621,844 |
| WC - Pyes Pa West Growth Area | 12,536,529 | - | - | 12,536,529 |
| Western Corridor - Bethlehem | 12,523,060 | - | - | 12,523,060 |
| Wairakei Stream Landscaping | 5,920,633 | 2,462,610 | - | 8,383,243 |
| Wairakei Stream Culvert Upgrade | 7,355,441 | - | - | 7,355,441 |
| Cameron Road Stage 2 | 6,039,550 | - | - | 6,039,550 |
| CSC Stormwater Treatment Capital Works | 2,510,380 | - | - | 2,510,380 |
| WC - Tauriko Business Estate | 2,208,166 | - | - | 2,208,166 |
| Prop Management Upgrades & Renewals | 338,025 | 496,858 | 609,643 | 1,444,526 |
| Mount Intensification | 919,915 | - | - | 919,915 |
| TOTAL | 599,786,184 | 1,075,225,149 | 1,136,743,608 | 2,811,754,941 |

6.3 Stormwater assets

| Asset Group | Asset Type | Quantity (at July 2023) |
|--------------------------------|--|---|
| Conveyance Network | Mains pipes, Service lines, Drains, Manholes | Piped assets – 858 km; Drains – 117 km; Manholes – 14,627 |
| Flood Protection and Treatment | Treatment Devices, Soak Holes, Storage Ponds | Treatment Devices – 45; Soak Holes – 322; Storage Ponds – 147 |

6.4 Critical assets

The Stormwater Asset Management Plan has been updated to include the criticality of pipes in the stormwater network. Mains pipes with a diameter of 1,500mm and bigger are deemed as extremely critical (approximately 17km of the network). Stormwater pipes located at the port and airport is also assessed as extremely critical. Channels, stop banks, and ponds, as well as inlets, outlets, and floodgates associated with these, are critical. Therefore, proactive maintenance inspections are carried out when a heavy rain warning is issued to clear blockages.

6.5 Renewals and replacements

Our renewals programme is based on a significant amount of data and evidence including asset age, inspections and condition surveys. The projected renewals budget for years 1 and 2 of this strategy is approximately \$3 million versus an amount of \$73 million for the full 30 years.

There have been increases in renewal costs driven by increased traffic management costs and unit rate increases for materials and labour.

We have an ongoing programme for the cleaning and maintenance of stormwater assets. This programme ensures that the ponds can operate as designed to reduce flooding and accommodate the discharge of contaminants.

6.6 Responding to growth in the demand for services

Property development across the city has increased the area of impervious surfaces and with increased rainfall places additional pressure on the existing stormwater network. Council has reviewed and amended the design rules in the Infrastructure Development Code to partially address this issue. Other responses include the changes introduced by Plan Change 27, which has implemented an impervious surfaces rule for many of our residential areas. Exceeding the impervious rule requires resource consent to consider how the development mitigates the effects of any additional stormwater runoff. The projected growth budget for years 1 and 2 of this strategy is approximately \$15 million versus an amount of \$124 million for the full 30 years.

As Tauranga intensifies, further investigation is proposed to identify where additional work may be needed to mitigate legacy flooding issues. The Te Papa Spatial Plan considered stormwater at a high level and further work is proposed. Initial budget is proposed for capacity upgrades across the city as part of this LTP. This is to consider how the upgrading of infrastructure and/or creation of improved flow paths and open space can mitigate flood risk in existing suburbs as well as benefit other outcomes such as amenity and connectivity.

6.7 Planned increases or decreases in levels of services

New infrastructure builds as part of land development are required to design a primary network (pipes or other form of conveyance) for the 1 in 10 year ARI rain event. The overall stormwater system, including safe provision for flow of water overland, is required to be designed for a 1 in 100 year storm. Recent changes to the City Plan and Infrastructure Development Code now require increased design for climate change.

Some older established parts of Tauranga have not been designed to cater for stormwater in this way. Council's programme of intervention in existing established areas is based on a 'Safety to Persons' approach adopted as part of the Long-term Plan 2015 – 25. This targets areas where the combination of depth and velocity in a large rainfall event is greater than 0.4 m²/s which poses a risk to people's safety. Prioritised projects to address these risks have included purchase of at-risk property and infrastructure to reduce the hazard. There is no change proposed to this level of service. Budget in the LTP is provided to complete projects identified as required to achieve this safety based Level of Service.

Council has identified budgets to improve network capacity in existing established areas. These budgets allow for upgrading of infrastructure and/or creation of improved flow paths and open space to mitigate flood risk in existing suburbs as well as benefit other outcomes such as amenity,

connectivity and intensification.

6.8 Public health and environmental outcomes

The waterways, harbour and coast are places for food- gathering, recreation and enjoyment for all Tauranga residents and visitors. Urban stormwater from residential and business properties, roads and car parks has impacted water quality and the health of the receiving ecosystems. Water quality, ecosystems and mahinga kai have declined, and the mauri of the water has been degraded. While some of Tauranga's streams have excellent water quality and ecosystem health, many have fair or poor water quality (Bay of Plenty Region River Quality, Land, Air, Water Aotearoa, 14 September 2020).

Waterways can be contaminated with industrial wastewater and runoff, road and car pollutants, human and animal faeces, sediment, nutrients, and litter. Council has a pollution prevention programme, along with other education programmes in the community, where staff work directly with commercial and industrial property owners to improve their onsite stormwater practices. As noted above, we have identified a range of responses to address these challenges.

6.9 Resilience

As outlined above Council has identified potential hazard prone assets throughout the city and 315 potential mitigation projects have been scoped and costed. In addition to this project, resilience is incorporated into the ongoing operation of the stormwater network in the following ways:

- change to cater for 100 year ARI including climate change (more intense rainfalls and sea level rise) for flood management (instead of 50-year existing)
- shift to utilising open systems, including natural waterways, for the conveyance of flows. These systems are much more adaptable than pipe networks
- maintenance contracts that provide for rapid, quality responses to issues.

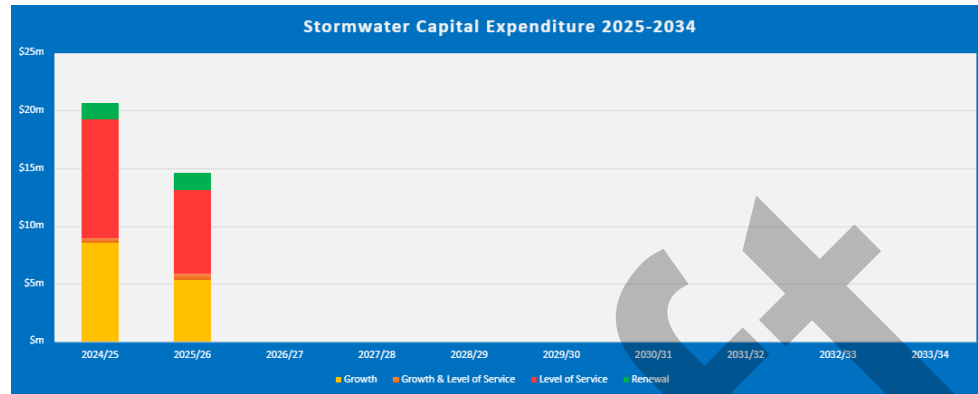
6.10 Indicative forecasts of capital and operating expenditure

The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

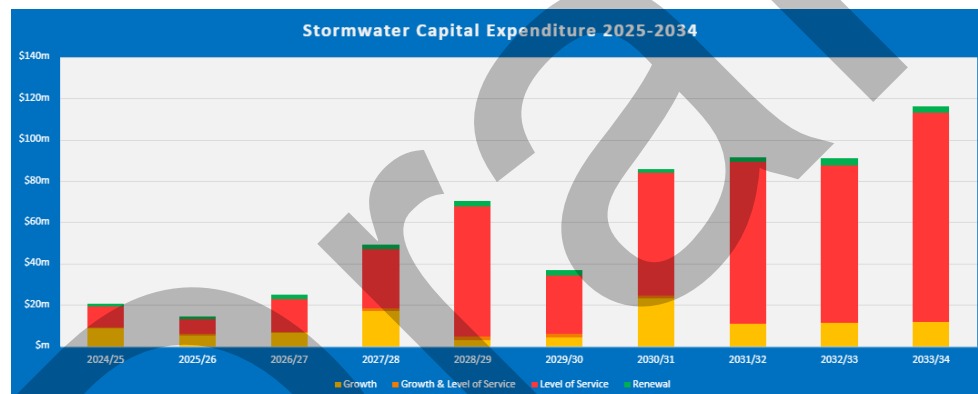
There are two versions of the capital expenditure graphs included in this section.

- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

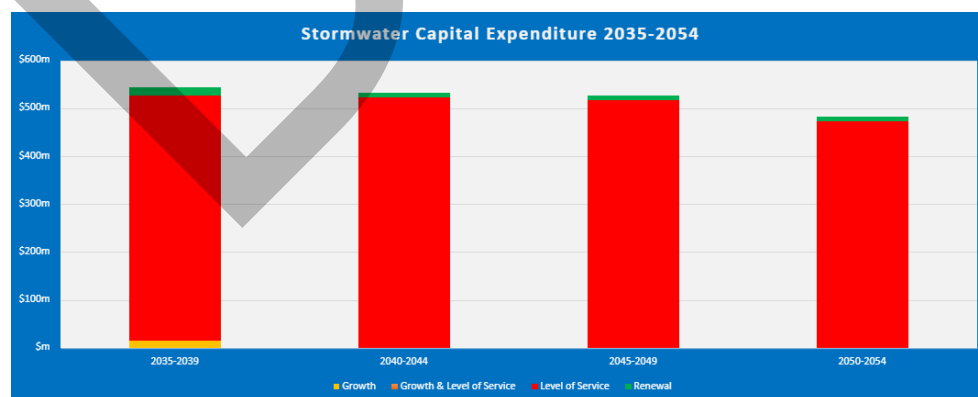
Capital expenditure 2025-26 (waters out, version 1)



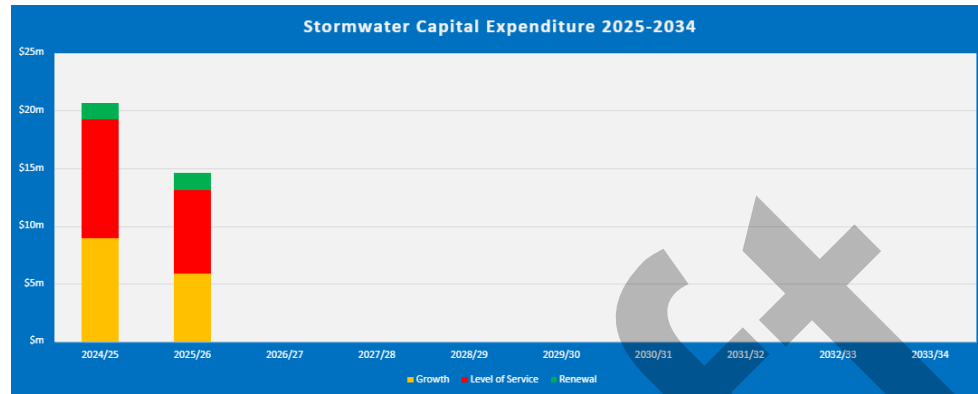
Capital expenditure 2025-34 (waters in, version 1)



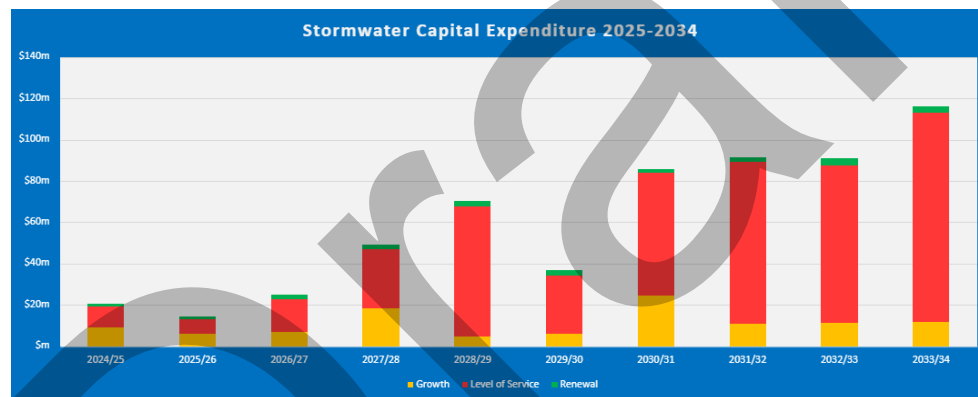
Capital expenditure 2035-54 (waters in version 1)



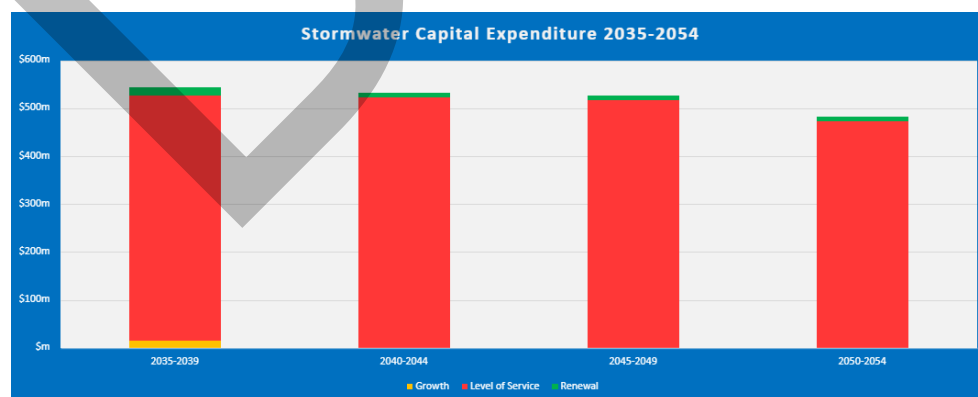
Capital expenditure 2025-26 (waters out, version 2)



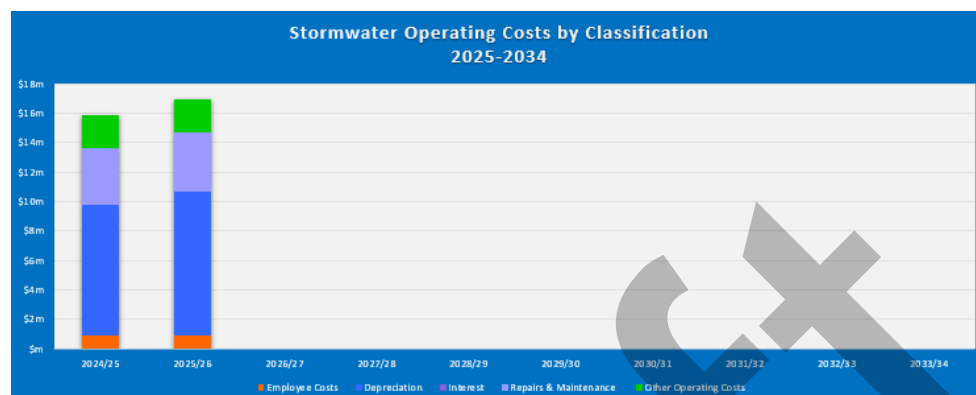
Capital expenditure 2025-34 (waters in, version 2)



Capital expenditure 2035-54 (waters in version 2)



Operational expenditure 2025-26 (waters out)



6.11 Where to go for more information and detail

The detail in this Infrastructure Strategy is drawn from a number of sources. Key reference documents for Stormwater are listed below, these documents are where you should go if you want more detail than this Strategy provides.

- Climate Change Action and Investment Plan, TCC (2023): <https://letstalk.tauranga.govt.nz/projects/climate-action-and-investment-plan>
- Connected Centres Programme (Urban Form and Transport Initiative), sub-regional (2020): <https://www.tauranga.govt.nz/our-future/enabling-growth/connected-centres-programme>
- Connection of Private Stormwater Systems, TCC: <https://www.tauranga.govt.nz/council/council-documents/policies>
- Infrastructure Development Code: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code>
- Iwi/Hapū Management Plans: <https://www.tauranga.govt.nz/community/tangata-whenua/resource-management-processes/iwi-hap%C5%AB-management-plans>
- Kaituna Action Plan – Te Tiri a Tuna, joint plan: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>
- Smartgrowth Strategy, sub-regional: <https://www.smartgrowthbop.org.nz/>
- Stormwater Asset Management Plan: available on request
- Stormwater Management Guidelines, TCC: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code/guideline-documents>
- Stormwater (Pollution Prevention) Bylaw 2015, TCC: <https://www.tauranga.govt.nz/council/council-documents/bylaws>
- Stormwater Reactive Reserve Fund, TCC: <https://www.tauranga.govt.nz/council/council-documents/policies>
- Stormwater Strategy 2024-2054, TCC (2023): available on request
- Stormwater Strategy for the BOP 2005: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>
- Tauranga Taurikura – Environment Strategy, TCC (2023) - <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/primary-strategies>

- Water Sustainability Strategy WBOP sub-region 2010:
<https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>
- Wairoa River Valley Strategy, joint strategy: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>

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7 Flood control

Please refer section 3 for information that applies to all waters services sections of this Infrastructure Strategy.

This activity is expected to come into effect on the transition of City Waters Group to a new Water Services Entity. A 'go live' date of 1 October 2025 has been proposed for the Bay of Plenty water services entity, however this date has not yet been finalised (all 10 water service entities across New Zealand will commence their operation between 1 July 2024 to 1 July 2026). For the purposes of this Infrastructure Strategy, it has been assumed that Council has the responsibility for delivery of all water services for years 1 & 2 of this Strategy and the Water Services Entity takes on its responsibilities in year 3.

While the new Water Service Entities will be responsible for the management of the stormwater network, which includes overland flow paths and watercourses, including the development of risk management plans, there are still functions related to stormwater management which are expected to sit with the Tauranga City Council.

Some councils across New Zealand have larger river flood schemes to manage, and these management responsibilities are not transferring to the new water service entities. Whilst Council does not have any large river flood schemes to manage, it is expected it will still have some responsibilities relating to urban flood control and development outcomes. For example, it is likely that Council's urban planning function will still need to address stormwater outcomes and support a reduction in flood risk over time, eg through spatial planning and city plan provisions.

Further work will be completed to clarify the role and function of Council's flood control activity prior to the establishment of the Bay of Plenty Water Services Entity, together with financial forecasts.

Currently the flood protection/control activity is contained within the wider stormwater programme.

7.1 Assumptions

For now, Council has made the following assumptions in relation to the Flood Control activity.

| Assumption | Relevance to this activity |
|---|---|
| That urban growth continues as a key driver for determining capital investment in the stormwater network and flood management | The planning for stormwater and flood management is based on the key requirement to service new development areas as well as intensification of existing areas to service a growing population. |
| Transition to a new Water Entity | The transition to a new water entity will require clear definition of roles and responsibilities between Council and the new Water Services Entity for new and existing infrastructure investment and operations. This is likely to impact on the current prioritisation of investment. Opportunities across Council boundaries may also be identified that change the focus of current investment. The creation of the Water Entity drives the need for a new activity for flood control to reside with Council. |

| Assumption | Revelance to this activity |
|--|---|
| Flood water affects all Council assets | An integrated approach to assessing risk and recovery is necessary for: Transport, Property, Spaces and Places, Risk and Assurance, and Emergency Operations. |

7.2 Key projects/programmes

| Timeframe | Proposed project/work programme for this activity |
|---|--|
| Short term (1-3 years) Note – the assumption, for the purpose of this Infrastructure Strategy, is that Council has the responsibility for deliver of all water services for years 1 & 2 of this Strategy and the Water Services Entity takes on its responsibilities in year 3 | <ul style="list-style-type: none"> • Develop a Flood Management Strategy for an integrated approach to the management of flood water across the City • Meet all legislated, regulatory and consent requirements for the safe management of the stormwater system. • Identify the transfer of relevant consents to WSE and/or responsibilities for managing consents that bridge the two organisations. • Develop and review catchment management plans • Participate in the water reform process as needed. |
| Medium term (4-10 years) | <ul style="list-style-type: none"> • Participate in the optimisation of the planning, infrastructure delivery, operation and maintenance and renewal processes for flood water. • Consider the impact of climate change and implement resilience initiatives. |
| Long term (11-30 years) | <ul style="list-style-type: none"> • Prepare and manage the overarching longer term flood water plans and strategies. |

7.3 Financial forecasts

These will be developed once there is clarity regarding the scope, responsibilities and functions of the Flood Control Activity.

8 Transport

Over the last 30 years, Tauranga's strategic transport network has been developed through a joint Council and Waka Kotahi investment program aligned with SmartGrowth. The investments made in the State Highway network have supported the efficient movement of freight, in turn supporting the economic growth of the city and in particular the Port of Tauranga and associated industries. Significant investment has been made into the local road network to support residential and economic growth as well as leveraging the investments made by Waka Kotahi.

Great cities and communities are built on the safe, sustainable, low carbon emission and efficient movement of people and goods. The Western Bay of Plenty (WBOP) Transport System Plan (TSP) identifies the right transport investments to support urban and rural development and provide people with better travel choices. This has been adopted, and more recently refreshed to inform the current Long-Term Plan (LTP) and Regional Land Transport Plan (RLTP) and is a significant milestone that is set to change the way people move around the Western Bay of Plenty over the next 30 years.

PORT OF TAURANGA

Considerable growth in commercial traffic is projected. Heavy commercial vehicle traffic growth is estimated to increase on all state highway routes that run through Tauranga and connect to the wider region and the upper North Island. For example, between 2018 and 2043 heavy commercial vehicle traffic growth on SH2/Takitimu Drive of 74%, on SH2 North/Te Puna of 63%, SH29/Kaimai of 64%, and SH2/Otamarakau of 38% is estimated.

The Port of Tauranga is a nationally significant international gateway and New Zealand's largest port by volume. The port handles 32% of all New Zealand cargo, 36% of New Zealand exports and 42% of all shipping containers. In 2021/2022 the port handled just over 25.6 million tonnes of cargo. Although the Port is of economic importance to both Tauranga and New Zealand, it does have an impact on the locally funded road network. This includes congestion, impacts on the road surface and on other road users, including cyclists.

The TSP supports the Urban Form and Transport Initiative (UFTI) connected centres approach. This approach was agreed as a key framework to address our regions' challenges and to realise our desired transport and land use benefits. The TSP establishes the infrastructure program required to enable future 'up and out' development along with connecting existing and new urban centres in a way that makes it easy to move around to work, learn and play, over the next 30 years.

TSP is not only about planning for the future, but it is also about delivering that future now through the infrastructure investments we make. Several of the priorities from the first version of TSP have been translated into active investment projects, along with significant progress with planning projects. The TSP9 was refreshed in 2023 to reflect changes in key national policies, such as the Emissions Reduction Plan¹⁰. The refresh built on the original TSP program in light of these changes whilst ensuring that the key objectives of affordability, achievability and fundability were pivotal. The agreed TSP

⁹ Western Bay of Plenty Transport System Plan, June 2023

¹⁰ Ministry for the Environment (2022): Te hau mārohi ki anamata. Towards a productive, sustainable and inclusive economy: Aotearoa New Zealand's first emissions reduction plan.

investment objectives provided the framework for prioritising network investments, through a gap analysis approach. These objectives are:

- **Access:** Maintaining or improving accessibility for priority modes and routes (mobility impaired, walking, cycling, micro-mobility, public transport and freight) to key destinations such as jobs, education, leisure facilities & Port of Tauranga. This includes improved resilience to unplanned closures as a result of natural hazards and climate change.
- **Safety:** Contribute to an outcome where no one is killed or seriously injured in road crashes and there is improved experiences and perceptions of safety for vulnerable users.
- **Sustainable Urban Growth:** Support sustainable urban growth and quality urban form outcomes by prioritising projects that integrate best practise land use, urban design and transport planning approaches.
- **Emissions:** Increase mode share for public transport, active, low and zero emission modes as a means of supporting healthy community outcomes and to achieve our VKT and emissions reduction commitments under the New Zealand Emissions Reduction Plan.

The TSP refresh builds upon the previous findings and recommendations in the first version of TSP to understand the transport network gaps that need to be addressed and sets a program to deliver the agreed objectives. The process has been collaborative with the TSP working group, steering group and governance group including Waka Kotahi, local authorities and stakeholders.

The transport benefits of the TSP Program have been assessed via transport modelling. Public transport and cycle use increases significantly more than population growth over the modelled time periods of 2035 and 2048. This means there is less vehicle use on a per capita basis than the current situation. As a result, there will be less transport emissions when compared with a program that does not prioritise mode shift.

8.1 Significant issues and options

Significant issues for the transport activity and principal options for managing these issues are detailed in the following table. The option preferred as the most likely scenario has been identified.

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|---|---|--|--|---|---|--------------|
| Delivering for our existing communities - Investment into the fast growing city has lagged behind, exacerbating issues such as congestion. Assets in some areas are expected to deteriorate | Delivery of the Transport System Plan (TSP) which closely aligns with national and regional policy and strategic direction. | <ul style="list-style-type: none"> Some extra capacity via freight lanes on existing freight corridors will be needed and most bulk loads will be encouraged to move around by rail. Likely to result in reduced vehicle use due to mode shifts (less impact on existing road assets, fewer emissions). | Findings and recommendations from the TSP refresh are yet to be confirmed. | Both the TSP refresh and vehicle kilometres travelled (VKT) reduction plan can inform transport planning in the subregion going forward. | Decisions around programmes and funding will need to be made. | Decisions around programmes and funding will need to be made. | M |
| | Retain renewals programme at existing levels. | <ul style="list-style-type: none"> Assets will continue to deteriorate, and levels of service will not be met. | | | | | H |
| | Increase to renewals programme and | <ul style="list-style-type: none"> Programme for renewals may be | Increase renewals programme | \$813 million renewals over the 30 year Infrastructure Strategy period | | | L |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|--|--|---|---|---|---|--------------|
| | addressing a backlog of pavement rehabilitation works. | <p>impacted by Waka Kotahi funding levels.</p> <ul style="list-style-type: none"> Addressing the underinvestment from the past will extend the asset life and reduce reactive maintenance. Funding less or the same could result in a reduction in the level of service, customer dissatisfaction, and additional future costs to repair assets. | across the city to address backlog and meet level of service expectations. | | | | |
| Growth and infrastructure planning - | Prioritise growth in Eastern corridor. | <ul style="list-style-type: none"> Investment in Te Tumu is expected to lead to the construction of 2,000 to 3,000 homes in currently zoned areas. Longer term growth cannot be achieved without | As growth needs are high, a combined approach to both greenfield development and intensification is needed. | <p>Papamoa East Wairakei \$103 million.</p> <p>Te Tumu \$9 million</p> <p>Significant planning for growth in the east will also occur</p> | Te Tumu \$83 million (contingent on prior decisions and planning) | Te Tumu \$34 million (contingent on prior decisions and planning) | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|--|----------------------|---|---|--|--------------|
| | | the infrastructure investment. <ul style="list-style-type: none"> Development is expected to lead to the construction of a direct link to the Tauranga Eastern Link via the Papamoa East Interchange (PEI) | | over the first 10 years, with the intent of bringing land in Te Tumu online for development in years 11-30. | | | |
| | Prioritise growth in the Western corridor | <ul style="list-style-type: none"> Projects are planned and developed to meet growing housing needs in the Western Corridor. Without enabling infrastructure growth in the city will be limited, housing needs will not be met through intensification only. | | \$4 million Tauriko west and Ring Road | \$39 million Tauriko West \$577 million Ring Road \$184.7 million Pyes Pa | \$23 million Tauriko West \$19.7 million Ring Road \$444 million Pyes Pa | M |
| | Provide for higher density living in close proximity to urban centres, | <ul style="list-style-type: none"> Balance between greenfield growth and intensification, will | | Te Papa intensification \$45 million | | | |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|---|--|--|---|----------------------------------|-----------------------------------|--------------|
| | neighbourhood centres, public transport and other amenities, supported by a sustained, balanced investment programme in active modes and public transport infrastructure. | deliver different benefits in terms of typology, location and price point of housing to serve a rapidly changing demographic profile. | | Mount intensification package | | | |
| Sustainability and resilience – reducing emissions through mode shifts and being resilient to changing weather patterns and natural hazards. | Increase mode share for public transport, active, low and zero emission modes to achieve emissions reduction commitments under the New Zealand Emissions Reduction Plan. | <ul style="list-style-type: none"> Provide transport choices across the city to encourage mode shift and support positive health or environmental outcomes. | Maintain or improve accessibility for priority modes and routes (mobility impaired, walking, cycling, micro-mobility, public transport and freight) to key destinations. | Ōtūmoetai/Mount and Papamoa multimodal transport works \$153 million Accessible streets \$64 million Cameron Road stage 2 \$160 million | Accessible streets \$203 million | Accessible streets \$21.9 million | |
| | Continue with existing infrastructure to support the regional bus services. | <ul style="list-style-type: none"> Do not meet community requirements around mode demand Do not meet government and council objectives | | | | | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|---|---|--|---|---|--------------|
| | | <ul style="list-style-type: none"> of alternative transport modes Patronage numbers are likely to decline or stabilise Public transport infrastructure perceived as unsafe and unattractive for users | | | | | |
| | Ensure the resilience of bridges in our city which we rely on to connect our peninsulas and provide a lifeline in an emergency. | <ul style="list-style-type: none"> Recent weather events In Aotearoa have highlighted the vulnerability of bridges. | Planning and design of four bridges (Chapel Street, Turret Road, Waihi Road, Matua) | \$46 million predominantly planning and design with some construction | \$134 million construction (decisions will result from planning phase) | Decisions may result in spend in the later years. | H |
| | Prioritise frequent, reliable public transport services, supported by high-quality stops close to main destinations. Increase the capacity and quality of the city's transport network. | <ul style="list-style-type: none"> A prioritised bus route through Tauranga city centre has been confirmed and we are now finalising the requirements for central city bus facilities to meet our city's public transport needs. | Enabling infrastructure for mode shift. | Bus infrastructure \$81 million Park & ride activation \$11.2 million | Bus infrastructure \$45.1 million Park & ride activation \$118 million | Bus infrastructure \$25.6 million | L |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|---|--|---|--|----------------------------|----------------------------|--------------|
| | | <ul style="list-style-type: none"> Without this investment private vehicle use will likely continue to be the preferred option for transportation. | | | | | |
| Funding challenges to meet the current level of service and affordability issues resulting from the current funding system. | Maintenance and renewal programmes reduced in response to funding challenges, reduced level of service. | <ul style="list-style-type: none"> Deterioration of the network and ultimately not meeting the agreed levels of service Assets are deteriorated to a point that the burden to pay for Investment is shifted to the next generation Compromises safety and resilience. | | | | | H |
| | Consider SmartTrip variable road pricing to replace existing tolls and extend revenue opportunities. | <ul style="list-style-type: none"> This would require new legislation and a significant community consultation process. | Consultation through the long term plan will enable discussions on SmartTrip. Future decisions will need to be made | Decisions will need to be made by the government and council in support of implementing SmartTrip. | Future decisions required. | Future decisions required. | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--------------------------------|-----------------------------|------------------------|-----------|------------|-------------|--------------|
| | | | regarding this option. | | | | |

