



# STATEMENT OF INTENT

## FY25 - FY27



# Facilities

- Mercury Baypark (Arena, Stadium & BayStation)
- Adams Centre for High Performance
- Three Community Centres
- Four Sports Centres
- Five Aquatic Facilities
- Eight Community Halls

# CONTENTS

<b>1</b>	Board Statement	4
<b>2</b>	What We Do	5
<b>3</b>	Strategic Alignment	6
<b>4</b>	Bay Venues Strategy	7
<b>5</b>	Strategic Focus Areas	8
<b>6</b>	Our Game Plan	9
<b>7</b>	Our Key Project and Initiatives	10
<b>8</b>	Financial Performance	14
<b>9</b>	Reporting	16
<b>10</b>	Other Matters	17
<b>11</b>	Appendix: Bay Venues Facilities & Activities	18



**Tauranga City**

These facilities are operated by Bay Venues, a Tauranga City Council organisation.



## BOARD STATEMENT

As Tauranga City Council's largest Council Controlled Organisation (CCO), Bay Venues plays a significant role in contributing to the wellbeing of the people of Tauranga Moana. We are the kaitiaki of the city's strategic network of community facilities and aspire to provide the best venues for the Bay of Plenty. Our facilities and the experiences we provide, enhance the quality of life for residents of, and visitors to, Tauranga Moana and the wider Bay of Plenty.

While the last few years have presented a challenging trading environment for Bay Venues (the Covid pandemic, high inflation, staffing challenges, ageing venues and a rapidly growing population) we are pleased to report that the organisation has been stabilised and is in good heart. A solid foundation has been set to enable the organisation, in partnership with Council and other key stakeholders, to meet the needs of a growing city. Bay Venues continues to be fully committed to delivering exceptional outcomes to the people of Tauranga Moana.

Council commissioned an independent Board review in October 2023, just over two years after the current Board was appointed. The review was extremely positive and complimentary which has demonstrated that the organisation is performing well and is positioned to deliver on our community's and Council's expectations.

FY24 was difficult financially, with costs outside our control increasing significantly along with our constrained venue capacity, limiting our ability to host more activity and grow revenue and margin. We are forecasting to finish FY24 with a deficit of \$2.2m, which is similar to the FY23 deficit of \$2.1m. As per the tables set out on page 14 of this document, we are forecasting a return to surplus and a modest EBITDA profit in FY25, FY26 & FY27. This forecast surplus is largely a reflection of changed accounting policies, but we are confident that underlying profitability is also still forecast to improve.

The Board would like to thank Council for its support of Bay Venues in addressing our long dated financial challenges. Firstly, through supporting a staged increase of user fees and charges to a national benchmark position, and secondly by agreeing to return Bay Venues to a breakeven position from FY25 via increased operational funding and a long term

loan agreement. This long term financial support enables the business to operate sustainably and provides us with confidence into the future. In addition, the draft Long Term Plan includes a significant increase in capital funding to enable us to adequately look after our ageing network of facilities and work with Council to deliver overdue investment in new facilities to cater for population growth.

We are pleased to be seen as Council's strategic partner in the provision of community facilities and look forward to commencing construction activity on the Baypark Master Plan and new Memorial Park aquatic facility as key opportunities to both benefit the community and grow the organisation. In future we look forward to Council's consideration of transferring management of the Mount Maunganui Beachside Holiday Park to Bay Venues.

We continue to work hard to ensure that our relationships with Council, mana whenua and other key partners are strong so that we can collaborate and address challenges as they arise, capitalise on opportunities, and help the city to continue to progress positively.

We note that during 2024 we will see a change in the governance of our City. The Board would like to thank Commissioners for all the work they have done and we look forward to working with the new Council when they are appointed during the year.

The future of Tauranga is bright and we are excited about what can be achieved.



**Simon Clarke**

Chair, Bay Venues Limited

**This is Bay Venues Statement of Intent (SOI) for the FY25, FY26 and FY27 years. This document outlines Bay Venues' strategic approach to meeting Tauranga City Council's expectation of "putting the community at the heart of everything we do".**

This SOI meets the requirement of Section 64 (i) of the Local Government Act 2002 and incorporates the expectations of Council as outlined in the revised Enduring Statement of Expectations adopted in December 2023 along with the annual Letter of Expectations dated 7 November 2023. It outlines what we do, our strategy and objectives for the three years ahead, and the performance targets by which we will be measured for the 2025 Financial Year.





# WHO WE ARE AND WHAT WE DO

We are the kaitiaki of 24 community facilities across Tauranga – aquatic centres, indoor sport and fitness facilities, event venues, and community halls and centres – and we manage these facilities on behalf of Tauranga City Council and our community.

Connecting the community through exceptional experiences is the driving force behind Bay Venues. We have the community at heart, while being commercial in mind. We have several commercial businesses, which help keep entry to our public facilities affordable and accessible for the whole community.



## FACILITIES

- 1** Mercury Baypark (Arena, Stadium & BayStation)
- 1** Adams Centre for High Performance
- 3** Community Centres
- 4** Sports Centres
- 5** Aquatic Facilities
- 8** Community Halls



## ASSETS

**\$138.4m**



## VISITORS

**2.11m**



## CUSTOMER SATISFACTION

**88%** Overall Satisfaction

**90%** Satisfaction with Facility

**92%** Satisfaction with Service



## EMPLOYEES

**140** Full Time Staff

**145** Part Time Staff

**58** Casual Staff

Data as at 30 June 2023.

See appendix 1 for a detailed breakdown of Bay Venues Facilities and Activities.



# STRATEGIC ALIGNMENT

We will ensure our strategic focus is aligned with Tauranga City Council. To achieve our Vision, Mission and Purpose we will work in partnership with Council and collaborate with a range of partners throughout the wider community.

## TAURANGA CITY VISION

Council's *Our Direction Tauranga 2050* provides a strategic framework for the city and informs the community outcomes under a vision of:

*Tauranga, together we can prioritise nature, lift each other up, fuel possibility.*

## COMMUNITY OUTCOMES

We acknowledge Council's desire for us to focus on three key Community Outcomes:

- **We value and protect our environment and prioritise nature**  
Including continuing initiatives in sustainability and energy efficiency and supporting Council's Climate Action and Investment Plan and environmental focus areas.
- **We are inclusive and lift each other up**  
Including continuing diversity and inclusion initiatives, growing cultural awareness, supporting emergency management and reporting on social return on investment.
- **We have a well-planned city which fuels possibility**  
Including partnering with Council on the Master Plans and other key strategic projects, researching opportunities to enhance customer experiences through great facilities, and aligning facilities and renewals planning with mutual strategic priorities and Long Term Plan investment planning.

## ACCOUNTABILITY AND TRANSPARENCY

In addition to the Community Outcomes above, Council has also asked us, as a public entity, to continue to demonstrate accountability and transparency. Over the past year, we have increased our focus on telling the stories of what happens in our facilities. We have done this through Quarterly Reports in addition to our Half Year and Annual Reporting requirements. These are submitted to Council and published on our website. We have also started publishing a summary of Board meeting activity to our website.

## BOARD PROFESSIONAL DEVELOPMENT

We are pleased to continue being a part of Council's Board Intern Programme and supporting greater diversity in governance. We will also continue to support professional development opportunities as presented by Council and will look for further opportunities to provide learning opportunities for board members.

