



ATTACHMENTS

**Ordinary Council meeting
Separate Attachments 1**

Monday, 22 April 2024

Table of Contents

11.1 Adopt Tauranga City Council Long-term Plan 2024-2034

Attachment 1 Tauranga City Council 2024-34 Long-term Plan 4

Attachment 2 2024/25 User Fees and Charges 488



Long-term Plan

2024-34



TAURANGA CITY COUNCIL

Long Term Plan 2024-2034

Contents

Introduction and key decisions	3
Groups of activities	25
Infrastructure strategy	171
Financial strategy	267
Finance	295
Policies	367
Significant forecasting assumptions	425
Audit opinion	481



01

Introduction and key decisions

Introduction

It's our pleasure to present our 2024-34 Long-term Plan (LTP), which represents our final contribution to planning for the future of our city. We know that discussing investments in our city can be difficult, especially with the economic challenges we've been facing over the past few years, intensified by high inflation. We're focused on ensuring that everyone contributes their fair share to ensure the burden is not unreasonably placed on general ratepayers. We're committed to leaving behind the city's past issues and laying the groundwork for a vibrant future – a place where both current and future generations will thrive.

The LTP provides clarity for residents and communities on our direction for the next decade, with a specific focus on the deliverables for the next three years. Our intention with this plan is to continue building upon the foundation laid by the previous plan, emphasising delivery and the completion of ongoing projects.

We conducted extensive community engagement and consultation from November 15 to December 15, 2023, and received over 2200 submissions. We held nine events at shopping centres and markets, estimating that we talked to around 700 people. Additionally, at these events people were offered the opportunity to select one of the four stadium options set out in the formal consultation through voting with marbles in a jar, with 256 people voting with marbles. We also had 119 people or groups

speak at our verbal hearings in February 2024. We want to express our thanks to you for engaging, recognising, and embracing the need for change. While change can be challenging for some, it is necessary for the growth and revitalisation of our city which has seen historical underinvestment.

Budget limitations around key investment projects have forced us to change some of our priorities for the next ten years. Following the Government's repeal of the Water Services Acts, Council now needs to provide for planned investment in water services from year three of the LTP onwards. That means we've made changes to timing of some major projects across the business. We've also considered how many infrastructure projects the city can cope with at any one time and spread the delivery phases where possible.

Since 2021 we have been playing catch-up on years of underinvestment in the city, however we are also mindful that the city has a threshold for disruption linked to infrastructure projects. What we've tried to do is create a balance, so that the city doesn't fall further behind.

We are confident that we have carefully considered the views of the Tauranga community and have made decisions that align with our collective vision for the future. We are committed to making Tauranga a city where residents and their children will want to live, work, learn, and play.

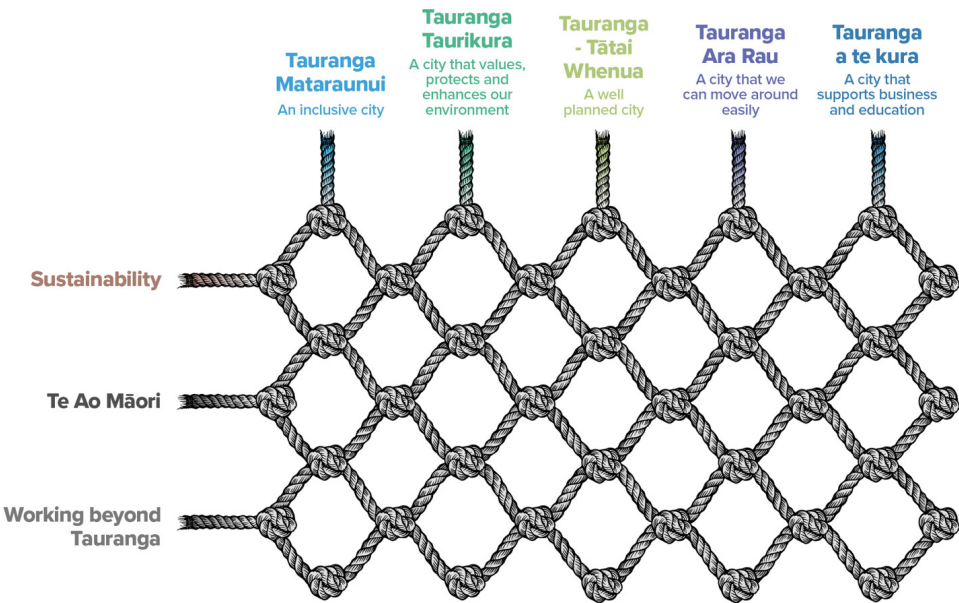


Commissioners: Bill Wasley, Shadrach Rolleston, Anne Tolley (Chair) and Stephen Selwood.

Our Direction

These eight interwoven elements form Our Direction, Council's strategic framework, which provides the structure that enables us to clearly see where we are going and what is needed to get there.

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):



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 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.

For more information on Our Direction, see <http://www.tauranga.govt.nz/our-future/our-direction>

Our challenges

Like all councils in Aotearoa New Zealand, we're facing different challenges today than when we consulted on the 2021-31 Long-term Plan Amendment.

Our plan for the next 10 years and beyond hasn't changed much since we last talked with you, but due to factors outside of our control, the cost of delivering it has increased significantly. Just like any household, our finances are being stretched by general inflation and higher interest rates, plus increased construction costs, and together with the community, we've had to make critical decisions on where we spend our money.

We've worked hard to keep our costs and rates increases as low as possible by delaying or deferring some projects, while still delivering on the priority projects we've started, to address the city's key issues and prevent Tauranga slipping further behind. In fact, it would be fiscally irresponsible to stop what we have started, because picking these projects up again in years to come will cost the city even more.

As a growing city, we need to commit to a certain level of investment to maintain what we have now and provide for future growth. And we need to invest more in infrastructure and planning to increase our resilience to the effects of climate change, such as the extreme storms, flooding and storm surges experienced across the country.

We need to strike the right balance. This LTP has a strong emphasis on ensuring everyone is paying their fair share, to make sure those who benefit from Council infrastructure, facilities and services contribute fairly to their cost. A fairer rating system also means we can keep general rates increases under control.

The existing funding model is not sustainable or affordable, and local government has been under significant funding

pressure for many years. Our relatively high debt level is due to investing in growth infrastructure as the city has grown over many years. Other councils are now also moving to higher indebtedness as they address infrastructure requirements of new waters standards. Standard & Poors has recently downgraded the financial outlook for 15 councils and two CCOs from stable to negative as a result of capital expenditure requirements of three waters. TCC's outlook was unchanged at A+ stable outlook in this round of assessment and is reviewed annually.

The challenges of catering for population growth have been recognised through various local government funding reviews. The financial benefits of growth are currently seen by central government through the taxation system, while the costs of managing growth remain with local government. The panel conducting a report into the future for local government in 2023 recommended a substantial overhaul of the local government funding and finance system, along with a new local government structure and substantial central government investment. It noted that numerous local government funding reviews have highlighted these problems and recommended changes to the system, without action from central government. That failure to act has resulted in compounding issues for local government.