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8.2 Key projects/programmes

The TSP refresh has presented a set list of programmes for the transport partners to take forward to inform planning processes. Findings and recommendations from the TSP refresh are also to be considered as part of the proposed VKT Reduction Program (which has commenced and will be completed by June 2024). Both the TSP refresh and VKT reduction plan can inform transport planning in the subregion going forward. Integration with the SmartGrowth Strategy will best achieve the land use and transport outcomes sought by the agreed UFTI Connected Centres vision.

| | 2025-34 (\$) | 2035-44 (\$) | 2045-54 (\$) | Total (\$) |
|--|----------------------|----------------------|--------------------|----------------------|
| Local Roads Renewals | 339,806,306 | 225,977,643 | 247,614,517 | 813,398,466 |
| WC - Pyes Pa West Growth Area | - | 184,680,433 | 443,967,440 | 628,647,873 |
| Western Corridor - Ring Rd | 411,640 | 576,707,640 | 19,749,337 | 596,868,617 |
| Accessible Streets | 64,164,953 | 203,013,043 | 21,902,025 | 289,080,021 |
| Te Papa Intensification | 45,176,739 | 224,395,509 | 5,030,272 | 274,602,520 |
| Hewletts Improvements | 189,133,558 | 74,350,964 | - | 263,484,522 |
| Bridge Resilience Capital Works | 46,489,168 | 134,865,585 | - | 181,354,753 |
| Welcome Bay, Turret Rd & 15th Ave Corridor | 161,076,052 | - | - | 161,076,052 |
| Cameron Road Stage 2 | 159,765,973 | - | - | 159,765,973 |
| Bus Infrastructure | 81,323,172 | 45,173,829 | 25,587,204 | 152,084,206 |
| Park & Ride Activation | 11,238,143 | 118,146,850 | - | 129,384,993 |
| Eastern Corridor - Te Tumu | 9,006,114 | 83,341,866 | 34,132,500 | 126,480,480 |
| Eastern Corridor - Papamoa East Wairakei | 103,498,372 | - | - | 103,498,372 |
| Otumoetai Multimodal | 102,933,498 | - | - | 102,933,498 |
| Streetlight Renewal & LED Upgrade | 24,969,050 | 30,650,400 | 38,469,950 | 94,089,400 |
| City Centre Development | 91,995,713 | - | - | 91,995,713 |
| Infrastructure Resilience Capital Works | - | 35,640,000 | 44,732,500 | 80,372,500 |
| Local Roads Upgrades and Improvements | 64,428,817 | 13,852,816 | - | 78,281,633 |
| Western Corridor - Tauriko West | 3,514,377 | 39,141,140 | 22,986,166 | 65,641,682 |
| Western Active Reserve Capital Works | - | 50,140,434 | 7,173,498 | 57,313,932 |
| Mount/Papamoa Multimodal | 51,195,623 | - | - | 51,195,623 |
| TOTAL | 1,550,127,268 | 2,040,078,152 | 911,345,409 | 4,501,550,828 |

8.3 Transport assets

| Asset Group | Quantity (at July 2023) |
|-------------|-------------------------|
|-------------|-------------------------|

| | |
|------------------------|-----------------------------|
| Road pavement | 618km (93% urban, 7% rural) |
| Footpaths | 810km |
| Streetlights | 12,403 |
| Kerb and channel | 1,123km |
| Bridges | 12 |
| Pay & display machines | 97 |
| Pay & display machines | 764 |
| Street signs | 16,618 |

8.4 Critical assets

The Transportation asset management plan includes a detailed assessment of the criticality of individual assets within the transportation network. The most critical assets within the network include the following:

Roads/Streets

Totara Street, Welcome Bay Road, Cameron Road, Chapel Street, Cambridge Road, Devonport Road, Domain Road, Eleventh Avenue, Fraser Street, Turret Road, Fifteenth Avenue, Girven Road, Golf Road, Hull Road, Maunganui Road, Oropi Road, Parton Road, Tara Road, Waihi Road, Ngatai Road, Ocean Beach Road, Otumoetai Road, Papamoa Beach Road, Levers Road, Carmichael Road, Mayfield Lane.

| ONRC Classification | Bridge | Embankment | Retaining Walls |
|---------------------|--|--|--|
| Regional | Chapel Street Bridge, Welcome Bay Road, Turret Road Bridge | | Chapel Street |
| Arterial | Oropi Road Bridge/Culvert, Waihi Road | Oropi Road, Pyes Pa Road, Waihi Road, Turret Road/Hairini Bridge | Devonport Road, Waihi Road, Fifteenth Avenue |
| Primary Collector | | Cambridge Road, Beaumaris Boulevard, Welcome Bay Road, Otumoetai Road, Ngatai Road | |
| Other | Matua Access Bridge | | |

8.5 Renewals and replacements

Our renewals programme is based on a significant amount of data and evidence including a two-yearly full network survey, 3D profiles of the road surface, inspections, and condition surveys. We use the RAMM database to process the data and create the renewals programme.

There has been an increase to the renewals budget with a total of \$931m for the 30-year period. This budget recognises the need to ensure the network maintenance remains at an affordable level into the future. Under investment in the past has used up the asset life and without the proposed increase we anticipate a high level of reactive maintenance such as potholes and pavement failures.

Assets in some areas are expected to deteriorate at an increased rate due to the additional strain put on our infrastructure by Tauranga's rapidly growing population. Other factors include new contract costs generally increasing by 40 percent nationally over the past three years, driven by significant volatility with bitumen prices, while Temporary Traffic Management (TTM) related costs have grown by approximately 20 percent. Labour and material costs have also increased by 10 to 15 percent. Improved data from the Road Efficiency Group is also leading to growing administration costs to support these improvements. From current projections it's likely that required rehabilitation will need to be deferred in some cases. In the long run this would lower our level of service and potentially result in greater cost, with more assets needing replacement before reaching their expected useful life.

The renewals programme may also be affected by the level of funding that we receive from Waka Kotahi. This includes meeting the costs associated with pavement rehabilitation, with the cost of rehabilitation being far higher than simply resurfacing a road. From a road resurfacing point of view funding levels will be enough to maintain our level of service, however from a pavement rehabilitation our backlog will increase, and failures associated with these roads will reduce our level of service (as noted below).

8.6 Responding to growth in the demand for services

There are several ways in which the transport activity is affected by the growth throughout the city. These include the construction of new assets to service greenfield development, reduced safety, increased congestion and reduced travel time reliability and increased maintenance and renewal costs. The growth budget for the 30-year term of this Strategy is \$2,564 million.

Responding to the changes in demand has implications for our renewals programme (as outlined above) but also a significant impact on the proposed capital expenditure programme. Key projects being explored to address the implications of growth are framed under the SmartGrowth partnership and include the Urban Form and Transport Initiative (Connected Centres Programme), the Transport System Plan, 'hinterland to sea' project and SmartTrip.

A key transport route identified for significant investment between council and Waka Kotahi is the 'hinterland to sea' corridor which connects Tauriko to the Mount. This corridor supports commerce through the movement of goods and freight, is a key connection spine between Waikato and the Bay of Plenty (as well as Tauriko, the CBD and the Mount), supports future housing and business land growth in Tauriko corridor, and future intensification of the Te Papa Peninsula and other parts of our city.

Our rapid growth, geography, and high dependency (compared to other New Zealand cities) on private motor vehicles are major contributors to congestion in our city. Because there is little scope for increasing the number of lanes on most of our roads, we have to look for other solutions to our congested transport network. Experience elsewhere in the world has shown that variable road pricing, or SmartTrip, could be that solution. Essentially, SmartTrip is a system which would charge vehicle owners for using Tauranga's highway corridors, with higher costs during peak travel times and lower costs when demand is less. Its intent is to encourage people to think about their road use and, where they can, change their travel time, share their vehicle use, or use another transport mode (like public transport, cycling or walking).

SmartTrip is similar in concept to the charges applied to toll roads and would include using prepayment systems and vehicle recognition technology. If it was to be introduced, existing road tolls would be discontinued. It would also require new legislation, as well as more detailed work on its benefits and

implications, together with a significant community consultation process to ensure the concept was supported.

8.7 Planned increases or decreases in levels of services

Levels of service are expected to decrease, with a rapidly growing population putting additional strain on our network resulting in increased asset deterioration and more congestion at peak times. This combined with the constrained funding environment leading to potentially less funding from Waka Kotahi will make it difficult to maintain our current level of service.

To increase the use of alternative transport modes, the LTP supports mode shift projects while maintaining significant investment to improve the road network for vehicles. Examples of these are Area A and B Innovating Streets which support walking, cycling and bus use. Cameron Road Stage 2 is another example. There are increases in levels of service relating to the provision of cycleways and walkways, bus infrastructure and other multi-modal solutions, together with the resilience of some elements of the network.

8.8 Public health and environmental outcomes

The way we plan for and manage the assets that provide transport choices across the city has implications for our health and wellbeing. We know that currently there is a preference for travel by private vehicles which does not support positive health or environmental outcomes.

This private vehicle preference has also led to Tauranga's per capita transport related emissions being higher than Wellington and Dunedin. These issues have been considered in the Bay of Plenty Regional Public Transport Plan¹¹, UFTI, and the TSP. Key projects and actions identified to address and improve these outcomes for our community include investment in cycleways, multimodal transport, and decarbonisation of the vehicle fleet over the next 10-20 years. Similarly, the Council's Climate Change Action and Investment Plan (2023) sets actions relating to transport projects that support growth and emissions reduction, including route and bridge resilience, walkways and cycleways, bike parks in the city centre, city centre bus interchange, and park-and-ride opportunities.

Importantly, the Government released the first Emissions Reduction Plan (ERP) for New Zealand in May 2022. It set out actions needed across every sector of the economy to reduce emissions. Transport has a significant role to play, with a target of 41% reduction in emissions from the transport sector by 2035. The ERP has three focus areas to support this:

1. reduce reliance on cars and support people to walk, cycle and use public transport
2. rapidly adopt low-emissions vehicles
3. begin work now to decarbonise heavy transport and freight.

Whilst the three focus areas are interdependent, they need to be progressed together. Local investigations have indicated that technology change towards low emissions vehicles has the potential to be most impactful in the near-term in respect to achieving emissions reduction. Transport targets to support these focus areas are committed to by the Government, of which the most important for Tier 1 regions (such as the western BOP) is "reduce total kilometres travelled by the light fleet by 20% by 2035 through improved urban form and providing better travel options, particularly in our largest cities". For the western BOP the agreed target is 21% reduction in vehicle kilometres travelled (VKT).

¹¹ Regional Public Transport Plan, Bay of Plenty, 2022

Whilst the TSP refresh program is estimated to achieve a bus and cycle mode share of approximately 15% within Tauranga's urban area (improvement from approximately 8% at present), this is still unlikely to be sufficient to achieve the VKT reduction targets. Waka Kotahi's VKT Reduction Plan will determine what needs to be done in the western BOP to achieve the targets and a greater understanding of the funding requirements of interventions.

Discussions are continuing regarding the potential for rapid rail between Hamilton and Auckland and more broadly about the future of inter-regional passenger rail in New Zealand. Parliament's Transport and Infrastructure Select Committee inquiry into the future of inter-regional passenger rail recommended the government launch scoping studies into four rail services, including a rail service from Auckland to Tauranga. The report acknowledges that the rail network would need substantial upgrading before it could reasonably support passenger rail.

8.9 Resilience

Council has identified potential hazard prone assets throughout the city and 315 potential mitigation projects have been scoped and costed. In addition to this project, resilience is incorporated into the ongoing operation of the transport network in the following ways:

- regular inspections of our critical assets including bridges, embankments and retaining walls
- routine maintenance of drainage assets.

A high priority is to ensure the resilience of bridges in our city which we rely on to connect our peninsulas and provide a lifeline in an emergency. This is timely as Cyclone Gabrielle in Hawke's Bay/Tairāwhiti highlighted the vulnerability of bridges and although the cause of vulnerabilities in Tauranga will be different (i.e. earthquakes and harbour inundation rather than the impact from forestry slash), the lessons learnt from other regions are transferable. Key relevant projects are the planning and design of four bridges (Chapel Street, Turret Road, Waihi Road, Matua) with construction commencing in the later years of the LTP plan.

As set out in the Climate Change Action and Investment Plan (2023) we will also incorporate climate risk considerations into road asset management planning (i.e. the use of materials that withstand heat stress, drainage, establishment of long-life concrete roundabouts).

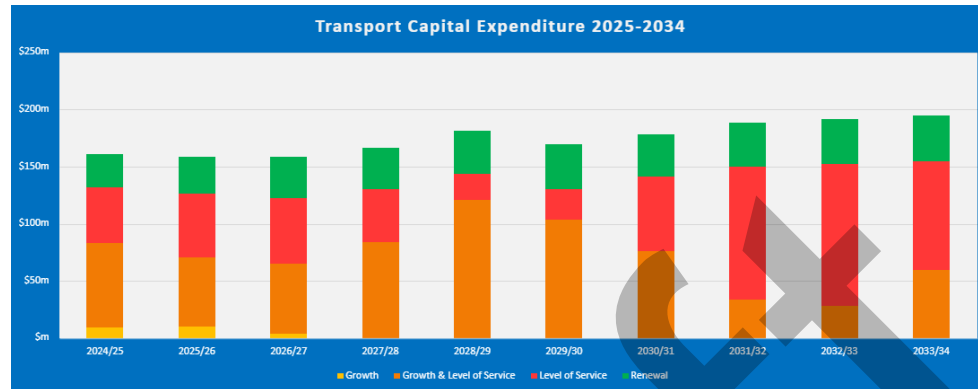
8.10 Indicative forecasts of capital and operating expenditure

The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

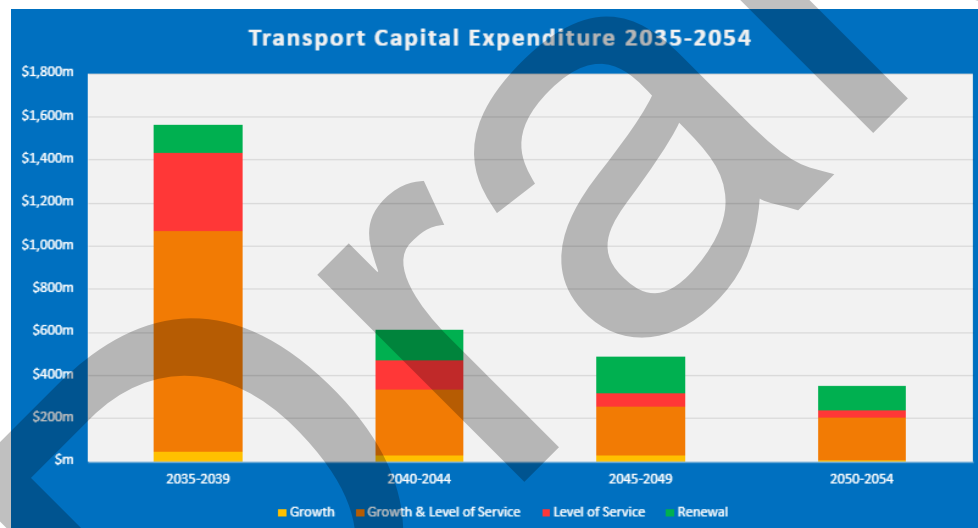
There are two versions of the capital expenditure graphs included in this section.

- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

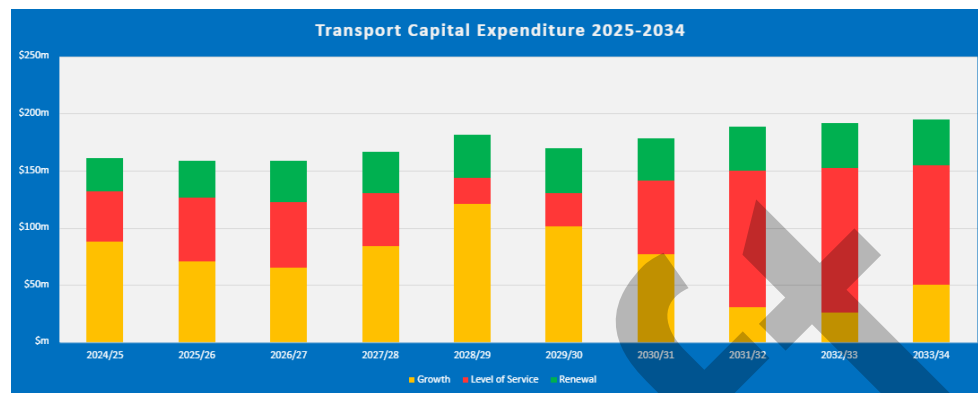
Capital expenditure 2025-34 (version 1)



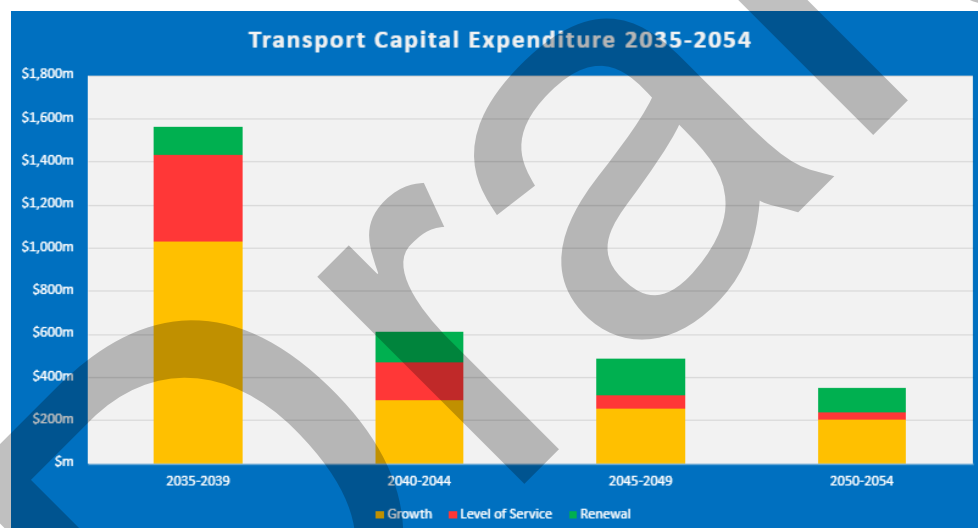
Capital expenditure 2035-54 (version 1)



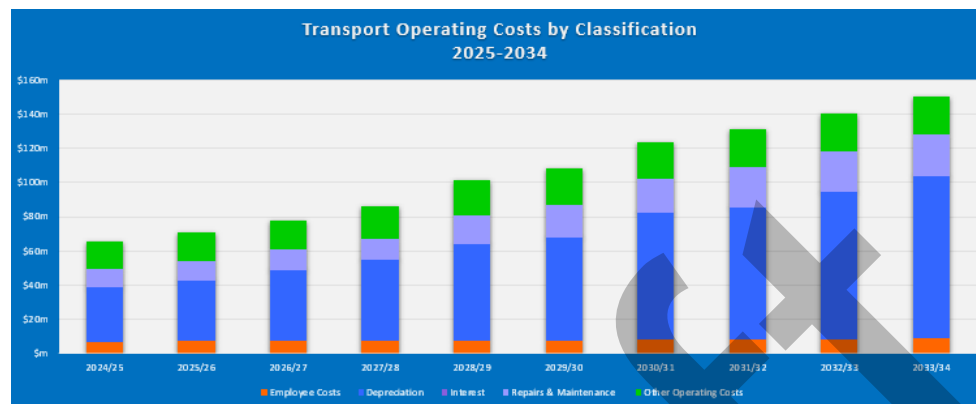
Capital expenditure 2025-34 (version 2)



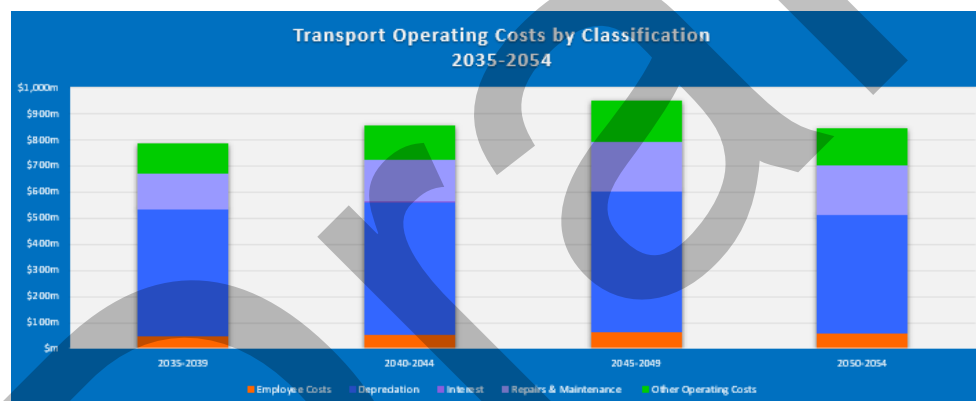
Capital expenditure 2035-54 (version 2)



Operational expenditure 2025-34



Operational expenditure 2035-54



8.11 Where to go for more information and detail

The detail in this Infrastructure Strategy is drawn from a number of sources. Key reference documents for Transport are listed below, these documents are where you should go if you want more detail than this Strategy provides.

- Bay of Plenty Regional Council Land Transport Plan, combined (2021): <https://www.boprc.govt.nz/your-council/plans-and-policies/plans/regional-plans/regional-land-transport-plan>
- Bay of Plenty Regional Public Transport Plan (2022): <https://www.boprc.govt.nz/your-council/plans-and-policies/plans/regional-plans/regional-public-transport-plan>
- Connected Centres Programme (UFTI), sub-regional (2020): <https://www.tauranga.govt.nz/our-future/enabling-growth/connected-centres-programme>
- Climate Change Action and Investment Plan, TCC (2023): <https://letstalk.tauranga.govt.nz/projects/climate-action-and-investment-plan>

- Infrastructure Development Code: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code>
- Iwi/Hapū Management Plans: <https://www.tauranga.govt.nz/community/tangata-whenua/resource-management-processes/iwi-hap%C5%AB-management-plans>
- Ministry for the Environment (2022): Te hau mārohi ki anamata. Towards a productive, sustainable and inclusive economy: Aotearoa New Zealand's first emissions reduction plan: <https://environment.govt.nz/what-government-is-doing/areas-of-work/climate-change/emissions-reduction-plan/>
- Port of Tauranga Annual Report (2023): <https://www.port-tauranga.co.nz/investors/results-reports-and-presentations/annual-and-interim-reports/>
- Smartgrowth Strategy, sub-regional: <https://www.smartgrowthbop.org.nz/>
- Tauranga Parking Strategy, TCC: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>
- Transport Asset Management Plan: available on request
- Western Bay of Plenty Transport System Plan (2021): <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/transport-system-plan>

9 Social and civic infrastructure

Social and civic infrastructure includes parks and reserves, libraries, pools, community centres, indoor sports centres, and halls. They are places for us to connect, to learn, to play and stay healthy. They contribute to the development of successful, accessible centres. They provide safe and inclusive spaces that allow cultural expression and provide opportunities for people of all ages and backgrounds to be inspired and to thrive. They are integral to our future planning, and our ability to achieve good place-based outcomes for all of our communities across the city.

In the context of enabling the community outcome of a well-planned city - Tauranga Tātai Whenua, Council has adopted the Our Public Places Strategic Plan and a set of Action and Investment Plans that set out priority investments in open spaces and community facilities that:

- provide a mature and comprehensive ecological network that supports our resilience to climate change
- tell our stories of the past, present, and future, acknowledging our history and the diversity of our current and future communities
- are enjoyed by people of all ages, backgrounds, and abilities, whether it's for organised or informal recreation
- are easy to get to, places people can connect, feel safe and enable activities that bring the community together.

Council protects and enhances the natural areas and landscapes within the city, promoting awareness and understanding of nature and encouraging activity on Tauranga's excellent parks and open space network. This includes our playgrounds, trees and gardens, the boundaries of streams and the harbour, cycleways, walkways and our beautiful beaches.

Bay Venues Limited (BVL) is a Council Controlled Organisation (CCO) that owns and/or manages twenty-four facilities comprising five aquatic facilities, a Stadium and ancillary buildings at Mercury Baypark Stadium and Arena, one large contemporary multi-purpose recreation and event centre, two indoor sports recreation facilities, three community centres, two community share facilities, eight community halls and a high-performance sports training centre. BVL offers a broad range of leisure and event products, services and programmes.

Priority social and civic infrastructure projects include Te Manawataki o Te Papa, a redeveloped Aquatics and Recreation Facility at Memorial Park, a programme of upgrades across our Active Reserves network, development of new community centres in the Te Papa Peninsula, improvements to our local reserves and opens spaces to meet a broader set of community outcomes, along with land acquisition to enable provision of new facilities in the Western and Eastern Corridors in the 2030s.

The new civic precinct, Te Manawataki o Te Papa (the heartbeat of Te Papa), addresses underinvestment in social and civic infrastructure in our city centre. The new library and community hub, civic whare (public meeting house), exhibition gallery and museum will deliver much needed facilities over the next five years to our existing communities. The programme of work also includes upgrades to Baycourt and Tauranga Art Gallery, along with the landscaping of public spaces in the area. This project will create opportunities for the community to engage with our heritage collection and the cultural narratives of Tauranga in new ways, and with a greater ease of access than before.

Over the next few years, we plan to complete delivery of the Tauranga Moana Waterfront Plan, including Dive Crescent car park, Beacon Wharf, The Strand car park and playground upgrade. Design

and construction of the Memorial Park pathway, and the design and construction of Memorial Park's new aquatic facility, indoor courts, and other works from the masterplan will also be delivered.

After embarking upon a programme of work with our partners (Western Bay of Plenty economic development agency Priority One) that considered multiple opportunities for community sport, recreation, and events across Tauranga, we have assessed the need for a fit-for-purpose stadium at Tauranga Domain. The LTP contains a capital expenditure budget of \$81 million towards a stadium at Tauranga Domain that would accommodate community, clubs, local cultural events, festivals, professional sports, and commercial concerts.

The first stage of the stadium is scheduled to be constructed between 2029/30 and 2031/32, with further stages falling outside of the LTP period (i.e. from 2023/35 onwards). Of the \$81 million currently budgeted for in the LTP, it is anticipated that \$46 million would be from rates-funded loans and \$35 million would be from other sources. The primary future focus for the community stadium would be an events precinct with a secondary focus on community sports and high-performance sport. A new community stadium will bring many social and economic benefits to our existing and growing communities.

9.1 Significant issues and options

Significant issues for Social and civic infrastructure and principal options for managing these issues are detailed in the following table. The option preferred as the most likely scenario has been identified.