## TAURANGA CITY COUNCIL'S VALUES

**Pono / Integrity** – We do what we say we will do.

**Manaakitanga / Respect** – We listen to all views and show we care.

**Whaia te Tika / Service** – We do the right thing for the community and each other.

**Whanaungatanga / Collaboration** – We work together and create connections.

These values are closely aligned with the Bay Venues values.

Bay Venues' strategy was updated in 2022 and will be implemented over the next three years. Our four strategic focus areas include how we will contribute to Council's Community Outcomes:



## VISION

**Ngā tino wāhi o Tauranga Moana**  
**The best venues for the Bay**

## MISSION

**Ko mātou ngā kaitiaki o te whatunga  
o ngā rawa ā-hapori o Tauranga**  
**We are the kaitiaki of Tauranga's  
network of community facilities**

## PURPOSE

**E tūhono ana i te hapori mā  
ngā wheako rawe rawa atu**  
**Connecting our community  
through exceptional experiences**

An aerial photograph of Tauranga Moana, showing the city, the harbor, and the surrounding hills. A large, multi-colored ribbon (red, orange, yellow, green, blue) curves across the bottom right of the image, containing the following text:

**Whakawhanaungatanga | Relationships**  
**He Toi Tangata | Excellence**  
**Manaakitanga | Service**  
**Kaitiakitanga | Caring**





# STRATEGIC FOCUS AREAS

## MAXIMISING ACTIVITY & EVENTS

- We host a wide range of successful activities and events (sporting, cultural, service, recreation, and business) within our facilities that collectively enhance the social, cultural, and economic wellbeing of Tauranga.
- We have a strong focus on the recreation needs of our community and encouraging participation for diverse groups
- We actively look for opportunities; targeting new events and attracting new and diverse community activities through a Community Led Development approach.
- We deliver exceptional customer experiences including using technology.
- We keep people safe through a proactive Health & Safety culture and good systems.
- We collaborate with Council, Tourism Bay of Plenty, Priority One and other key stakeholders to actively progress the Tauranga Events Action and Investment Plan.

## LEVERAGING OUR CAPABILITY

- We utilise our existing skills, expertise, spaces, and equipment to derive revenue where it is appropriate and aligned with our core business of providing community facilities.
- We continue to provide a range of existing commercial business operations.
- We actively explore and capitalise on appropriate new revenue opportunities.
- We are committed to gaining efficiencies through shared services with Council, including providing our services to Council where appropriate.
- Profits from commercial operations are used to offset the cost of providing facilities to the community.
- We make our facilities and people available to support Civil Defence training and emergencies as needed.



## LOOKING AFTER OUR ASSETS

- We provide facilities and assets that are safe, well maintained, professionally managed and fit for purpose.
- We provide facilities for our community that are welcoming, accessible, and inclusive.
- We have a long-term Venue Strategy including agreed priorities for facilities and asset renewals planning, embedded within the Long Term Plan.
- We recognise that our venues are part of a wider network of facilities across the city, region and country.
- We recognise council funding of facilities through co-branding.
- We partner to deliver major recreation projects for the city.
- We have a Sustainability Action Plan to measure, monitor and mitigate our greenhouse gas emissions. With Council, we use the Toitū certification model to assess greenhouse gas emissions.
- We develop facilities sustainably, with Greenstar ratings for new buildings.

## BUILDING OUR CAPABILITY

- We strive for excellence and foster collaboration and partnership to achieve the best possible outcomes.
- We work hard to build a positive, high performance team culture.
- We focus on developing our team and our leaders.
- We cultivate constructive working relationships with Council, tangata whenua and key partners.
- We are committed to biculturalism and partnership with tangata whenua.
- We have systems that enable our teams to be productive and successful and create efficiencies through digital transformation.
- We clearly and transparently communicate financial information and show how ratepayers help to fund our activities.
- We measure and report on the social return on investment (ROI) from our activities.
- We make our Board agenda and summary information available on our website and we publish quarterly reports incorporating storytelling to highlight our community impact.



## OUR GAME PLAN

**Vision** The Best Venues for the Bay

**Mission** We are the kaitiaki of Tauranga's network of community facilities

**Purpose** Connecting our community through exceptional experiences

Focus Area: Maximising Activity & Events		Weighting
Strategic Objectives (FY25-27)	<div>1. Maximise activity across our venues</div> <div>2. Proactively attract new events and activities</div> <div>3. Consistently deliver exceptional customer experiences</div> <div>4. Embed a strong health &amp; safety culture supported by good systems</div>	50%
KPIs	<div><div>• Visitation</div><div>• Significant events (&gt;500 pax)</div><div>• Customer feedback rating</div><div>• Preventable serious harm incidents</div></div>	
Focus Area: Looking After our Assets		Weighting
Strategic Objectives (FY25-27)	<div>1. Look after and enhance our assets and actively plan for and manage asset renewals</div> <div>2. Implement our venue strategy and provide for future needs</div> <div>3. Deliver venue projects to a high standard and partner on key projects</div> <div>4. Operate our venues safely and sustainably</div>	25%
KPIs	<div><div>• Preventable unplanned facility closures (&gt;4 hours)</div><div>• Capital projects on time and on budget</div><div>• Capital programme v budget</div><div>• Energy consumption</div></div>	
Focus Area: Leveraging our Capability		Weighting
Strategic Objectives (FY25-27)	<div>1. Continue to create value in our existing commercial business operations</div> <div>2. Actively progress appropriate new complementary revenue opportunities</div>	10%
KPIs	<div><div>• Financial performance against budget</div><div>• Commercial partnerships</div></div>	
Focus Area: Building our Capability		Weighting
Strategic Objectives (FY25-27)	<div>1. Build a positive, high performance team culture</div> <div>2. Provide technology &amp; systems that support our people and our customers</div> <div>3. Develop strong working relationships with key partners (inc mana whenua and TECT)</div> <div>4. Provide consistent reporting that supports decision making</div>	15%
KPIs	<div><div>• Team engagement</div><div>• Staff turnover</div><div>• Memorandum of understanding with mana whenua and TECT</div></div>	
Key Projects & Initiatives Change Annually – Refer Next Section		