An improved local government funding system is likely to take some time to be agreed upon and implemented, so we will have to continue operating within the current framework. In general, our long-term direction follows our previous path of providing for growth and improving infrastructure, amenity, and services for our existing community.

Our financial position

Debt

Following the government's repeal of the Water Services Acts, we have included three waters capital expenditure back into the LTP (\$1.8b for the full ten years). We have also included the revenues from three waters, in particular the ring-fenced funding of water supply and wastewater through volumetric charging and targeted rates. Because of high existing debt levels in three waters and the large capital programme, the debt to revenue ratio of three waters moves from about 400% in early years to 500% after. This lifts the overall debt to revenue ratio of Council above what it would be without three waters.

To match the high capital investment requirement, three waters revenue is budgeted to increase to support the level of borrowing. Revenue is budgeted to increase about 10% per annum on average through the ten years. This increase includes rates funded debt retirement to ensure that the waters debt to revenue ratio remains around 500%.

The need to meet infrastructure requirements through capital expenditure has resulted in pressure on council's debt levels. The LTP proposes to maintain high debt to revenue ratios while still retaining a strong credit rating and continuing to source our borrowing through the Local Government Funding Agency as this ensures we obtain the lowest debt financing costs we can. We aim to maintain debt headroom and manage our capital programme so that we remain within prudent borrowing limits and meet our covenant requirements.

The total capital programme in the LTP is \$4.9 billion, after significant adjustments from the draft LTP in the timing of transportation projects, including multi-modal initiatives for Mount Maunganui and Ōtūmoetai, as well as deferred road improvements linked with Hewletts Rd. These adjustments

are a result of the revised funding priorities of NZ Transport Agency Waka Kotahi (NZTA). Additionally, changes have been made to provide appropriate timeframes for planning and design before initiating construction on projects. This approach aims to ensure that projects are executed efficiently, deliver value for money, and minimise disruption to the community.

To reduce debt levels, council has decided to rates-fund paying down debt in three waters, amounting to \$300 million phased in from 2027. This is over and above other rates funded debt retirement. Based on the coalition government's Local Water Done Well programme, there is an expectation that water delivery will eventually be separated from council, which could significantly improve council's financial position. Council decided that the debt-to-revenue ratio should allow for debt headroom of approximately \$30 million.

Rates

Council decided on several changes in both capital and operating costs following consultation, resulting in an overall rate requirement of 13.1% (after growth at 1.5%) in 2024/2025. In 2025 the Infrastructure Funding and Financing (IFF) levy for transportation projects commences which will also be charged on the rates bill, increasing the overall increase to ratepayers to 15.9% (after growth at 1.5%).

For the median residential property, the rates increases amount to 7% per property (or an increase of \$235.56). This is partly due to a redistribution of rates liability following the 2023 revaluation where the middle group of property values dropped most (\$980,000 to \$885,000).

For more detail about our financial position, see our Financial Strategy in Section 4.

Decisions

New industrial rating category

In our draft plan, we proposed a new industrial rating category for industrial property owners whose primary use is industrial, port, transportation, or utilities networks. The intent of this was to share the rates burden more fairly across all of Tauranga's ratepayers.

Out of 1177 submissions received, 65.28% supported our proposal, and 34.21% did not support the proposal. Of the submitters who did not clearly choose an option and only provided comments, 54% supported the proposal, while 46% did not. Key themes identified from the submissions included concerns about fairness and equity in revenue allocation, affordability of rates, and the need for industrial businesses to contribute more due to their impact on infrastructure and the environment. Supporters of both options emphasised the importance of investing in the right things and ensuring efficient maintenance of the roading network.

Council decided to introduce the new rating category for industrial properties in the LTP, agreeing that the evidence around roading costs and other wellbeing impacts including congestion and safety provided justification for considering a higher differential charge for the industrial category. Council considers placing a greater share of the rates liability on industrial properties compared with commercial a fair reflection of the sector's impact on the overall activity and amenity values in the city – these are the environmental qualities and characteristics that make an area pleasant or enjoyable for people. This simply means there is a price placed on contributing to pollution and congestion. Introducing the differential for industrial properties brings council in line with comparable

metropolitan centres and reflects relative ability to pay.

The new differential for the industrial category is set at 2.7:1 over the residential rate from year 1 of the LTP. The commercial differential category will be retained at 2.1:1 over the residential rate in year 1 of the LTP.

Council also decided that it will phase-in further differential changes to reach a percentage share of general rates by category of approximately 65% residential, 15% commercial and 20% industrial.

For further information about what this looks like for rates, see Section 5: Financial Statements.

Private pool inspections

We proposed to introduce a targeted rate for required private pool inspections under the Building Act 2004. All swimming pool owners must ensure their pools have appropriate safety barriers, with Council responsible for recording and inspecting these barriers every three years, charging owners a fee for the service. During the consultation, the community was asked about introducing targeted rates for pool inspections to reduce administrative burden and spread costs.

We received 1098 submissions regarding this proposal, with 28% supporting it, and 72% opting to keep the charge as it is. When reading the comments regarding the proposal, it was clear that the question had been misinterpreted by many submitters, who believed that the rate would be applied to all ratepayers, or the costs would be higher if it was a targeted rate.

Taking this into account, council decided to establish the targeted rate to ease the administrative burden with

minimal impact on pool owners. The targeted rate only applies to properties with swimming pools that require inspection, and the cost of the inspection is spread over three years through rates bills.

For further information about what this looks like for rates, see Section 5: Financial Statements.

Targeted rates for West Bethlehem and Pyes Pā West

While council has a policy of growth pays for growth, we have not been able to collect the full costs of growth through Development Contributions (DCs), which are the fees payable to council to build, develop or connect to a new service. Council borrows to pay for growth-related capital projects, and we use DCs to pay down that debt, but overtime what we've collected from DCs has fallen short of what we need. To address this, we proposed transferring 50% of the debt to specific geographic areas of growth via a targeted rate, with the remaining balance transferred as before. This aims to ensure fair distribution of costs, avoiding ratepayers funding developments they don't directly benefit from.

The feedback from the consultation indicated that 38% preferred a targeted rate to recover half of the backlog, and 21% preferred that the backlog was recovered completely from targeted rates. 41% did not want a targeted rate established, meaning the backlog would be shared across all general ratepayers.

Council decided to approve the creation of a new targeted rate called the Pyes Pā West Urban Growth Targeted Rate. This rate will cover 50% of the development contribution backlog related to the Pyes Pā West growth area, starting

from year two (2025/26) and be collected over 30 years. The remaining 50% of the backlog will be collected from general rates.

For further information about what this looks like for rates, see Section 5: Financial Statements.

Council decided not to establish a targeted rate for the Bethlehem West Urban Growth area, expecting additional development there to enable full collection of Development Contributions.

For more information on Development Contributions, see our Development Contributions Policy on our website.