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|--|--|--|--|--|--|-------------|--------------|
| Delivering for our existing communities - revitalising our city centre and delivering community amenity for our residents | Continue funding renewals of our infrastructure on a like for like basis and do not complete additional level of service projects. | <ul style="list-style-type: none"> The social and civic infrastructure needed to restore life in the city centre would not be constructed. Community needs may not be met and cultural and economic opportunities not realised. | | Decision would be required on the proposed masterplan for Tauranga and Wharepai Domains. | Decision required on existing domain use following athletics track moving to Mercury Baypark. | | H |
| | Te Manawataki o Te Papa and city centre development and Tauranga Community Stadium development. | <ul style="list-style-type: none"> Te Manawataki o Te Papa and city centre development work addresses underinvestment in social and civic infrastructure in our city centre. Construction of a stadium at Tauranga Domain that would | Develop the civic precinct over the first five years of the LTP to help revitalise the area and make it the economic, cultural and heritage heart of the region. Staged implementation | Te Manawataki o Te Papa ratepayer funded portion of approx. \$150 million Community Stadium \$81 million estimated cost | Community Stadium – Tauranga Domain - staged approach could mean building parts of the stadium over time, detailed costs aren't known yet. | | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|---|---|--|---|------------|-------------|--------------|
| | | accommodate community, clubs, local cultural events, festivals, professional sports, and commercial concerts. | of the Community Stadium starting with the east stand (plus necessary ancillary work). Staged relocations of existing domain users as/if needed. | | | | |
| | Building the Tauranga Community Stadium as soon as practical in a single-stage development in either the 2026/27 and 2027/28 financial years or with a delayed start (2029/30). | <ul style="list-style-type: none"> • Single-stage development of a community stadium at the Tauranga Domain in the 2026/27 and 2027/28 financial years • Would require approximately \$15 million annually to cover debt servicing and depreciation. • Delayed timing would mean existing athletics track at the Tauranga Domain | | Capital expenditure of \$220 million, plus \$9 – \$28 million of additional risk-related budget for pile design and ground stabilisation Approximately \$32 million to relocate existing users to new facilities on other sites. | | | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---|---|---|---|--|--------------------------------|---------------------------------|--------------|
| | | will be end-of-life and a replacement will have been constructed at Mercury Baypark by then. | | | | | |
| | Increase level of service in our local reserves and open spaces to meet a broader set of community outcomes. Active reserves development to meet demand for sportsfields by sporting codes. Design and construction of the Memorial Park pathway, and Memorial Park's new aquatic facility, indoor courts, and other works from the masterplan. | <ul style="list-style-type: none"> Community demand has shown a desire for an increased level of service. Aged infrastructure that is not fit for purpose needs to be improved or replaced to meet community needs. | Based on the decisions in the LTP there are likely to be increases in the levels of service over time, across a range of social infrastructure including libraries and pools. | Parks development \$65 million Active reserves development Memorial Park Aquatics & Recreation Hub \$120 million Decisions required around the Community Facilities Investment Plan and timing/funding of work. | Parks development \$12 million | Parks development \$8.6 million | L |
| Growth and infrastructure planning | A measured approach to maintaining and upgrading existing community facilities, acknowledging that | <ul style="list-style-type: none"> The social infrastructure needed to facilitate the growth areas in Te | | | | | H |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--|---|--|--|---|-------------|--------------|
| | this may not meet demand or community expectations. Look to defer community facilities work into future years. | <p>Tumu and the Western Corridor would not be constructed.</p> <ul style="list-style-type: none"> • Would inhibit the development of successful, accessible centres. • Deferral risks facilities failing and would undermine the objectives of the Te Papa Spatial Plan and the Connected Centres programme.. | | | | | |
| | Provision of social infrastructure to support the growth in these areas, including land acquisition to enable provision of new facilities. | <ul style="list-style-type: none"> • Land acquisition to enable provision of new facilities in the Western and Eastern Corridors in the 2030s. • Provide for social infrastructure planning, while also seeking to enhance local culture and identity. | Support growth in the east and west by delivering two new communities with open spaces, and facilities and amenities needed for a well-connected community. Purchases of land remain | <p>Te Papa Intensification \$23 million</p> <p>Eastern corridor \$24 million</p> <p>Western corridor \$53 million.</p> <p>Council decisions required on purchases of</p> | <p>Te Papa Intensification \$48 million</p> <p>Eastern corridor \$203 million</p> <p>Western corridor \$54 million.</p> | | M |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|---------------------------|---|--|--|--|---|--|--------------|
| | | | important to ensure we can provide those facilities in due course and at the lowest price. Plan to engage with key stakeholders, progress structure plans and carry out relevant technical investigations. | land for community facility use. | | | |
| Funding challenges | Use the Infrastructure Funding and Financing levy (IFF) to help with some of our balance sheet constraints. | <ul style="list-style-type: none"> The cost also falls on the ratepayer. IFF financing puts less pressure on Council's balance sheet. If not used, debt levels and rates would increase and projects would need to be reprioritised to reduce the capital investment in infrastructure. | Consultation on the IFF levy prior the 2024 LTP. We've assumed that the IFF levy will be used from 2024 onwards. | Pending decision on IFF levy funding for community. IFF funding would be subject to Government approval and achieving competitive borrowing terms. | Assumption that IFF levy will be used to fund Te Manawataki o Te Papa projects. | Assumption that IFF levy will be used to fund Te Manawataki o Te Papa projects. 30 year charging structure ends. | L |

| Significant issue | Options for managing the issue | Implications of the options | Most likely scenario | Year 1-10 | Year 11-20 | Year 21 -30 | Risk (H/M/L) |
|-------------------|--------------------------------|--|----------------------|-----------|------------|-------------|--------------|
| | | <ul style="list-style-type: none"> Using the IFF provides certainty that Te Manawataki o Te Papa has the financial backing it needs to be delivered without risking delays due to financing. The total cost of borrowing would be fixed for 30 years. | | | | | |

9.2 Key projects/programmes

Some of the key social and civic infrastructure projects spanning the next 30 years are outlined in the table below.

| | 2025-34 (\$) | 2035-44 (\$) | 2045-54 (\$) | Total (\$) |
|--|--------------------|--------------------|--------------------|----------------------|
| Parks Renewals | 61,629,334 | 94,856,116 | 112,304,800 | 268,790,250 |
| Eastern Corridor - Te Tumu | 24,405,000 | 203,428,165 | - | 227,833,165 |
| Te Manawataki o Te Papa | 227,218,509 | - | - | 227,218,509 |
| Memorial Park Aquatics & Recreation Hub | 119,999,995 | - | - | 119,999,995 |
| Active Reserve Development | 109,137,481 | 9,007,540 | - | 118,145,020 |
| Western Corridor - Social Infrastructure | 52,955,170 | 54,372,876 | - | 107,328,046 |
| City Centre Development | 72,050,822 | 24,611,534 | - | 96,662,356 |
| Parks LOS Capital Development | 64,721,957 | 12,334,852 | 8,606,036 | 85,662,845 |
| Community Stadium - Tauranga Domain | 81,007,500 | - | - | 81,007,500 |
| Te Papa Intensification | 23,429,834 | 48,495,193 | - | 71,925,027 |
| TOTAL | 836,555,602 | 447,106,276 | 120,910,836 | 1,404,572,714 |

9.3 Social and civic infrastructure assets

| Asset Group | Quantity (at July 2023) |
|---|--|
| Beachside Holiday Park operational buildings | 31 |
| Community and Arts Centre (Baycourt) | 1 |
| Community facilities | 73 |
| Grandstand (Domain) | 1 |
| Libraries | 3 |
| Mobile Library | Visits over 40 locations every fortnight |
| Utility/storage buildings | 33 |
| Commercial and residential properties | 65 |
| Parks land provision | 1,769ha |
| Street trees | 25,083 |
| Planted beds | 326,648 m2 |
| Playgrounds | 120 |
| Walkways | 116km |
| Cemetery, crematorium and operational buildings | 6 |
| Public toilet provision | 96 facilities |

Assets owned/managed by Bay Venues Limited are presented below.

| Asset Group | Quantity (at July 2023) |
|-------------|-------------------------|
|-------------|-------------------------|

| | |
|---|---|
| Aquatic facilities | 5 |
| Community Halls and Centres | 7 |
| Indoor Sports facilities | 2 |
| Mercury Baypark Stadium and Arena | 1 |
| University of Waikato Adams Centre for High Performance | 1 |

9.4 Critical assets

As noted in the relevant asset management plans for our social and civic infrastructure, these assets are not considered critical when considering lifeline utilities but may play an important role in a civil emergency event, for example, the use of community halls and centres for emergency housing.

9.5 Renewals and replacements

We have a renewals and replacements programme to ensure that the assets in our park and reserves meet the expectations of our community e.g. playgrounds, seating, walkways and cycleways. The forecast renewals budget for the total 30-year period of this Strategy is \$406 million.

Over a number of years financial constraints have led to deferred investments in new facilities, particularly the redevelopment of facilities in the Te Papa peninsula, which has become both a key growth area and an area where successful redevelopment and accessibility is integral to the long-term functioning of the city's transport network and network of centres. It is recognised that significant further deferral risks facilities failing and would undermine the objectives of the Te Papa Spatial Plan and the Connected Centres programme. As discussed above there are a number of new projects intended to renew or replace some of our social infrastructure assets, such as the new library that forms an integral part of Te Manawataki o Te Papa in the city centre. These projects will both address underinvestment in social and civic infrastructure providing much needed facilities for both our existing and growing communities.

9.6 Responding to growth in the demand for services

The Community Facilities Investment Plan (CFIP) has been developed to provide the basis for decisions on community facility investment priorities, the staging of those investments and as the basis for long-term planning in the context of growth and demographic change. It is informed by demand assessments, catchment and network analysis, feasibility studies and updated cost estimates. The CFIP does not include the passive reserves which are required to implement the Tauranga Reserves Management Plan.

Where facilities are well-placed, well-designed and in decent condition they are very popular. Some of our older facilities are nearing the end of their useful lives and are not fit-for-purpose to meet the growing and changing demands of our population. Examples of such projects include the Memorial Pools and the recently demolished central library. Previous and projected rates of population growth are such that even our more recent major facilities such as the Mercury Baypark Stadium and Arena and Baywave are under demand pressure. Baywave was built in 2006 when our population was 107,000; it is now estimated to be over 161,000.

Tauriko West and Te Tumu are the two large-scale urban developments in the Western and Eastern Corridors proposed to support our region's growth, delivering two new communities with new housing and open spaces, and facilities and amenities needed for a well-connected community. Current delays in these growth areas eases the investment pressure for new facilities, however, purchases of land remain important to ensure we can provide those facilities in due course and at the lowest price. To

ensure we create thriving, safe, resilient and connected communities that are well-served by amenities in the new growth areas, we continue to plan and engage with key stakeholders, progress structure plans and carry out relevant technical investigations.

New growth areas will continue to provide new parks for the local community and an ongoing programme of maintenance and development will ensure that parks within existing urban areas continue to be high quality, accessible, safe, and engaging places for our community.

The forecast growth budget for the total 30-year period of this Strategy is \$372 million.

We also work with Sport New Zealand, regional sports organisations, and local clubs to monitor trends and understand what may happen with different sporting codes into the future. Investigations continue to determine the opportunities and suitability of co-locating sporting codes to make the most efficient and effective use of physical spaces.

9.7 Planned increases or decreases in levels of services

The Open Space Level of Service Policy and the Active Reserves Levels of Service Policy provide clear direction on Council's approach to the provision and management of the network. The levels of service are primarily driven by quality, accessibility, and function of open spaces relative to existing and future population needs, and in the case of active reserves, the demand for sportsfields by sporting codes.

Engagement with hapū and key stakeholders for the Tauriko West Urban Growth Area is underway regarding the structure plan, rezoning proposals, enabling road works and the realignment of State Highway 29. Formal city plan change notifications under the Resource Management Act 1991 are anticipated in late 2023, which may result in changes to the Open Spaces Level of Service Policy. There may also be changes to reflect the outcomes of similar discussions with hapū and key stakeholders in Te Tumu Urban Growth Area. Based on the decisions in the LTP there are likely to be increases in the levels of service over time, across a range of social infrastructure including libraries and pools.

The CFIP includes a work programme for development of new facilities (key steps, timing, and funding) and to review network demand and supply to inform future LTP planning and identify current gaps in level of service information for community facility provision. Arts and culture facilities are included to inform a discussion on options for Council's role and level of service in the provision of these facilities.

9.8 Public health and environmental outcomes

The provision of quality, accessible and fun spaces contribute to the health and wellbeing of our communities. Tauranga's natural environment is highly valued by its residents and visitors, people love its landscape, access to the beach, mountains and bush, and view it as a beautiful place to live. Our communities have told us they want green space, trees, coastal reserves and natural landscapes protected.

We will continue to create positive environmental outcomes by providing walkway and cycleway networks across the city, encouraging the use of these rather than vehicles. We will continue to protect natural spaces and processes through planting and maintaining our green infrastructure. This has positive biodiversity outcomes and wider environmental and health benefits.

9.9 Resilience

As outlined above Council has identified potential hazard prone assets throughout the city and 315 potential mitigation projects have been scoped and costed. In addition to this project, resilience is incorporated into the operation of our social infrastructure in the following ways:

- coastal structures in the inner harbour are condition assessed and maintained
- natural hazard assessments are carried out prior to capital projects commencing.

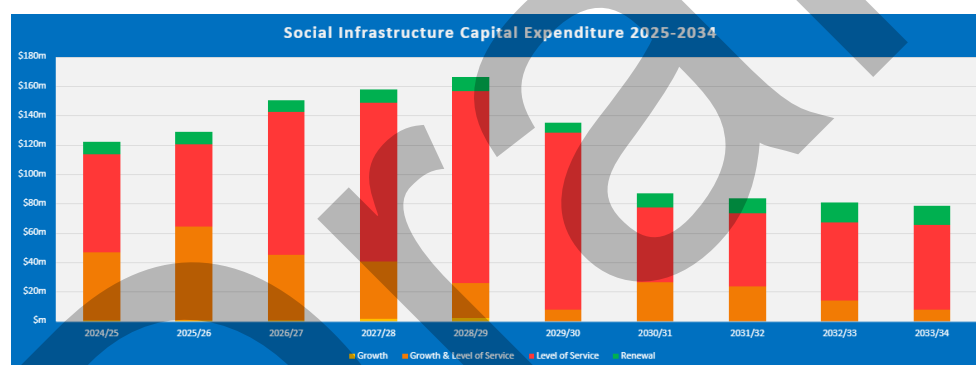
9.10 Indicative forecasts of capital and operating expenditure

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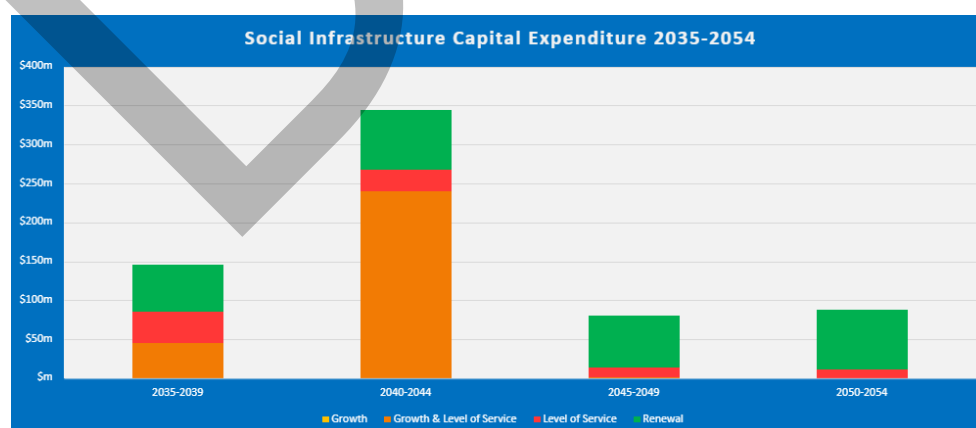
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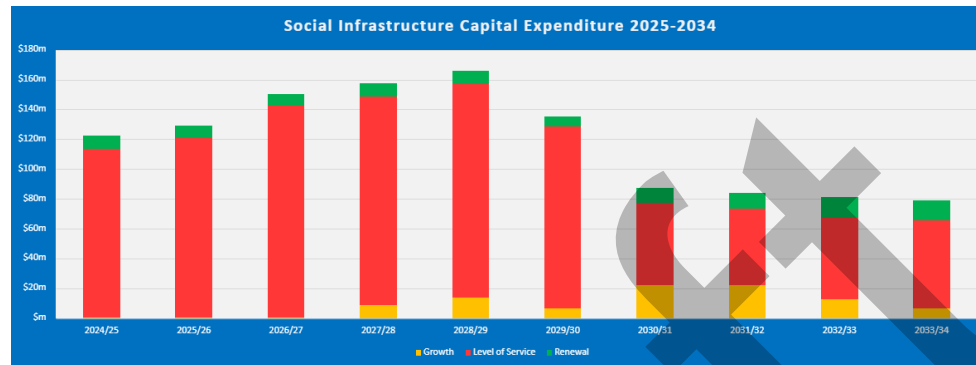
Capital expenditure 2025-34 (version 1)



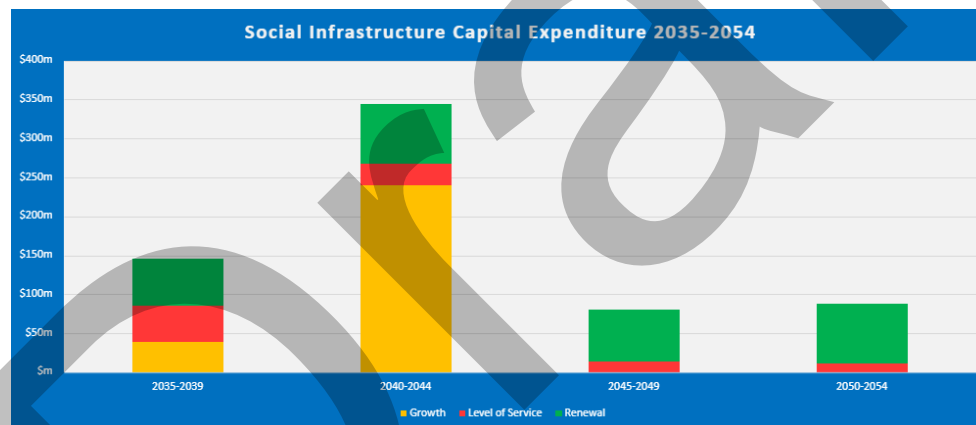
Capital expenditure 2035-54 (version 1)



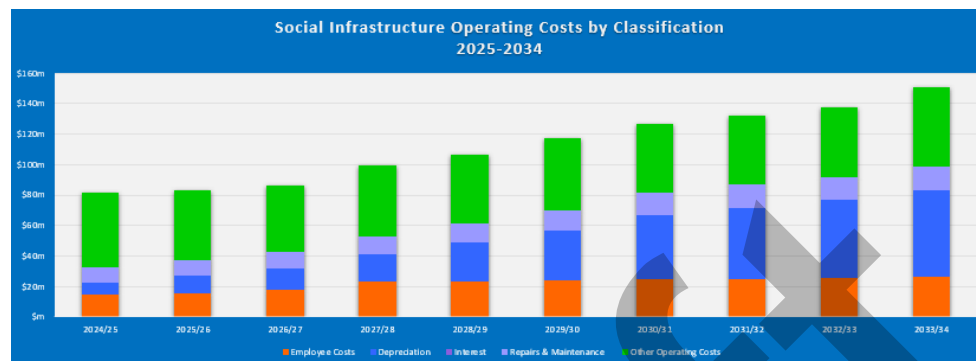
Capital expenditure 2025-34 (version 2)



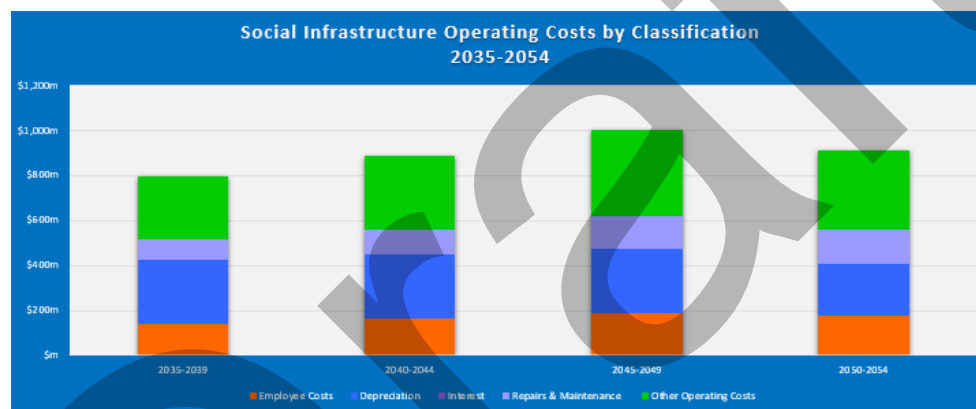
Capital expenditure 2035-54 (version 2)



Operational expenditure 2025-34



Operational expenditure 2035-54



9.11 Where to go for more information and detail

The detail in this Infrastructure Strategy is drawn from a number of sources. Key reference documents for Social and Civic Infrastructure are listed below, these documents are where you should go if you want more detail than this Strategy provides.

- City Centre Action and Investment Plan, TCC (2022): <https://www.tauranga.govt.nz/our-future/city-centre/getting-the-heart-of-our-city-pumping>
- Community Centres Action and Investment Plan, TCC (2023): <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips/community-centres-action-and-investment-plan>
- Community Facilities Investment Plan, TCC (2021): <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/contributing-documents-to-strategic-direction>
- Connected Centres Programme (Urban Form and Transport Initiative), sub-regional (2020): <https://www.tauranga.govt.nz/our-future/enabling-growth/connected-centres-programme>
- Infrastructure Development Code: <https://www.tauranga.govt.nz/our-future/council-plans/infrastructure-development-code>

- Iwi/Hapū Management Plans: <https://www.tauranga.govt.nz/community/tangata-whenua/resource-management-processes/iwi-hap%C5%AB-management-plans>
- Open Space Level of Service Policy, TCC (2022): <https://www.tauranga.govt.nz/council/council-documents/policies>
- Our Public Places Strategic Plan, TCC (2023): <https://letstalk.tauranga.govt.nz/projects/our-public-places-strategic-plan>
- Play, Active Recreation and Sport Action and Investment Plan (2023): <https://letstalk.tauranga.govt.nz/projects/play-active-recreation-and-sport-action-and-investment-plan>
- Public Places Asset Management Plan, TCC: available on request
- Reserve Management Plans, TCC: <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/contributing-documents-to-strategic-direction/reserve-management-plans>
- Reserves and Open Space Action and Investment Plan, TCC (2023): <https://letstalk.tauranga.govt.nz/projects/reserves-and-open-space-action-and-investment-plan>
- Smartgrowth Strategy, sub-regional: <https://www.smartgrowthbop.org.nz/>
- Sport BOP Spaces & Places Strategy (2021): <https://www.tauranga.govt.nz/council/council-documents/strategies-and-plans/action-investment-plans-aips>
- Te Manawataki o Te Papa Business Case (2023): <https://www.tauranga.govt.nz/our-future/city-centre/getting-the-heart-of-our-city-pumping/te-manawataki-o-te-papa-the-heartbeat-of-te-papa>
- Tauranga Moana Waterfront Plan (2022): <https://www.tauranga.govt.nz/our-future/city-centre/getting-the-heart-of-our-city-pumping/upgrading-tauranga-moana-waterfront>

10 Assumptions

Significant forecasting assumptions

There is a suite of significant assumptions that underpin the Long-term Plan. These assumptions are one of the foundations of the Infrastructure Strategy. Assumptions regarding growth, levels of service, the useful lives of assets and the depreciation method are also included in the significant forecasting assumptions.

Assumptions on the renewal of assets

Assets are renewed when they fail to meet the required level of service. The monitoring of asset condition, reliability, capacity and efficiency during planned maintenance inspections and operational activity identifies non-performing assets. Indicators of non-performing assets include structural failure, repeated asset failure (breaks, faults), ineffective and/or uneconomic operation and unsafe conditions for the public.

Council takes into account when it is no longer economic to continue repairing the asset (i.e. the annual cost of repairs exceeds the annualised cost of its renewal).

An economic consideration is the co-ordination of renewal works with other planned works such as road reconstruction. Council actively utilises new technologies, which reduce the direct and social costs of repair works. This may also occur when an asset becomes obsolete due to changes in technology.

The risk of failure and associated environmental, public health, financial or social impact justifies proactive action (e.g. probable extent of property damage, health and safety risk). Where such assets are identified (critical assets), proactive inspection is undertaken to determine asset condition at a frequency appropriate to the risk and rate of asset decay.

The level of uncertainty with these assumptions is high with assets that are underground or that cannot be visually inspected, or condition assessed. Above ground assets are inspected for deterioration, structural issues and poor condition. The uncertainty with such assets are less than with underground assets or inherent structural deficiencies. The impact of failure of these assets can be significant, especially where extreme and high criticality assets fail, impacting a large portion of the population or some critical customers. Specific comments are set out below.

WATER SUPPLY

Collection Assets

There are some significant renewals and upgrades for raw water assets planned in the next few years. These are extremely critical assets and the assumptions associated with their upgrade have a high level of uncertainty due to pipes being underground, with resilience issues identified in some areas. The location of the pipes is in a rural area next to the road and therefore accessibility is easier than it would be in a highly developed urban area, although traffic management will be required in some areas. The impact, if a renewal of these pipes is unsuccessful, will be significant as some of them are a single supply to the water treatment plants and the linked community downstream.

The impact of climate change and natural hazards (e.g. slips) will play a major role in the renewal of assets as far as the design of the assets is concerned. Future designs will have to provide for extreme rainfall events or drought conditions that will impact the water supply catchments.

The renewal of other intake and collection assets will be less uncertain, with a lower impact, due to a redundancy in assets e.g. water pumps and motors.

Treatment Assets

Significant technology and capacity upgrades (replacement of membrane filter systems and technology at the Joyce Road Treatment Plant) will occur in the next few years. The uncertainty with these projects is medium. Although new technology will be implemented, the systems are proven and operational at other treatment plants. There are less hidden and unknown uncertainties due to the assets being visible and above ground. The impact will be high, and a significant portion of consumers will be impacted if supply to them is disrupted. There are redundancy options with both plants being able to provide water to the storage reservoirs in both supply areas. The Waiāri Water Supply Scheme is in production and will be able to provide redundancy for treatment capacity

Storage, Pumping and Management Assets

The uncertainty of performing the various renewal and upgrade projects for this asset group (pump stations and control valves) is medium as most of them are above ground and in reasonably accessible areas. The impact of failure will be more localised but may impact a larger area for some booster pump stations. Due to the structural aspect for storage reservoirs and some of the locations and ground conditions they are located in, the uncertainty will be elevated (high). The impact of these assets, when they are out of service can be significant, as they may service large populations and commercial areas. The uncertainty will be mitigated by the engineering studies and structural inspections performed to monitor and manage their condition and performance. Risks at the reservoirs are mitigated by a structured programme of ongoing reservoir renewals and seismic upgrades.

Distribution Assets

There are a large number of projects planned for distribution or network assets in the next thirty years. The replacement of the Asbestos Cement (AC) pipes in the water supply network will be increased in the next few years as these pipes are reaching the end of their expected useful life. Due to the underground nature of the pipe assets and the challenge to determine their condition effectively there is a high level of uncertainty with the performance of these assets. The ground conditions, location in commercial and industrial areas and the uncertainty about other utilities e.g. gas pipes, power cables, broadband fibre cables contribute to an increased level of uncertainty with these projects. Where these assets are located in these challenging locations the impacts of project failure is high due to significant populations or commercial and industrial activity being disrupted. The size of the assets will also play a large role in the downstream effects if the asset becomes unserviceable. The assets e.g. trunk mains and extreme and high critical mains are a case in point. Smaller diameter mains mainly service a smaller area with a more localised impact. Valves, hydrants and service lines are normally renewed as part of the mains pipe.

Due to the location of some of these pipes close to or in the road corridor the renewals costs may be adversely impacted by expensive traffic management and health and safety risks, which may result in a significant increase in renewals expenditure. These risks have been mitigated by increased renewals

unit rates and the application of the cost estimate methodology during the budgeting and forecasting process.

The uncertainty with other above ground assets are less e.g. hydrants, water meters and backflow protection devices. There are also preventative maintenance programmes and more effective condition assessment strategies in place to monitor the condition and performance of these assets. The impact when a backflow device fail may be significant if the water supply for an area is contaminated.

WASTEWATER

Conveyance Assets

Due to the underground nature of the wastewater conveyance pipe assets and the challenge to effectively assess their condition in some instances, there is a high level of uncertainty with the execution of the renewal projects. The ground conditions, location in commercial and industrial areas and the uncertainty about other utilities e.g. gas pipes, power cables, broadband fibre cables contribute to an increased level of uncertainty with these projects. Added operational issues like toxic effluent, H₂S gas and the depth of some assets contribute to the complexity and uncertainty to perform renewal projects effectively. CCTV condition assessment are performed on targeted areas and assets to identify possible renewal candidates, prior to failure.

The replacement of the AC pipes in the water supply network will be increased in the next few years as these pipes are reaching the end of their expected useful life.

Where these assets are located in these challenging locations, the impacts of project failure is high due to the disruption of a significant number of customers or commercial and industrial activities. The size of the assets and their criticality will also play a large role in the downstream impacts if the asset becomes unserviceable e.g. trunk mains and pipes in proximity to hospitals, fire stations, schools etc. Smaller diameter mains mainly service a smaller area with a more localised impact.

Due to the location of some of these pipes close to or in the road corridor the renewals costs may be adversely impacted by expensive traffic management and health and safety risks, which may result in a significant increase in renewals expenditure. These risks have been mitigated by increased renewals unit rates and the application of the cost estimate methodology during the budgeting and forecasting process.

Storage, Pumping and Management Assets

In this asset group there is a mixture of underground assets e.g. storage tanks, rising mains etc. and above ground assets e.g. pump stations, odour beds etc. With the underground assets there is a high level of uncertainty based on the unknowns e.g. asset condition, ground condition, proximity of other unknown utilities, the toxicity of sewage, H₂S gas etc. The impacts of failure of these assets are medium to high depending on the criticality, the magnitude of population and businesses impacted by such a failure.

The uncertainty with pumps stations and other above ground assets is less, because of effective condition and performance management programmes. These assets are mostly located in areas where the work can progress without too much disruption. The impacts for failure are medium to high. Some critical pump stations are key to the network operation and if they are out of action, large numbers of

residential, commercial and industrial customers will be impacted. Redundancy is built into the assets and network to mitigate and minimise these catastrophic interruptions.

Treatment and Outfall Disposal Assets

Uncertainty with the above ground treatment assets is of a low level. The performance and condition of these assets are regularly monitored and managed. Redundancy is built into the system to ensure that critical processes will not be easily disrupted. Tauranga has two treatment plants so the interruption of operations will have a high impact on the large customer base of each of the plants. The implementation of the Southern Pipeline ensured that some redundancy was built into the system and that flows could be directed to the plant most suited for the treatment of the effluent.

There is a lack of treatment capacity forecasted for the foreseeable future and therefore there are significant upgrades and new infrastructure being constructed at the Te Maunga Treatment Plant in the next ten years. Construction risks will be managed by the risk management plans and communication with the iwi groups impacted in that area.

The ocean outfall is an underground asset and the uncertainties connected with these assets is relevant to this pipe line too. The uncertainty is somewhat simplified with the outfall being dedicated to the transport of treated water. The environmental risks linked to the operation and renewal of this pipe elevate the level of uncertainty to another level. The landward section was recently upgraded and re-lined and the ocean section is currently being upgraded. Once this work is completed the risks around the operation of the ocean outfall will be minimised.

STORMWATER

Conveyance Assets

The conveyance pipe network and assets are mostly underground assets. The network is fairly young but there are capacity issues in the network that result in ponding or flooding during storm events. The challenge is to effectively assess the condition of these pipes and assets. The level of uncertainty with the performance of the renewal projects for most areas are low to medium due to the age of the network and the knowledge of where problem areas are located (flood modelling). The ground conditions, location in commercial and industrial areas and the uncertainty about other utilities e.g. gas pipes, power cables, broadband fibre cables contribute to an increased level of uncertainty with these projects in these identified areas. CCTV condition assessments are performed on targeted areas and assets to identify possible problem assets, prior to failure. The impact if these assets fail or renewal projects are unsuccessful can be high if properties are flooded or damaged by ponding of stormwater.

The uncertainty with pumps stations and other above ground assets is less, because of effective condition and performance management programmes. These assets are mostly located in areas where the work can progress without too much disruption. The impacts for failure is medium to high. Some critical pump stations are key to the network operation and if they are out of action, large numbers of residential, commercial and industrial customers will be impacted. Redundancy is built into the assets and network to mitigate and minimise these catastrophic interruptions.

Flood Protection and Treatment Assets

There are gaps in the information kept on flood protection and treatment assets and therefore the uncertainty about the renewals of these assets are medium to high. These assets are normally not

renewed, and some are periodically maintained e.g. open drains, stop banks, flow paths etc. to ensure they still provide the service level they were constructed for. The impact in case of failure may be high as property may be flooded or damaged.

Renewal expenditure is work that restores an existing asset to its original level of service, i.e. capacity or the required condition. These broadly fit into the following work categories as follows:

- Rehabilitation involves the repair of an existing asset, or asset component. Rehabilitation does not provide for a planned increase in the operating capacity or design loading. It is intended to enable the assets to continue to be operated to meet the current levels of service.
- Replacement may be like for like with regards to capacity but will always consider the asset capacity to determine if upsizing is needed.
- Renewal strategies provide for the progressive replacement or rehabilitation of individual assets that have reached the end of their useful life.
- This is managed at a rate that maintains the standard and value of the assets as a whole. This programme must be maintained at adequate levels to maintain current levels of service and the overall quality of assets.