## OUR KEY PROJECTS & INITIATIVES

Focus Area	Maximising Activity & Events			
Strategic Objectives (FY25-27)	Maximise activity across our venues	Proactively attract new events and activities	Consistently deliver exceptional customer experiences	Develop a strong Health & Safety culture supported by good systems
<b>Key Projects &amp; Initiatives FY25</b>	<ul style="list-style-type: none"> <li>Plan for opening of new Tauranga indoor courts</li> <li>Explore external funding opportunities for programmes</li> <li>Undertake capacity mapping</li> </ul>	<ul style="list-style-type: none"> <li>Embed the new event operating model</li> <li>Extend Community Led Development to Sport &amp; Fitness</li> <li>Mobile programmes initiative</li> </ul>	<ul style="list-style-type: none"> <li>Embed the customer experience programme</li> <li>Improve event security and cleaning quality</li> </ul>	<ul style="list-style-type: none"> <li>Implement Health &amp; Safety Action Plan</li> <li>Update Emergency management plan and BCP</li> <li>Implement a Security Plan for venues and events</li> <li>External health &amp; safety review</li> </ul>
<b>Key Projects &amp; Initiatives FY26</b>	<ul style="list-style-type: none"> <li>Investigate Clubfit 24 hour access</li> <li>Explore partnerships to activate spaces</li> </ul>	<ul style="list-style-type: none"> <li>Develop Adams Centre attraction plan</li> <li>Attract new complementary activity to Netball Centre</li> </ul>	<ul style="list-style-type: none"> <li>Upgrade Leisure Management System</li> </ul>	<ul style="list-style-type: none"> <li>Update Health &amp; Safety Action Plan</li> <li>External security review</li> </ul>
<b>Key Projects &amp; Initiatives FY27</b>	<ul style="list-style-type: none"> <li>Plan for opening of Memorial Aquatic Centre</li> <li>Plan for opening of Arena extension</li> <li>Review ticketing contract</li> </ul>	<ul style="list-style-type: none"> <li>Decision required for Speedway future at Baypark</li> <li>Memorial Aquatic Centre programming</li> <li>Arena extension programming</li> </ul>	<ul style="list-style-type: none"> <li>Introduce CRM programme</li> <li>Deliver virtual call centre across the network</li> <li>Deliver an ecommerce offer</li> </ul>	<ul style="list-style-type: none"> <li>External health &amp; safety review</li> <li>Develop Security Action Plan</li> </ul>
		<b>FY25</b>	<b>FY26*</b>	<b>FY27*</b>
<b>KPIs (FY24)</b>	Visitation Significant events (>500 pax) Customer feedback rating Preventable serious harm incidents	>2.1m >75 >85% 0	>2.2m >75 >85% 0	>2.3m >75 >85% 0

\*FY26 and FY27 KPIs to be updated prior to each year.







## OUR KEY PROJECTS & INITIATIVES

Focus Area	Look After Our Assets			
Strategic Objectives (FY25-27)	Look after and enhance our assets and actively plan for and manage asset renewals	Implement our Venue Strategy and provide for future needs	Deliver venue projects to a high standard and partner on key projects	Operate our venues safely and sustainably
<b>Key Projects &amp; Initiatives FY25</b>	<ul style="list-style-type: none"> <li>Develop Maintenance Action Plan</li> <li>Renewals procurement plan including bundling of works</li> <li>Deliver renewals programme</li> <li>Cleaning tender</li> </ul>	<ul style="list-style-type: none"> <li>Decommission QEYC</li> <li>Confirm costs to operate Stadium for Speedway</li> <li>Adams Centre expansion business case</li> <li>Arena extension business case</li> </ul>	<ul style="list-style-type: none"> <li>Complete new Tauranga city indoor courts</li> <li>Commence Memorial facility</li> <li>Commence Adams Centre expansion</li> <li>Complete Stadium lighting &amp; pit services replacement</li> <li>Complete car parking at Baypark</li> </ul>	<ul style="list-style-type: none"> <li>Develop contractor management improvement plan</li> <li>Initiate Permit to Work system</li> <li>Implement Sustainability Action Plan</li> <li>Contractor pre-qualification</li> <li>Security tender</li> </ul>
<b>Key Projects &amp; Initiatives FY26</b>	<ul style="list-style-type: none"> <li>Implement Maintenance Action Plan</li> <li>Deliver renewals programme</li> <li>Baywave maintenance closure</li> <li>Arena loading dock/ storage</li> <li>Arena seismic strengthening</li> </ul>	<ul style="list-style-type: none"> <li>Decommission Tauriko Hall (timing TBC)</li> <li>Decommission Cliff Road Building (timing TBC)</li> <li>Review Venue Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Complete Adams Centre expansion</li> <li>Support Memorial Aquatic Centre build</li> <li>Support Arena extension build</li> <li>Complete Baypark Netball Centre</li> </ul>	<ul style="list-style-type: none"> <li>Implement contractor management improvement plan</li> <li>External sustainability review</li> </ul>
<b>Key Projects &amp; Initiatives FY27</b>	<ul style="list-style-type: none"> <li>Deliver renewals programme</li> <li>Hot Pools maintenance closure</li> <li>Update Asset Management Plan</li> </ul>	<ul style="list-style-type: none"> <li>Decommission Memorial Pool and Ōtūmoetai Pool (timing TBC)</li> <li>Ensure Venue Strategy is aligned to LTP</li> </ul>	<ul style="list-style-type: none"> <li>Complete Arena extension</li> <li>Support Memorial Aquatic Centre build</li> </ul>	<ul style="list-style-type: none"> <li>Update and implement Sustainability Action Plan</li> </ul>
		<b>FY25</b>	<b>FY26*</b>	<b>FY27*</b>
<b>KPIs (FY24)</b>	Preventable Unplanned Facility Closures (>4 hours) Key Capital Projects On Time and On Budget Capital Programme v Budget Energy Consumption	0 Stadium Lighting Within 5% TBC	0 Adams Centre Expansion Within 5% TBC	0 Arena Extension Within 5% TBC

\*FY26 and FY27 KPIs to be updated prior to each year.





## OUR KEY PROJECTS & INITIATIVES

Focus Area	Leveraging our Capability			
Strategic Objectives (FY25-27)	Continue our existing commercial business operations		Actively progress appropriate new complementary revenue opportunities	
<b>Key Projects &amp; Initiatives FY25</b>	<ul style="list-style-type: none"> <li>• Increase pre-packaged meal deliveries</li> <li>• Renew Baypark kitchen</li> <li>• Integrate Holiday Park into Bay Venues<sup>^</sup></li> <li>• Develop retail catering action plan</li> <li>• Explore retail catering offer at new indoor court facility &amp; Adams Centre</li> </ul>		<ul style="list-style-type: none"> <li>• Install external digital billboards at Baypark</li> <li>• Explore new facilities opportunities</li> <li>• Execute Pavilion 3 lease</li> <li>• Target prospective commercial partners</li> <li>• Review BayStation operation</li> </ul>	
<b>Key Projects &amp; Initiatives FY26</b>	<ul style="list-style-type: none"> <li>• Relaunch café operations (Baywave and Arena)</li> <li>• Develop Holiday Park development plan <sup>^</sup></li> <li>• Commence catering operation at Adams Centre</li> <li>• Refresh Clubfit Baywave offer</li> </ul>		<ul style="list-style-type: none"> <li>• Install external digital billboards at key sites</li> <li>• Secure one new commercial partnership</li> <li>• Implement BayStation refresh or replace with new offer</li> </ul>	
<b>Key Projects &amp; Initiatives FY27</b>	<ul style="list-style-type: none"> <li>• Potential expansion of pre-packaged meal facilities</li> <li>• Develop action plan to optimise revenue streams at Memorial Aquatic Centre (café, Clubfit, BaySwim etc)</li> <li>• Implement Hot Pools Café offer</li> <li>• Implement Holiday Park development plan<sup>^</sup></li> </ul>		<ul style="list-style-type: none"> <li>• Install external digital billboards across balance of the network</li> <li>• Investigate citywide digital billboard strategy with TCC</li> <li>• Progress surf tourism opportunity</li> <li>• Secure one new commercial partnership</li> <li>• Pavilion 2 external lease</li> </ul>	
		<b>FY25</b>	<b>FY26*</b>	<b>FY27*</b>
<b>KPIs (FY24)</b>	Financial performance against budget Commercial partnerships	Achieve budget Six proposals	Achieve budget One new	Achieve budget One new

\*FY26 and FY27 KPIs to be updated prior to each year.