Targeted rates for urban growth

The LTP includes significant transport investments in the eastern corridor, benefiting the city and urban growth areas like Pāpāmoa and Wairākei. These investments cover various projects such as road designations, interchange construction, and bus facilities, that also support future development in Te Tumu. While much of the funding for these projects comes from development contributions, Te Tumu's development timeline is likely to be delayed until around 2040 due to various challenges, including infrastructure corridor securing, Māori land considerations, and government policies on freshwater and biodiversity. To mitigate funding uncertainties, we proposed three targeted rates based on property proximity to the projects to help pay off associated debts.

During consultation 36% of respondents supported establishing three targeted rates starting from 2024/25 to partially repay the borrowed funds for transport projects catering to current and future growth in Pāpāmoa and Wairākei. 64% of respondents supported continuing

without a targeted rate, relying on the assumption that Te Tumu's development will occur, with costs recuperated through development contributions.

Council decided to approve the establishment of three new targeted rates, titled Urban Growth Targeted Rate. The rate is calculated as being 50% of the interest impact associated with transport projects due to the delay in capital expenditure required to establish the Te Tumu growth area. These rates are split as follows:

- A Citywide charge across ratepayers within TCC that are not in the Full Benefit area or Wider Benefit area; and
- A charge across all ratepayers within the Wider Benefit area equal to double the Citywide charge; and
- A charge across all ratepayers in the Full Benefit area equal to triple the Citywide charge.

This mitigates the risk of unaffordable future Te Tumu development contributions by reducing the associated debt burden. It acknowledges that Te Tumu's development delay was to manage debt limits, benefiting the entire city. Implementing additional rates will decrease TCC's debt levels, freeing up capital for other projects, again benefiting the entire city. Furthermore, it recognises that current capital projects supporting Wairākei and parts of Pāpāmoa will also benefit Te Tumu.

For further information about what this looks like for rates, see Section 5: Financial Statements.

Sale of city centre parking buildings

Council owns two parking buildings in central Tauranga: Spring Street building (453 car parks) and the Elizabeth Street parking building (620 car parks). Just as households consider selling assets to fund other expenses, council also evaluates asset sales for financial support. In the LTP Amendment 2021-31, it was highlighted that half of the funding for Te Manawataki o Te Papa would need to come from sources other than rates. With recent reintroduction of parking charges in the city centre, demand for parking is expected to continue growing.

We proposed selling the parking buildings to fund council capital projects, including Te Manawataki o Te Papa. A total of 1165 submissions were received during the community consultation process. 43% of respondents supported selling the parking buildings, while 56% wanted to keep the buildings in council ownership (1% did not respond to this particular question).

As a result of submissions, council decided not to sell the parking buildings at this time. It was decided that projected cash surpluses from the Parking Management Activity would be used to fund interest and principal repayments. This would provide up to \$46 million for Te Manawataki o Te Papa. This will require parking price increases in order to generate these surpluses. If sufficient surpluses are not or are unlikely to be achieved, then the potential sale of the parking buildings with a lease-back arrangement will need to be reconsidered within the LTP period.

Community Stadium

Since late 2018 council has been exploring the concept of a stadium for Tauranga in partnership with Priority One, Bay of Plenty Regional Council, and Sport New Zealand. In 2022, council agreed in principle that Tauranga Domain is the preferred stadium location and approved further project steps. A preliminary business case supported the delivery of a \$220 million multi-use community stadium. Two surveys conducted in June-July 2023 showed mixed support for the stadium. The market research survey found 49% support, while the self-select survey showed 35% support.

During the consultation, we proposed to deliver the stadium in stages, with Stage 1 starting in 2029/30 at a cost of \$81 million, partially funded externally. Alternative options were a single stage construction within the LTP period, or single stage construction with a deferred start date, or not to build a stadium at all. 55.7% of submitters opposed including the stadium, while 42.9% supported it. Commissioners attended engagement events where 81% of participants supported stadium delivery through marble voting in jars.

After considering community views, council approved the community stadium Stage 1, commencing construction in 2033/34 at a total cost of \$90 million. Council considers the development of a Community Stadium will deliver a sports and recreation space more in-tune with the community's needs and allow for growth. It would mean more regional and national events could be held in the city, helping our local economy. This will include various enhancements such as:

- new grassed verge seating (capacity – 1,500);
- new embankment seating (capacity – 2,000);
- temporary modular seating/hardstand (capacity – 2,000);
- enhancement to the Tauranga Domain entry;
- new community spaces and café;
- repurposed building for lease to the University of Waikato Sports;
- science/physiotherapy faculty;
- installation of new lighting suitable for night games; and
- installation of new hybrid turf sports field.

Stage 1 will accommodate up to 5,000 people (expandable to 7,000) and is expected to generate annual revenue of approximately \$2,341,000. It is assumed that half of the \$90 million cost for Stage 1 of the community stadium will be covered by external funding sources. There is a risk that this external funding does not become available and reassessment of funding would need to be taken in a later LTP to confirm funding for a stadium.

To deliver both the community stadium and improvement projects included in the Tauranga Domain Masterplan, some existing community sports clubs that use Tauranga Domain will require relocation over time, at a total cost of \$21 million (inflated to 2029 values).

City centre development incentives

Council sought community feedback on the potential introduction of development incentives for city centre developments aimed at increasing residential living

and vibrancy in the city centre. The existing housing shortage in Tauranga, ranging from 4,300 to 5,300 houses, underscores the need for increased residential accommodation, especially in areas of higher intensification. Encouraging city centre development and intensification can also alleviate pressure on infrastructure in greenfield areas. Development incentives, commonly achieved through Development Contributions (DC) remission schemes, can help boost housing supply. Examples from other parts of New Zealand, such as Hamilton City Council's DC incentives for their city centre, demonstrate successful applications resulting in significant remissions since 2021, totalling \$1.1 million.

A total of 507 submissions provided feedback on development incentives for the city centre. Among these, 27% supported incentives, 25% opposed them, and 48% commented on broader city centre issues. Supporters of incentives highlighted the need to increase residential living in the city centre, support for local businesses, and non-financial incentives to improve amenity and liveability. Key themes from supportive submitters included requirements for minimum building heights, mixed-use developments, diverse housing types, and temporary incentives. Opponents primarily had concerns about additional costs to ratepayers and favoured developers covering full building costs. They also expressed concerns about the pace of change and council's role in providing incentives. Submissions not directly addressing incentives raised concerns about parking, roading projects' impact on city access, infrastructure needs, and support for struggling city centre businesses.

Council chose not to introduce further incentives for city centre development, maintaining the status quo. We believe that the potential impact of such incentives

on developers' decisions to build apartments in the city centre is not significant. However, the decision does not prevent the possibility of introducing an incentive scheme in the future if there is clearer demand and a stronger case. We will continue to engage with developers and support city centre residential developments using existing tools such as deferral options available in the Development Contributions Policy.