Information specific to each asset area is outlined below.

WATER

Collection assets

The renewal strategy for Water Supply Collection Assets (water intakes, raw water mains, pump stations and raw water reservoir) is based on performance, maintenance, and breakdown records, as well as in situ inspections, and in some cases, the review of original designs and testing of materials. The actual renewal decisions are based on this information. The remaining life is calculated in Powerplan based on expected life of the individual assets, condition information and failure data.

Treatment assets

The renewal strategy for Water Supply Treatment Assets (water treatment plant, treated water reservoirs etc.) is based on performance, maintenance, and breakdown records, as well as inspections, and in some cases the review of original designs as well as testing of materials.

Water Treatment Plants

Renewals are undertaken as a result of performance record analysis, excessive maintenance requirements or defects discovered during preventative or reactive maintenance.

The heart of our water processing plant is the Continuous Micro Filtration (CMF) units. There are more than 2100 filter units in the three plants. These high value items have a life expectancy of 5 to 7 years on the Joyce Road Water Treatment Plant, and 10 to 12 years on the Oropi Water Treatment Plant and Waiāri Water Treatment Plant depending on water quality and installation location.

Routine evaluation on the performance and condition on the plants is undertaken in the first instance by Council staff and secondly by a contractor providing a technical support service. These interventions assist in keeping the plants in optimal condition.

The timing of the membrane change out during the course of the renewal year is based on the results of the annual plant performance tests and also considers any operational constraints (e.g. scheduled maintenance, seasonal demands, etc.), and this assists with planning the timing of the renewal. The decision criteria are set to minimise renewal costs (by delaying the change out) while minimising the risk of imposing water restrictions on peak days because of operational constraints.

A key challenge that is being worked through is the unexpected cracking of the membrane plants head and manifold blocks. Council staff monitor the units for leaks and for key operational parameters to ensure that the treatment integrity is not compromised.

Joyce Road Water Treatment Plant still faces the challenge of a reduced expected life of the headblocks and manifolds – parts that surround and hold the membranes. The original 25 years has been reduced to 15 for the Nylon 6,6 material type. Oropi Water Treatment Plant has been upgraded to the new technology.

Treated Water Reservoirs

The treated water reservoirs are part of a routine inspection programme under which all Council Water reservoirs are either inspected and cleaned underwater or drained and taken out of service for inspection and cleaning on a rotation schedule to identify physical condition by a Structural Engineer specialising in such structures.

The regime of reservoir inspections has identified renewal work at a number of these structures. Although full replacement of certain reservoir structures is many years away, the need to renew components that restore full serviceability of these assets (such as replacement of column heads, floor jointing, etc.) has been identified during inspections. The Mount Reservoir is scheduled for replacement.

Storage, pumping and management assets

The storage, pumping and management assets include storage reservoirs, pump stations, control valves e.g. pressure release valves, air valves, non-return valves etc.

The renewal strategy for storage reservoirs is based on regular in situ condition inspections performed by a structural engineer. Full replacement of certain reservoir structures and assets may be many years away, but the need to renew components (e.g. column heads, floor jointing, etc.) that restore full serviceability of these assets are identified during these inspections.

The renewal strategy for water stations (that contain the pumping and network management assets e.g. control valves) is based on regular condition inspections as well as performance, maintenance, and breakdown records. Repairs and renewals are identified during these investigations.

Distribution assets

The overall objective is to renew assets at the right point in time, maximising the economic return without compromising continuity of supply or resulting in LOS breaches. The following criteria are used to identify assets for renewal:

- Age and condition profile
- The level of on-going maintenance
- The economic lives of the materials used
- The criticality of the asset

- Activity, financial and customer risks.

Due to the magnitude of pressure on AC pipes in our network that are reaching the end of their expected useful life, our renewals programme expenditure will be increased for the next ten to fifteen years.

PowerPlan Renewal Planning Modelling Process

The renewal process for water supply distribution assets including mains, valves, hydrants and service lines are performed utilising the PowerPlan modelling software. The major phases of the process are:

- Identify the risks – Identify and assess the risks that impact on the deterioration of mains pipes. The various issues, e.g. age, material or pipe type issues, soil conditions, installation issues, etc., are taken into consideration when risks are identified and assessed. Issues considered during this process include health and safety issues with galvanised pipe, deterioration of older AC pipes, corrosive soil types, etc. Failure modes are identified through analysis of the failure data and maintenance history.
- Calculate the remaining life – Determine the remaining life by analysing the temporary and permanent factors impacting on the useful life of the assets. Assess the impact of any condition data on the useful life of the assets.
- Schedule renewals events by using the PowerPlan modelling tool based on age, expected life
- and condition. Adjust the planning year due to unplanned circumstances, e.g. transportation programme, early failure, etc.
- Determine the priority of each renewal event identified in a renewal year by criteria such as material type, age, criticality, failure risk, failure history, condition, etc.
- Detailed investigation of the mains pipes on the priority list. Investigate each main pipe individually in terms of condition, failure, performance, and viability for renewal. Develop a project list of mains to be replaced for the next three years.

Valves and Hydrants

Renewal strategies for valves and hydrants are treated as integral components of the pipe assets, i.e. they are renewed at the same time. The valves, hydrants and service line assets have been linked to the respective mains they are connected to in PowerPlan and therefore incorporated into the renewal unit rates. Defective valves and hydrants are repaired or replaced under reactive maintenance on an as-required basis.

Water Meters

The approach for a domestic water meter renewal strategy is based on proactive (model) and reactive processes. The proactive process for manifold meters considers a combination of economic age and throughput criteria, where replacement is indicated by the model when the theoretical point (where the revenue lost exceeds the cost of renewal) is identified for various meter cohorts.

Non-manifold and larger water meters in Council's fleet are annually reviewed, where renewals prioritisation is established using a two phased approach. The first phase is based on throughput analysis, age and meter type (suitability e.g. Automatic Meter Reading (AMR) requirements). The second phase further narrows down the priority 1 meters requiring renewal by assessment and weighting of number of times total throughput threshold has been exceeded, meter type, meter over 20 years of age and service line association.

The reactive strategy targets individual water meters that are damaged or that malfunction and are identified as part of the meter reading process. Smaller manifold meters are replaced under reactive maintenance; larger meters are repaired, refurbished, and recalibrated or replaced.

Backflow Prevention Devices

Dual check valves within non-testable backflow devices are replaced under the water meter replacement programme for the water meter they are associated with. The bulk of non-testable backflows are 20mm in size and the expected life is 15 years.

Testable backflow devices are tested annually, and maintenance carried out as a result of failed tests. The faulty components are replaced as a maintenance expenditure. A rehabilitation programme was implemented to ensure that testable backflows are rehabilitated when required by supplier standards, in order to maintain effective operation and mitigation of contamination risks.

Replacement would occur where the device reaches an age of 30 years. Most of the testable backflows are approximately 20 years old.

WASTEWATER

Conveyance assets

Council uses a number of indicators to monitor pipe asset performance, condition and renewal needs, these can be split into proactive and reactive indicators.

Proactive:

- Targeted CCTV surveys for identification of gravity mains for renewal based on poor condition and risk of failure
- Routine CCTV surveys
- Database (Infor and PowerPlan) interrogation resulting in identification and investigation of assets based on asset attributes such as age, environment, type of use, criticality, etc.
- Database (Infor and PowerPlan) interrogation based on historical work orders and CCTV records resulting in investigation of assets with excessive maintenance requirements or poor CCTV rating.
- Investigation of Inflow & Infiltration through changes in pump station run hours during rain events, identification of materials / asset types that are prone to inflow problems and further investigation of these.

Reactive:

- Investigation of breaks, blockages and overflows, once root cause is established, investigation of similar assets to identify whether problems are one-off or symptomatic.
- Dynamic model also used to monitor present and future performance of pipe and pump station assets.

PowerPlan Renewals Modelling Process

The renewal process for Wastewater conveyance assets including mains, manholes and service lines are managed using PowerPlan modelling software. The major phases of the process are:

- Identify the risks – Identify and assess the factors that impact on the deterioration of assets. The various issues, e.g. age, material or pipe type issues, soil conditions, installation issues, etc.

are taken into consideration when factors are identified and assessed. Issues considered during this process include deterioration of concrete and AC mains pipes due to gas (H₂S) attack, the age and condition issues of GEW pipes, expected life issues of mPVC pressure mains etc. Failure modes are identified through analysis of the failure data and maintenance history.

- Calculate the remaining life – Determine the remaining life by analysing the temporary and permanent factors impacting on the useful life of the assets. Temporary factors are issues related to the installation of a number of pipes or issues with the performance of a specific material type. Permanent factors are typically the location of a specific soil condition e.g. peat or sandy soils, receiving gravity mains from rising mains, corrosive industrial areas, groundwater impact etc. The impact of any condition data will have priority in the calculation on the expected useful life of the assets.
- Schedule renewals events by using the prioritisation functionality in PowerPlan modelling software based on age, material type, failure data and condition. The CCTV condition assessments play a significant role in determining the expected useful life for wastewater mains. CCTV data from the ReticManager database is uploaded into PowerPlan to provide condition information for modelling purposes. Council are also using a customised scoring methodology for defects and observations identified with CCTV, to determine if gravity mains pipes are candidates for renewals or just patch repairs.
- Adjust the planning year due to unplanned circumstances, e.g. roading programme, early failure, etc.
- Detailed investigation of the mains pipes on the priority list. Investigate each main pipe individually in terms of condition, failure, performance and viability for renewal. Develop a project list of mains to be replaced for the next three years.
- Determine the optimum construction or renewal methodology to be followed for each main to be replaced, e.g. open cut renewal or utilising any of the trenchless technologies, etc.

Pump Stations

Routine Inspections and Investigation

A renewals strategy was developed in Powerplan using pump running hours and average running costs as indicators to prioritise pumps and pump stations for renewals investigations. Condition inspections and investigations play a major role in this decision process.

Annual inspections and investigations are undertaken on all pump stations. Major pump station components such as pumps are occasionally identified for replacement as a result of these inspections. However, this programme is primarily maintenance focused and mechanical and electrical components tend to be renewed in small steps as small components are replaced under maintenance. That is, they are constantly renewed under maintenance rather than occasional replacement of major components. The asset condition records from these inspections are also used to determine future planned maintenance and renewal work. Consultant investigation contribute to the renewals decisions.

Obsolescence

Occasionally, changes in technology or in the market- place result in components which have served adequately in the past being no longer suitable or available. This is evident in the telemetry system (which includes radios and controllers) used to monitor and control each pump station.

One of the current suppliers of the telemetry radios stopped producing the units, so an alternative system was selected. Presently, stations are being progressively updated to this new system and the

removed units provide spares for stations using the obsolete radios. Obsolescence of any of these components requires re-engineering to the Council's standard design.

Long Term Renewals

A forward looking programme is followed for long term pump station renewals. The strategic wastewater model is used to inform the LTP for renewals and upgrades of pump stations. A programme for identification and replacement of critical assets was developed. Dual rising mains on some critical pump stations was implemented. A storage assessment related to growth is currently underway.

Treatment Plants

The renewal programme for the wastewater treatment plants is a three-year rolling programme based on routine inspections of plant and equipment. The renewals are also managed via the Powerplan renewals modelling software. It is proposed to move more towards predictive renewal programming of major plant and equipment based on refined diagnostic techniques over the next number of years.

Some plant assets are simply run until failure, their performance isn't necessarily impeded and in fact replacing would possibly require some shutting down of sections of the plant that are required to run 24/7. Therefore, for less crucial assets, replacement does not occur until failure and built in redundancy is relied on. At this point, the failed asset is repaired or replaced. This ensures the economic life of the asset is maximised, value for money and least disruption to the process.

The more critical assets are generally not run to failure with additional condition-based monitoring being undertaken - vibration monitoring, visual inspection, monitoring of insulation resistance in windings, online temperature monitoring and leak detection for seal failure. These assets again are used to maximise the economic life, but replacement is planned prior to failure.

STORMWATER

Conveyance assets

While renewals and capital works have separate drivers, many projects are a combination of both. As a result of growth and the progression of best practice, levels of service and environmental protection, assets are frequently upgraded, rather than just replaced when they reach the end of their physical life or demand exceeds capacity.

As described earlier in this section, the conveyance network (mains, manholes, service lines etc.) is a relatively young asset (average age of approximately 24 years), with the oldest pipes just halfway through their expected lives. On the basis of the current age and condition profiles of the stormwater assets it is unlikely that any significant renewal programmes will be required over the next ten to twenty years. CCTV condition inspections are conducted where required and assets are replaced where the condition is poor, and the required levels of service can't be delivered.

Climate change is forecast to have a significant impact on the capacity of the stormwater network and conveyance assets. Resilience budgets and budgets to address capacity issues are provided in the next 30 years to address these capacity issues.

Flood modelling has been performed for all catchment areas in Tauranga city and renewal works has been targeted for areas where the levels of service cannot be delivered, or capacity have to be increased.

Flood protection and treatment

Most of the stormwater control, treatment and attenuation assets are naturally occurring or engineered land features (such as wetland areas), earthworks (e.g. ponds) or non-asset solutions (e.g., secondary overland flow paths).

Works required on assets of this nature are therefore managed as either maintenance works or, should improvements be undertaken, capital works.

A renewals budget has been included in the LTP for stormwater treatments assets e.g. treatment devices e.g. rain gardens, storm filters etc. and other applicable treatment assets e.g. soakage modules and systems.

TRANSPORT

The operations of Tauranga's transportation network are managed by Council, whereas the maintenance of our transportation network is undertaken by Council's maintenance contractor.

Significant renewal programmes of work are described in methodology statements for each asset type typically a methodology will include:

- Data collection and preparation – All Faults data may be sourced and RAMM condition rating, data surveys etc.
- Data analysis and scenario modelling – modelling (e.g. dTIMS) is used to optimize total investment levels, comparing a range of renewal versus maintenance cost scenarios to find the lowest total cost option.
- Field validation and model alignment
- Outcome verification
- Final programme formulation

As the transport asset is used over the years, its condition and performance is monitored to ensure that the asset is replaced at the most cost-effective time. To help in this assessment the Council:

- Uses asset age information to identify assets for more detailed assessment
- Monitors the performance of assets to help identify where there might be issues
- Undertakes physical inspection and technical condition testing assets
- Use customer complaints to identify asset failures
- Uses the Bay of Plenty Regional Traffic Model to predict future traffic demand, levels of service and asset improvement requirements
- Uses asset condition and performance information to develop maintenance and renewal programmes to ensure expenditure on assets is done at the most cost-effective time.

The Road Assessment and Maintenance Management (RAMM) database is used to hold and manage our transport network asset information.

As part of the Road Efficiency Groups (REG) annual Asset Management Data Quality Report (2021/22), Tauranga City Council scored 80. The asset data held in RAMM is in a good state and improving. There are robust processes in place to maintain our asset data, enabling us to easily identify and address data quality issues to continually improve our asset data.

SOCIAL AND CIVIC AMENITY

Note that this only includes information on the assets that Council owns and manages. It does not include the assets owned and managed by Bay Venues Limited.

PARKS AND RESERVES

Operation and Maintenance Strategies

A new organisational team, Spaces and Places was created to develop and manage parks, reserves and property assets. They also provide maintenance oversight for assets such as street trees and gardens on behalf of Transportation. Spaces and Places operations and maintenance strategy is to provide access and facilitate enjoyment and safety in Tauranga's open spaces. Service provision of safe, fit for purpose assets is achieved using inhouse operations teams, as well as maintenance suppliers. The operational performance of staff and suppliers are quality assessed by Spaces and Places Operations, with support from council's Asset Information Team.

Public toilets are cleaned and maintained by contractors (TC21/13). which is managed by the Facilities Maintenance Team. The contract contains specifications for maintenance including type, frequency, reporting, etc. This contract comes up for renewal in 2024/2025 and it is likely this service will be brought in-house at this time, and delivered by the operations team.

Street lighting is unmetered, and the power company is updated monthly with regards to any changes in asset number and type. The power company then bill appropriately according to the lamp type, number of each type and time used. The power company measure time used as the power company turn the street lighting circuit on and off. Most of the street lighting has been upgraded to LED technology. Transportation maintain street lighting as part of their maintenance contract. This arrangement enables the most experienced and appropriate contractor to maintain the assets at a competitive contract price. A financial authority has been set up to allow the roading engineer access to the Parks and Recreation GL code for simplification of payment.

Renewals and Capital Strategies

Assets are acquired through vesting of new infrastructure or council funded to meet growth or renewal of existing assets. The Growth issues are addressed within the TCC 30 year infrastructure Plan. Parks assets are recorded within the asset management database (Accela). The asset information is stored as individual components detailing condition and expected remaining life. Assets are regularly condition assessed to establish current condition. The data base reports through Powerpland where asset information shows what needs to be renewed and an estimated replacement cost. Three yearly valuation exercise confirms the replacement cost. Once reviewed a completed list of renewals is developed.

OTHER SOCIAL INFRASTRUCTURE

The Lease & Property Team (as part of the Spaces and Places Strategic Planning & Partnerships Team) manages buildings and leases to maximise opportunities and delivering levels of service expected by the community at a cost affordable to the rate payers of Tauranga. The Facilities Maintenance Team (as part of the Spaces and Places Operations team) manages the maintenance, renewals of building and property assets for council activities such as:

- Libraries

- Animal Services
- Historic Village
- Civic Buildings
- Marine Facilities

Properties are acquired for strategic reasons that need to be managed and maintained in financially prudent ways until the strategic purpose asset manager makes use of the property.

We will do this by:

- Understanding each property asset, its purpose and the likely holding period
- Support Council Business units and community by providing property expertise in property management and maintenance
- Awareness of local property issues and opportunities and how council can support outcomes
- Knowledge of property and reserve legal requirements to ensure leases are fair and compliant
- Planning for resilience when undertaking maintenance and capital work
- Enabling change within growth areas of the city
- Appropriately recognise known cultural, heritage, archaeological and ecological values

Issues to be addressed include:

- Environmental matters, implications of climate change requiring resilience adaptations and growth
- Properties response to the identified problems is to consider environmental sustainability and resilience when undertaking maintenance, renewals and new capital works
- Growth will be addressed in conjunction with Strategic Development Team and managing existing leased buildings to current demand factoring in fractional occupation in the modern digital age.

11 Data reliability

WATER

Overall Confidence Data - Accuracy

| Asset Type | Highly Reliable | Reliable | Uncertain | Very Uncertain |
|--|-----------------|----------|-----------|----------------|
| Raw Water Intakes including Pumps | | X | | |
| Raw Water Reservoirs | | X | | |
| Raw Water Mains | X | | | |
| Microfiltration Treatment Plants | | X | | |
| Treatment Plant Reservoirs | | X | | |
| Distribution pipes and associated assets (Pipes, Hydrants, Valves) | X | | | |
| Water Meters | X | | | |
| Backflow Protection Devices | X | | | |
| Distribution Reservoirs | X | | | |
| Water Stations (Pumps, Auto Valves, etc.) | | X | | |
| Land occupied by WS assets | | X | | |
| Catchment Land | | X | | |
| Resource Consents | X | | | |

| Asset Group | Grade | Comment |
|--|--------|--|
| Collection Assets e.g. raw water intakes, pipelines and reservoir | A to B | Information about the raw water mains are highly reliable and accurate. Information about the intakes and raw water reservoir are reliable and has been improved the last few years |
| Pumping, Management and Storage assets e.g. water pump stations, reservoirs, automated valves, bulk meters | A to B | Location, material and quantity data is highly reliable with a high confidence in accuracy. Age, performance, condition, criticality data is reliable with a good level of accuracy. |
| Treatment Plant assets e.g. mechanical and electrical assets e.g. pumps, motors, membrane filters etc. | A to B | Information about the location, material and performance is highly reliable. Age, quantities and condition is reliable but can be improved e.g. criticality data and unit rate information |
| Distribution assets e.g. pipelines, water meters, backflow protection devices, | A to C | Information about age, material, quantity is highly reliable and very accurate. Location, performance and criticality information is reliable for decision making. The condition |

| Asset Group | Grade | Comment |
|-------------|-------|---|
| | | data on some of these assets can be improved e.g. service lines and some mains pipes. |

WASTEWATER

Overall Confidence Data - Accuracy

| Asset Type | Highly Reliable | Reliable | Uncertain | Very Uncertain |
|-------------------|-----------------|----------|-----------|----------------|
| Pipes | | X | | |
| Laterals | | X | | |
| Manholes | | X | | |
| Pump Stations | | X | | |
| Treatment Plants | | X | | |
| Oxidation Ponds | | | X | |
| Wetlands | | X | | |
| Outfalls | | | X | |
| Resource Consents | X | | | |

| Asset Group | Grade | Comment |
|---|--------|---|
| Conveyance assets e.g. pipelines, manholes, service lines etc. | A to C | Information about age, material, quantity is highly reliable and very accurate for pipe assets. Location, performance and criticality information is reliable and used for decision making purposes. The condition data on some assets are uncertain and can be improved e.g. some mains pipes, manholes and some service lines |
| Storage, Pumping and Management assets, e.g. pump stations, chambers, storage tanks, bulk meters | A to B | Location, material and quantity data is highly reliable with a high confidence in accuracy. Age, performance, condition, criticality data is reliable with a good level of accuracy. |
| Treatment Plant and Outfall assets e.g. mechanical, electrical and outfall assets like pumps, motors, outfall pipeline etc. | A to B | Information about the location, material and performance is highly reliable. Age, quantities and condition is reliable but can be improved e.g. criticality data and unit rate information. Information on the outfall, oxidation ponds and wetlands are uncertain and not very accurate |

STORMWATER

Overall Confidence Data - Accuracy

| Asset Type | Highly Reliable | Reliable | Uncertain | Very Uncertain |
|---------------------|-----------------|----------|-----------|----------------|
| Stormwater Mains | X | | | |
| Connections | X | | | |
| Manholes | X | | | |
| Open Drains | | X | | |
| Culverts | | X | | |
| Sump Leads | X | | | |
| Catchpits | X | | | |
| Inlets | | X | | |
| Outlets | | X | | |
| Overland Flow Paths | | X | | |
| Stopbanks | | | X | |
| Stormwater Ponds | | X | | |
| Wetlands | | | | X |
| Floodgates | | X | | |
| Soakage Modules | | X | | |
| Catchpit Filters | | X | | |
| Pollutant Traps | | X | | |
| Pumping Stations | | X | | |
| Resource Consents | X | | | |

| Asset Group | Grade | Comment |
|---|--------|---|
| Flood Protection and Treatment Assets e.g. stormwater ponds, wetlands, overland flow paths, soakage modules etc. | A to C | Information about the location, material and performance of pump stations, floodgates, stormwater ponds and soakage modules are highly reliable. Age, quantities and condition for these assets are reliable but can be improved. Criticality data and unit rate information are uncertain and can be improved. Information on the overland flow paths, wetlands, pollutant traps, and catch pit filters are uncertain and not accurate |

TRANSPORT

Overall Confidence Data - Accuracy

| Asset Type | Highly Reliable | Reliable | Uncertain | Very Uncertain |
|--------------------------|-----------------|----------|-----------|----------------|
| Pavement | | X | | |
| Surfacing | X | | | |
| Kerb and Channel | | X | | |
| Drainage Facilities | | X | | |
| Footpaths | X | | | |
| Accessways | X | | | |
| Walkways | | X | | |
| Protection Structures | | X | | |
| Bridges | | X | | |
| Retaining Walls | | X | | |
| Coastal Structures | | X | | |
| Parking Buildings | X | | | |
| Car Parks (Off-street) | | X | | |
| Pay and display machines | | X | | |
| Lanterns | X | | | |
| Brackets | | X | | |
| Poles | | X | | |
| Power Cabling | | X | | |
| Traffic Signals | | X | | |
| CCTV | | X | | |
| Variable Message Signs | | X | | |
| Street Signs | | X | | |
| Rails and Barriers | | X | | |
| Bus Shelters | | X | | |

| Asset Group | Grade | Comment |
|----------------|--------|---|
| Transportation | A to C | The majority of Council's Transportation data is held in RAMM, with the remainder being captured in Accela. Transportation data is reasonably reliable, with some uncertainty |

| Asset Group | Grade | Comment |
|-------------|-------|--|
| | | about historic pavements. There are good processes in place for maintaining and improving our Transportation Asset Data. |

SOCIAL INFRASTRUCTURE

Note that this only includes information on the assets that Council owns and manages. It does not include the assets owned and managed by Bay Venues Limited.

Overall Confidence Data – Accuracy

| Asset | Number | Confidence | Condition of renewable assets |
|---|-------------------------------------|--|-------------------------------|
| Sports facilities (active reserves) | 6 | A - Highly reliable (Condition assessed) | 2.75 |
| Community Facilities | 8 | A - Highly reliable (Condition assessed) | 2.37 |
| Arts Centre (Baycourt) | 1 | A - Highly reliable (Condition assessed) | 1.58 |
| Community share facilities | 2 | B – Reliable (Age based) | Community Managed |
| Grandstand (Domain) (currently under structural review) | 1 | A - Highly reliable (Condition assessed) | 1.83 |
| Libraries | 3 + 1 in Civic Buildings | A - Highly reliable (Condition assessed) | 1.69 |
| Mobile Library | Visits 42 locations every fortnight | N/A | New 2021 |
| Cemetery & Crematorium Buildings | 1 | A - Highly reliable (Condition assessed) | 1.7 |

Key to confidence data for Social Infrastructure

| Rank | Description of condition | Portion of life remaining |
|------|--|---------------------------|
| 1 | Very good condition | 100-55% |
| 2 | Good condition – minor defects only | 54-30% |
| 3 | Fair or moderate condition – maintenance required to return to accepted level of service | 29-15% |
| 4 | Poor condition – consider renewal | 14-6% |
| 5 | Very poor condition – approaching unservicable | 5-0% |



Tauranga City

2024/25 Draft Fees and Charges

Proposed to come into effect from 1 July 2024

| | |
|--|----|
| Airport | 3 |
| Alcohol Licensing..... | 5 |
| Animal Services..... | 7 |
| Asset Protection Bond and Service Connection Fees..... | 10 |
| Baycourt..... | 12 |
| Bay Venues Limited | 14 |
| Building Services | 19 |
| Cemetery Parks and Crematorium | 25 |
| Development Contributions..... | 28 |
| Development Works | 28 |
| Digital Services..... | 31 |
| Food Premises..... | 32 |
| Health Act functions..... | 33 |
| Historic Village..... | 35 |
| Land Information | 36 |
| Legal Services | 37 |
| Libraries | 38 |
| Marine Facilities..... | 39 |
| Miscellaneous..... | 40 |
| Mount Maunganui Beachside Holiday Park..... | 41 |
| Official Information Requests..... | 43 |
| Parking | 44 |
| Parks and Recreation..... | 47 |
| Planning | 49 |
| Regulation Monitoring..... | 56 |
| Road Reserve Occupation (Corridor Access Requests) | 57 |
| Stormwater..... | 59 |
| Sustainability and Waste | 60 |
| Temporary Leasing of Road Space | 61 |
| Trade Waste | 62 |
| Use of Council Land..... | 63 |
| Venues and Events..... | 65 |
| Water Supply | 65 |



DRAFT

User fees and charges are used to assist the operation and maintenance of a variety of services provided to the community. User fee revenue reduces the rate revenue required to be collected from ratepayers.

Council wants to minimise rate increases wherever possible and has indicated that it will continue to review all user fees and charges on an ongoing basis.

Changes to fees are highlighted in red underlined text, with an explanation for the change below the table.

New fees and highlighted in red, underline bold text, with an explanation for the change below the table.

Discontinued fees have been removed with an explanation for the change below the table.

All fees are GST inclusive, unless otherwise stated.



Airport

| Landing charges for Non Regular Passenger Transport Aircraft | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Helicopters and all aircraft < 800kgs | \$12.65 | \$12.65 |
| All Aircraft 800 - 1,650kgs | \$18.40 | \$18.40 |
| All Aircraft 1,650 - 2,500kgs | \$24.72 | \$24.72 |
| All Aircraft 2,500 - 4,000kgs | \$31.05 | \$31.05 |
| All Aircraft 4,000 - 5,000kgs | \$51.75 | \$51.75 |
| All Aircraft 5,000 - 10,000kgs | \$74.75 | \$74.75 |
| All Aircraft 10,000 - 15,000kgs | \$138.00 | \$138.00 |
| All Aircraft 15,000 - 25,000kgs | \$218.50 | \$218.50 |
| All Aircraft > 25,000kgs | \$506.00 | \$506.00 |

| Landing Charges for Regular Passenger Transport Aircraft above 5,000kg | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Base Terminal Charge (per passenger) | <u>\$8.66</u> | <u>\$10.77</u> |
| Terminal Development Charge (per passenger) | <u>\$1.69</u> | <u>\$3.02</u> |

Landing charges will be invoiced to the registered aircraft owner monthly, unless paid on the day of landing.

Weights are based on maximum certified take-off weight (MCTOW) of the aircraft.

All powered aircraft carrying out circuits and local training will be charged for one landing per training session.