<sup>^</sup>If management of Mount Maunagnui Beachside Holiday Park transfer to Bay Venues proceeds.





## OUR KEY PROJECTS & INITIATIVES

Focus Area	Build Our Capability			
Strategic Objectives (FY25-27)	Build a positive, high performance team culture	Provide technology & systems that support our people	Develop strong working relationships with key partners (inc tangata whenua)	Provide consistent reporting that supports decision making
<b>Key Projects &amp; Initiatives FY25</b>	<ul style="list-style-type: none"> <li>• Bed in the new Facilities team and supporting systems</li> <li>• Articulation of career pathways</li> <li>• Build positivity and employee foundation learnings</li> <li>• Board skills matrix and development plan</li> </ul>	<ul style="list-style-type: none"> <li>• Maximise effectiveness and functionality of Bamboo HR and Datascape</li> <li>• Review time and attendance software</li> </ul>	<ul style="list-style-type: none"> <li>• Implement a bi-cultural awareness programme</li> <li>• Develop a stakeholder engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Develop BI reporting capability</li> <li>• Initiate portfolio &amp; performance reporting</li> </ul>
<b>Key Projects &amp; Initiatives FY26</b>	<ul style="list-style-type: none"> <li>• Develop change capability within our employees</li> <li>• Investigate NZQA opportunities within Strive to Thrive</li> </ul>	<ul style="list-style-type: none"> <li>• Embed Datascape &amp; Bamboo HR</li> <li>• Implement time and attendance software</li> <li>• Review H&amp;S information system (Ecoportal)</li> </ul>	<ul style="list-style-type: none"> <li>• Continue bi-cultural awareness programme</li> <li>• Implement stakeholder engagement plan</li> </ul>	<ul style="list-style-type: none"> <li>• Enhance BI reporting capability (e.g. predictive analytics)</li> </ul>
<b>Key Projects &amp; Initiatives FY27</b>	<ul style="list-style-type: none"> <li>• Competency needs analysis and subsequent framework</li> </ul>	<ul style="list-style-type: none"> <li>• Explore add on modules for existing systems</li> <li>• Ecommerce opportunities</li> <li>• Replace/update Ecoportal</li> <li>• Review event management system (Ungerboeck)</li> </ul>	<ul style="list-style-type: none"> <li>• User fees review</li> <li>• Contribute to Council LTP development</li> <li>• Review bi-cultural programme</li> <li>• Review stakeholder engagement</li> </ul>	<ul style="list-style-type: none"> <li>• Shared data model with Council</li> <li>• Review Social ROI reporting</li> </ul>
		<b>FY25</b>	<b>FY26*</b>	<b>FY27*</b>
<b>KPIs (FY24)</b>	Team engagement Staff turnover Memorandum of Understanding with tangata whenua	>75% <30% At least one	>78% <27% At least one	>80% <25% At least one

\*FY26 and FY27 KPIs to be updated prior to each year.







# FINANCIAL PERFORMANCE

Bay Venues Statement of Comprehensive Income & Expenses (000's)	Actual 22/23	Budget 23/24	Forecast 24/25^	Forecast 25/26^	Forecast 26/27^
<b>Revenue</b>					
User Revenue	20,280	22,183	22,959	24,337	26,041
Other Revenue	75	99	105	112	118
TCC Operational Grant	4,350	4,663	8,167	8,396	8,623
<b>Total Operational Revenue</b>	<b>24,744</b>	<b>26,945</b>	<b>31,232</b>	<b>32,845</b>	<b>34,782</b>
<b>Expenditure</b>					
Employee Expense	15,828	17,782	18,672	19,605	20,585
Administrative Expense	1,385	1,553	1,709	1,811	1,920
Consulting & Governance Expenses	887	692	761	807	856
Operating Expenses (incl. COGs)	7,689	7,979	8,777	9,303	9,862
Repairs & Maintenance Expense	1,029	1,114	1,225	1,298	1,376
<b>Total Operation Expenses</b>	<b>26,818</b>	<b>29,120</b>	<b>31,143</b>	<b>32,825</b>	<b>34,599</b>
<b>EBITDA</b>	<b>(2,074)</b>	<b>(2,175)</b>	<b>89</b>	<b>19</b>	<b>183</b>
Additional Transactions:					
Add: TCC Renewal Funding	8,739	6,041	15,887	13,104	8,966
TCC Debt Servicing Grant	1,619	1,317	997	755	794
Less: Profit/Loss on Disposal	55	0	0	0	0
Finance Expense	954	1,176	655	655	655
Depreciation & Amortisation Expense	6,945	7,327	7,065	7,149	7,221
<b>Surplus/(Deficit) Before Tax</b>	<b>330</b>	<b>(3,321)</b>	<b>9,253*</b>	<b>6,074*</b>	<b>2,068*</b>

^Subject to draft Long Term Plan (LTP) approval

\*Surplus in years 25 - 27 is driven by significant LTP renewals programme (renewal income is fully recognised when asset is capitalised)

Bay Venues Ltd Statement of Financial Position (000's)	Budget 23/24	Forecast 24/25	Forecast 25/26	Forecast 26/27
<b>Assets</b>				
<b>Current Assets</b>				
Cash & Cash Equivalents	72	2	100	11
Inventories	461	461	461	461
Debtors & Other Receivables	2,335	2,335	3,335	4,335
<b>Total Current Assets</b>	<b>2,868</b>	<b>2,798</b>	<b>3,896</b>	<b>4,807</b>
<b>Non-Current Assets</b>				
Other Non-Current Assets	5,351	5,501	5,651	5,801
Intangible Assets	572	572	572	572
Property, Plant & Equipment	132,726	139,574	145,334	146,897
<b>Total Non-Current Assets</b>	<b>138,649</b>	<b>145,647</b>	<b>151,557</b>	<b>153,270</b>
<b>Total Assets</b>	<b>141,518</b>	<b>148,445</b>	<b>155,453</b>	<b>158,077</b>
<b>Liabilities</b>				
<b>Current Liabilities</b>				
Employee Entitlements	1,173	1,055	950	855
Creditors & Other Payables	4,091	1,322	1,322	1,322
Borrowings - UoW Adams Centre Loan	1,000	1,000	1,000	1,000
<b>Total Current Liabilities</b>	<b>6,264</b>	<b>3,377</b>	<b>3,272</b>	<b>3,177</b>
<b>Non-Current Liabilities</b>				
Borrowings	31,211	16,771	17,811	18,461
Deferred Tax	8,483	8,483	8,483	8,483
<b>Total Non-Current Liabilities</b>	<b>39,694</b>	<b>25,254</b>	<b>26,294</b>	<b>26,944</b>
<b>Total Liabilities</b>	<b>45,958</b>	<b>28,631</b>	<b>29,566</b>	<b>30,121</b>
<b>Net Assets</b>	<b>95,560</b>	<b>119,813</b>	<b>125,887</b>	<b>127,956</b>
<b>Equity</b>				
Share Capital	84,232	99,232	99,232	99,232
Retained Earnings	(30,969)	(21,916)	(16,042)	(14,174)
Other Reserves	1,133	1,333	1,533	1,733
Revaluation Reserves	41,165	41,165	41,165	41,165
<b>Total Equity</b>	<b>95,560</b>	<b>119,813</b>	<b>125,888</b>	<b>127,956</b>