SmartTrip variable road pricing

We asked for your feedback on the possibility of introducing SmartTrip variable road pricing at some stage in the future, to help improve Tauranga's traffic congestion woes. SmartTrip pricing 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, work from home, share their vehicle use, or use another transport mode (like public transport, cycling or walking). Fewer vehicles on the road would mean faster journey times and a better level of service on our transport network. The funding generated by road pricing would also allow investment in network improvements to be accelerated and all users would be contributing to the local cost of improvement projects, not just Tauranga ratepayers.

During consultation we received 1099 submissions on SmartTrip. 81% of respondents opposed or strongly opposed the investigation, 6% were neutral, and 14% supported or strongly supported the proposal. A second question was asked about whether respondents supported council working with NZTA to develop a business case, with 22% support, and 78% opposition.

As a result, council chose not to proceed with a full business case for road pricing at this stage. Following the LTP consultation, the new coalition Government has indicated that road charging legislation will be considered as a way of reducing congestion and improving travel reliability in New Zealand metropolitan centres. We expect to pass the feedback we've received during consultation on to central Government as it considers how best to reduce the economic and social effects of traffic congestion; the need to reduce carbon emissions from transport activities; and generate future funding for transport network improvements in metropolitan centres like Tauranga, which will reduce the growing dependency on rates funding.

We've been approached by the NZTA and, together with other local authorities like Auckland Council, invited to work on a nationally consistent approach to road pricing. Council decided to include a budget of \$500,000 for each of the first three years of the LTP to investigate ways of addressing community concerns and participate in a national approach to road pricing legislation.

Fees and charges

Boat ramps

We included a proposal in our consultation document to introduce a boat ramp user charge at: Pilot Bay, Sulphur Point (located in Marine Park) and Whareroa ramps. This fee would be charged to park vehicles and trailers at the "designated parking" areas of each site. The proposed fee is \$20 per day or \$200 per annum (GST inclusive) for Tauranga residents. The introduction of the fee was to provide a more equitable and fair balance between funding these activities from general rate payers and those that

benefit directly from these facilities, noting that many users are likely to come from outside Tauranga.

Feedback from submitters was mixed with broadly equal responses in favour and against the fees. Council decided to implement the fees per the draft Long Term Plan, but noted that further steps are required through changes to the Traffic and Parking Bylaw. At Marine Park, which is a reserve under the Reserves Act, endorsement from the Minister of Conservation would be required.

Active reserves

During consultation, we proposed a new fee structure for senior and adult teams using active reserves (sports fields), including artificial turf. We proposed that this would initially be charged at \$225 + GST per hour, per field/wicket, per season for training only, increasing to include games in subsequent years. This fee structure sought to partially cover maintenance expenses and create fee consistency, while exempting youth and junior teams.

Council carried out further engagement with field sports clubs through the submission period via community meetings, discussions with Sport Bay of Plenty and other representative bodies, as well as reviewed the written submissions. These discussions made it evident that the proposed fees – particularly the proposed match fee – will make community sport unaffordable for many and could lead to some clubs becoming unsustainable.

Council decided to remove the match fee for the use of sports fields by organised sport. The \$225 + GST fees will be applicable for training from the 2025 winter season. This is on the basis of one full adult football/rugby/cricket field or relevant equivalent field size, and a season being greater than three months. Proportionate fees will apply for use of half a field, or a season of less

than three months. Additionally, it was decided that a 50% discount is available to 'emerging sports' with less than 100 participants, that is less than 5 years established and where over 10% of participants are from low socio-economic backgrounds. These user fees are expected to contribute 2% towards the cost of maintaining the fields in 2024/25. This increases to an average of 5% in the following years, with the balance of the maintenance funded from rates. Data collection on field use and implementation will be conducted in 2024/25 to inform future decisions.

Use of council land

We proposed to introduce different rates for the use of council land or buildings by commercial and community organisations. Commercial organisations would pay market rates calculated by valuation, while community organisations would pay a city-wide average based on reserve land valuation, with an additional 50% subsidy. This subsidy is currently valued at \$6.05 per square metre per annum for bare land and \$66 per square metre per annum for buildings, excluding operating expenses. The same rate applies to community groups using buildings or land on Reserve or Council-owned fee simple land.

Feedback through the submissions process and via community meetings strongly suggested that the proposed fees were unaffordable for many community organisations. We appreciate that affordability is a major issue for community organisations, and that needs to be addressed while Council also seeks to achieve a better balance between rates and non-rates revenue. Council received over 500 submissions from tenants at the Historic Village opposing the proposed charges, with the majority stating that the increases involved will either force them

to close, reduce their service levels to the community or move out of the Historic Village.

Council decided to provide a community-focused rate for tenants who provide community and social wellbeing outcomes and remove the on-charging of significant operational costs. A capped square-metre policy will resolve any significant increase faced by longstanding community tenants, with the lease and licence fees for community organisations set as follows:

Use of council land and buildings	Charges
Use of land - first 1000m²	\$3 per square metre
Use of land - 1001m² to 9999m²	No additional charge
Use of land - 10,000m² to 60,000m²	\$0.30 per square metre
Buildings - lease and licence fees	\$25 per square metre flat fee

It was also decided that current fee/rent level on leases where the lessee is paying a greater sum would be retained. Individual rent levels may be reviewed where a community organisation can demonstrate inability to pay leading to a significant negative effect on Council's Community Outcomes.

Te Tumu timing

During the submission period, council received four submissions requesting the accelerated development of Te Tumu by bringing forward the rezoning and infrastructure construction.

Te Tumu is a priority urban growth area for the sub-region. Council, together with the three main landowners

/ land interests in the Te Tumu Urban Growth Area are progressing a Plan Change for the Te Tumu Urban Growth Area with the aim of it being notified by early 2026 at the latest.

The LTP contains budget for the construction of infrastructure to service Te Tumu where that infrastructure also provides for growth in the Pāpāmoa and Wairakei areas e.g. the Pāpāmoa East Interchange and the Opal Drive wastewater pump station. It also includes a range of planning budgets for Te Tumu specific infrastructure for initial investigation, consenting, design and land purchase activities.

In the LTP Council is spending \$243m on projects that will support the development of Te Tumu with a further \$350m of projects outside the ten years.

These remaining Te Tumu specific infrastructure construction budgets are not contained in the 2024-34 LTP because of broader council affordability constraints. Council and the three main landowners / land interests will work together and with Central Government to seek to identify and secure the infrastructure funding or other financial arrangements, that will enable all network infrastructure that is required for Te Tumu to be brought forward and delivered in the 2024-34 LTP period. This additional infrastructure is currently budgeted in the order of \$350 million.

Waste Infrastructure

Council has collaborated with five other councils in the Bay of Plenty Region to conduct a comprehensive analysis of waste infrastructure needs for the sub-region, encompassing Tauranga and Western Bay of Plenty. At the same time, a sub-regional Circular Economy Project

was undertaken to explore opportunities for transitioning the city towards a circular economy. The outcomes of these studies highlight the pressing need for investment in waste infrastructure, both now and in the future. Key recommendations include establishing a well-functioning sub-regional waste infrastructure network, incorporating a local organic waste processing facility, and developing a Resource Recovery Park in the North-West of the sub-region.