These charges are set in accordance with section 9 of the Airport Authorities Act.

| Airport Carpark Charges (Short Term) | Current 2023/24 | Proposed 2024/25 |
|--------------------------------------|--------------------|---------------------|
| Up to 1hr | \$3.00 | \$3.00 |
| 1-2hr | \$6.00 | \$6.00 |
| 2-3hr | \$9.00 | \$9.00 |
| 3-4hr | \$12.00 | \$12.00 |
| 4-5hr | \$15.00 | \$15.00 |
| 5-6hr | \$18.00 | \$18.00 |
| 6-7hr | \$20.00 | \$20.00 |



| Airport Carpark Charges (Short Term) | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| 7-8hr | \$20.00 | \$20.00 |
| 1 day | \$20.00 | \$20.00 |
| 2 days or part thereof | \$40.00 | \$40.00 |
| 3 days or part thereof | \$60.00 | \$60.00 |
| 4 days or part thereof | \$80.00 | \$80.00 |
| 5 days or part thereof | \$100.00 | \$100.00 |
| 6 days or part thereof | \$120.00 | \$120.00 |
| 7 days or part thereof | \$140.00 | \$140.00 |
| Maximum | \$160.00 | \$160.00 |
| Lost Ticket | \$160.00 | \$160.00 |
| First 20 minutes are free in each car park to allow for drop off and pick up of passengers. | | |

| Airport Carpark Charges (Long Term) | Current 2023/24 | Proposed 2024/25 |
|-------------------------------------|-----------------|------------------|
| Up to 1hr | \$3.00 | \$3.00 |
| 1-2hr | \$6.00 | \$6.00 |
| 2-3hr | \$9.00 | \$9.00 |
| 3-4hr | \$12.00 | \$12.00 |
| 4-5hr | \$15.00 | \$15.00 |
| 5-6hr | \$15.00 | \$15.00 |
| 6-7hr | \$15.00 | \$15.00 |
| 7-8hr | \$20.00 | \$20.00 |
| 1 day | \$20.00 | \$20.00 |
| 2 days or part thereof | \$35.00 | \$35.00 |
| 3 days or part thereof | \$50.00 | \$50.00 |
| 4 days or part thereof | \$65.00 | \$65.00 |
| 5 days or part thereof | \$80.00 | \$80.00 |
| 6 days or part thereof | \$95.00 | \$95.00 |
| 7 days or part thereof | \$95.00 | \$95.00 |
| Maximum | \$95.00 | \$95.00 |



| Airport Carpark Charges (Long Term) | Current 2023/24 | Proposed 2024/25 |
|-------------------------------------|-----------------|------------------|
| Lost Ticket | \$95.00 | \$95.00 |

| Airport Taxi Fees | Current 2023/24 | Proposed 2024/25 |
|--------------------------------------|-----------------|------------------|
| Annual Licence per taxi | \$20.00 | \$20.00 |
| Per use of rank | \$3.00 | \$3.00 |
| Bulk billing arrangements available. | | |

Reason for changes

- The published landing fees aircraft above 5000kg for 2023/24 are \$4.84 and \$2.46. Following the adoption of the fees and charges schedule, the new rate of \$8.66 and \$1.69 was agreed with Air New Zealand. Therefore the amount shown under 2023/24 is the agreed amount. These landing charges (above 5,000 kg) only apply to Air New Zealand.

Alcohol Licensing

"The Sale and Supply of Alcohol Act 2012 sets licensing fees for on, off, and club licences. The default fees vary depending on the 'cost/risk rating' of each premises. The default fees consist of:

- an application fee, which licensees will have to pay when they apply for a new, renewed, or variation to a licence, and
- an annual fee, which must be paid by licensees each year.

A premises' cost/risk rating will be determined by a combination of factors including opening hours, type of premises, and whether they have had any enforcement issues. A framework is available for determining cost/risk rating. [Use the calculator](#) to work out how much you will pay for your alcohol licence. Fees are set as at 1 July 2020.

| Alcohol licencing | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Website public notification of liquor application | \$178.00 | <u>\$189.00</u> |
| | | |
| Miscellaneous | Current 2023/24 | Proposed 2024/25 |
| Extract of any record or register | \$65.00 | <u>\$70.00</u> |



| Liquor Licensing Applications (as set by legislation) | Current 2023/24 | Proposed 2024/25 |
|--|--|--|
| On Licence | Fees calculated according to the type of application and the premise's risk score. | Fees calculated according to the type of application and the premise's risk score. |
| - Variation or Cancellation of Conditions of On Licence | | |
| - Renewal of On Licence | | |
| On Licence (BYO) | | |
| - Variation or Cancellation of Conditions of On Licence (BYO) | | |
| - Renewal of On Licence (BYO) | | |
| Off Licence | | |
| - Variation or Cancellation of Conditions of Off Licence | | |
| - Renewal of Off Licence | | |
| Off Licence (Caterer or Auctioneers) | | |
| - Variation or Cancellation of Conditions of Off Licence (Caterer or Auctioneer) | | |
| - Renewal of Off Licence (Caterer or Auctioneer) | | |
| Club Licence | | |
| - Variation or Cancellation of Conditions of Club Licence | | |
| - Renewal of Club Licence | | |
| Special Licence | | |
| Temporary Authority | | |
| Temporary Licence during repairs from other than licenced premises | | |
| Manager's Certificates | | |
| Renewal of Manager's Certificate | | |
| These fees are all set by parliament and will vary depending on the circumstances. Please contact Tauranga City Council's liquor licensing team for further information. | | |

| Gambling Venue Consent | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| New Application | \$1,177.00 | <u>\$1,248.00</u> |
| Relocation Application | \$1,120.00 | <u>\$1,187.00</u> |
| Subsequent or increase in number | \$888.00 | <u>\$941.00</u> |



Reason for changes

- Inflation adjustment and rounding has been applied.

Animal Services

Please note: Any dog over the age of three months and not registered or re-registered by 30 June of each year is an unregistered dog (even though the discount period continues to 31 July your dog's registration expires on the 30 June of each year).

| Dog owner Classification | Current 2023/24 | | Proposed 2024/25 | |
|------------------------------------|--|--------------------------|---|-----------------|
| | Registration Fee (if paid before 1 August) | Penalty Fee | Registration Fee (if paid before 1 August) | Penalty Fee |
| Normal | \$100.00 | \$150.00 | <u>\$121.50</u> | <u>\$182.00</u> |
| Dangerous Dogs (classified) | \$150.00 | \$225.00 | <u>\$182.00</u> | <u>\$273.00</u> |
| | Voluntary | Impounded Dog | | |
| Microchip fee | \$30.00 | \$30.00 | <u>\$32.00</u> | <u>\$32.00</u> |

Pro-rata fees apply for dogs that turn three months old on or after 1 July, dogs that are imported into New Zealand or dogs adopted from the SPCA.

Dog registration fees must be set annually by resolution of Council (as per the Dog Control Act) and therefore will be formally set in June 2024.

Exemptions (no fee)

Any certified disability assist dog (s75 Dog Control Act 1955)

Dogs owned by:

Aviation Security Services

Department of Conservation

Department of Corrections

Ministry of Agriculture and forestry

Ministry of Defence

Ministry of Fisheries

New Zealand Customs Service

New Zealand Defence Force

New Zealand Police

**Exemptions (no fee)**

Director of Civil Defence and Emergency Management (whilst those dogs are on active duty)

| Impounding | Current 2023/24 | | Proposed 2024/25 | |
|-------------------------------------|-----------------|------------|------------------|-----------------|
| | Non Registered | Registered | Non Registered | Registered |
| First impounding | \$98.00 | \$66.00 | <u>\$104.00</u> | <u>\$70.00</u> |
| Second impounding | \$141.00 | \$141.00 | <u>\$149.00</u> | <u>\$149.00</u> |
| Third impounding | \$202.00 | \$202.00 | <u>\$214.00</u> | <u>\$214.00</u> |
| Fourth and subsequent impounding | \$281.00 | \$281.00 | <u>\$298.00</u> | <u>\$298.00</u> |
| Sustenance fee (per day or part of) | \$12.00 | \$12.00 | <u>\$13.00</u> | <u>\$13.00</u> |
| Dogs released after hours | \$53.00 | \$53.00 | <u>\$56.00</u> | <u>\$56.00</u> |

| Infringement Offences (as set by legislation) | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Wilful obstruction of a Dog Control Officer | \$750.00 | \$750.00 |
| Failure or refusal to supply information or wilfully providing false particulars | \$750.00 | \$750.00 |
| Failure to supply information or wilfully providing false particulars about a dog | \$750.00 | \$750.00 |
| Failure to comply with any Dog Control Bylaw | \$300.00 | \$300.00 |
| Failure to comply with effects of disqualification | \$300.00 | \$300.00 |
| Failure to comply with requirements of dangerous dog classification | \$300.00 | \$300.00 |
| Fraudulent sale or transfer of a dangerous dog | \$500.00 | \$500.00 |
| Failure to comply with requirements of menacing classification | \$300.00 | \$300.00 |
| Failure to implant a microchip transponder in dog | \$300.00 | \$300.00 |
| False statement relating to dog registration | \$750.00 | \$750.00 |
| Failure to register dog | \$300.00 | \$300.00 |
| Fraudulent procurement or attempt to procure replacement dog registration label or disc | \$500.00 | \$500.00 |
| Failure to advise change of dog ownership | \$100.00 | \$100.00 |
| Failure to advise change of address | \$100.00 | \$100.00 |



| Infringement Offences (as set by legislation) | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Removal, swapping or counterfeiting of registration label/disc | \$500.00 | \$500.00 |
| Failure to keep dog controlled or confined on private land | \$200.00 | \$200.00 |
| Failure to keep dog under control | \$200.00 | \$200.00 |
| Failure to provide proper care and attention, to supply proper or sufficient food, water, shelter, or adequate exercise | \$300.00 | \$300.00 |
| Failure to carry leash in public | \$100.00 | \$100.00 |
| Failure to undertake dog owner education programme or dog obedience course (or both) | \$300.00 | \$300.00 |
| Failure to comply with obligations of probationary owner | \$750.00 | \$750.00 |
| Failure to comply with barking dog abatement notice | \$200.00 | \$200.00 |
| Failure to advise of muzzle and leashing requirements | \$100.00 | \$100.00 |
| Falsely notifying death of dog | \$750.00 | \$750.00 |
| Allowing dog known to be dangerous to be at large unmuzzled or unleashed | \$300.00 | \$300.00 |
| Releasing dog from custody | \$750.00 | \$750.00 |

| Other dog fees | Current 2023/24 | Proposed 2024/25 |
|------------------------------|--------------------|---------------------|
| Surrender fee | \$100.00 | <u>\$106.00</u> |
| Seizure fee | \$106.00 | <u>\$112.00</u> |
| Replacement Registration Tag | \$10.50 | <u>\$11.00</u> |

| Adoption Fees | Current 2023/24 | Proposed 2024/25 |
|---------------|--------------------|---------------------|
| Male dogs | \$350.00 | <u>\$371.00</u> |
| Female dogs | \$400.00 | <u>\$424.00</u> |

| Stock control fees | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| For every: Horse, cattle, deer, ass or mule | | |
| Impounding | \$150.00 | <u>\$159.00</u> |
| Conveying | Actual cost | Actual cost |



| Stock control fees | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Sustenance (per day or part thereof) | Actual cost | Actual cost |
| Sheep, goat or pig | | |
| Impounding | \$61.77 | <u>\$65.00</u> |
| Conveying | Actual cost | Actual cost |
| Sustenance (per day or part thereof) | Actual cost | Actual cost |
| Service of Notices | | |
| Service of Notices | \$16.00 | <u>\$17.00</u> |
| Insertion of Notice in Newspaper (plus actual cost of insertion) | \$16.00 | <u>\$17.00</u> |
| Call Out Fee | \$143.00 | <u>\$152.00</u> |
| Mileage (kms) | 0.83 | <u>\$0.88</u> |

Reason for changes

- The increase in dog registration fees reflect the level of investment in the business and to ensure the activity is financially sustainable. The fees have been determined following a comprehensive benchmarking exercise with other metro councils. Inflation adjustment has been applied to the microchip fee.
- Inflation adjustment and rounding has been applied.

Asset Protection Bond and Service Connection Fees

- Asset protection bonds are deposits only.
- Where Council incurs additional cost in administering the asset protection bond then additional fees will be charged. Examples of incurring additional cost include undertaking additional inspections over and above those stated below, arranging for sub-standard works or damaged assets/infrastructure to be brought up to the required standards, re-inspections of work etc.
- Where additional fees are charged, the fees will be charged on a time and cost basis with a minimum fee of 1 hour plus disbursements and deducted from the bond amount prior to refund
- For item 3 above if the value of the additional fees exceeds the value of the bond then Council will invoice the Bond Holder for the balance outstanding

| Refundable Asset Protection Bond | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---|
| Refundable asset protection bond (where double check value or RPZ not required) - residential | \$1,134.00 | <u>\$1,202.00</u> |
| Refundable asset protection bond (where double check value or RPZ not required) - 3 or more dwelling units | N/A | <u>\$1,202.00 per dwelling unit (up to a maximum of \$20,000)</u> |



| Refundable Asset Protection Bond | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Refundable asset protection bond (where double check valve or RPZ required) - residential | \$2,385.00 | <u>\$2,528.00</u> |
| Refundable asset protection bond (where double check valve or RPZ not required) - commercial | \$2,173.00 | <u>\$2,303.00</u> |
| Refundable asset protection bond (where double check valve or RPZ) - commercial | \$5,406.00 | <u>\$5,730.00</u> |

| Bond Processing and Inspection Fees | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|---------------------|
| Bond processing and inspection fee (no vehicle crossing) | \$281.00 | <u>\$298.00</u> |
| Bond processing and inspection fee (with a vehicle crossing) | \$387.00 | <u>\$410.00</u> |
| Water, wastewater and stormwater connection inspection fee | \$164.00 | <u>\$174.00</u> |

| Service Connection Fees | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Service connection application fee | \$258.50 | <u>\$274.00</u> |
| Streetlight relocation fee | \$538.80 | <u>\$571.00</u> |
| Services that may require a Service Connection Approval are Water / Wastewater / Stormwater Connections, Streetlight Relocation and Vehicle Crossings. All Service Connection Applications require the payment of a refundable Asset Protection Bond. | | |

| Other Fees | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Removal and replacement of juvenile street trees - per tree | \$839.10 | <u>\$889.00</u> |

Reason for changes

- Inflation adjustment and rounding has been applied.
- We're proposing to introduce a new refundable asset protection bond for residential building consents with multiple units. This is to ensure the bond holds the relative risk and cost of potential damage to our infrastructure due to heavier and more frequent vehicle movements, and more tradespeople on site when multiple units are being constructed.



Baycourt

| Current 2023/24 | | | | | | |
|--|------------|------------|------------|--------------|-----------|----------|
| Venue hire fees - Commercial | Complex | Auditorium | X Space | Terrace Room | Greenroom | Terraces |
| Performances* | \$4,266.50 | \$2,682.95 | \$1,000.50 | \$247.25 | \$247.25 | \$431.25 |
| Non-performance e.g. meetings / conference / private function - full day rate | \$4,513.75 | \$2,806.00 | \$1,036.15 | \$356.50 | \$356.50 | \$672.75 |
| Non-performance e.g. meetings / conference / private function - half day rate (60% of full day rate) - 5 hours or less | \$2,708.25 | \$1,684.75 | \$621.00 | \$213.90 | \$247.25 | \$402.50 |
| Exhibitions | \$4,266.50 | \$2,682.95 | \$670.45 | \$247.25 | \$247.25 | \$431.25 |
| Pre/post show function | N/A | N/A | \$368.00 | \$247.25 | \$247.25 | \$431.25 |
| * or 12% of net box office, whichever is greater. | | | | | | |

| Proposed 2024/25 | | | | | | |
|--|-------------------|-------------------|-------------------|-----------------|-----------------|-----------------|
| Venue hire fees - Commercial | Complex | Auditorium | X Space | Terrace Room | Greenroom | Terraces |
| Performances* | <u>\$4,370.00</u> | <u>\$2,875.00</u> | <u>\$1,035.00</u> | <u>\$264.50</u> | <u>\$264.50</u> | <u>\$460.00</u> |
| Non-performance e.g. meetings / conference / private function - full day rate | <u>\$4,600.00</u> | <u>\$3,220.00</u> | <u>\$1,150.00</u> | <u>\$368.00</u> | <u>\$368.00</u> | <u>\$690.00</u> |
| Non-performance e.g. meetings / conference / private function - half day rate (60% of full day rate) - 5 hours or less | <u>\$2,760.00</u> | <u>\$1,932.00</u> | <u>\$690.00</u> | <u>\$220.80</u> | <u>\$220.80</u> | <u>\$414.00</u> |
| Exhibitions | <u>\$4,370.00</u> | <u>\$2,875.00</u> | <u>\$713.00</u> | <u>\$264.50</u> | <u>\$264.50</u> | <u>\$460.00</u> |



| Proposed 2024/25 | | | | | | |
|---|------------|------------|-----------------|-----------------|-----------------|-----------------|
| Venue hire fees - <u>Commercial</u> | Complex | Auditorium | X Space | Terrace Room | Greenroom | Terraces |
| Pre/post show function | <u>N/A</u> | <u>N/A</u> | <u>\$460.00</u> | <u>\$264.50</u> | <u>\$264.50</u> | <u>\$460.00</u> |
| * or 12% of net box office, whichever is greater. | | | | | | |

| Current 2023/24 | | | | | | |
|---|------------|------------|----------|--------------|-----------|----------|
| Venue hire fees – Community | Complex | Auditorium | X Space | Terrace Room | Greenroom | Terraces |
| Performances* | \$2,133.25 | \$1,341.48 | \$500.25 | \$123.63 | \$123.63 | \$215.63 |
| Non-performance e.g. meetings / conference / private function - full day rate | N/A | N/A | N/A | N/A | N/A | N/A |
| Non-performance e.g. meetings / conference / private function - 5 hours or less | N/A | N/A | N/A | N/A | N/A | N/A |
| Exhibitions | \$2,133.25 | \$1,341.48 | \$335.23 | \$123.63 | \$123.63 | \$215.63 |
| Pre/post show function | N/A | N/A | N/A | N/A | N/A | N/A |
| * or 12% of net box office, whichever is greater. | | | | | | |
| NOTE: COMMUNITY RATE applies to performances and exhibitions only | | | | | | |

| Proposed 2024/25 | | | | | | |
|---|-------------------|-------------------|-----------------|-----------------|-----------------|-----------------|
| Venue hire fees – Community | Complex | Auditorium | X Space | Terrace Room | Greenroom | Terraces |
| Performances* | <u>\$2,185.00</u> | <u>\$1,437.50</u> | <u>\$517.50</u> | <u>\$132.25</u> | <u>\$132.25</u> | <u>\$230.00</u> |
| Non-performance e.g. meetings / conference / private function - full day rate | N/A | N/A | N/A | N/A | N/A | N/A |
| Non-performance e.g. meetings / conference / | N/A | N/A | N/A | N/A | N/A | N/A |



| Proposed 2024/25 | | | | | | |
|------------------------------------|------------|------------|----------|--------------|-----------|----------|
| Venue hire fees – Community | Complex | Auditorium | X Space | Terrace Room | Greenroom | Terraces |
| private function - 5 hours or less | | | | | | |
| Exhibitions | \$2,185.00 | \$1,437.50 | \$356.50 | \$132.25 | \$132.25 | \$230.00 |
| Pre/post show function | N/A | N/A | N/A | N/A | N/A | N/A |

* or 12% of net box office, whichever is greater.

NOTE: COMMUNITY RATE applies to performances and exhibitions only

| Surcharges | Current 2023/24 | Proposed 2024/25 |
|--------------------------------|-----------------|------------------|
| Statutory Days | 50% | 50% |
| Additional Performance per Day | 50% | 50% |

| Cargo Shed | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| Venue hire per day (regardless of event type)^ | \$632.50 | \$672.75 |
| Venue hire half day rate - 4 hours or less | N/A | \$402.50 |

Reason for changes

- Inflation adjustment and rounding has been applied.
- A new charge has been introduced for half day venue hire at the Cargo Shed, relative to the full day venue hire and reflecting reasonable costs.

Bay Venues Limited

Council's Enduring Statement of Expectations states that fee increases can unilaterally be implemented by BVL unless these fees are increasing by more than inflation.

Information on User Fees is available on www.bayvenues.co.nz

| Aquatics General Entry | Current 2023/24 | Proposed 2024/25 |
|------------------------|-----------------|------------------|
| Baywave | | |
| Adult | \$9.00 | \$9.50 |
| Senior | \$5.70 | \$6.00 |
| Child | \$5.70 | \$6.00 |
| Child 2-4 | \$4.30 | \$4.60 |



| Aquatics General Entry | Current 2023/24 | Proposed 2024/25 |
|---------------------------|--------------------|---------------------|
| Family | \$25.20 | <u>\$26.70</u> |
| Hydroslide | \$6.40 | <u>\$6.80</u> |
| Greerton | | |
| Adult | \$6.60 | <u>\$7.00</u> |
| Senior | \$4.60 | <u>\$4.90</u> |
| Child | \$4.00 | <u>\$4.20</u> |
| Child 2-4 | \$3.30 | <u>\$3.50</u> |
| Family | \$19.60 | <u>\$20.80</u> |
| Memorial/Ōtūmoetai | | |
| Adult | \$6.60 | <u>\$7.00</u> |
| Senior | \$4.60 | <u>\$4.90</u> |
| Child | \$4.00 | <u>\$4.20</u> |
| Child 2-4 | \$3.30 | <u>\$3.50</u> |
| Family | \$19.60 | <u>\$20.80</u> |

| Aquatics Lane Hire | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Standard Lane Hire | \$13.00 | <u>\$13.80</u> |
| Adult Squad Baywave | \$4.40 | <u>\$4.70</u> |
| Adult Squad Greerton/Memorial/Ōtūmoetai | \$2.60 | <u>\$2.80</u> |
| Child Squad Baywave | \$4.30 | <u>\$4.60</u> |
| Child Squad Greerton/Memorial/Ōtūmoetai | \$2.00 | <u>\$2.10</u> |

| Aquatics Memberships | Current 2023/24 | Proposed 2024/25 |
|-----------------------------|--------------------|---------------------|
| Baywave | \$585.00 | <u>\$620.10</u> |
| Greerton/Memorial/Ōtūmoetai | \$375.00 | <u>\$397.50</u> |



| Indoor Sports | Current 2023/24 | Proposed 2024/25 |
|----------------------------------|--------------------|---------------------|
| Mercury Arena | | |
| Adult - Standard | \$59.60 | <u>\$63.20</u> |
| Adult - Community Regular | \$50.70 | <u>\$53.70</u> |
| Youth/Senior - Standard | \$50.70 | <u>\$53.70</u> |
| Youth/Senior - Community Regular | \$41.70 | <u>\$44.20</u> |
| QEYC | | |
| Adult - Standard | \$47.70 | <u>\$50.60</u> |
| Adult - Community Regular | \$40.50 | <u>\$42.90</u> |
| Youth/Senior - Standard | \$40.50 | <u>\$42.90</u> |
| Youth/Senior - Community Regular | \$33.40 | <u>\$35.40</u> |
| Aquinas Action Centre | | |
| Adult - Standard | \$41.70 | <u>\$44.20</u> |
| Adult - Community Regular | \$35.50 | <u>\$37.60</u> |
| Youth/Senior - Standard | \$35.50 | <u>\$37.60</u> |
| Youth/Senior - Community Regular | \$29.20 | <u>\$31.00</u> |
| Merivale Action Centre | | |
| Adult - Standard | \$41.70 | <u>\$44.20</u> |
| Adult - Community Regular | \$35.50 | <u>\$37.60</u> |
| Youth/Senior - Standard | \$35.50 | <u>\$37.60</u> |
| Youth/Senior - Community Regular | \$29.20 | <u>\$31.00</u> |
| Mount Sports Centre | | |
| Adult - Standard | \$41.70 | <u>\$44.20</u> |
| Adult - Community Regular | \$35.50 | <u>\$37.60</u> |
| Youth/Senior - Standard | \$35.50 | <u>\$37.60</u> |
| Youth/Senior - Community Regular | \$29.20 | <u>\$31.00</u> |

| Community Halls | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Bethlehem / Greerton / Matua / Welcome Bay | | |
| Adult - Standard | \$33.00 | <u>\$35.00</u> |



| Community Halls | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Adult - Community Regular | \$28.00 | <u>\$29.70</u> |
| Youth/Senior - Standard | \$28.00 | <u>\$29.70</u> |
| Youth/Senior - Community Regular | \$23.10 | <u>\$24.50</u> |
| Cliff Rd / Elizabeth Street | | - |
| Adult - Standard | \$23.10 | <u>\$24.50</u> |
| Adult - Community Regular | \$19.60 | <u>\$20.80</u> |
| Youth/Senior - Standard | \$19.60 | <u>\$20.80</u> |
| Youth/Senior - Community Regular | \$16.20 | <u>\$17.20</u> |
| Tauriko Settlers Hall / Waipuna | | - |
| Adult - Standard | \$26.40 | <u>\$28.00</u> |
| Adult - Community Regular | \$22.40 | <u>\$23.70</u> |
| Youth/Senior - Standard | \$22.40 | <u>\$23.70</u> |
| Youth/Senior - Community Regular | \$18.50 | <u>\$19.60</u> |

| Arataki / Papamoa Sport & Recreation Centre | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| XL Room (Heron/Dotterel or Surfbreaker/Dunes Rooms Combined) | | |
| Adult - Standard | \$52.60 | <u>\$55.80</u> |
| Adult - Community Regular | \$42.10 | <u>\$44.60</u> |
| Youth/Senior - Standard | \$42.10 | <u>\$44.60</u> |
| Youth/Senior - Community Regular | \$34.20 | <u>\$36.30</u> |
| Large Room (Heron, Dotterel, Surfbreaker, Dunes, Beachside) | | - |
| Adult - Standard | \$42.10 | <u>\$44.60</u> |
| Adult - Community Regular | \$33.70 | <u>\$35.70</u> |
| Youth/Senior - Standard | \$33.70 | <u>\$35.70</u> |
| Youth/Senior - Community Regular | \$27.40 | <u>\$29.00</u> |
| Medium Room (Kingfisher, Penguin, Driftwood) | | |
| Adult - Standard | \$33.70 | <u>\$35.70</u> |



| Arataki / Papamoa Sport & Recreation Centre | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Adult - Community Regular | \$27.00 | <u>\$28.60</u> |
| Youth/Senior - Standard | \$27.00 | <u>\$28.60</u> |
| Youth/Senior - Community Regular | \$21.90 | <u>\$23.20</u> |
| Small Room (Sandpiper, Oystercatcher, Seashell, Shoreline) | | - |
| Adult - Standard | \$23.80 | <u>\$25.20</u> |
| Adult - Community Regular | \$19.00 | <u>\$20.10</u> |
| Youth/Senior - Standard | \$19.00 | <u>\$20.10</u> |
| Youth/Senior - Community Regular | \$15.50 | <u>\$16.40</u> |

| Papamoa Community Centre | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Large Room (Tohora, Aihe) | | |
| Adult - Standard | \$42.10 | <u>\$44.60</u> |
| Adult - Community Regular | \$33.70 | <u>\$35.70</u> |
| Youth/Senior - Standard | \$33.70 | <u>\$35.70</u> |
| Youth/Senior - Community Regular | \$27.40 | <u>\$29.00</u> |
| Medium Room (Mako) | | |
| Adult - Standard | \$33.70 | <u>\$35.70</u> |
| Adult - Community Regular | \$27.00 | <u>\$28.60</u> |
| Youth/Senior - Standard | \$27.00 | <u>\$28.60</u> |
| Youth/Senior - Community Regular | \$21.90 | <u>\$23.20</u> |
| Small Room (Tamure, Tarakihi, Patiki, Atrium) | | |
| Adult - Standard | \$23.80 | <u>\$25.20</u> |
| Adult - Community Regular | \$19.00 | <u>\$20.10</u> |
| Youth/Senior - Standard | \$19.00 | <u>\$20.10</u> |
| Youth/Senior - Community Regular | \$15.50 | <u>\$16.40</u> |

Reason for changes

- A comprehensive review of user fees and charges was undertaken in 2023/24, and inflationary adjustment and rounding has been applied for 2024/25.



Building Services

Fees for building services can be paid in person at our customer service centre, or online through internet banking, debit cards or credit cards. You'll need your invoice number and customer number as shown on your invoice.

Any functions or services that are provided but are not specifically detailed in this schedule will be charged at the relevant officer charge out rate. All charges by Council must be paid as soon as practicable. Applications that are not accepted at the time that they are submitted will incur administration costs.

Where this document refers to Residential 1, 2, 3 or Commercial 1, 2, 3 this is the complexity of work according to the National BCA Competency Assessment System Levels.