# FINANCIAL PERFORMANCE

Bay Venues Ltd Statement of Cashflows (000's)	Budget 23/24	Forecast 24/25	Forecast 25/26	Forecast 26/27
<b>Operating Activities</b>				
Cash Received From Customers	22,183	22,959	24,337	26,041
Grants Received	12,021	25,052	22,255	18,383
Dividend Received	11	11	11	11
Cash Received From Other Sources	88	94	101	107
Goods & Services Tax (Net)	265			
	34,568	48,116	46,703	44,542
Payments to Employees	(17,782)	(18,672)	(19,605)	(20,585)
Payments to Suppliers	(11,338)	(12,472)	(13,220)	(14,013)
Interest Paid	(1,176)	(655)	(655)	(655)
	(30,297)	(31,798)	(33,480)	(35,253)
<b>Net Cash Flow From Operating Activities</b>	<b>4,271</b>	<b>16,318</b>	<b>13,223</b>	<b>9,289</b>
<b>Cash Flows From Investing Activities</b>				
Proceeds from Sale of Property, Plant And Equipment	88	88	88	88
Purchases of Property, Plant And Equipment	(7,358)	(16,887)	(14,104)	(9,966)
Transfer to Depreciation Investment	(996)	(150)	(150)	(150)
<b>Net Cash Flow From Investing Activities</b>	<b>(8,266)</b>	<b>(16,949)</b>	<b>(14,165)</b>	<b>(10,027)</b>
<b>Cash Flows from Financing Activities</b>				
Proceeds from Borrowings	10,580	560	4,540	4,150
Repayment of TCC Borrowings	(7,142)	0	(3,500)	(3,500)
<b>Net Cash Flow From Financing Activities</b>	<b>3,438</b>	<b>560</b>	<b>1,040</b>	<b>650</b>
Net Increase / Decrease in Cash Held	(557)	(71)	98	(89)
Cash & Cash Equivalents at Beginning of Year	629	72	2	100
<b>Cash, Cash Equivalents, and Bank Overdrafts at the End of the Year</b>	<b>72</b>	<b>2</b>	<b>100</b>	<b>11</b>

Bay Venues Ltd Statement of Changes in Equity (000's)	Share Capital	Retained Earnings	Revaluation Surplus	Other Reserves	Total Equity
<b>Balances as at 1 July 2023</b>	<b>84,232</b>	<b>(27,448)</b>	<b>41,165</b>	<b>933</b>	<b>98,882</b>
<b>Comprehensive Income</b>					
Surplus or Deficit for the Year		(3,321)	0		(3,321)
<b>Other Comprehensive Income</b>					
Transfer to Trustpower Reserve		(200)		200	0
<b>Total Other Comprehensive Income, Net of Tax</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>200</b>	<b>0</b>
<b>Balance as at 30 June 2024</b>	<b>84,232</b>	<b>(30,969)</b>	<b>41,165</b>	<b>1,133</b>	<b>95,561</b>
<b>Balances as at 1 July 2024</b>	<b>84,232</b>	<b>(30,969)</b>	<b>41,165</b>	<b>1,133</b>	<b>95,561</b>
<b>Comprehensive Income</b>					
Surplus or Deficit for the Year		9,253	0		9,253
<b>Other Comprehensive Income</b>					
Surplus or Deficit for the Year	15,000		0		15,000
Transfer to Trustpower Reserve		(200)		200	0
<b>Total Other Comprehensive Income, Net of Tax</b>	<b>15,000</b>	<b>(200)</b>	<b>0</b>	<b>200</b>	<b>15,000</b>
<b>Balance as at 30 June 2025</b>	<b>99,232</b>	<b>(21,916)</b>	<b>41,165</b>	<b>1,333</b>	<b>119,814</b>
<b>Balances as at 1 July 2025</b>	<b>99,232</b>	<b>(21,916)</b>	<b>41,165</b>	<b>1,333</b>	<b>119,814</b>
<b>Comprehensive Income</b>					
Surplus or Deficit for the Year		6,074	0		6,074
<b>Other Comprehensive Income</b>					
Transfer to Trustpower Reserve		(200)		200	0
<b>Total Other Comprehensive Income, Net of Tax</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>200</b>	<b>0</b>
<b>Balance as at 30 June 2026</b>	<b>99,232</b>	<b>(16,042)</b>	<b>41,165</b>	<b>1,533</b>	<b>125,888</b>
<b>Balances as at 1 July 2026</b>	<b>99,232</b>	<b>(16,042)</b>	<b>41,165</b>	<b>1,533</b>	<b>125,888</b>
<b>Comprehensive Income</b>					
Surplus or Deficit for the Year		2,068	0		2,068
<b>Other Comprehensive Income</b>					
Transfer to Trustpower Reserve		(200)		200	0
<b>Total Other Comprehensive Income, Net of Tax</b>	<b>0</b>	<b>(200)</b>	<b>0</b>	<b>200</b>	<b>0</b>
<b>Balance as at 30 June 2027</b>	<b>99,232</b>	<b>(14,174)</b>	<b>41,165</b>	<b>1,733</b>	<b>127,956</b>



# REPORTING

Bay Venues is committed to supporting Council's strategic priorities and objectives. Bay Venues will endeavour to respond promptly and appropriately on issues raised by Council and will provide Council with the following information:

## Statement of Intent (SOI)

Provide Council with a draft SOI by 16 January 2024 and a final SOI by 31 March 2024.

## Annual Report

Provide an Annual Report to Council within two months after the end of the financial year. This will comply with section 68 of the Local Government Act 2002 and include the following:

- i. Board report including summary of the financial results, a report of the operations, a comparison of performance in relation to objectives and any recommendation as to dividend;
- ii. Audited financial statements for the financial year in respect of the Company, and;
- iii. The Auditor's report on:
  - Those financial statements; and
  - The performance targets and other measures by which performance has been judged in relation to the objectives.
- iv. The audited financial statements shall consist of:
  - Statement of Financial Position; and
  - Statement of Comprehensive Income; and
  - Statement of Movements in Equity; and
  - Statement of Cashflows; and
  - Disclosure of Related Party Transactions; and
  - Notes to the Financial Statements; and
  - Such other statements as may be necessary to fairly reflect the financial position of the Company and its subsidiaries, the resources available to the Company and its subsidiaries and the financial results of the operations of the Company and its subsidiaries.

The annual report is to be presented in the format prescribed by Council to enable consolidation into the Group.

## Quarterly Reports

As soon as practicable after the conclusion of each quarter, Bay Venues will provide Council with a report of performance against the SOI including:

- v. Summary of Financial Performance
- vi. Report on KPIs year to date
- vii. Commentary on performance for the preceding quarter
- viii. Commentary on expected performance for the next quarter

*A Quarterly Report will not be required for Q4 where the Annual Report is provided instead.*

## Quarterly Meetings

Upon request by Council, members of the Board of Bay Venues will meet with Councillors and/or their appointed representative(s) quarterly in a confidential, informal workshop to discuss and review issues of common interest.

## Half Yearly Governance to Governance Meetings

The Mayor and CEO of Council will meet with the Chair and CEO of Bay Venues every six months, to discuss and review any issues of common interest.

Regular meetings will be held (at least quarterly) with operational management/staff.