Council made various decisions regarding the revised programme for Sustainability and Waste. In collaboration with Western Bay of Plenty District Council (WBOPDC), council aims to identify opportunities to integrate WBOPDC recycling centres into the sub-regional waste infrastructure network. The original Te Maunga Redevelopment project has been discontinued, and Tip Lane at Te Maunga has been deemed unsuitable for organic waste processing. In the rationalisation, council decided to fund minor critical upgrades to Te Maunga Transfer Station to ensure health and safety compliance. Council also approved a schematic design of a sub-regional waste infrastructure network which would enable transition of Te Maunga Transfer Station into a Resource Recovery Park and Materials Recycling Facility (MRF). It would also include the development of a new Resource Recovery Park in the north-west of Tauranga, serving residents in the western Tauranga and potentially WBOPDC. Additionally, investigations funded by the waste levy are planned to identify the most suitable method for processing organic waste in conjunction with WBOPDC and potentially other councils in the Bay of Plenty and southern Waikato regions. This includes considering land purchase for a local organic waste processing facility. Additional funding from external sources will be sought to maximise these investments in waste infrastructure.

To address the challenges and meet the growing demand, we have included a total capital spend for the Sustainability and waste activity of \$77 million in the LTP.

Additional decisions

During the submission period, we received submissions from a number of individuals and organisations relating to funding different projects and supporting various causes. These varied from sport facilities, reserve development, cultural programmes, business incentives, and events. Decisions made by council are provided in the table below.

Project / Initiative	Funding decision
Additional Public Toilets	Council approved \$1.5 million for installation of new toilets at major neighbourhood play spaces and beach access points funded by reallocation from existing Spaces and Places budgets.
Mount Sports Club (Squash) Building Development	Council decided to fund one third of the Mount Sports Club refurbishment and expansion costs up to \$1.65 million using existing budgets, subject to Mount Sports Club securing the total funding required to complete the project, and council staff being satisfied with the detailed design and business case, and the extent of public access and multi-use.

Project / Initiative	Funding decision
Ngāi Tamarawaho and Pukehinahina Charitable Trust	Council decided not to fund or make provision for a public car park on Gate Pā recreation reserve for use by Te Pūtake o Te Riri. However, council will contribute to a wider discussion on the funding and development of the centre through a business case process.
Bay Oval Trust	Council allocated \$1.9 million for the Stage 2 Pavilion build, funded by reprioritisation within the existing Spaces & Places budget.
Tauranga Hockey Centre Facility Development	Council decided to fund a feasibility study for \$39,000 and support in principle a funding contribution towards development of a hockey centre with any further funding to be confirmed via a future council decision-making process.
Mount Maunganui College Pool	Council decided to allocate a one-off grant up to a maximum of \$1.65 million for the redevelopment of the Mt Maunganui College pool in 2029/30, subject to conditions.

16 | 01 INTRODUCTION AND KEY DECISIONS

Project / Initiative	Funding decision
Pōtiki ā Tamapahore Trust and Manawa Development Holdings Limited Partnership	Council decided not to provide funding for the development of Te Atea Reserve, however, will work with the developer to agree a plan for Te Atea. Council will provide funding of up to \$100,000 from existing Spaces and Places budget to fence the Maungarongo walkway from the Manawa development to Simpson Road. Allocation of up to \$50,000 from the shade budget for artificial shade at Hine Kahu Reserve.
Funding for Wairakei Stream Corridor Works	Council decided not to allocate a specific budget for Wairakei Stream Corridor works above that already committed and continue to work with the submitter to confirm the designs and level of service for the walkway.
Community facilities in Eastern Corridor	Council decided not to add capital expenditure in the first years of the Long-term Plan due to overall fiscal capacity being constrained. It was noted that a total of \$12 million capital spend is already included in the draft LTP from 2030/31.
Pump Track and Other Play and Active Recreation Infrastructure	Council decided to reallocate \$650,000 of existing Spaces and Places budget for a pump track in the west of the city.

Project / Initiative	Funding decision
Memorial to Elizabeth Street Waterfront Recreational Connection/ Te Hononga ki Te Awanui	Council chose not to approve additional budget to deliver Memorial Park to Elizabeth Street Recreational Connection (Te Hononga ki Te Awanui) beyond what was approved by council in August 2023.
Future of Ōtūmoetai Pool	Council noted that it would endeavour to keep Ōtūmoetai Pool open at least until the new Memorial Park facility is open at the end of 2027. A working group is to be established to explore options to keep the Ōtūmoetai Pool available to the community, with options being brought back to council for a final decision on the way forward.
Tsunami Evacuation Pathways	Council decided to engage a consultant to assess the evacuation routes, and explore options for enhancing evacuation times, as an interim measure until the new evacuation model is completed. Council also decided to establish a Tauranga City Council facilitated working group with community and key stakeholders to devise additional evacuation alternatives.
Regional Screen Incentive Fund	Council decided to retain current Film BOP funding of \$102,500 per annum with CPI increases, via the targeted commercial rate.

Project / Initiative	Funding decision
Tauranga Māori Business Association	Council approved a staged approach, providing Tauranga Māori Business Association with new operational funding of \$50,000 in 2024/25, \$40,000 in year 2025/26, and \$30,000 in 2026/27.
Waiāri Cultural Recognition Programme	Council approved additional budget for the Waiāri Cultural Recognition Programme of \$250,000 for 2024/25 and a further \$250,000 for 2025/26, plus \$40,000 each year after for maintaining mauri model and data.
Incubator Creative Hub	Council decided not to fund the additional initiatives outlined in the submission. Council noted it would adhere to the newly adopted Community Funding Policy and move The Incubator to a multi-year contestable funding agreement.
Wednesday Challenge	Council decided to pay the licence fee only for one year for The Wednesday Challenge Business Module, and noted that the Wednesday Challenge must provide the resource to deliver it.
Ngāi Tūkairangi Hapū Trust	Council decided to increase funding for Hapu Management Plans by \$40,000 per annum.

Project / Initiative	Funding decision
2028 Event (Confidential)	Council decided to fund a total \$980,000 of additional operational funding for the confidential event over years 2026/27 – 2028/29 of the LTP. The name of the event can be released to the public when all negotiations have been completed and the announcement has been authorised.

Policies

Revenue and Financing Policy

Council received limited feedback specifically on the draft Revenue and Financing Policy during the consultation period. Changes made to the policy after consultation largely include administrative changes to reflect other decisions made following consultation. Other changes were made as a result of the repeal of the previous government’s three waters reform. To view the final policy and associated Funding Needs Analysis, see the Policies section.

Development Contributions Policy

We conducted public consultation on our draft Development Contributions Policy 2024/25 (DCP) simultaneously with the LTP consultation. The number of submissions received was relatively small, with most substantive submissions coming from large developers and industry bodies, consistent with previous DCP consultations. Proposed changes to the draft DCP received mixed support. Following consultation, the DCP was updated with various improvements and clarifications. Additionally, adjustments were made to budgets for Cameron Road Stages 1 and 2, the Memorial Park Aquatics Centre, and associated indoor courts investments, as well as changes resulting from the LTP decisions, particularly those affected by the three waters changes.