A deposit may be charged for applications where it is considered necessary.

| Standard Building Consent Fees | Current 2023/24 | Proposed 2024/25 |
|--|----------------------------------|----------------------------------|
| Staff hourly rates (including GST) | Per hour | Per hour |
| Administration | \$125.00 | <u>\$131.25</u> |
| Code Compliance Assessors | \$175.00 | <u>\$183.75</u> |
| Building Control Officer (Residential 1 and 2 projects) | \$219.00 | <u>\$229.95</u> |
| Building Compliance Officers | N/A | <u>\$229.95</u> |
| Building Control Officers (Residential 3 and Commercial projects) | \$232.00 | <u>\$243.60</u> |
| Specialists - Development Engineers | \$255.00 | <u>\$267.75</u> |
| Senior Specialists - Structural Engineer and Senior Development Engineer | \$285.00 | <u>\$299.25</u> |
| Team Leader/Manager/Project Manager/ Lead Technical Specialist | \$299.00 | <u>\$313.95</u> |
| External Specialists fees are charged out if they exceed the staff hourly rates at actual costs plus TCC admin time. | Actual costs plus TCC admin time | Actual costs plus TCC admin time |

| Online System Fee - charged on all new Building Consent, Certificate of Acceptance and Exemption applications | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Project value up to \$124,999 | \$86.00 | <u>\$90.30</u> |
| Project value \$125,000 to \$499,999 | \$259.00 | <u>\$271.95</u> |
| Project value \$500,000 to \$999,999 | \$431.00 | <u>\$452.55</u> |
| Project value over \$999,999 | \$900.00 | <u>\$945.00</u> |



| Administration charges - charged on Building Consent applications where required | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|-------------------|
| Administering a new Section 72, Section 75, Section 124 notice. (Note: Solicitor time and LINZ registration cost will be charged directly to the applicant by Council's solicitors at the time) | \$236.00 | <u>\$247.80</u> |
| Building Act Section 37 (planning) Certificate fee | \$239.00 | <u>\$250.95</u> |
| Exemption Fee (application for exemption from the building consent requirements). For project value up to \$19,999 - fixed rate, plus hourly charge fees as applicable. | \$239.00 | <u>\$250.95</u> |
| Exemption Fee (application for exemption from the building consent requirements). For project value \$20,000 to \$499,999 - fixed rate, plus hourly charge fees as applicable. | \$569.00 | <u>\$597.45</u> |
| Exemption Fee (application for exemption from the building consent requirements). For project value \$500,000 and over - fixed rate, plus hourly charge fees as applicable. | \$1,120.00 | <u>\$1,176.00</u> |
| Report Filing Fee* - for receiving third party specialist building reports or other information to place on the property file at owner's request. | \$255.00 | <u>\$267.75</u> |
| Waiver or Modification of the building code | \$147.00 | <u>\$154.35</u> |
| Notice to Fix - residential | \$219.00 | <u>\$229.95</u> |
| Notice to Fix - commercial | \$235.00 | <u>\$243.60</u> |
| Notice to Fix extension of time | \$219.00 | <u>\$229.95</u> |
| Obtaining a Certificate of Title | \$38.00 | <u>\$39.90</u> |
| Fire Emergency NZ (FENZ) Review when charged to TCC | Actual Cost | Actual cost |

| Building Consent Levies | Current 2023/24 | Proposed 2024/25 |
|--|---|---|
| Building Consent lodgement Checking Fee (per hour) | \$125.00 | <u>\$131.25</u> |
| Building Consent Authority Accreditation and Assessment Levy. Charged for meeting the standards and criteria under the Building Accreditation Regulations of 2006 | \$1.25 per \$1,000 (or part there-after of building works \$20,000 or more) | \$1.25 per \$1,000 (or part there-after of building works \$20,000 or more) |
| Building research levy (\$1 per \$1,000 or part there-after of building works \$20,000 or more). The BA04 requires the Council to collect a levy to be paid to the Building Research Association of NZ (BRANZ). | \$1 per \$1,000 (or part there-after of building works \$20,000 or more) | \$1 per \$1,000 (or part there-after of building works \$20,000 or more) |
| Building levy (\$1.75 per \$1,000 or part there-after of building works \$20,444 or more). The BA04 requires Council to collect a levy to be paid to MBIE. | \$1 per \$1,000 (or part there-after of building works \$20,444 or more) | \$1 per \$1,000 (or part there-after of building works \$20,444 or more) |



| Site Inspections | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Residential - per hour | \$219.00 | <u>\$229.95</u> |
| Commercial - per hour | \$232.00 | <u>\$243.60</u> |
| Residential Building Inspections same day cancellation (fixed fee) - applicable where inspection is cancelled within 24 hours of booked inspection | \$219.00 | <u>\$229.95</u> |
| Commercial Building Inspections same day cancellation (fixed fee) - applicable where inspection is cancelled within 24 hours of booked inspection | \$232.00 | <u>\$243.60</u> |

| Code Compliance Certificate (CCC) - fixed fee plus hourly charge as applicable | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Project value up to \$19,999 | \$162.00 | <u>\$170.10</u> |
| Project value \$20,000 to \$99,999 | \$418.00 | <u>\$438.90</u> |
| Project value \$100,000 to \$499,999 | \$614.00 | <u>\$644.70</u> |
| Project value \$500,000 and over | \$1,123.00 | <u>\$1,179.15</u> |
| CCC reactivation fee | \$273.00 | <u>\$286.65</u> |

| Historic CCCs | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Historic code compliance certificate (over 5 years old) for drainage, solid fuel heaters, solar, retaining walls - fixed fee | \$418.00 | <u>\$438.90</u> |
| Historic Residential code compliance certificate (over 5 years old) - fixed fee | \$839.00 | <u>\$880.95</u> |
| Historic Commercial code compliance certificate (over 5 years old) - fixed fee | \$1,652.00 | <u>\$1,734.60</u> |

Fixed fee covers the initial desktop review. Standard inspection charges, CCC project value fees and further review time charges are additional (if applicable).

| Earthworks Monitoring | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Monitoring Fee - this provides for one hour of monitoring. If non- compliance is identified further hourly rates may apply | \$247.20 | <u>\$243.60</u> |



| Pre- Application Advice | Current 2023/24 | Proposed 2024/25 |
|--|---|---|
| Pre- Application and Project concept development meetings (based on the charge out rates of the officers in attendance) | Refer to hourly charge out rates. First 0.5 hour free, then charge applies | Refer to hourly charge out rates. First 0.5 hour free, then charge applies |
| Pre- Application - Commercial Quality Assurance Projects (based on the charge out rates of the officers in attendance) | Refer to hourly charge out rates. First 0.5 hour free, then charge applies | Refer to hourly charge out rates. First 0.5 hour free, then charge applies |

| Amendments and Minor Variations - Fixed fee plus hourly charge as applicable | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Amended building consent applications – project value (amendment) up to \$9,999 | \$78.00 | <u>\$81.90</u> |
| Amended building consent applications – project value (amendment) - \$10,000 to \$19,999 | \$159.00 | <u>\$166.95</u> |
| Amended building consent applications – project value (amendment) - \$20,000 to \$99,999 | \$228.00 | <u>\$239.40</u> |
| Amended building consent applications – project value (amendment) - \$100,000 and over | \$400.00 | <u>\$420.00</u> |
| On-site minor variation (residential) - per hour | \$219.00 | <u>\$229.95</u> |
| On-site minor variation (commercial) - per hour | \$232.00 | <u>\$243.60</u> |

| Building Consent Extension of time (to extend the period to commence building work) | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Residential | \$165.00 | <u>\$173.25</u> |
| Commercial | \$207.00 | <u>\$217.35</u> |



| PIM only fixed fees | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Residential | \$690.00 | <u>\$724.50</u> |
| Commercial | \$871.00 | <u>\$914.55</u> |
| Where a PIM is included with a Building Consent application the PIM will be charged at the officers' hourly rate. | | |

| Fireplaces, Solar water heaters and Insulation fixed fees | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Solid or liquid fuel heaters (freestanding one inspection) | \$500.00 | <u>\$525.00</u> |
| Solid or liquid fuel heaters (Inbuilt two inspections) | \$700.00 | <u>\$735.00</u> |
| Solid or liquid fuel heaters (residential pre-approved models only). The fixed fee includes processing, inspections, administration and a Code Compliance Certificate. Additional fees may apply if requests for further information or additional inspections are required. | | |

| Retrofit rainwater tank | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Solar water heater - processing costs covered by rates | \$0.00 | \$0.00 |
| Retrofit insulation in exterior walls (exemption application) | \$0.00 | \$0.00 |

| Certificate of Acceptance (COA) Application | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Residential Fixed Fee | \$829.00 | <u>\$870.45</u> |
| Commercial Fixed Fee | \$1,085.00 | <u>\$1,139.25</u> |
| COA Administration Fee | \$206.00 | <u>\$216.30</u> |
| Residential Site Visit (COA) - per hour | \$219.00 | <u>\$229.95</u> |
| Commercial Site Visit (COA) - per hour | \$232.00 | <u>\$243.60</u> |
| Fixed fee covers Building Officer time and administration fees. System fees are additional. Additional time charges may be applicable. Fixed fee is non-refundable (even if the application is withdrawn or refused). | | |
| Building consent fees that would have been payable if consent had been sought before completing the work may be payable in addition to the COA fees as per s.97(e) of the Building Act 2004. | | |



| Compliance Schedule - fixed fee plus hourly charge as applicable | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Schedule Application Base Fee | \$141.00 | <u>\$148.05</u> |
| Amendment to Compliance Schedule | \$128.00 | <u>\$134.40</u> |
| Additional fee per feature identified in schedule | \$34.00 | <u>\$35.70</u> |
| Building Warrant of Fitness Site Audit per hour | \$210.00 | <u>\$243.60</u> |
| Expired BWOFF charge | \$210.00 | <u>\$220.50</u> |
| Process Building Warrant of Fitness | \$117.00 | <u>\$122.85</u> |

| Certificate of Public use - fixed fee plus hourly charge as applicable | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| CPU - Commercial 1 & 2 | \$736.00 | <u>\$772.80</u> |
| CPU - Commercial 3 | \$1,133.00 | <u>\$1,189.65</u> |
| Certificate of Public Use extension of time | \$330.00 | <u>\$346.50</u> |

| Building Reports | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Subscription of Building Consent Approval Information - Weekly service - fee per week | \$27.00 | <u>\$28.35</u> |
| Subscription of Building Consent Approval Information - Monthly service - fee per month | \$55.00 | <u>\$57.75</u> |
| Each document placed on Council's property file must have a disclaimer in favour of, acceptable to, & indemnifying Council in all respects, put on the document and signed by the applicant. | | |

| Swimming Pool | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Swimming pool barrier inspection fee (each inspection) | \$165.00 | <u>\$174.90</u> |
| Note the first inspection is included in property rates as a targeted rate from 2024/25. | | |

Reason for changes

- An extensive benchmarking exercise was undertaken against other metro councils. Inflationary adjustments and rounding have been applied for 2024/25.
- A new Building Compliance Officer resource has been included and therefore the associated fee for this has been added.
- The earthworks monitoring fee has been reduced to align with the Senior Monitoring Officer hourly rate.



Cemetery Parks and Crematorium

| Cremations | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Adults 13 years and over - standard size casket | \$864.00 | <u>\$950.00</u> |
| Children 5 - 12 years | \$417.00 | <u>\$459.00</u> |
| Children under 5 years | \$188.00 | <u>\$207.00</u> |
| Children under 6 months | \$0.00 | \$0.00 |
| Ashes Urn small - each | \$16.00 | <u>\$18.00</u> |
| Ashes Urn large - each | \$32.00 | <u>\$35.00</u> |
| Animal Cremations up to 30kg | N/A | <u>\$350.00</u> |
| Animal Cremations over 31kg | N/A | <u>\$500.00</u> |
| Adults weighing more than 150kg (additional to above) | \$183.00 | <u>\$201.00</u> |
| Oversized Casket (additional to standard size casket fee and weight fee above) | N/A | <u>\$150.00</u> |

| Burial of Ashes | Current 2023/24 | Proposed 2024/25 |
|---|----------------------|---------------------|
| Rose garden area | Plot and Maintenance | \$1,201.00 |
| Ashes berm area | Plot and Maintenance | \$512.00 |
| Memorial Garden 14 and 15 | Plot and Maintenance | \$642.00 |
| Memorial Garden 16, 17, and 18 | Plot and Maintenance | \$994.00 |
| Scatter ashes in Tauranga Cemetery Park | Plot and Maintenance | \$98.00 |
| Ashes burial | Plot and Maintenance | \$138.00 |
| Ashes Plot Catholic & Presbyterian | Plot and Maintenance | \$708.00 |

| Burials | Current 2023/24 | Proposed 2024/25 |
|--|----------------------|---------------------|
| Pyes Pa Cemetery - Adults 13 years and over ¹ | Plot and Maintenance | \$3,756.00 |
| Pyes Pa Cemetery - Specialised burial | Plot and Maintenance | \$4,277.00 |
| City Cemeteries Plot (Presbyterian) ² | Plot and Maintenance | \$3,756.00 |
| Standard Casket | Burial Fee | \$1,198.00 |

¹ Plot maintenance in perpetuity and memorial permit included in plot purchase

² Cost includes purchase, maintenance and memorial permit for a plot in the Presbyterian Cemetery located in 18th Avenue



| Burials | | Current 2023/24 | Proposed 2024/25 |
|---|----------------------|--------------------|---------------------|
| Pyes Pa RSA burial | Burial Fee | \$1,198.00 | <u>\$1,318.00</u> |
| Specialised burial (including materials) | Burial Fee | \$1,874.00 | <u>\$2,061.00</u> |
| Oversize Casket - any casket longer than 208cm x 72cm (6'10" x 28") or rectangular is considered oversize and extra depth. | Additional | \$326.00 | <u>\$359.00</u> |
| Pyes Pa children's Row 5 - 12 years | Plot and Maintenance | \$1,132.00 | <u>\$1,245.00</u> |
| | Burial Fee | \$204.00 | <u>\$225.00</u> |
| Pyes Pa children's Row under 5 years | Plot and Maintenance | \$841.00 | <u>\$925.00</u> |
| | Burial Fee | \$138.00 | <u>\$152.00</u> |
| Second burial - Adult (includes reopen fee) | | \$1,553.00 | <u>\$1,708.00</u> |
| Second burial - Child under 13 years (includes reopen fee) | | \$440.00 | <u>\$484.00</u> |
| Fee to disinterment in addition to burial fees | | \$5,646.00 | <u>\$6,211.00</u> |
| Late fee³ | | \$394.00 | <u>\$434.00</u> |
| Additional charge for burial on Saturday or after 5pm Monday-Friday | | \$368.00 | <u>\$405.00</u> |
| Travel Fee for burials at City Cemeteries | | \$850.00 | <u>\$935.00</u> |
| Non Resident Fee (additional to plot, maintenance, and burial fees above) | | N/A | <u>\$1,000.00</u> |

| Memorial Only | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Granite Book of Memory and Plaque | \$994.00 | <u>\$1,094.00</u> |
| Book of Memory Inscription (Chapel Display) | \$114.00 | <u>\$128.00</u> |

| Chapel and Lounge | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Chapel hire - 1 hour Chapel time plus 30 mins set up | \$315.00 | <u>\$347.00</u> |
| Chapel hire - Maximum 30 mins Chapel time plus 10 mins set up | \$165.00 | <u>\$182.00</u> |
| Tui Lounge⁴ | \$297.00 | <u>\$327.00</u> |

³ Late fee for burials and cremations. Applies when services arrive later than time booked. See Cemetery rules for grace periods that apply.

⁴ Cost is for use of the Lounge for a booking time of one hour. Additional time will be charged in 30-minute increments (minimum charge is \$327)



| Funeral Directors | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Discount for the processing of customer invoices and prompt payment | 10% | 10% |

| Additional charges | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Public Holiday Surcharge | \$551.00 | <u>\$606.00</u> |
| Couriering ashes, national (international by negotiation) | \$98.00 | <u>\$108.00</u> |
| Administration Fee (For funerals without a Funeral Director) | \$165.00 | <u>\$182.00</u> |

| Burial Service Package - Based on 1 hour use of Chapel and Lounge ⁵ | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Burial Service Package for First casket interment - based on 1 Hour Use of chapel and lounge | \$1,677.00 | <u>\$1,845.00</u> |
| Burial Service Package for Second casket interment - based on 1 Hour Use of chapel and lounge | \$2,065.00 | <u>\$2,271.50</u> |

| Cremation Service Package - Based on 1 hour use of Chapel and Lounge | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| (Includes - Cremation - Adult, Large Urn, Chapel Hire and Function Facility) | \$1,465.00 | <u>\$1,612.00</u> |

Reason for changes

- A strategic review of the costs associated with this activity has been completed. This has resulted in some increases above the rate of inflation to cover the operational expenses and increasing level of service.
- A new cremator is planned for financial year 2024/25, which will allow the old cremator to be utilised for animal cremation. A new fee for animal cremation has been introduced.
- With the arrival of the new cremator, the activity will now be able to offer cremation for oversized caskets, where previously these have been sent to Auckland due to existing capacity constraints. Crematories south of Auckland may consider sending their oversized caskets to this crematorium rather than using the Auckland services.
- A new fee for a non-resident, additional to plot, maintenance, and burial charges has been introduced.

⁵ 5 Burial and Cremation service packages fees based on 1 hour booking for Chapel and 1 hour booking for Lounge. Any additional time will be charged in 30-minute increments.



Development Contributions

Fees can be found in the Development Contributions Policy on [Council's website](#).

Development Contribution Objections

If a person objects to Council's requirement that a development contribution be made, in accordance with section 199C of the Local Government Act, then Council may recover from the person its actual and reasonable costs in respect of the objection (section 150A of the Local Government Act).

- Costs relating to staff time will be charged at the rates specified for the relevant staff member as set out in the user fees and charges
- Other costs may include photocopying and printing, actual and administration costs incurred in holding and managing the objection, planning and specialist reports and actual costs incurred for external consultants and/or specialists
- Council may also recover costs incurred in respect of the selection and engagement of the development contributions commissioners

Development Works

The Development Works Approval fee is to be paid at the time of application for Development Works Approval. The fee is a non-refundable deposit. The costs associated with reviewing the engineering plans, observation/testing and monitoring of the development works will be deducted from the deposit fee. Where the costs incurred exceed the deposit fee the consent holder will be invoiced for the outstanding balance.

Periodic observations will be carried out weekly during construction. A minimum monthly charge will apply for all active Development Works Approval applications.

| | Current 2023/24 | Proposed 2024/25 |
|---|---|--|
| Minimum monthly charge for active Development Works Approval application | \$223.00 | <u>\$236.38</u> |
| Project value less than \$10,000 | \$1,733.00 | <u>\$1,836.98</u> |
| Project value between \$10,000 and \$100,000 | \$1,653 plus 1.5% of the value of the development works and professional fees | <u>\$1,753</u> plus 1.5% of the value of the development works and professional fees |
| Project value greater than \$100,000 | \$3,857 plus 0.7% of the value of the development works and professional fees | <u>\$4,088</u> plus 0.7% of the value of the development works and professional fees |

| CCTV Inspections of gravity drainage lines | Current 2023/24 | Proposed 2024/25 |
|--|---|---|
| CCTV Inspections of Gravity Drainage Lines | Actual Cost plus 10% administration fee | Actual Cost plus 10% administration fee |
| CCTV technical review and data conversion (approximately \$2.40 per metre plus GST) | Actual costs charged | Actual costs charged |



| CCTV Inspections of gravity drainage lines | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| CCTV processing fee | \$102.04 | <u>\$108.16</u> |

| Category 1 and 2 Geo-professional Pre-Qualification | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|-------------------|
| Application for Category 1 or 2 accreditation | \$1,155 | <u>\$1,224.30</u> |
| Application for renewal - continuance at same level | \$694.00 | <u>\$735.64</u> |

| Subdivision Reserves, Stormwater Reserves and Streetscape Maintenance Fee (in Lieu of Developer Maintenance) Tauranga City Council will determine which fee is appropriate for the development | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| Type 7 Mowing - Grass Height 30mm-60mm | \$0.1272 | <u>\$0.13</u> |
| Type 8 Mowing - Grass Height 30mm-100mm | \$0.0636 | <u>\$0.07</u> |
| G2 Gardens | \$0.6148 | <u>\$0.65</u> |
| G3 Gardens | \$0.2438 | <u>\$0.26</u> |
| G4 Gardens | \$0.1484 | <u>\$0.16</u> |
| H1 Hedges - below 600mm high | \$2.4698 | <u>\$2.62</u> |
| H2 Hedges - below 1800mm high | \$2.4698 | <u>\$2.62</u> |
| E1 Reveg - year 0-2 | \$0.3710 | <u>\$0.39</u> |
| E2 Reveg - year 2-4 | \$0.2438 | <u>\$0.26</u> |
| E3 Reveg - year 4-6 | \$0.0636 | <u>\$0.07</u> |
| E4 Reveg - over mature site | \$0.0848 | <u>\$0.09</u> |
| Tree Maintenance | \$95.08 | <u>\$100.79</u> |

| Incomplete Works and Landscaping Bonds (see infrastructure development code section QA7) | Current 2023/24 | Proposed 2024/25 |
|--|---|---|
| Minimum bond amount | \$5,000.00 | \$5,000.00 |
| Landscape maintenance bond | Plus 25% for Engineering supervision/Escalation, Plus GST Allowance | Plus 25% for Engineering supervision/Escalation, Plus GST Allowance |



| Incomplete Works and Landscaping Bonds (see infrastructure development code section QA7) | Current 2023/24 | Proposed 2024/25 |
|---|---|---|
| Incomplete works bond | Plus 25% for Engineering supervision/Escalation, Plus GST | Plus 25% for Engineering supervision/Escalation, Plus GST |
| Administration fee (non-refundable) | \$572.60 | <u>\$606.96</u> |
| Bond registration/deregistration fee (non-refundable) | N/A | <u>\$750.00</u> |

| Potentially refundable components | Current 2023/24 | Proposed 2024/25 |
|-----------------------------------|------------------------------------|------------------------------------|
| Landscape maintenance bond | Cost plus 25% contingency plus GST | Cost plus 25% contingency plus GST |
| Incomplete works bond | Cost plus 25% contingency plus GST | Cost plus 25% contingency plus GST |

| As-Built Information received in Paper Form | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Base Fee | \$232.48 | <u>\$246.43</u> |
| Cost per allotment | \$122.47 | <u>\$129.82</u> |
| Digital Conversion Fee - applied per allotment when a PDF of the as-built information is not provided with the electronic record as-builts | \$69.26 | <u>\$73.42</u> |

| As-Built Information received in Electronic Form | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Base Fee | \$232.48 | <u>\$246.43</u> |
| Cost per allotment | \$75.99 | <u>\$80.55</u> |
| Digital Conversion Fee - applied per allotment when a PDF of the as-built information is not provided with the electronic record as-builts | \$69.26 | <u>\$73.42</u> |

The electronic version must comply with the Infrastructure Development Code (IDC)

| As-Built Information received in Paper Form - 2 lot subdivision only | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| Fixed fee | \$335.64 | <u>\$355.78</u> |



| Incorrect As-built Information | Current 2023/24 | Proposed 2024/25 |
|---|---|---|
| When as-built information provided to Council is found to contain incorrect service information (i.e. incorrect service connections, data, dimensions, co-ordinates, references, or does not match what is found or observed out in the field), then Council will charge the Consultant responsible for the costs incurred in following up the incorrect information or co-ordinating the finding of incorrect as-built information. | Actual cost with a minimum charge of one hour plus disbursements. Thereafter on an actual cost basis. | Actual cost with a minimum charge of one hour plus disbursements. Thereafter on an actual cost basis. |
| Where incorrect as-built information is found by Council and the consultant concerned does not assist in rectifying the incorrect as-builts or finding the incorrectly shown service connections, then Council will no longer accept as-built information. | | |

Reason for changes

- Inflation adjustment and rounding have been applied.
- A new fee has been added for registration of Resource Consent bonds. It is a legal requirement to register most Resource Consent bonds against a property title, which incurs legal fees. Currently the legal fees are being charged as a disbursement, without allowing for staff time. The new \$750 fee includes the fees required to register/deregister the bond and includes staff time to coordinate and manage this process.

Digital Services

| Dark Fibre | Current 2023/24 | Proposed 2024/25 | Current 2023/24 | Proposed 2024/25 |
|---|--|--|---|---|
| | 2023/24 Term: 2-4 years | 2024/25 Term: 2-4 years | 2023/24 Term: > 5 years | 2024/25 Term: > 5 years |
| Per pair per month | \$1,145.11 | \$1,145.11 | \$912.73 | \$912.73 |
| Per core per month | \$799.36 | \$799.36 | \$566.89 | \$566.89 |
| | | | | |
| Rack Lease | Current 2023/24 | Proposed 2024/25 | Current 2023/24 | Proposed 2024/25 |
| 1 Rack in Cameron Road Data Centre per month (Local Government/Government) | \$1,700.65 | \$1,700.65 | \$1,700.65 | \$1,700.65 |
| 1 Rack in Cameron Road Data Centre per month (Commercial) | \$2,040.78 | \$2,040.78 | \$2,040.78 | \$2,040.78 |
| 1 Rack Unit in Spring Street per month (Local Government/Government) | \$45.35 | \$45.35 | \$45.35 | \$45.35 |
| 1 Rack Unit in Spring Street per month (Commercial) | \$51.07 | \$51.07 | \$51.07 | \$51.07 |



Reason for changes

- There has been an improvement in technology, which has led to industry pricing becoming cheaper. Charges have been maintained at the same level for 2024/25.

Food Premises

| Registration | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| New Single site Registration - Food Control Plan or National Programme | \$342.00 | <u>\$362.00</u> |
| New Multisite Registration - Food Control Plan or National Programme | | |
| initial site | \$342.00 | <u>\$362.00</u> |
| subsequent sites (for each additional site) | \$171.00 | <u>\$181.00</u> |

| Renewal of Registration | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Processing renewal of an existing single site registration for Food Control Plan or National Programme | \$179.00 | <u>\$190.00</u> |
| Processing renewal of an existing multi-site registration for Food Control Plan or National Programme | | |
| initial site | \$176.00 | <u>\$190.00</u> |
| subsequent sites (for each additional site) | \$171.00 | <u>\$181.00</u> |

| Amendment to Registration | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Processing a <u>significant</u> amendment to registration of a single site Food Control Plan or National Programme | \$174.00 | <u>\$200.00</u> |
| Processing a <u>minor</u> amendment to registration of a multisite Food Control Plan or National Programme | \$171.00 | <u>\$120.00</u> |
| Significant amendment means change to location, or scope of operations. Minor amendment means change to trading name or legal name of operator. | | |

| Verification - Food Control Plans or National programmes | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Verification fee for up to 3 hrs of staff time | \$506.00 | <u>\$536.00</u> |
| Fee (per hour) for additional verification time exceeding 3 hours | \$169.00 | <u>\$179.00</u> |



| Verification - Food Control Plans or National programmes | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Follow up site visit subsequent to verification (per hour) | N/A | <u>\$179.00</u> |
| Overdue Corrective Action Follow up. Charges include time spent on email, phone, site visits, assessment, outcome changes and administration (per hour of officer time) | \$166.00 | <u>\$179.00</u> |
| Cancelling a verification less than 24 hours of the scheduled date and time or non-attendance by essential personnel preventing completion of verification. | \$169.00 | <u>\$179.00</u> |
| Technical specialist required | At cost | At cost |
| Charges include time spent on scheduling, preparation, on site or remote verification, reporting, administration and follow up | | |

| Compliance and monitoring | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Unregistered food business warnings and enforcement | N/A | <u>\$179.00</u> |
| Conduct complaint driven investigation resulting in the issue of a warning letter, improvement notice or notice of direction. | \$166.00 | <u>\$179.00</u> |
| Conduct investigation of a critical non-compliance assigned during a verification, resulting in the issue of an improvement notice or notice of direction. | \$166.00 | <u>\$179.00</u> |
| Storage costs related to seized food or food related accessories | At cost | At cost |
| Disposal costs related to seized food or food related accessories | At cost | At cost |
| Per hour of Food Safety Officer time which can include investigation, site visits, emails, phone calls, issue of letters or notices, withdrawal of notices, and administration. | | |

Reason for changes

- We have split the 'amendment to registration' fee into significant and minor matters and set the fees appropriately to reflect time spent.
- We have introduced some new fees to follow up site visits, and new fee for unregistered food business warnings and enforcement, in line with the other hourly charges to reflect the time taken.
- Various hourly charges have been adjusted to align with other hourly charges within this activity.
- Inflation adjustment and rounding has been applied.

Health Act functions

| Hairdressers | Current 2023/24 | Proposed 2024/25 |
|--------------|-----------------|------------------|
| New | \$281.00 | <u>\$298.00</u> |



| Hairdressers | Current 2023/24 | Proposed 2024/25 |
|---------------------|--------------------|---------------------|
| Annual Registration | \$140.00 | <u>\$148.00</u> |

| Camping Grounds | Current 2023/24 | Proposed 2024/25 |
|---------------------|--------------------|---------------------|
| Annual Registration | \$370.00 | <u>\$392.00</u> |

| Funeral Directors (funeral services only) | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Annual Registration | \$140.00 | <u>\$148.00</u> |

| Mortuary | Current 2023/24 | Proposed 2024/25 |
|---------------------|--------------------|---------------------|
| Annual Registration | \$281.00 | <u>\$298.00</u> |

| Swimming Pools | Current 2023/24 | Proposed 2024/25 |
|---|------------------------------------|---------------------------------|
| Bacteriological Test if required - per test | Base on time & cost incurred | Base on time & cost incurred |
| Transfer of registration (premises registered under the Health Act) | \$83.00 | <u>\$88.00</u> |
| Health Act - Monitoring and enforcement (per hour) follow up and investigation related to a Health Act Notice | \$168.00 | <u>\$178.00</u> |

| Other Health Act Fees | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Offensive Trades | | |
| Annual registration | \$260.00 | <u>\$277.00</u> |
| Inspection fee relating to any matter not provided for in this schedule (per hour) | \$170.00 | <u>\$180.00</u> |

| Inspection and Enforcement Fees | 2023/24 | 2024/25 |
|---|----------|-----------------|
| Request for health inspection and report prior to transfer, or any other reason | \$178.00 | <u>\$189.00</u> |



| Inspection and Enforcement Fees | 2023/24 | 2024/25 |
|---|----------|-----------------|
| Inspections as a result of non-compliance with any regulations under the Health Act 1956 | \$178.00 | <u>\$189.00</u> |

Reason for changes

- Inflation adjustment and rounding has been applied.

Historic Village

| Indoor Venue Hire Rates | | Current 2023/24 | | | Proposed 2024/25 | |
|--|----------|-----------------|------------|------------|-------------------|-------------------|
| | Per hour | Half Day | Full day | Per hour | Half Day | Full day |
| Village Hall | \$125.00 | \$280.00 | \$550.00 | N/A | <u>\$560.00</u> | <u>\$1,120.00</u> |
| Village Cinema | \$80.00 | \$180.00 | \$360.00 | N/A | <u>\$430.00</u> | <u>\$850.00</u> |
| Balcony Room | \$140.00 | \$310.00 | \$620.00 | N/A | <u>\$610.00</u> | <u>\$1,219.00</u> |
| Durham Barracks | N/A | N/A | N/A | N/A | <u>\$396.00</u> | <u>\$575.00</u> |
| Schoolhouse | \$45.00 | \$95.00 | \$190.00 | N/A | <u>\$310.00</u> | <u>\$615.00</u> |
| Chapel | \$55.00 | \$120.00 | \$290.00 | N/A | <u>\$340.00</u> | <u>\$680.00</u> |
| Chapel Amphitheatre | \$55.00 | \$117.00 | \$235.00 | N/A | <u>\$340.00</u> | <u>\$680.00</u> |
| Outdoor Venue Hire Rates | | | | | | |
| Village Square | \$65.00 | \$145.00 | \$290.00 | <u>N/A</u> | <u>\$325.00</u> | <u>\$650.00</u> |
| Forresters Lawn | \$65.00 | \$145.00 | \$290.00 | <u>N/A</u> | <u>\$325.00</u> | <u>\$650.00</u> |
| Front Lawn | \$65.00 | \$145.00 | \$290.00 | <u>N/A</u> | <u>\$325.00</u> | <u>\$650.00</u> |
| Hard surfaces | N/A | N/A | N/A | N/A | <u>\$325.00</u> | <u>\$650.00</u> |
| Village Grounds A - Main Street, Market Street, Village Square, Forresters Lawn, Front Lawn | \$190.00 | \$435.00 | \$870.00 | <u>N/A</u> | <u>\$615.00</u> | <u>\$1,230.00</u> |
| Village Grounds B - Village Green | \$255.00 | \$580.00 | \$1,155.00 | <u>N/A</u> | <u>\$865.00</u> | <u>\$1,875.00</u> |
| Colonial Greers Cottage (stand alone) | N/A | N/A | N/A | N/A | <u>\$285.00</u> | <u>\$465.00</u> |
| Full Village (A+B) | \$385.00 | \$865.00 | \$1,740.00 | <u>N/A</u> | <u>\$1,045.00</u> | <u>\$2,100.00</u> |
| Registered Charitable Organisations and Historic Village Tenants receive a 20% discount Half day = 4hours, Full day = 8 hours Fee includes duty manager on site. | | | | | | |



| Historic Village Licence to Occupy (LTO) Rates | | Current 2023/24 | | | Proposed 2024/25 | |
|---|---------------|-----------------|---------------|-----------------|------------------|-----------------|
| Rates Per Square Meter Per Annum | Rate Band 1 | Rate Band 2 | Rate Band 3 | Rate Band 1 | Rate Band 2 | Rate Band 3 |
| Retail | \$175 - \$200 | \$170 - \$190 | \$165 - \$185 | <u>\$230.00</u> | <u>\$207.00</u> | <u>\$201.25</u> |
| Office | \$150 - \$170 | \$135 - \$150 | \$120 - \$140 | <u>\$195.50</u> | <u>\$172.50</u> | <u>\$161.00</u> |
| Warehouse | \$135 - \$155 | \$120 - \$140 | \$110 - \$125 | <u>\$166.75</u> | <u>\$149.50</u> | <u>\$135.13</u> |
| Venue (leased) | \$135 - \$155 | \$120 - \$140 | N/A | <u>\$166.67</u> | <u>\$149.50</u> | N/A |
| Rate 1 = High quality space located in high traffic area Rate 2 = Mid quality space located in moderate traffic area Rate 2 = Low quality space located in low traffic area | | | | | | |
| Registered Charitable Organisations receive a 20% discount on LTO rates | | | | | | |

Reasons for changes

- The Balcony Room Annex has been removed as it is no longer available, and the Durham Barracks and Colonial Greers Cottage has been added as a new venue for hire.
- The proposal is to simplify these fees so they're easier to use and more transparent for users. The different types of event rates have been removed to provide one hirer rate. The proposed rates for 2024/25 match the current actual function rate, however due to a change in fee structure, it now includes the staff cost, which was previously charged in addition to the per hour/day rate.
- The licence to occupy rates reflect a strategic review in consideration of the additional investment in this activity. We have moved the range of fees to one set fee for the different bands and used the mid-point rate for most categories, with the exception of retail rate band 1. This was changed to bring it closer to the current market rate.