## No Surprises

Notwithstanding the reporting requirements, the Board will operate on a 'no surprises' basis to ensure that Council is appraised as soon as is practicable, of any event or the possibility of an adverse effect of an economic, social or political nature.





## OTHER MATTERS

### The Board's Approach to Governance

The directors of Bay Venues are responsible for the stewardship and future well-being of the organisation. The directors assist the organisation to meet its objectives and requirements in the Statement of Intent. Directors exercise leadership, enterprise, integrity, and judgement in directing the organisation so as to provide assurance of its continuing and lasting prosperity and effectiveness. In discharging their responsibilities, directors have a duty to act in the best interest of Bay Venues as a whole, irrespective of personal, professional, commercial, or other interests, loyalties or affiliations. Directors' first duty and loyalty must be to the Company as per section 131 of the Companies Act, noting however that under clause 11.2 of the Constitution that Directors may also act in the best interest of the Shareholder. More detailed obligations in relation to both the Directors obligations to Bay Venues and Council's obligations to Bay Venues are outlined in the Enduring Statement of Expectations (ESE).

### Board Performance Reviews

A Council-led bi-annual review was undertaken in October 2023 by an independent entity, with results reported to Council. The independent review's conclusions were very positive, and a number of minor improvement opportunities were identified that the Board will look to implement.

### Ratio of Consolidated Funds

In November 2014 Council resolved that an appropriate starting debt equity ratio of 20:80 is appropriate for Bay Venues, but the ratio may change up to 25:75. This ratio is calculated as: Debt to Equity Ratio = Total Debt / Total Equity.

### Estimate of Commercial Value

The Board estimate that the commercial value of the Council's investment in Bay Venues is represented by the net assets of Bay Venues. This value is calculated from total assets less liabilities. As at 30 June 2023 this was \$98.8m.

### Accounting Policies & Other Compliance

Financial statements will be prepared in accordance with generally accepted accounting practice (GAAP), NZ International Financial Reporting Standards, Companies Act 1993, Local Government Act 2002 and Financial Reporting Act 1993. It is noted that due to Bay Venues' revenue now exceeding \$30m that Tier 1 reporting for audit is now required.

### Procedures for Acquisition of Other Interests

Pursuant to the Constitution, Bay Venues will only invest in the shares of a new or existing company or organisation with the prior approval of Council. Where the Board consider the

size of the acquisition warrants it, they will have due diligence carried out prior to any binding agreement being made.

### Dividend Policy

Bay Venues will not be in a position to pay a dividend anytime in the short to medium term and acknowledges that any retained surpluses over \$500,000 (net after depreciation and interest) must be approved by Council unless otherwise agreed or prevented due to legal requirements.

If a surplus over \$500,000 is achieved, Council may decide to retire debt and/or reinvest part or all the surplus into Bay Venues if Bay Venues establishes a sound investment proposal.

In determining funds that are 'surplus', Council will consider the operating result against budget including the accounting surplus, the underlying cash surplus, and surpluses generated from particular activities.

### Other Matters Agreed Between the Board and Shareholder

Bay Venues shall enter, where necessary, such agreements with Council giving effect to any restrictions, requirements and obligations required by Council.

Due to the impact of Covid, high inflation, growth and limited venue capacity over the past few years, Bay Venues' revenue and profitability has been significantly negatively impacted. While existing loan arrangements with Council are sufficient to cover this in the short term, Bay Venues has agreed a new funding model with Council that has been included in Council's 2022-32 Long Term Plan.

### Transactions between Related Parties

Transactions between Council and Bay Venues will be conducted on a commercial basis (fair and reasonable) and if appropriate, contestable basis.

Other related party transactions will be on a commercial basis and in accordance with Bay Venues' procurement policy.

### Compensation from Local Authority

Compensation for any services provided to the Council has been agreed as per the revised Enduring Statement of Expectations and the Letter of Expectations.

Council will provide Bay Venues with an operating grant of \$3.448m in FY25 (as per Draft Long Term Plan), which increases annually with CPI. Council's operating grant to Bay Venues helps deliver:

- Business related outputs, which apply across all facilities
- Community related outputs which apply only to the facilities and activities that have a community focus

The outputs expected of Bay Venues are detailed in this Statement of Intent.

# APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

## AQUATIC FACILITIES

### Mount Hot Pools



An iconic and unique hot ocean water pool complex and world-class tourist attraction, providing rest, relaxation, and rejuvenation/rehabilitation for a broad range of visitors and Tauranga locals. The Mount Hot Pools hosts close to 300,000 visits a year. There are three outdoor pools, including a children's pool, two outdoor spas and three indoor private pools. This popular facility at the base of Mauao also provides massage therapy and aqua exercise classes, as well as aqua play sessions for parents and their young ones.

The Mount Hot Pools had a maintenance closure in late 2023 that saw all the hot pools fully re-tiled, along with pool maintenance and renewals, and improvements to the changing facilities including the addition of underfloor heating.



### Baywave



This is an aquatic and leisure centre, recognised regionally as providing a wide variety of recreation and leisure, competition, aquatic education, exercise, physical therapy, and health and wellbeing activities. There is a 25-metre lap pool, a leisure pool (with waves), a learners' pool, hydroslide, spa, sauna, and steam room.

The configuration of the lap pool also accommodates synchronised swimming, water polo and underwater hockey as well as regional and national aquatic events. Baywave hosts more than 300,000 visits a year and is home to several water-based sporting clubs/squads. In 2019, an aqua play facility for children was added. The latest maintenance closure was in early 2023 and included pool maintenance and renewals, refurbished changing facilities, new non-slip flooring for improved safety and cleanliness, and the replacement of failing water pipes.

Several secondary business units operate within the complex and are complementary to the overall purpose of the facility:

- BaySwim (learn to swim and water safety programmes)
- Clubfit (health and fitness club)
- Café
- Merchandise
- Massage Therapy

## Greerton Aquatic & Leisure Centre



An aquatic and leisure centre, providing a variety of fun, safe, and well-managed aquatic and physical therapy activities for the local community. There is a 25-metre lap pool, a learners' pool, and an 18-metre hydrotherapy pool, which is popular for rehabilitation and senior adults. Aquatic Evolution Tauranga is an anchor tenant of this facility. Other activities that complement the centre include:

- BaySwim (learn to swim and water safety programmes)
- Aqua Exercise Classes
- Friday Night Fun Night (inflatable pool toys and obstacle course for kids)
- Clubfit (health and fitness club)

Greerton Aquatic & Leisure Centre hosts about 90,000 visits a year and underwent an extensive refurbishment through 2021-2023, which included new non-slip flooring, seismic strengthening, new changing facilities, and a reconfigured entrance. In addition, new signage was installed, and the pools and interior and exterior of the facility were repainted.



## Memorial Pool & Ōtūmoetai Pool



Memorial Pool is an outdoor seasonal facility with a lap pool and learners pool, BBQ facilities, and green space. It is a safe, clean, maintained environment for families and recreational swimmers to enjoy during the summer months and hosts about 30,000 visits a year.

Ōtūmoetai Pool is open year-round and has a 25-metre lap pool and learners' pool. It is a safe, clean, convenient aquatic facility for the local community, in particular the neighbouring college during school hours. The anchor tenant, Evolution Aquatics Tauranga, is a high user of this facility. This is an old outdoor pool that had a marquee-style roof installed over it around 20 years ago. Ōtūmoetai Pool hosts about 40,000 visits a year.