Our Priorities

We live in one of the fastest growing regions in Aotearoa New Zealand and while that growth can feel daunting at times, the evidence suggests that when managed well, the benefits of living in a growing city outweigh the downsides. That's why cities exist in the first place. Growing cities that are properly invested in not only bring economic benefits, but fresh ideas, vibrant communities and new possibilities. It is no secret that we have been resetting our course to make sure our growth will no longer hold us back but be our success story. You've told us loud and clear what you love most about Tauranga, and we're listening. Yes, the changes we're seeing are rapid and can certainly have their frustrations for people as we navigate the construction and new development underway around our city, but doing nothing is simply not an option. Our six priorities for the next 10 years and beyond continue to reflect yours.

Community spaces and facilities

We are prioritising investments in community spaces and facilities to enhance the well-being and vibrancy of the city. Recognising a backlog in infrastructure due to underinvestment, the city aims to address this by allocating \$616 million over the next decade. This investment will improve existing facilities and create new spaces to accommodate the growing population and meet community needs.

The focus is on providing spaces for sports, recreation, learning, and socialising, including parks, pools, libraries, and sports fields. Additionally, an accessible recreation program is proposed to enhance inclusivity and provide opportunities for all residents to engage in valued experiences.

Several projects are planned over the next ten years including the relocation and development of sports facilities like Mercury Baypark, the enhancement of field sports facilities at Blake Park and Gordon Spratt Reserve, and investments in local reserves and walkways. The city also plans to provide additional indoor courts, upgrade marine facilities for recreational boat access, and complete the Memorial Pool and Recreation Hub by 2027. These initiatives aim to create a more vibrant and inclusive city for residents to enjoy.

Investments include the following:

Memorial Park Aquatics, Recreation Hub & park enhancements	\$133 million
Active Reserve Development	\$129 million
Other Community Amenity Development	\$100 million
Parks & Property Renewals	\$77 million
Bay Venues New Capital	\$59 million
Neighbourhood Reserves & Other Minor Capital Projects	\$33 million
Community Centre	\$26 million
Marine Park/Sulphur Point Development	\$10 million
Historic Village Capital	\$7 million

Growth in existing urban areas

Investing in growth within existing urban areas is a priority for Tauranga to address the increasing demand for housing and infrastructure. This includes expanding housing in areas like Wairākei and enabling intensification in places such as Te Papa and Ōtūmoetai. To support this growth, the city is focusing on enabling development of more houses, parks, and transport infrastructure. Collaborative efforts with various stakeholders, including councils, government agencies, and Iwi and hapu are underway to plan and implement projects aimed at accommodating growth while preserving the city's appeal.

One strategy involves promoting medium-density housing options like apartments and townhouses to address the housing shortage and provide more choices for residents. At the same time, we are investing in greenfield urban growth areas, with projects such as the construction of the Pāpāmoa East Interchange aimed at supporting new developments.

The National Policy Statement on Urban Development guides these efforts, emphasising higher density living near employment and accessible commercial areas. However, challenges remain in meeting the land capacity requirements outlined in the policy due to factors like rezoning and Māori land development issues.

Over the next decade, we plan to invest \$356 million in existing zoned areas, with a focus on transport and community spaces. This includes completing infrastructure projects like the Cameron Road transformation and the Pāpāmoa East Interchange, as well as implementing spatial plans for key areas like Te Papa and Ōtūmoetai. These initiatives aim to support sustainable growth and enhance the city's liveability for current and future residents to enjoy.

Investments include the following:

Eastern Corridor	\$287 million
Te Papa Intensification	\$274 million
Ōtūmoetai Intensification	\$48 million
Bethlehem	\$18 million
Pyes Pā West	\$15 million
Mount Intensification	\$9 million

Revitalising the city centre

Revitalising Tauranga’s city centre is a top priority for council, aiming to restore it as the vibrant core of the city. Recognising the neglect of previous years, council is committed to transforming the city centre through significant investment. A cornerstone of this revitalisation effort is the development of Te Manawataki o Te Papa, a new civic precinct set to cost \$306 million in total. This precinct will include a library, community hub, civic meeting place, museum, exhibition gallery, and landscaped areas connecting it with Masonic Park and the waterfront reserve.

To ensure financial sustainability, council has capped the community’s debt contribution to \$151.5 million, with plans to secure the remaining \$154.5 million from sources other than rates. Various other projects across the city centre, both public and private, contribute to its revitalisation, including plans for a Community Stadium at Tauranga Domain.

Several projects are slated for completion within the next decade. The full program for Te Manawataki o Te Papa is expected to be finished by 2028, with upgrades to Masonic Park scheduled for completion by 2024. Further transformations, such as waterfront enhancements, the development of 90 Devonport Road, and the relocation of Council staff, are also on the agenda.

Maintaining confidence and momentum in the city centre’s revitalisation is crucial for the benefit of current and future generations. Council is dedicated to ensuring the success of these projects to create a dynamic and thriving urban core for Tauranga.

Investments include the following:

Te Manawataki o Te Papa	\$240 million
Other City Centre Development & Streetscape	\$159 million
Community Stadium - Tauranga Domain (Noting 50% of the cost is to be met by external funding sources.)	\$90 million
City Centre Waterfront Development	\$28 million

Transport network upgrades

We are prioritising the enhancement of the city’s transport network to accommodate rapid growth and improve accessibility for residents and visitors. Recognising the detrimental effects of congestion on both quality of life and the local economy, council is investing in a comprehensive transport system tailored to meet the evolving needs of the city. This includes developing “liveable communities” that ensure easy connections between residential, educational, work, and recreational areas.

Acknowledging the deteriorating state of existing road infrastructure due to inadequate investment, council is increasing maintenance funding by 75% to address these issues proactively. We know the importance of renewing aging assets now to avoid much higher costs in the future. To support these efforts, council is collaborating with various stakeholders to develop a shared vision for the city’s transport system. This partnership aims to create better and safer connections while safeguarding the environment for future generations.

Over the next decade, we plan to invest \$1.5 billion in transport upgrades, including the renewal of existing infrastructure, investments in alternative transport modes like walking, cycling, and public transport, and significant upgrades to major arterial connections such as Cameron Road, Fifteenth Ave, and Turrett Road. These investments are crucial for keeping people moving efficiently throughout the city and ensuring sustainable growth and development.

Other strategic priorities include working with NZTA to enable the acceleration of the Tauriko Network Connections project (SH29) and Connecting Mount Maunganui (Hewletts Road and sub-area). Funding and finance options for these major infrastructure upgrade projects, beyond that of the National Land Transport Fund, are being sought with the Crown through City and Regional Deal discussions. These State Highway investments are vital to provide economic efficiency and productivity gains, to open up housing development opportunities, connect communities with employment and provide for efficient freight access to the Port.