Land Information

| Property Files | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Property file request via email/USB picked up from Service Centre | \$68.00 | <u>\$92.00</u> |
| Courier charges within NZ (property files on USB and paper copy LIMs) | \$7.00 | <u>\$7.50</u> |
| As-Built Plan - single plan printed | \$7.00 | <u>\$15.00</u> |
| Code of compliance certificate - single page printed | \$7.00 | <u>\$15.00</u> |
| Resource consent decisions - single decision document printed | \$7.00 | <u>\$15.00</u> |



Rates and Valuation Products

Any request for rating or valuation reports will be considered an official information request and charged on that basis

| Land Information Memoranda Fees | Current 2023/24 | Proposed 2024/25 |
|---|----------------------------------|--|
| Residential - 10 day email service | \$332.00 | <u>\$395.00</u> |
| Residential - 5 day email service | \$506.00 | <u>\$680.00</u> |
| Commercial and Industrial - 10 day email service | \$618.00 | <u>\$738.00</u> |
| Paper copy of electronic LIM | \$28 + cost of electronic LIM | <u>\$45 + cost of electronic LIM</u> |

| Cancellation Fees | Current 2023/24 | Proposed 2024/25 |
|-----------------------------------|--------------------|---------------------|
| Property Files | N/A | <u>\$20.00</u> |
| Land Information Memoranda | N/A | <u>\$50.00</u> |

Reason for changes

- The increased property file charges reflect appropriate staff recovery time and overhead costs to fulfil property file requests and documents sourced from property file records for printing. The fees were benchmarked against other larger city councils, showing that the proposed change is in the median range.
- Increases to the LIM service reflects the actual staff and management time spent. Urgent requests reflect opportunity cost of changing staff schedules to attend urgent requests.
- A new fee for cancellations of property files and LIMs has been introduced to reflect the administration and staff time spent on cancelled services before or part way through their requests.

Legal Services

| Legal Services fees | Current 2023/24 | Proposed 2024/25 |
|-------------------------------------|-----------------|---------------------|
| Legal Services - hourly rate | \$344.73 | \$365.42 |

Reason for changes

- Inflation and rounding have been applied to the hourly rate.



Libraries

| Loans | Term | Renewal | Current 2023/24 | Proposed 2024/25 |
|--|---------|-----------------|-----------------|------------------|
| Majority of items for loan | 3 weeks | Renewable twice | Free | Free |
| Majority of magazines for loan | 2 weeks | Renewable twice | Free | Free |
| Top titles – Books | 2 weeks | Renewable twice | \$3.00 | \$3.00 |
| Note: General Manager has discretion to set promotional special pricing from time to time. | | | | |

| | Current 2023/24 | Proposed 2024/25 |
|----------------------------------|--|--|
| Reserves (holds) - Adult | Free | Free |
| Reserves (holds) - Child or Teen | Free | Free |
| Unreturned items | Replacement cost + debt recovery charges | Replacement cost + debt recovery charges |
| Cancelled or Donated Items | As marked | As marked |
| No charge for overdue items. | | |

| Memberships | | Current 2023/24 | Proposed 2024/25 |
|----------------------------------|-----------|-----------------|------------------|
| Replacement Card - Adult | Permanent | \$5.00 | \$5.00 |
| Replacement Card - Child or Teen | Permanent | \$2.00 | \$2.00 |

| Other charges | | Current 2023/24 | Proposed 2024/25 |
|--|---------------------------------------|------------------|-------------------------|
| Interloan requests Extra charges may be incurred for urgent or international interloans | Term as stipulated by lending Library | \$8.00 per item | <u>\$10.00 per item</u> |
| Research | | \$60.00 per hour | <u>\$65.00 per hour</u> |
| Printing from Library PCs | A4 black and white copies | \$0.20 | <u>\$0.30</u> |
| Learning Centre Classes | | As advertised | As advertised |
| Black and White Photocopies | A4 | \$0.20 | <u>\$0.30</u> |
| | A3 | \$0.40 | <u>\$0.70</u> |



| Other charges | | Current 2023/24 | Proposed 2024/25 |
|--------------------|----|-----------------|------------------|
| Colour Photocopies | A4 | \$1.00 | <u>\$1.90</u> |
| | A3 | \$2.00 | <u>\$2.50</u> |

| Room Bookings | | Current 2023/24 | Proposed 2024/25 |
|---------------------------|----------|-----------------|------------------|
| Community Rate Room hire | Per hour | \$22.00 | <u>\$24.00</u> |
| Commercial Rate Room hire | Per hour | \$44.00 | <u>\$48.00</u> |

Reason for changes

- DVD loans and overdue charges have been removed.
- The increase for interloan requests and research reflects the time and resource spent.
- Printing and photocopying costs for libraries and customer services have been aligned for consistency.

Marine Facilities

| Wharf Licences Charges | Current 2023/24 | Proposed 2024/25 |
|---|--------------------------|--------------------------|
| All wharf berthage charges are calculated on a per metre of vessel length (overall vessel length not waterline). | Daily Rate (or part day) | Daily Rate (or part day) |
| Fisherman's wharf | \$2.08 plus GST | \$2.08 plus GST |
| Railway Wharf | \$2.08 plus GST | <u>\$2.17 plus GST</u> |

Wharfage Fees are adjusted from time to time and published on the www.vesselworks.co.nz website. Rates for single occupancy and single hull vessels. Wider vessels priced upon application.

| Cross Road Boat Park <u>including</u> GST | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| 10 metre spaces \$2,568.00 per annum or monthly \$214.00 both <u>including</u> GST | \$203.20 | <u>\$214.00</u> |
| 9 metre spaces \$2,448.00 per annum or monthly \$204.00 both <u>including</u> GST | \$193.90 | <u>\$204.00</u> |
| 8 metre spaces \$2,304.00 per annum or monthly \$192.00 both <u>including</u> GST | \$182.40 | <u>\$192.00</u> |
| 7 metre spaces \$2,184.00 per annum or monthly \$182.00 both <u>including</u> GST | \$173.20 | <u>\$182.00</u> |
| Tractor Park \$144.00 per annum or monthly \$12.00 both <u>including</u> GST | \$11.45 | <u>\$12.00</u> |



| Cross Road Boat Park <u>including</u> GST | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Commercial use of the Cross Road Boat Ramp is based upon rates published on the Vessel Works website. | | |

| Boat Ramp parking fees at Sulphur Point, Pilot Bay and Whareroa | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| Daily parking fee <u>including</u> GST | Nil | <u>\$20.00</u> |
| Annual fee <u>including</u> GST - available to Tauranga residents only | Nil | <u>\$200.00</u> |

| Marine Precinct Services (Vessel Works) |
|---|
| The schedule of charges is published on the www.vesselworks.co.nz website and updated from time to time as required. |

Reasons for changes

- The fee for Fisherman's Wharf is the same as 2023/24 due to the condition of the wharf.
- A daily parking fee has been proposed for users of Sulphur Point, Pilot Bay, and Whareora boat ramps. These new fees are for the direct users and people who benefit from these facilities to contribute to the costs of operating boat ramps rather than this activity being entirely funded by rates.
- An annual fee (for Tauranga residents only) has also been proposed so that local residents can pay a set fee for unlimited use of these main boat ramps.

Miscellaneous

| Consultancy Fee | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Hourly rate - minimum charge of one hour, then charged per 1/2 hour | \$144.02 | <u>\$152.66</u> |

| Street Naming and Numbering Service | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Street Numbering Notification - Annual Subscription | \$528.38 | <u>\$560.08</u> |
| Street Naming Notification - Annual Subscription | \$235.85 | <u>\$250.00</u> |

| Photocopying/Printing | Current 2023/24 | Proposed 2024/25 |
|--------------------------|-----------------|------------------|
| Black and White | | |
| A4 - original - per copy | \$0.34 | <u>\$0.30</u> |



| Photocopying/Printing | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| A3 - original - per copy | \$0.68 | <u>\$0.70</u> |
| Colour | | |
| A4 | \$1.79 | <u>\$1.90</u> |
| A3 | \$2.35 | <u>\$2.50</u> |
| Deposited Plans | \$5.84 | <u>\$6.20</u> |
| Aerial Photographs | \$5.84 | <u>\$6.20</u> |
| Printing and data extraction will incur effort at the list hourly rate. Provision of data is subject to TCC data policy. | | |

| Strategic Property Fees | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Road stopping application - non-refundable deposit | \$578.22 | <u>\$612.91</u> |
| Property - Professional Services Staff Time (per hour) | \$258.18 | <u>\$273.68</u> |

| Omokoroa Wastewater Volumetric Charge | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Conveyance, treatment and disposal fee (per cubic metre) | \$2.46 | <u>\$2.61</u> |

Reason for changes

- GIS product printing has been removed as the service is no longer being offered.
- Printing and photocopying costs for libraries and customer services have been aligned for consistency.
- Inflation adjustment and rounding has been applied.

Mount Maunganui Beachside Holiday Park

| Caravan and Tent Sites | Current 2023/24 | | | | Proposed 2024/25 | | | |
|------------------------------|-----------------|---------------|----------|---------------|------------------|----------------|----------------|----------------|
| | Peak season* | Shoulder 1 | Off Peak | Shoulder 2 | Peak season* | Shoulder 1 | Off Peak | Shoulder 2 |
| Premium site | \$85.00 | N/A | N/A | N/A | <u>\$94.00</u> | N/A | N/A | N/A |
| Site (standard) | \$78.00 | \$65.00 | \$54.00 | \$59.00 | <u>\$86.00</u> | <u>\$72.00</u> | <u>\$60.00</u> | <u>\$66.00</u> |
| Additional Person - adult | \$31.00 | \$28.00 | \$28.00 | \$28.00 | <u>\$34.00</u> | <u>\$31.00</u> | <u>\$31.00</u> | <u>\$31.00</u> |
| Additional Person - child | \$17.00 | \$12.00 | \$12.00 | \$12.00 | <u>\$19.00</u> | <u>\$13.00</u> | <u>\$13.00</u> | <u>\$13.00</u> |



| Caravan and Tent Sites | Current 2023/24 | | | | Proposed 2024/25 | | | |
|--|-----------------|----------|----------|----------|------------------|-----------------|-----------------|-----------------|
| Single rate | N/A | \$34.00 | \$34.00 | \$34.00 | N/A | <u>\$37.00</u> | <u>\$37.00</u> | <u>\$37.00</u> |
| Day stay - per person | N/A | \$34.00 | \$34.00 | \$34.00 | N/A | <u>\$37.00</u> | <u>\$37.00</u> | <u>\$37.00</u> |
| Onsite caravans | \$101.00 | \$85.00 | \$74.00 | \$85.00 | <u>\$113.00</u> | <u>\$95.00</u> | <u>\$83.00</u> | <u>\$95.00</u> |
| Cabins - Twin share | \$159.00 | \$138.00 | \$111.00 | \$133.00 | <u>\$178.00</u> | <u>\$155.00</u> | <u>\$125.00</u> | <u>\$150.00</u> |
| Ensuite cabins | \$201.00 | \$180.00 | \$148.00 | \$170.00 | <u>\$240.00</u> | <u>\$200.00</u> | <u>\$165.00</u> | <u>\$190.00</u> |
| * Peak season is between 20 December through to 6 February | | | | | | | | |

| Other charges | Current 2023/24 | Proposed 2024/25 |
|------------------------------|-----------------|------------------|
| Washing machine | \$6.00 | <u>\$7.00</u> |
| Dryers | \$6.00 | <u>\$7.00</u> |
| Storage (per day) | \$18.00 | <u>\$20.00</u> |
| Deposits | | |
| For one night stay | 50% | 50% |
| For two night stay | 50% | 50% |
| For more than two night stay | \$100.00 | <u>\$110.00</u> |
| Maximum Refund | 50% | 50% |

| Annual Licence to Occupy (per annum) | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|--------------------|
| All Sites | \$7,600.00 | <u>\$10,000.00</u> |
| - Minimum Site Fee 25 Dec - 2nd Sunday in January \$90.00 (Includes 2 Adults and 2 Children) | | |

| Information Centre Fees | 2023/24 | 2024/25 |
|---|----------|----------|
| Brochure Display | \$191.00 | \$214.00 |
| Poster Display in Amenity Facilities | | |
| A1 | \$617.00 | \$691.00 |
| A3 | \$393.00 | \$440.00 |
| A4 | \$225.00 | \$252.00 |



| Information Centre Fees | 2023/24 | 2024/25 |
|--|------------|------------|
| Digital Advertising | | |
| Advertising in the info centre for 3 months | \$673.00 | \$754.00 |
| Advertising in the info centre for 6 months | \$1,010.00 | \$1,131.00 |
| Advertising in the info centre for 12 months | \$1,796.00 | \$2,012.00 |

Reason for changes

- A strategic review of the costs associated with this activity has been completed for financial year 2024/25. This has resulted in some increases above the rate of inflation to cover the operational expenses and fund capital improvements.
- The fee for site holders has been simplified into a single fee.

Official Information Requests

| Staff time | Current 2023/24 | Proposed 2024/25 |
|--|---|---|
| Time spent by staff searching for relevant material, abstracting, collating, copying, transcribing and supervising access, where the total time involved is in excess of one hour. | \$76.80 per hour for each chargeable hour or part thereof after the first hour. | \$76.80 per hour for each chargeable hour or part thereof after the first hour. |

| Photocopying | Current 2023/24 | Proposed 2024/25 |
|--|---|--|
| Copying or printing on standard A4 or foolscap paper where the total number of pages is in excess of 20 pages. | \$0.20 per page after the first 20 pages. | <u>\$0.30 per page after the first 20 pages.</u> |

| All other charges | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Shall be fixed at an amount which recovers the actual cost incurred. This includes: | Actual cost | Actual cost |
| - the provision of documents on computer disks; | | |
| - the retrieval of information off-site | | |
| - reproducing a film, video or audio recording | | |



| All other charges | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| - arranging for the requester to hear or view an audio or visual recording; and | | |
| - providing a copy of any map, plan or other document larger than foolscap size. | | |
| The above charges are consistent with the Ministry of Justice Charging Guidelines endorsed by the Office of the Ombudsman | | |

Reason for changes

- Photocopying costs have been aligned to libraries and customer services for consistency.

Parking

| Off Street Paid Parking Area | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Paid Parking Area - Dive Crescent | \$8.00 | \$8.00 |
| Paid Parking Area - Cliff Road | \$6.50 | \$6.50 |
| Paid Parking Area (Off Street) | \$12.50 | \$12.50 |
| Paid Parking Area - per hour (off street) | \$3.50 | \$3.50 |
| On Street Paid Parking Area | Current 2023/24 | Proposed 2024/25 |
| 0-1 hours | \$2.00 | \$2.00 |
| 1-2 hours | \$2.00 | \$2.00 |
| 3+ hours - per hour | \$5.00 | \$5.00 |
| Contractors Only | Current 2023/24 | Proposed 2024/25 |
| Daily permit in paid parking area | \$34.00 | \$34.00 |
| Daily permit in time-restricted parking space | \$34.00 | \$34.00 |

| Parking Buildings - Casual | Current 2023/24 | Proposed 2024/25 |
|----------------------------|--------------------|---------------------|
| 0-1 hours | \$3.00 | \$3.00 |
| 1-2 hours | \$4.50 | \$4.50 |
| 2-3 hours | \$6.50 | \$6.50 |
| 3-4 hours | \$9.00 | \$9.00 |



| Parking Buildings - Casual | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| 4-5 hours | \$12.00 | \$12.00 |
| 5-6 hours | \$14.00 | \$14.00 |
| 6-7 hours | \$15.00 | \$15.00 |
| 7-8 hours | \$17.50 | \$17.50 |
| 8+ hours | \$17.50 | \$17.50 |
| Overnight | \$6.50 | \$6.50 |
| Lost ticket | \$25.00 | \$25.00 |
| Parking buildings are open 24/7. Both parking buildings (Elizabeth Street and Spring Street) are free on weekends (6am Saturday – 6am Monday) and free on public holidays. If you enter a parking building after 3pm on a weekday, hourly rates apply up to a maximum charge of \$6 (until 6am the next day). General Manager: Infrastructure and Director of Transport are authorised to vary carparking charges by +/- 50% to react to demand/change in economic activity within the city. | | |

| Parking Buildings - Leased | Current 2023/24 | Proposed 2024/25 |
|--|-----------------|------------------|
| Spring Street Lease - Covered (monthly) | \$320.00 | <u>\$350.00</u> |
| Spring Street Lease - Uncovered (monthly) | \$295.00 | \$295.00 |
| Spring Street Lease - Basement (monthly) | \$400.00 | \$400.00 |
| Elizabeth Street Lease - Covered (monthly) | \$310.00 | <u>\$350.00</u> |
| Elizabeth Street Lease - Uncovered (monthly) | \$280.00 | \$280.00 |
| Off-street leased car parks | Current 2023/24 | Proposed 2024/25 |
| TV 3 Lease | \$320.00 | \$320.00 |
| Devonport - Lease | \$295.00 | \$295.00 |
| Dive Crescent - Lease | \$220.00 | <u>\$320.00</u> |

| Precedent Codes (as set by legislation) | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| C101 Failing to display current Warrant of Fitness | \$200.00 | \$200.00 |
| C201 No Certificate of Fitness (HMY) | \$600.00 | \$600.00 |
| P101 Parked within an intersection | \$60.00 | \$60.00 |
| P102 Parked within 6 metres of an intersection | \$60.00 | \$60.00 |
| P103 Parked near corner bend rise or intersection | \$40.00 | \$40.00 |
| P104 Parked on or near a Pedestrian Crossing | \$60.00 | \$60.00 |



| Precedent Codes (as set by legislation) | | Current 2023/24 | Proposed 2024/25 |
|---|---|-----------------|------------------|
| P105 | Parked in a Prohibited Area | \$40.00 | \$40.00 |
| P106 | Parked over time limit | \$12 >* | \$12 >* |
| P107 | Parked on a broken yellow line | \$60.00 | \$60.00 |
| P108 | Parked in area reserved for hire or reward vehicle | \$60.00 | \$60.00 |
| P109 | Parked within 6 metres of a bus stop sign | \$40.00 | \$40.00 |
| P110 | Parked obstructing vehicle entrance | \$40.00 | \$40.00 |
| P111 | Parked within 500mm of fire hydrant | \$40.00 | \$40.00 |
| P112 | Parked between fire hydrant and road marking | \$40.00 | \$40.00 |
| P113 | Double parking | \$60.00 | \$60.00 |
| P114 | Incorrect kerb parking - left hand side of road (R818) | \$40.00 | \$40.00 |
| P115 | Parked on a footpath or cycle path | \$40.00 | \$40.00 |
| P116 | Parked a trailer on a road over seven days | \$40.00 | \$40.00 |
| P117 | Inconsiderate parking | \$60.00 | \$60.00 |
| P119 | Parked on a loading zone | \$40.00 | \$40.00 |
| P120 | Incorrect angle parking | \$40.00 | \$40.00 |
| P127 | Parked on a flush median/traffic island | \$40.00 | \$40.00 |
| P128 | Parked in a special vehicle lane | \$60.00 | \$60.00 |
| P129 | Parked on a level crossing | \$150.00 | \$150.00 |
| P130 | Parked near a level crossing | \$150.00 | \$150.00 |
| P132 | Left passenger service vehicle unattended in a reserved stopping space | \$60.00 | \$60.00 |
| P386 | Parked in a Pay Area without paying applicable fee | \$40.00 | \$40.00 |
| P212 | Parked a vehicle for purposes display or promotion | \$40.00 | \$40.00 |
| P385 | Parked in a Pay Area longer than paid for | \$12 >* | \$12 >* |
| P344 | Parked a heavy motor vehicle in a residential zone for more than 1 hour | \$40.00 | \$40.00 |
| P402 | Using an unlicensed vehicle | \$200.00 | \$200.00 |
| P405 | Displayed other than authorised motor vehicle licence | \$200.00 | \$200.00 |
| P410 | Used vehicle with exemption from continuous licence | \$200.00 | \$200.00 |
| P936 | Parked displaying a Vehicle for sale | \$40.00 | \$40.00 |



| Precedent Codes (as set by legislation) | | Current 2023/24 | Proposed 2024/25 |
|---|---|-----------------|------------------|
| P969 | Parked on a mobility park - No card displayed | \$150.00 | \$150.00 |
| D719 | Unauthorised use of a special vehicle lane | \$150.00 | \$150.00 |
| *Incremental increase up to \$57.00 | | | |

Reason for changes

- Some of the lease fees for covered and off street parking have been increased. The intent is for the lease spaces to generally be used for casual and free weekend parking, providing benefit to the city centre. The lease fee reflects the benefit received from exclusive use of the spaces.

Parks and Recreation

| Sports fields- Sports field training including artificial turf | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------------|
| Senior groups/clubs | | |
| Trainings - per hour per field/wicket per season | N/A | <u>\$259.00</u> |
| Note the above fees do not apply to youth or junior clubs/users. | | |
| Athletics | Current 2023/24 | Proposed 2024/25 |
| Regular Junior Athletics Club Use per person (0-14 years) - Summer season | \$11.50 | <u>\$12.50</u> |
| Regular Junior Athletics Club Use per person (0-14 years) - Winter season | \$7.50 | <u>\$8.00</u> |
| Regular Senior Athletics Club Use per person (15+) - Summer season | \$18.00 | <u>\$19.00</u> |
| Regular Senior Athletics Club Use per person (15+) - Winter season | \$15.00 | <u>\$16.00</u> |
| Use of Storage facilities | \$77.00 | <u>\$82.00</u> |
| Note: 50% discount applies on above rates for Local Club use with seasonal memberships (i.e. club events) | | |

| Events on Parks | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|--------------------------|
| Commercial, ticket price less than \$60.00 - per event day | \$339.00 | <u>\$500.00</u> |
| Commercial, ticket price more than \$60.00 - per day | \$3,922.00 | <u>\$4,200.00</u> |
| Amenities charge – per site, weekdays, 9.00am to 5.00pm | \$37.00 | <u>\$40.00</u> |
| Amenities charge – per site, after hours, weekends and public holidays | \$74.00 | <u>\$80.00</u> |



| | | |
|--|----------|-----------------|
| Markets on public open space per market - commercial operator | \$318.00 | <u>\$500.00</u> |
| Markets on public open space per market - not for profit organisation | \$106.00 | <u>\$115.00</u> |
| Wharepai event resource consent fee | \$550.00 | <u>\$600.00</u> |
| Venue liaison fee (per day) | \$550.00 | <u>\$600.00</u> |

| Other fees | Current 2023/24 | Proposed 2024/25 |
|--|----------------------------|-----------------------------|
| Commemorative Trees This reflects the cost to Council to purchase, transport and plant the tree, as well as attending to the on-going maintenance of the tree. | \$615.00 | <u>\$650.00</u> |
| Roadside Signs Frame or Site per day (Frames will be allocated first if available) | \$3.50 | <u>\$4.00</u> |

| McLaren Falls | Current 2023/24 | Proposed 2024/25 |
|---|----------------------------|---|
| Hire Charges | | |
| Group Bookings (per night 3pm to 10am) | | |
| Hostel - sleeps 10 | \$245.00 | <u>\$270.00</u> |
| Group Bookings (day fee 10am to 3pm) | | |
| Hostel - sleeps 10 | \$84.00 | <u>\$90.00</u> |
| Camping (per person per night) | | |
| Adults | \$23.00 | <u>\$25.00</u> |
| Children (aged 5 - 16) | \$11.00 | <u>\$15.00</u> |
| Children under 5 | Free | Free |
| Showers (time limited) | Free | Free |
| Events | | |
| Events - over 100 participants | \$555.00 | <u>\$590.00</u> |
| Wedding and corporate bookings | N/A | <u>\$200 for 2 hours, \$50 each hour thereafter</u> |

| Spaces and places parking fees | Current 2023/24 | Proposed 2024/25 |
|--|----------------------------|-----------------------------|
| Mooring Holders (The Strand) annual car parking fee | \$195.00 | <u>\$1,000.00</u> |



| | | |
|--|-----------------|------------------------|
| Base Fee Marine Parade Tender sites per parking space (Christmas Day to Waitangi Day) | \$837.00 | <u>\$887.22</u> |
|--|-----------------|------------------------|

| Electricity | Current 2023/24 | Proposed 2024/25 |
|--|----------------------------|-----------------------------|
| The following charges apply to any customer requiring the use of electricity from Council's power distribution boards: | | |
| Domestic (10 amp outlet) - daily charge | \$13.70 | <u>\$14.60</u> |
| Up to and including 32 amp 3 phase supply - daily charge | \$28.40 | <u>\$30.10</u> |
| Any other supply from parks or reserves* | \$0.22 | <u>\$0.24</u> |
| *Based on meter reading | | |

Reason for changes

- We have introduced a new fee for using our sports fields, including those with artificial turf, as we aim to partly recover the ongoing expenses of maintaining these quality facilities and spaces. It's important to note that this new fee structure pertains solely to senior and adult teams and clubs, exempting youth and junior teams. This will also create better consistency for fees across our recreational facilities. The fee increase will be implemented gradually, and over the next three years, will include charges for the exclusive use of sport fields, cricket wickets and artificial turf. In the first year, only training (not games) will be charged at \$225+GST per hour, per field/wicket, per season - for adult/senior participants only. In the second and third years (2025/26-2026/27), this fee will increase to include both training and games. This rate will be charged at \$225+GST per hour or match, per wicket/field, per season. The funds collected through these fees will be directed toward covering the operational expenses of the sports fields, reducing the reliance from rates.
- The fees for events on parks have been aligned to the Use of Council Land fees for commercial ticketed events and market events, due to these activities being of a similar commercial nature.
- A new fee has been introduced for weddings and corporate bookings at McLaren Falls to assist with costs associated with the maintenance of the area.
- The car parking fee for mooring holders on The Strand has been increased to align with the price of Parking Building fees.
- Inflation adjustment and rounding has been applied.

Planning

The fees you pay for an application depend on the type and scope of the work you're proposing. To work out how much your application might cost, you may first need to talk to a professional and prepare your initial plans. All fees are deposits unless otherwise stated. All fixed fees are non-refundable. Please note that the deposits do not always cover all of the costs of processing an application. An assessment of total fees will be made based on actual cost (including any specialist reviews by internal staff based on the hourly rates specified etc.), external experts/specialists, commissioners or external consultants (processing). Interim invoices will be issued. Where a fixed fee applies, this must be paid before any processing of the application will commence. If an application falls into more than one fee/deposit category, the higher fee applies unless otherwise stated.



Under Section 36AA of the Resource Management Act 1991 (RMA) a default discount policy will apply where a resource consent application is not processed within the timeframe(s) set out in the RMA, and the responsibility for the delay rests with Council.

All fees apply to applications made for resource consent for a qualifying development in an approved special housing area.