Both of these facilities have been around for decades (since the 1950s and 60s) and are at the end of their useful lives. The ongoing and increasing cost to keep them open and operating is unsustainable. Both pools have significant infrastructural and age-related issues that regularly result in expensive remedial and maintenance measures.

We will do our best to maintain both of these facilities and keep them operating until the new aquatic centre at Memorial Park opens, at which point Memorial Pool and Ōtūmoetai Pool will likely be decommissioned. Any significant pool plant failures in the interim, however, may require an earlier closure. Planning for the future use of the Ōtūmoetai site needs to be undertaken by Council.



# APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

## New Memorial Park Aquatic Centre



In late 2023, Tauranga City Council approved \$122.25m of funding towards a new aquatic facility at Memorial Park. It will be a modern, fit-for-purpose facility and will balance the shortfall across the network for increased structured water-based leisure, sports and fitness.

The new aquatic centre at Memorial Park will have a deep-water eight-lane 25-metre indoor swimming pool, alongside a hydrotherapy pool and spa, a learn to swim pool, and a leisure pool with a toddler pool. Outside, there will be a four-lane 25-metre lido pool, a splash pad, and a bombing pool. There will also be three hydrosides, a fitness centre, and a café that services the facility and the park.

The new facility at Memorial Park will hopefully be open by the end of 2027. It will be a destination complex for the central city and surrounding suburbs, including the communities that currently enjoy Memorial Pool and Ōtūmoetai Pool.

## BaySwim



BaySwim delivers a quality Learn to Swim programme catering to all ages, at Baywave and Greerton Aquatic & Leisure Centre, and teaches thousands of people to swim each year. BaySwim also provides water safety education for primary school groups as part of our funded Water Safety NZ 'Water Safety for Life' programme. In recent years, BaySwim has extended its offering to include swimming lessons in te reo Māori, Korean, and Mandarin. It has also supported an ethnic women's swimming initiative and created several other innovative programmes and initiatives to break down barriers and reach more people in the community.

## Massage Suites



Massage suites are located at the Mount Hot Pools and Baywave and aid in the rebalancing of mind, body and soul.



# APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

## INDOOR SPORTS FACILITIES

### Mercury Baypark Arena



Mercury Baypark Arena is Tauranga's key sporting venue for indoor sports such as basketball, netball, volleyball, and futsal. The six-court side of the facility has a focus on community sport. The three-court side is also utilised for community sport when it is not being used to host large events, including professional sports fixtures and tournaments such as Constellation Cup netball and the New Zealand Festival of Squash.

Mercury Baypark Arena also provides a range of pay-for-play social sports leagues and sport and play programmes for the community. Within the facility is a licensed café providing a quality food and beverage service.

A Baypark Master Plan, adopted by Tauranga City Council in September 2023, provides future direction and priorities for the wider Mercury Baypark site over the next 10 years and beyond; a future focus on community sport, while still delivering events, entertainment, and high-performance sport.

The Baypark Master Plan includes future opportunities for netball and other court sports, alongside speedway, gymnastics, athletics, as well as dedicated green spaces, a playground, walkways, activities and storytelling displays acknowledging the site's cultural history, a new car park layout, and improved venue access for vehicles, pedestrians and cyclists.

There is also an opportunity to expand Mercury Baypark Arena and add more indoor courts to the six-court side of the facility within the next 10 years, as part of Tauranga City Council's Long-Term Plan.



### Queen Elizabeth Youth Centre (including Memorial Hall)



Located at Memorial Park, this facility has for decades provided the inner city with an indoor court venue suitable for hosting community sport and recreational activities, as well as cultural groups and events. It has also hosted a variety of regional and national sports tournaments and fixtures, as well as pay-for-play social sports leagues, and community programmes.

The facility is at the end of its useful life and recent building reports have indicated seismic and structural issues. In late 2023, Tauranga City Council signed off on plans to replace the three indoor courts at Queen Elizabeth Youth Centre (QEYC) and Memorial Hall with a new indoor court facility at an alternative city-centre location nearby. The future focus for Memorial Park will be on aquatic and recreational provision (See: New Memorial Park Aquatic Centre).

Given the difficult ground conditions at Memorial Park, it became evident that replacing the indoor courts at that location would be unaffordable. Therefore, Tauranga City Council explored alternative locations for the indoor courts, with a successful fit-for-purpose property found in close proximity. The Council approved a strategic property purchase as well as funding towards the concept design plans/fit out for the new indoor court facility.

The QEYC and Memorial Hall buildings will be decommissioned in late 2024. The new indoor court facility at an alternative city-centre location will hopefully open in early 2025.

# APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

## Aquinas Action Centre (Community Share Facility)

Situated on the grounds of Aquinas College, this facility features a single court gymnasium suitable for hosting sport, recreational and cultural activities outside of agreed school access hours.

## Merivale Action Centre (Community Share Facility)

This facility is located on the grounds of Merivale Primary and features a single court gymnasium suitable for hosting sporting/recreational groups and community activities outside of agreed school access hours. There are some issues with the facility suffering from condensation issues that leave the floor unsafe at times.

## Mount Sports Centre

Located at Blake Park, this facility features a single court gymnasium suitable for hosting sporting and recreational groups, community activities and minor events. The facility is also home to Tauranga City Basketball's office. This is an old facility and it will be decommissioned in the next few years as part of the Blake Park Master Plan. The removal of the facility will reduce court provision in the city by one court.



## University of Waikato Adams Centre for High Performance



Located at Blake Park, opposite Bay Oval, the University of Waikato Adams Centre for High Performance is a high quality facility that includes a state-of-the-art gym, plunge pools, physiotherapy, massage and rehabilitation rooms, a sport science laboratory with performance testing, research and acclimatisation facilities, meeting rooms and an athletes' lounge. It is a High Performance Sport NZ Approved Training Facility that caters to a wide range of athletes competing at a national and international level. High performance sport organisations, sports science research, and athlete medical support services are also based at the Adams Centre. Current tenants include New Zealand Rugby, Bay of Plenty Rugby, Body in Motion's High Performance Sports Clinic, and the University of Waikato. Strong demand for space in the facility along with potential development on neighbouring sites has prompted investigations into potential expansion options. Bay Venues also operates the Adams Academy, a development programme with around 100 aspiring and established local athletes across 27 sporting codes and counting.

## Clubfit



Clubfit is made up of two gyms located at Baywave and Greerton Aquatic & Leisure Centre. Both facilities provide health and fitness programming to members who have access to mid-to-high quality equipment.



# APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

## COMMUNITY CENTRE-RUN PROGRAMMES

Bay Venues runs several community-focused programmes across the venue network for preschoolers, children, youth, and adults including the popular Tumble Time, Funky Fun Days, coaching clinics, sports days, birthday parties, social badminton and more. Team building and school holiday offerings are also provided.

### Sports Leagues

Bay Venues organises and facilitates social sports leagues both at Mercury Baypark Arena and Queen Elizabeth Youth Centre for indoor netball and futsal.

## COMMUNITY HALLS & CENTRES

### Arataki Community Centre

This venue provides a high quality, versatile indoor space with rooms of varying sizes and flooring as well as equipment, to enable community groups to host their activities. During weekdays, PlayTime hosts an OSCAR programme at the facility. Early consideration is currently being given to possible expansion of the facility to cater to increasing demand for space.