Investments include the following:

Local Roads Upgrades and Renewals	\$425 million
Cameron Road Stage 2	\$220 million
Welcome Bay, Turret Rd & 15th Ave Corridor	\$143 million
Accessible Streets	\$65 million
Bus Infrastructure	\$64 million
Minor Safety Improvements	\$42 million
Hewletts Improvements	\$38 million
Streetlight Renewal & LED Upgrade	\$25 million
Traffic Signalisations and Other Improvements	\$21 million
Park & Ride Activation	\$14 million
Marshall Ave Footpath upgrade	\$12 million
Smiths Farm Development	\$12 million
Arterial Upgrades	\$11 million
Grenada Street Cycleway	\$10 million
Domain Rd Upgrade	\$8 million
Ōtūmoetai Multimodal	\$7 million
Parking Infrastructure	\$5 million
Mount/Pāpāmoa Multimodal	\$5 million

Growth in the West (Tauriko)

Investing in the growth of Tauriko in the west is crucial to addressing housing shortages and accommodating the city's expanding population while also providing commercial and industrial infrastructure. With over 4,000 new residents arriving annually and projections estimating a 30.5% population increase by 2050, Tauranga needs approximately 30,000 new homes and an upgraded transport network to support this growth.

To catch up on past underinvestment, the city is committed to renewing and expanding its infrastructure, designing walkable neighbourhoods with low carbon footprints and enhancing transport networks to improve connectivity. Projects like the transformation of Cameron Road are part of this broader plan to facilitate safer movement and better links to growth areas.

Compliance with the National Policy Statement on Urban Development requires Tauranga to ensure a 10-year supply of zoned and serviced housing, which the western corridor development helps achieve. Over the next decade, the city plans to invest \$230 million, including contributions to projects by other parties, to develop new residential and business areas in Tauriko West, the Tauriko Business Estate, and Keenan Road. This investment aims to provide up to 4,000 new homes and additional job opportunities, with a significant portion allocated to community spaces and transport infrastructure.

Future projects include the construction of Tauriko West enabling works and progressing capital expenditure for growth in Keenan Road. The first houses in Tauriko West are expected to be built from 2027, with ongoing collaboration with government agencies like Kainga Ora

and NZTA to implement improvements to state highways and complete structure planning for urban development in the Keenan Road area.

Investments include the following:

Tauriko Business Estate	\$8m
Tauriko West	\$18m
Western Corridor – Social Infrastructure	\$53m

Sustainability and resilience

Ensuring the sustainability and resilience of Tauranga in the face of climate change and emergencies is a top priority for the city. With the natural environment consistently rated as the primary concern by residents, the city is committed to integrating environmental considerations into all aspects of its planning and development. While Tauranga was fortunate to escape the worst of the 2023 extreme weather events, the city still faces challenges such as flooding, coastal erosion, and rising sea levels.

Recognising the need for change, Tauranga aims to reduce its carbon emissions and preserve its remaining native vegetation, which currently stands at just 3% of its original extent. Efforts are underway to improve the city's ability to cope with future extreme events while also minimising its environmental impact and addressing the diverse needs of its community.

Over the next decade, Tauranga plans to integrate sustainability into all its activities, particularly through its Environment Strategy, Tauranga Taurikura. This includes tightening regulations in new growth areas to reduce

vulnerability to natural hazards and climate change. Additionally, the city will invest in resilience projects such as strengthening key bridges and improving wastewater and water infrastructure.

Collaboration with communities is essential, with initiatives aimed at understanding actions individuals can take to reduce their environmental impact and identifying climate impacts on vulnerable communities. Plans also include significant tree planting to increase vegetation cover, with a focus on native species, and the creation of green corridors to facilitate the movement of native plants and animals across the city.

By prioritising sustainability and resilience, Tauranga aims to create a more resilient and environmentally friendly city for current and future generations, while also ensuring the safety and well-being of its residents in the face of environmental challenges.

Investments include the following:

Infrastructure Resilience Capital Works	\$140 million
Bridge Resilience	\$46 million
Waste Facilities Redevelopment	\$37 million
Sustainability & Waste Upgrades & Renewals	\$16 million
Kerbside Waste Collection Capital Works	\$9 million

Three waters projects

The Coalition Government has repealed the Three Waters Reform legislation, which has restored council's

ownership, control, and responsibility for service delivery of water services. A Technical Advisory Group has been formed to provide expert advice on the implementation of the government's 'Local Water Done Well' initiative. Two further bills are expected through Parliament, including streamlined requirements for establishing council-controlled organisations under the Local Government Act 2002, enabling councils to move the delivery of water services into more financially sustainable configurations. The second bill is expected to provide for the long-term requirements for financial sustainability, a new range of structural and financing tools, including a new type of financially independent council-controlled organisation. All legislation to support the implementation of Local Water Done Well is expected to be passed by mid-2025, and will provide flexibility for communities and councils to determine how their water services will be delivered in the future. We've included three waters (water supply, wastewater, stormwater) for the full ten years of our plan.

Investments include the following:

Te Maunga WW Treatment Plant	\$302 million
Wastewater Reticulation Upgrades & Renewals	\$284 million
Water Network Upgrades & Renewals	\$162 million
Stormwater Minor Capital Works & Renewals	\$135 million
Te Papa Intensification	\$90 million
Infrastructure Resilience Capital Works	\$78 million

Reservoir Upgrades & Renewals	\$76 million
Waiāri Water Treatment Plant Capital	\$65 million
Stormwater Bulk Fund & Reactive Reserve	\$62 million
Water Supply Plant Upgrades & Renewals	\$47 million
Western Corridor - Belk Rd Plateau	\$45 million
Wastewater Treatment Plant Renewals	\$36 million
Welcome Bay, Turret Rd & 15th Ave Corridor	\$25 million
Wairakei Stream Culvert	\$13 million
Cameron Road Stage 2	\$8 million
Smiths Farm Development	\$1 million

Our Partnerships

Commitment to tangata whenua and the broader Māori community

Legislation – Local Government Act

As required by the Local Government Act 2002, Council is committed to maintaining and improving opportunities for Māori to contribute to Local Government decision-making processes within its area. Tauranga City Council continues to prioritise the engagement of Tangata Whenua, valuing the connection and history that they add to the fabric of Tauranga. The iwi of Tauranga Moana play an important role in shaping our city and creating experiences for both residents and visitors. We are looking for the best ways to help iwi tell their stories and develop their communities.

There are exciting times ahead for Tangata Whenua, and we want to partner with iwi and hapū to bring their aspirations to the fore while delivering benefits to the wider community.

Our engagement with Tangata Whenua is facilitated by our Te Pou Takawaenga Māori Unit which has built a strong foundation for collaboration with Tangata Whenua over many years. This enables us to work closely alongside Tauranga Moana iwi to achieve our respective aims and aspirations. Council does this through:

Engagement Forums

A number of formal engagement forums and committees have been established to facilitate better involvement and participation of Tangata Whenua. These include: Te Rangapū Mana Whenua o Tauranga Moana, the Joint SmartGrowth Committee, the Wastewater Management Review Committee, Te Maru o Kaituna River Authority and the Joint Mauao Administration Board.