No fees are payable for non-notified, restricted discretionary land use consent applications for protected trees made under Chapter 6 of the City Plan.

| Land Use Applications - Non-Notified | Current 2023/24 | Proposed 2024/25 |
|---|--------------------------------|--------------------------------|
| Non-notified Application Deposit Fees | | |
| Controlled, Restricted Discretionary, Discretionary and Non-complying Activities | As per hourly rate/actual cost | As per hourly rate/actual cost |
| Unit Title Subdivisions (excluding section 5(1)(g) Certification), cross-lease, boundary adjustment* and amalgamation | | |
| Commissioners | | |
| * Boundary Adjustment excludes the signing of any subsequent certificates to complete the boundary adjustment | | |

| Other Applications - fixed fee unless otherwise stated | Current 2023/24 | Proposed 2024/25 |
|--|--------------------------------|--------------------------------|
| Overseas Investment Certificate Deemed permitted activity application under section 87BA or 87BB of the RMA# Sale of Liquor - Section 100(f) (RMA & Building Code) | \$842 | <u>\$893</u> |
| Right of Way Approvals/Amendment/Cancellation * Alteration/Cancellation of a Building Restriction Line^ * Removal of Covenant^ * Creation/Amendment/Cancellation of Easement * Cancellation of Amalgamation Condition * | \$842 | <u>\$893</u> |
| Amendment or Cancellation of a Consent notice^ * Application for Esplanade Waiver^ * | As per Hourly rate/actual cost | As per Hourly rate/actual cost |
| Outline plan of work and waivers^ Notice of requirement for Designation^ All Designation alterations Designation Removals^ | As per Hourly rate/actual cost | As per Hourly rate/actual cost |
| E-Dealing Authority and Instruction/Resigning | \$212 | <u>\$225</u> |



| Other Applications - fixed fee unless otherwise stated | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| <p># If issued as a result of a building consent application, charge recorded against BC as actual time and cost</p> <p>^ These charges are exclusive of the fee for E-dealing Authority and Instruction</p> <p>* 50% of the deposit fee only is payable for any application/s that accompany an associated subdivision or land use consent. The fee structure aligns with efficiencies in processing when multiple applications are made for the same activity.</p> | | |

| Section 223 and 224 Certification | Current 2023/24 | Proposed 2024/25 |
|---|---|---|
| Freehold (including boundary adjustments) Unit Title Subdivisions - Section 223 and 224 Section 32(2)(a) certification | As per Hourly rate/actual cost | As per Hourly rate/actual cost |
| Direct Referral | | |
| Direct referral on Notified Application and Requirements | As per Hourly rate/actual cost | As per Hourly rate/actual cost |

| General | Current 2023/24 | Proposed 2024/25 |
|--|---|---|
| Combined land use and subdivision consents lodged non-notified (processed as a combined application) | As per Hourly rate/actual cost | As per Hourly rate/actual cost |
| Cancellation or variation of consent conditions s127 | | |
| Certificate of compliance including amendment to cross-lease, existing use (s139), outline plan, extension of lapse date (S125 and S126) | | |
| Consent transfer or surrender | | |
| For objections under s357 of the RMA, where an objection is to be considered by a hearings commissioner, the cost of considering and making a decision on the objection will be charged as follows: | | |
| Commissioner(s) Council staff time | As per Hourly rate/actual cost | As per Hourly rate/actual cost |



| General | Current 2023/24 | Proposed 2024/25 |
|---|---|---------------------------------|
| Pre-Application Advice A non-refundable fee will apply to all requests for a pre-application advice. This fee provides for up to three hours of planner's time (review of supplied documents, attending meeting (if required)). Any additional technical expertise requested/required for the pre-application meeting will be on-charged at the prescribed hourly rate; as will any planners' time additional to the three hours provided for within the initial fee. Includes any administrative time, the actual meeting time and includes discussing concepts, preliminary designs, proposed projects, rule assessments, applications ready to be lodged, specialists etc. | As per Hourly rate/actual cost | \$860.00 |
| Duty planner advice Includes all general enquiries received and responded to. There will be no cost incurred over the first hour (one hour free). Once responding to or addressing an enquiry exceeds this first free hour, the applicants may continue their enquiry via a pre-application meeting process, with costs as outlined above. | As per Hourly rate/actual cost | No Charge (refer to note) |
| Invoicing Invoices will be issued based on the costs to date at the following milestones (as applicable): <ul style="list-style-type: none"> - When a decision is made to notify an application (limited or public) - If an applicant (or their agent) requests that the application be put on hold - Upon issuing of a decision in relation to the application Note that in some instances, invoices may also be issued on an interim basis, subject to discussion with the applicant. | | |

Monitoring

These fees are additional to the processing costs associated with every resource consent that requires monitoring of conditions and is a non-refundable fixed fee. The monitoring administration fee will be charged at the time the consent is issued, and the initial inspection fee included if an inspection is required. Any additional monitoring, investigation and inspection time will be charged when the monitoring has been carried out, at the specified hourly rate.

| All Applications | Current 2023/24 | Proposed 2024/25 |
|---|---|--------------------------------------|
| Monitoring administration associated consent ^ | \$112 | \$131 |
| Initial site visit/monitoring ^ | \$337 | \$357 |
| Additional site inspections, investigation, monitoring administration, specialist, consultant fees, travel etc.* ^ | As per hourly rate/actual cost | As per hourly rate/actual cost |
| Issuing of an Abatement notice in relation to an activity subject to a Resource Consent* | N/A | \$350 |



| All Applications | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| ^ To be charged on land use and subdivision consents separately, including variation/change to consent conditions | | |
| * The Council will recover additional costs from the consent holder if more than one inspection, or additional monitoring activities (including those relating to non-compliance with consent conditions, and/or monitoring compliance with an abatement notice), are required. Additional charges will apply based on the hourly rate below and/or actual costs of specialists or consultants involved. | | |

| Noise Control | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Fee payable by the occupier of a premises who applies to Council for property that has been seized and impounded after the issue of an Excessive Noise Direction notice | \$235.00 | <u>\$249.00</u> |
| Fee payable by the occupier of a premises who applies to Council for property that has been seized and impounded after the issue of an Abatement Notice | \$281.00 | <u>\$298.00</u> |
| Noise measurement/monitoring (per hour) | \$245.00 | <u>\$260.00</u> |
| Fee payable by the occupier of a premises who applies to Council for property that has been seized and impounded after the issue of an Excessive Noise Direction notice | \$235.00 | <u>\$249.00</u> |
| Fee payable by the occupier of a premises who applies to Council for property that has been seized and impounded after the issue of an Abatement Notice. | \$281.00 | <u>\$298.00</u> |
| Noise measurement/monitoring (per hour) | \$245.00 | <u>\$260.00</u> |

| General | Current 2023/24 | Proposed 2024/25 |
|---|--------------------------------|--------------------------------|
| Compliance with any National Environmental Standard (where provided for) | As per hourly rate/actual cost | As per hourly rate/actual cost |
| Tree monitoring - monitoring activities to be charged, regardless of whether the tree related conditions are contained within a separate "tree" specific consent or within a building, land use or subdivision consent.* | As per hourly rate/actual cost | As per hourly rate/actual cost |
| * For clarity, this does not relate to monitoring activities where the works are not ancillary to a principal activity, such as construction, earthworks or sediment control. Instead, these only relate to monitoring activities where tree related works are ancillary to a principal activity, such as earthworks underneath the dripline of a notable tree, and/or sediment controls which may affect a notable tree, and/or construction of a building or structure within the dripline of a tree or a subdivision that may affect a notable tree. | | |



| Plan Change / Heritage Orders | Current 2023/24 | Proposed 2024/25 |
|---|--------------------------------|--------------------------------|
| Request for Heritage Order and/or Private Plan Change under First Schedule of the Resource Management Act 1991 | As per hourly rate/actual cost | As per hourly rate/actual cost |

Tauranga City Plan

There is no hard copy updating service for the operative Tauranga City Plan.

All access to the Tauranga City Plan will be by electronic means through the Tauranga City Council website.

This is free of charge and will provide access to all updated City Plan and Plan Change information.

Hard copies may be inspected at the Council's customer service centre and at all public libraries.

Copying of the City Plan provisions can be undertaken upon request in the normal manner at the customer service centre.

Disbursements

Council disbursements (mileage, copying, postage, etc.) may also form part of the costs incurred and may also be invoiced to an applicant on an actual cost basis.

Asset Development Fees

An Asset Development Fee is charged where an application presents an effect on Council infrastructural assets or where it is proposed to vest assets in Council as part of the development. In this case, the application is also assessed by Council's Development Engineering team. The Asset Development Fee shall be charged on an actual time and cost basis.

Applications Lodged with the Environmental Protection Agency

Planning and specialist reports, charged at actual cost plus actual time and cost for administration. Expert evidence/advice charged at actual cost plus 10% administration fee. Legal fees charged at actual cost.

Planning staff fees

The time taken to process an application (including any pre-application time, providing advice, additional queries from applicant etc.) and to undertake associated post-consent work and monitoring will be charged at the relevant scheduled hourly rate, plus the actual cost of any external specialists consultants/commissioners and disbursements. Time will be charged at the hourly rate applicable at the time the work was carried out. A minimum charge of 15 min will be applied as a starting point."

| Staff Hourly Rates | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Technical Level 3 - Manager, Legal services | \$281 | <u>\$314</u> |
| Technical Level 2 - Intermediate/Senior/Development Planner, Principal Planner, Team Leader, Development Planner, Specialist, Advisor | \$247 | <u>\$244</u> |



| Staff Hourly Rates | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Technical Level 1 - Graduate Planner, Planner, Intermediate Planner, Environmental Monitoring Officers | \$191 | <u>\$230</u> |
| Administration - Administrators, technicians, co-ordinators | \$146 | <u>\$131</u> |
| Development Engineer | \$247 | <u>\$268</u> |
| 1. The particular technical hourly rate level is determined by staff competency levels. 2. Position titles vary across Council. 3. Where the cost of the external resource involved does not exceed the TCC staff rate, external resource(s) will be charged at the senior/intermediate rate. 4. Where the cost of the external resource involved exceed the TCC rates, it will be charged at cost. 5. External resources may be engaged to address either expertise or capacity that is not available internally. | | |

Debt recovery

Where the Council has issued an invoice for the payment of any fee or charge and the amount invoiced has not been paid by the stated due date on the invoice, the Council may commence debt recovery action.

The Council reserves the right to charge interest, payable from the date the debt became due, and recover costs incurred in pursuing recovery of the debt on a solicitor/client basis as outlined in the Fees and Charges Schedule

City & Infrastructure Planning Fees

City Planning fees below are based on a cost recovery model taking into account the band-based roles, the forecast number of productive working hours and including an overhead cost allocation.

| City & Infrastructure Planning | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| | per hour | per hour |
| Planners | \$212.00 | <u>\$225</u> |
| Policy Planners | \$212.00 | <u>\$225</u> |
| Senior Planning Engineers & Modellers | \$249.00 | <u>\$264</u> |
| Team Leader: Planning & Modelling | \$286.00 | <u>\$303</u> |
| Manager City Infrastructure Planning | \$337.00 | <u>\$357</u> |

Reason for changes

- Charges for 'other applications' and various charges have been updated to reflect and align tiered hourly rates.
- Pre-application advice guidance notes have been amended to reflect that previously, time has been recorded and only on-charged if/when an application is lodged; this change will provide for transparency of time spent providing pre-application advice, better reflecting the resource investment
- Duty planner guidance notes have been updated to provide greater clarity on the level of service provided through the duty planner function.



- A new fee has been added for issuing an abatement notice. This fee will provide for recovery of time spent (2.5hr) preparing, peer review and issuing an abatement notice (in relation to consented sites only). Investigation of non-compliance, and follow-up monitoring are still recovered at hourly rate.
- Noise control fees have been amended to align with consultant fees and updated to tier 2 hourly rates.

Regulation Monitoring

| Mobile Shops | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Annual Licence Fee | \$651.00 | \$690 |
| Amusement Devices | Current 2023/24 | Proposed 2024/25 |
| One device for the first seven days or part thereof | \$10.00 | \$10.00 |
| For each additional device operated by same owner, for the first seven days or part thereof | \$2.00 | \$2.00 |
| For each device, for each further period of seven days or part thereof | \$1.00 | \$1.00 |
| Other | Current 2023/24 | Proposed 2024/25 |
| Recovery of signage | \$145.00 | <u>\$154.00</u> |
| - Signs seized in contravention of a bylaw | | |
| - Where multiple signs are seized from the same location Council may exercise discretion of total charges on the basis of recovering all costs incurred | | |
| Permit to operate motor vehicle on beach | \$45.00 | <u>\$48.00</u> |
| General Bylaws | Current 2023/24 | Proposed 2024/25 |
| Busking Permit | | |
| Fee per day | \$6.00 | \$6.00 |
| Fee per annum | \$28.00 | <u>\$30.00</u> |
| Activity in Public Place - Permit Fee for stall in public place (raffle sale, craft markets and non profit organisations) - per stall per day | \$12.00 | <u>\$13.00</u> |
| Other | Current 2023/24 | Proposed 2024/25 |
| Transfer of all Annual Licences and Registrations | \$58.00 | <u>\$61.00</u> |

Reason for changes

- Inflation adjustment and rounding has been applied.



Road Reserve Occupation (Corridor Access Requests)

| Permit Type | Current 2023/24 | Proposed 2024/25 |
|--|---|--|
| Inspection fees in excess of those allowed for in the original permit type. This may be due to the activity taking longer than anticipated, unfinished or unsatisfactory works, acting on complaints and any other costs incurred by Council related to the activity. Re-inspection is required if reinstatement of works is not satisfactory, or repairs are not undertaken within timeframe specified. | \$212.00 | <u>\$225.00</u> |
| Retrospective Works | | |
| In general these works create high risk to other Road Reserve users and infrastructure as no formal approval has been granted to undertake works. Corridor Access Request applied for after works commenced onsite without consent. Fee applied in addition to the permit type relevant to the activity of works. | Double the fee to be determined depending on permit type applied | Double the fee to be determined depending on permit type applied |
| Non-Utility Works | Permit Definition | |
| In general, these works create very low risk to Road Reserve Zone users and infrastructure. This permit type will include the cost of 1 site inspection for active or completed works. | <ul style="list-style-type: none"> - Minor scaffolding works associated with small scale 'renovation or building maintenance. - Shop front fit outs / repairs / replacements. - Crane operations. - Building cleaning operations (water blasting). - Events that do not require a full road closure - Annual Global Traffic Management plan (non-invasive works such as; surveying, sign replacement, i.e. billboards/shop frontages, inspections and kerbside collection activities). - Road Reserve occupation i.e. skip bin, shipping/storage container - Standard Vehicle Crossing installations (per IDC drawing T431) on Low Volume roads with minimal impact to traffic. | |
| | \$191.00 | <u>\$202.50</u> |



| Permit Type | | Current 2023/24 | Proposed 2024/25 |
|--|---|--------------------|---------------------|
| Minor Works | | | |
| <p>In general, these works create low risk to Road Reserve users and infrastructure.</p> <p>This permit type will include the cost of 1 site inspection for active works and 1 inspection for completed works.</p> | <ul style="list-style-type: none"> - Up to 2 calendar days duration (excluding reinstatement). - Simple service connections. - Up to 20m affected length. - Minor work associated with Utilities. - Overhead veranda works/canopy replacement. - Berm work only. - Larger scale scaffolding projects occupying the Road Reserve. - Annual Global Traffic Management Plan for low impact work in the berm only i.e. above-ground activities including vegetation control, garden maintenance and minor berm excavations of >50mm. | \$329.00 | <u>\$348.60</u> |
| Multiple sites for Minor Works may be considered under a single application at the discretion of the Corridor Manager. | | | |
| Standard Works | | | |
| <p>In general, these works create moderate risk to Road Reserve users and infrastructure.</p> <p>This permit type will include the cost of 2 site inspections for active works and 1 inspection for completed works.</p> | <ul style="list-style-type: none"> - More than 2 and up to 30 calendar days duration. - More than 20m and up to 250m affected length. - Any road crossing or intrusion whether open trenched or trenchless. - Moderate inspection requirement. - Events with a full road closure up to 8 hours and <u>not</u> during the hours of 7am to 7pm | \$578.00 | <u>\$612.50</u> |
| Note: Multiple sites for Minor Works may be considered under a single application at the discretion of the Corridor Manager. | | | |
| Comprehensive Works | | | |
| <p>In general, these works create high risk to Road Reserve users and infrastructure.</p> <p>This permit type will include the cost of 3 site inspections for active works and 1 inspection for completed works.</p> | <ul style="list-style-type: none"> - More than 30 calendar days and up to a maximum of 12 months duration. - More than 250m affected length. - High inspection requirement. - Major work on Level 2 Roads. - Restricted property access. - Annual Global Traffic Management Plan (Physical activity above and below ground). - Construction sites (demolition & construction requires a separate | \$1,055.00 | \$1,118.00 |



| Permit Type | Current 2023/24 | Proposed 2024/25 |
|---|---|------------------------|
| application). - Events with a full road closure in excess of 8 hours or during the hours of 7am to 7pm | | |
| Maintenance Works | | |
| In general, terms these are works agreed to by the Corridor Manager as likely to be completed under an Annual Global Traffic Management Plan (AGTMP) | - Repair to an existing service or surface. - Excludes new works within the Road Reserve. - Can be completed with traffic management plans from an existing approved AGTMP i.e. if a site specific traffic management plan is required a separate permit fee may apply. | No charge No charge |
| Emergency Works | | |
| An unexpected repair of a service to reduce the risk of significant or imminent threat of physical damage or destruction to Road Reserve users, infrastructure and property. | - Duration no longer than 24 hours. - Rectification of a dangerous situation including support requested by an emergency service. | No charge No charge |
| 'Not for Profit' Events and Road Reserve Occupation | | |
| Community events undertaken by any Charity or 'not for profit' organisation in the road reserve for any length of time. | - Public activity or gathering, sporting event, show or parade | No charge No charge |

Reason for changes

- Inflation adjustment and rounding has been applied.

Stormwater

| Dewatering Authorisations | Current 2023/24 | Proposed 2024/25 |
|--|--|---|
| Lodgement Fee - incorporates application review, authorisation preparation and time and costs associated with one site visit and one round of discharge monitoring. | \$424 or actual costs if initial monitoring round analytical fees exceed \$20.00 | <u>\$450 or actual costs if initial monitoring round analytical fees exceed \$20.00</u> |



| Stormwater Authorisations | Current 2023/24 | Proposed 2024/25 |
|--|--|---|
| Lodgement Fee - incorporates application review, authorisation preparation and time and costs associated with one site visit and one round of discharge monitoring. | \$631 or actual costs if initial monitoring round analytical fees exceed \$50.00 | <u>\$670 or actual costs if initial monitoring round analytical fees exceed \$50.00</u> |
| (Greater time allowance as the nature of the discharge may be more complex than for dewatering where the primary contaminant of concern is only suspended solids). | | |

Reason for changes

- Inflation adjustment and rounding has been applied.

Sustainability and Waste

| Residential Kerbside Collection Service** | 2023/24 | 2024/25 |
|--|----------|-----------------|
| Garden waste service – four weekly 240L bin | \$75.00 | <u>\$80.00</u> |
| Garden waste service – fortnightly 240L bin | \$105.00 | <u>\$110.00</u> |
| Additional 45L bin for glass collection service | \$26.00 | <u>\$27.00</u> |
| Additional 23L bin for food scraps collection service | \$37.00 | <u>\$38.00</u> |
| Additional 240L bin for garden waste collection service - four weekly | \$75.00 | <u>\$80.00</u> |
| Additional 240L bin for garden waste collection service - fortnightly | \$105.00 | <u>\$110.00</u> |
| Replacement fee for lost or damaged rubbish or recycling bin | \$60.00 | \$60.00 |
| Replacement fee for lost or damaged 45L glass bin or 23L food bin | \$25.00 | \$25.00 |
| Replacement fee for lost or damaged rubbish or recycling 660L bin (MUDs) | \$490.00 | <u>\$494.00</u> |
| Replacement fee for lost or damaged rubbish or recycling 1100L bin (MUDs) | \$570.00 | <u>\$574.00</u> |
| Contamination servicing fee (MUDs) 660L-1100L bin | \$52.00 | <u>\$53.00</u> |
| Contamination servicing fee (MUDs) 120L-240L bin | \$32.00 | <u>\$33.00</u> |
| Repeated service attempt fee | N/A | <u>\$90.00</u> |
| ** The above fees are based on the service for a full year, the actual fee may be pro-rated. Continued service in future years will be included in the Kerbside Target Rate. | | |

Transfer Stations

The services at the transfer stations at Maleme Street and Te Maunga are provided by a waste company who lease the facilities from Council. The independent waste company sets the fees and charges as deemed appropriate by them and these may vary from time to time. Please refer to Council's website for further information and the transfer stations' current fees and charges.



| Licencing | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Licence to Collect Waste from Private Land (including one waste collection vehicle) | \$417.00 | <u>\$420.00</u> |
| Additional Waste Collection Vehicle (per vehicle) | \$61.00 | <u>\$62.00</u> |
| Licence for Kerbside Waste Collection (including one waste collection vehicle) | \$417.00 | <u>\$420.00</u> |
| Additional Waste Collection Vehicle (per vehicle) | \$61.00 | <u>\$62.00</u> |
| Licence to Operate Waste Facility | N/A | <u>\$420.00</u> |

| Sundry Income | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Promotional items signs, worm farms, worms, bags, promotional reuse items such as coffee cups, compost bins etc. (Price varies depending on availability at time of promotion) | Various | Various |
| Public Events | | |
| Post event clean-up of litter of streets surrounding an event (on charged from Council's Cleansing Contractor) | Actual Cost | Actual Cost |
| Workshop/Talk/Seminar | | |
| Individual workshop/talk/seminar may be charged and include factors such as the length of event and costs associated with the event such as speakers fees, production of handouts, materials, hire of bus etc. | Various | Various |
| Charity Shop Waste Disposal Waiver | | |
| Approved charity shops are allocated a disposal waiver amount (in tonnes) per month. Any exceedance of the waiver amount is on charged to the charity at the gate rate set by the Transfer Station operator, Envirowaste Services Limited (ESL). | Various | Various |

Reason for changes

- A new fee has been included for a repeated service attempt and reflects actual costs.
- Inflation adjustment and rounding has been applied.
- New fee for a licence to operate a waste facility is included, at the same rate as the collectors.

Temporary Leasing of Road Space

| The basis for charges associated with temporary leasing of road space include: | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Apply to property developers only. | 5.75% pa excl GST | 5.75% pa excl GST |
| Apply to the occupation of carriageway only. | | |



| The basis for charges associated with temporary leasing of road space include: | Current 2023/24 | Proposed 2024/25 |
|--|--------------------|---------------------|
| Apply to occupations of greater than one month only, pro-rated on a daily basis. | | |
| Apply to all roads equally. | | |
| Apply to a per metre square rate of occupation. | | |
| A commercial rate of return is applied to the land value of the area occupied (valued at \$2,500/m ²). | | |
| Processing fee - per application | \$332.33 | \$332.33 |

No changes proposed to 2023/24 fees.

Trade Waste

| | 2023/24 | 2024/25 |
|--|----------|-------------------|
| Flow | \$1.82 | <u>\$1.93</u> |
| Suspended Solids | \$2.32 | <u>\$2.46</u> |
| Chemical Oxygen Demand | \$0.89 | <u>\$0.94</u> |
| Trade Waste Applications (New consent with conditions - 3 yr term) | \$995.10 | <u>\$1,054.81</u> |
| Trade Waste Applications (New consent with conditions - 1 yr term) | N/A | <u>\$360.00</u> |
| Trade Waste Applications (Renewal of consent with conditions - 3 yr term) | \$754.35 | <u>\$799.61</u> |
| Trade Waste Applications (Renewal of consent with conditions - 1 yr term) | N/A | <u>\$275.00</u> |
| Trade Waste Applications Permitted Activity (New - 3 yr term) | \$999.38 | <u>\$1,059.34</u> |
| Trade Waste Applications Permitted Activity (New - 1 yr term) | N/A | <u>\$360.00</u> |
| Trade Waste Applications Permitted Activity (Renewal of permitted consent - 3 yr term) | \$538.21 | <u>\$570.50</u> |
| Trade Waste Applications Permitted Activity (Renewal of permitted consent - 1 yr term) | N/A | <u>\$200.00</u> |
| Trade Waste Monitoring/Inspection Fee - (Non Compliance) | \$150.87 | <u>\$159.92</u> |

| Staff Hourly Rates | Current 2023/24 | Proposed 2024/25 |
|---------------------|--------------------|---------------------|
| Trade Waste Officer | \$204.37 | <u>\$210.00</u> |



| Staff Hourly Rates | Current 2023/24 | Proposed 2024/25 |
|---------------------------|--------------------|---------------------|
| Trade Waste Administrator | \$134.82 | <u>\$140.00</u> |

| Trade Waste Testing | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---------------------|
| Laboratory Testing Fees (see Laboratory fees and charges) | At Cost | At Cost |

Reason for changes

- Inflation adjustment and rounding has been applied.
- New fees to reflect the resource invested and to bring charges in line with best practices around other local authorities.
- The new 1 year license fees provide better trade waste outcome and fairer revenue. This will however require a bylaw change, and it will be phased in to correspond with the current 3 yearly license renewal terms.
- Staff hourly rates have been benchmarked against other metro councils.

Use of Council Land

| Casual or One-off Use | Current 2023/24 | Proposed 2024/25 |
|--|----------------------------|----------------------------|
| Community Group using land with no facilities | No charge | No charge |
| Community Group using facility such as carpark | Recovery of costs incurred | Recovery of costs incurred |
| Short term commercial activation - per day (including pack in pack out) | N/A | <u>\$2,000.00</u> |
| Short-term, ongoing use with revenue generating activities, charge per day | N/A | <u>\$500.00</u> |
| Casual or short/intermittent duration, pack in/pack out, use with revenue generating activities, per hour, minimum charge of two hours | N/A | <u>\$50.00</u> |
| In all cases the intended use of council land will need to be assessed against the Use of Council Land Policy which incorporates community/public benefit. | | |

| Longer-term Use | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|------------------------------|
| Lease or Licence Administration fee - Commercial ⁶ | N/A | <u>\$1,000.00</u> |
| Lease or Licence per m ² - Commercial | N/A | <u>Market rent valuation</u> |

⁶ Legal and any valuation costs are additional.



| Longer-term Use | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|---|
| Lease or Licence Administration fee - Community⁷ | N/A | <u>\$500.00</u> |
| TCC owned building lease or licence per m² - Community use only⁸ | N/A | <u>\$66.00 per m² per year</u> |
| TCC owned buildings – operational expenditure⁹ | N/A | <u>\$57.50 per m² per year</u> |
| Community Ground Lease¹⁰ per m² | N/A | <u>50% of reserve rental valuation (\$6.95 per m² per year for 24/25)</u> |
| Sublease agreements within lease area with any non-Community organisation¹¹ | N/A | <u>Market Rent Valuation charged to this area.</u> |
| Additional funding support agreed under Council Resolution¹² | N/A | <u>Dependent on Council Resolution</u> |

| Activity Manager Approval (activities on Council land requiring assessment as landowner) | Current 2023/24 | Proposed 2024/25 |
|---|--------------------|------------------------|
| Activities on council-managed land requiring activity manager approval application fee, for first 2.5 hours of assessment | N/A | <u>\$500.00</u> |
| Activities on council-managed land requiring activity manager approval per hour not covered by application fee | N/A | <u>\$200.00</u> |
| These fees and charges do not apply to the Historic Village activity which has a separate fees and charges schedule. | | |
| Base charges are an indicative guide only. Final charge may be higher or lower depending on individual circumstances such as land area, extent of community access, permitted use and expected revenue. | | |

⁷ Legal fees are additional, valuations to be done every three years to determine market rate.

⁸ Interior fit out painting and maintenance is the tenant's responsibility. Exterior building maintenance is council's responsibility (no change to 2023/24). No discount is applicable for the tenant to maintain the interior.

⁹ Rates are additional.

¹⁰ Tenant funded and maintained building. Lease area is calculated as any area with public restricted access. All lease grounds maintenance funded by tenant, with an annual inspection by council.

¹¹ Sublease must be approved, meet requirements and sublease area is not applicable to any discounts i.e. any discounts to sqm area are not applied to sublease area. Head leaseholder annual accounts and sublease agreements submitted to council.

¹² Lease to reference Council Resolution date and include within Schedule.



Reasons for changes

- Fee structures for use of council land have been reviewed and changes have been made to align with the Use of Council Land Policy, which was adopted by council in December 2022.
- The new 'Lease or Licence Administration Fee - Commercial' and new 'Lease or Licence Administration Fee - Community' fees are proposed to be charged for each new lease, renewal or assignment.
- The new fees are based on either a market or a reserve valuation, with a 50% discount of the reserve valuation rate provided to community groups.

Venues and Events

| Filming | Current 2023/24 | | Proposed 2024/25 | |
|--------------------------|-----------------------|----------|-----------------------|-----------------|
| Filming facilitation fee | Half day (up to 4hrs) | Full day | Half day (up to 4hrs) | Full day |
| Low impact | \$106.00 | \$106.00 | <u>\$115.00</u> | <u>\$115.00</u> |
| Medium impact | \$159.00 | \$318.00 | <u>\$170.00</u> | <u>\$340.00</u> |
| High impact | \$318.00 | \$636.00 | <u>\$340.00</u> | <u>\$675.00</u> |

| Outdoor Venue Hire Rates | Current 2023/24 | Proposed 2024/25 |
|--------------------------|-----------------|------------------|
| Audit fee – one off | \$106.00 | <u>\$115.00</u> |

Reason for changes

- Fees have been based on resourcing requirements.

Water Supply

| General | Current 2023/24 | Proposed 2024/25 |
|---|-----------------|------------------|
| Unmetered Water Annual Charge | \$902.00 | <u>\$938.08</u> |
| Consumption Charge per m ³ | \$3.40 | <u>\$3.54</u> |
| Meter reading by appointment | \$46.00 | <u>\$47.84</u> |
| Restrictor fee - install (domestic) | \$258.00 | <u>\$268.32</u> |
| Restrictor fee - remove (domestic) | \$258.00 | <u>\$268.32</u> |
| Disconnection fee (industrial/commercial) | \$355.00 | <u>\$369.20</u> |
| Reconnection fee (industrial/commercial) | \$355.00 | <u>\$369.20</u> |
| Backflow Prevention Installation | At Cost | At Cost |



| Contractor Supplied Standpipe / Hydrant Use | Current 2023/24 | Proposed 2024/25 |
|--|-----------------------|-----------------------|
| Administration cost per invoice per month | \$42.00 | <u>\$43.68</u> |
| Repairs and maintenance | Own cost | Own cost |
| Damage to hydrants | Contract rate to user | Contract rate to user |
| Water charge per m ³ (extra ordinary hydrant use) | \$4.37 | <u>\$4.54</u> |
| Non permitted hydrant use | \$1,468.00 | <u>\$1,526.72</u> |

| Meter testing | Current 2023/24 | Proposed 2024/25 |
|---------------------------------|-----------------|------------------|
| Up to and including 25mm meters | \$330.00 | <u>\$343.20</u> |
| Above 25mm to 50mm meters | \$600.00 | <u>\$624.00</u> |
| Over 50mm meters | \$844.00 | <u>\$877.76</u> |

| Base charge meter size (mm) | Current 2023/24 | Proposed 2024/25 |
|-----------------------------|-----------------|------------------|
| 20 | \$0.00 | <u>\$38</u> |
| 25 | \$0.00 | <u>\$73</u> |
| 32 | \$0.00 | <u>\$73</u> |
| 40 | \$0.00 | <u>\$301</u> |
| 50 | \$0.00 | <u>\$595</u> |
| 80 | \$0.00 | <u>\$1,189</u> |
| 100 | \$0.00 | <u>\$1,463</u> |
| 150 | \$0.00 | <u>\$1,463</u> |
| 200 | \$0.00 | <u>\$1,463</u> |
| 250 | \$0.00 | <u>\$1,463</u> |

Reason for changes

- The next 2 years pricing analysis shows a required increase of 6% and 2% price increase between 2024/25 and 2025/26. This increase has been smoothed to 4% each year.
- Temporary relief of fixed water charges that were applied in 2023/24 have come to an end in 2024/25 and are reinstated.