### Bethlehem Hall

This venue is primarily used for local community groups to host a variety of activities. Private functions are also held at this venue.

### Cliff Road Building

This building provides a space for hire and is home to a small number of community users. The facility is in poor condition and will only operate in the short term until the future of this site is decided. Planning for its demolition should commence as soon as possible.

### Elizabeth St Community & Arts Centre

This is a facility for community groups to host a variety of activities. It also provides space for individuals to host private functions. The facility is in average condition and its future needs to be considered in conjunction with Tauranga City Council's investment in the new civic precinct.

### Greerton Hall

This is a facility for local community groups to host a variety of activities. It also provides space for individuals to host private functions. Greerton Hall is also used as office space for Greerton Village Mainstreet. The facility is old and tired and will need to be redeveloped or replaced in the medium to long term.



### Matua Hall

This venue provides space for local community groups and individuals to host a variety of activities and private functions. During weekdays, PlayTime hosts an OSCAR programme at the facility.

### Papamoa Community Centre (at the Library)

This venue provides a high quality, versatile indoor space with rooms of varying sizes and flooring as well as equipment, to enable community groups to host their activities. During weekdays, PlayTime hosts an OSCAR programme at the facility. The venue also provides visitors with useful information including activities and services available in the community.

### Papamoa Sports & Recreation Centre

Located at Gordon Spratt Reserve, this indoor facility has rooms of varying sizes as well as a range of equipment, to enable community groups to host their activities. There is also a commercial kitchen and licensed bar for groups, businesses and individuals to host functions. During weekdays, PlayTime hosts an OSCAR programme at the facility.





# APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

## Tauriko Hall

This hall provides space for local community groups to host a variety of activities and provides a venue for individuals to host private functions. During weekdays, Schools' Out hosts an OSCAR programme at the facility. The facility is in poor condition and planning for its future will be undertaken by Tauranga City Council.

## Waipuna Park Pavilion

This pavilion is for the users of Waipuna Park to utilise for registrations, after match functions and meetings at no charge. Other community groups can also utilise the facility to host their activities.

## Welcome Bay Hall

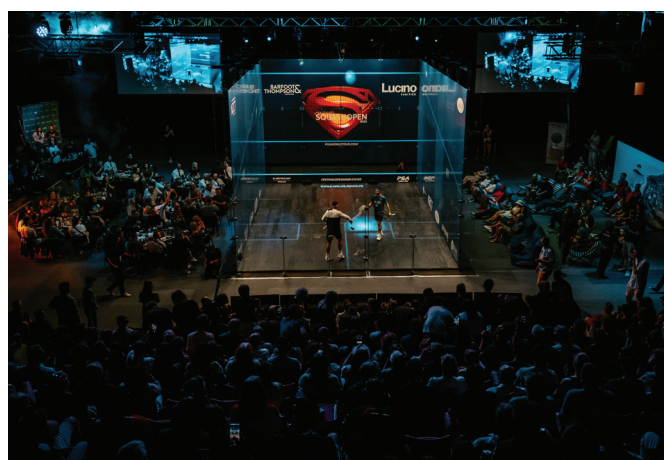
This venue provides space within the local community for groups to host a variety of activities. It also provides space for individuals to host private functions. The venue is old, tired and not connected with the adjacent community centre. There is an opportunity to enhance and better connect this facility in the medium term.



## EVENT FACILITIES

### Mercury Baypark Arena

In addition to being an indoor community sports hub, the three-court side of Mercury Baypark Arena is a key indoor event facility for the region. When combined with the six-court side, Mercury Baypark Arena is a versatile multi-purpose venue with the ability to host any type of event – from community and national sporting fixtures right through to trade shows, conferences, gala dinners, corporate hospitality events and concerts.



### Mercury Baypark Stadium

This is Tauranga's only significant outdoor stadium. It has the capacity for crowds of up to 19,000 people, including seated and corporate hosting areas. It features a 480-metre oval clay speedway track and a basic grass area (inside the track). The primary activity is speedway race meetings (15-17 per annum). A promoter is contracted to promote and operate the speedway events. Mercury Baypark Stadium is also a venue for other events and activities suited to outdoor spaces (for example, drifting). Corporate boxes and a premium lounge are also available for businesses to utilise for hosting functions or meetings.

The Baypark Master Plan, adopted by Tauranga City Council in September 2023, provides future direction and priorities for the wider Mercury Baypark site over the next 10 years and beyond; a future focus on community sport, while still delivering events, entertainment, and high-performance sport.

The Baypark Master Plan includes future opportunities for netball and other court sports, alongside speedway, gymnastics, athletics, as well as dedicated green spaces, a playground, walkways, activities and storytelling displays acknowledging the site's cultural history, a new car park layout, and improved venue access for vehicles, pedestrians and cyclists.

# APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

While Mercury Baypark Stadium is regarded as one of the better equipped speedway venues in New Zealand with a fast, wide clay track and a large well-serviced pit area, it is showing its age and significant future investment will be required to maintain it. Historically, the facility has not been funded for depreciation and there has been no funding for asset renewals. While that will change in the new Tauranga City Council Long Term Plan, the facility needs significant investment to ensure it is fit for purpose. Discussions have commenced with the Bay of Plenty Speedway Association to start considering what the future of Mercury Baypark Stadium is beyond the end of their current agreement in 2029.

## Mercury Baypark Stadium Lounge

Mercury Baypark Stadium Lounge is a self-contained venue connected to Mercury Baypark Stadium, offering a secure and private environment to host public and private functions. Suitable for meetings, conferences, gala dinners, school balls, private functions, weddings and small trade shows, this venue can comfortably accommodate up to 500 people for dinner or 900 for performances. For major stadium events, this facility offers the client added flexibility for hosting corporate hospitality or pre and post event activities. This space is starting to show its age and with no funding for renewals it is becoming more difficult to maintain it to an acceptable standard.



## External Areas

Various external areas around Mercury Baypark are used for events, most notably concerts and festivals over the busy summer holiday period, as well as events like Polo in the Bay. Most of the infrastructure for events like these is brought in on a temporary basis. These larger outdoor events can draw crowds in excess of 15,000 people.

## ASSOCIATED ACTIVITIES

Bay Venues operates several venue-based business units that are more commercially focused including:

### Bay Catering

This business unit primarily provides catering services at venues managed by Bay Venues as well as some off-site catering at other venues and events. Bay Catering also operates food and beverage outlets throughout Mercury Baypark venue as well as the cafes at Mercury Baypark Arena and Baywave. Bay Catering also have contracts with the Ministry of Education to provide school lunches to children at schools throughout the Bay of Plenty.

### Bay Audio Visual

A sound, lighting and audio-visual equipment and support business unit that provides services primarily at the Mercury Baypark Arena, Mercury Baypark Stadium Lounge, Mercury Baypark Stadium and some external off-site events and venues.

### BayStation

BayStation is a family entertainment business that operates three different entertainment products including Drift Trikes, Paintball and Lasertag. The operation complements the range of activities on offer at Baypark.

### Merchandise

Bay Venues operates small retail outlets at its aquatic facilities selling swimming apparel and associated products.







**[bayvenues.co.nz](http://bayvenues.co.nz)**