Protocol Agreements

Council has formed protocol agreements with all Hapu and Iwi in the Tauranga City rohe. The protocols formalise the commitment between Council and Tangata Whenua setting out clearly:

- the basis of the relationship between Council and the Hapu/Iwi
- representation and mandates
- communication and consultation processes
- specific issues relating to each Hapu/Iwi
- regular reviews and evaluation occur with each of the Hapu/Iwi with regard to the implementation of each protocol agreement.

Iwi/Hapu Management Plans

Council has supported the development of Iwi/Hapu Management Plans with the majority having completed their plans, and a regular update of existing plans occurring.

Cultural Awareness Training

Cultural awareness training is available for all staff, elected members and city strategic partners and provides a good vehicle for better understanding of issues and key Māori relationships. These include:

- Te Kete Whakatau: Induction welcome
- Te Kete ā Rohe: Cultural Connections training
- Te Kete Kōrero: Pronunciation classes
- Te Kete Mahi Pai: Māori Engagement Tool Kit
- Te Kete Ipurangi: Online mātauranga Māori seminars

- Te Kete Wānanga: Marae Based Workshops
- Te Kete Waiata – Waiata Wenerei

Te Ara Whānui app – a Māori cultural guide to our region

In partnership with Tourism Bay of Plenty we launched the Te Ara Whānui app. Te Ara Whānui is an educational tool designed to provide the perfect starting point on your haerenga (journey) into Te Ao Māori.

Featuring an interactive map of hapū, areas of interest, a customised pepeha builder, waiata, karakia, and more, the app unlocks the rich culture and heritage of Tauranga Moana.

The app is a perfect tool to discover the history, language, customs, and significant sites of Tauranga Moana all in one place.

Post Treaty Settlement Environment

The settlement of the Treaty Claims for local Iwi groups will determine a new regime of participation with local authorities focusing on co-governance and co-management structures over community assets like Mauao and the Tauranga Harbour.

Facilitating Papakāinga proposals

Te Keteparaha Mo Nga Papakāinga Māori Housing Toolkit is a step-by-step guide designed to help Māori develop papakāinga proposals (development plans) on multiple-owned Māori land. Council is part of a joint agency group that supports Māori land trusts to develop their proposals through the use of the toolkit. Council is working on further support for papakāinga housing focused on removing barriers to utilisation of Māori land. Most recently a papakāinga development contributions grant scheme has been established. This will ensure this nationally

recognised programme can continue to help provide affordable modern housing for Tangata Whenua.

The future is exciting for Tauranga City and Tangata Whenua, the key to achieving positive cultural and environmental outcomes is the ability to work productively together and participation lies at the heart of this.

Commitment to working with other councils and central government

Strategies and plans – now and for the future

In recent years we have developed strategies and plans that provide a balance between being future focused, as well as providing pathways for improvements to our existing infrastructure and facilities – to make Tauranga a better place to live, work, play and learn.

These are not just our strategies and plans but have been developed in partnerships with tangata whenua, neighbouring councils, central government and other organisations to find ways to meet these challenges.

SmartGrowth

Launched in 2004, SmartGrowth provides a unified vision, direction and voice for the future of the western Bay of Plenty as we help develop a great place to live, learn, work and play.

The SmartGrowth Strategy forms an implementation plan focused on six key outcomes:

1. visionary leadership and collaboration
2. sustaining and improving the environment
3. building community

4. growing a sustainable economy
5. recognising cultural identity and change
6. integrated planning.

The underlying success of SmartGrowth has been the strength of collaboration and shared vision between the strategy partners: Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council, tangata whenua, partner community/business organisations and key Governmental agencies - like NZTA.

In October 2020 two Government ministers (Urban Development and Local Government) were formally added to the partnership with voting rights.

Urban Form and Transport Initiative (UFTI)

The Urban Form and Transport Initiative (UFTI) is a collaborative project led by SmartGrowth and NZTA and involves Western Bay of Plenty District Council, Tauranga City Council, the Bay of Plenty Regional Council, iwi, and community leaders.

Together, we have committed to developing a refreshed, coordinated and aligned approach to key issues across the sub-region – such as housing, transport and urban development. UFTI is focused on supporting liveable community outcomes – finding answers for housing capacity, intensification, multi-modal transport (such as public transport and cycleways) and network capacity.

Western Bay of Plenty Transport System Plan (TSP)

This document focuses on our region's future transport needs. Tauranga City Council, Western Bay of Plenty District Council, NZTA, Bay of Plenty Regional Council, tangata whenua, Port of Tauranga, Priority One and KiwiRail have all helped to develop the Western Bay of

Plenty Transport System Plan (TSP).

The TSP takes UFTI's Connected Centres vision and focuses on the first 30 years of transport planning required to make it happen. It prioritises and decides what projects need to begin in 0-3 years, 3-10 years, and 10-30 years. The TSP looks at the Western Bay's entire transport system including roads, rail, public transport, walking, cycling, parking and travel demand management, and the impact they all have on one another. It's vital our transport planning keeps everyone in mind.

Bay of Plenty Regional Council (BoPRC)

Council also works closely with BoPRC on the Regional Parks Strategy and the Kaituna River and Maketu Estuary Management Strategy.

Western Bay of Plenty District Council (WBoPDC)

As a partner in the SmartGrowth Strategy 2074, Council has agreed along with the other partners not to adopt policies or take actions which are inconsistent with the outcome sought by SmartGrowth - without full negotiation and acceptance by the other partners.

Central Government Organisations

Council works with a number of central government organisations and recognises that these relationships have great importance especially as we continue to implement SmartGrowth and jointly achieve the outcomes identified through UFTI and the TSP.

In addition to this some of the work together with central government includes:

Futureproofing Cameron Road - \$45 million grant to promote urban transformation and intensification, road safety, alternate transport choices and create attractive public spaces for the community. The grant we have received supports local economic recovery from Covid-19.

Kāinga Tupu: Growing Homes - Local government, central government agencies, local philanthropic funders and community organisations in the western Bay of Plenty have joined forces with the aim of eliminating homelessness throughout the western Bay of Plenty. Organisations involved in the taskforce include the Ministry of Housing and Urban Development, Te Pūni Kōkiri, Ministry of Social Development, Kāinga Ora: Homes and Communities, NZ Police, Ministry of Education, Department of Corrections, BOP District Health Board, Wise Group, Te Rūnanga o Ngāi te Rangi Iwi Trust, Ngāti Ranginui Iwi Society Trust, BayTrust, EmpowermentNZ, Under the Stars, Accessible Properties, Huria Marae, and Tauranga City Council Action Group membership will also draw upon a range of other social agencies.

Tauranga City Council is committed to working closely with its neighbouring councils and central government organisations.



02

Groups of Activities

Contents

Transportation	29	Economic Development	90
Water Supply	38	Emergency Management	97
Wastewater	45	Regulatory and Compliance	104
Stormwater	53	Spaces and Places	111
Sustainability and Waste	61	Support Services	120
City and Infrastructure Planning	68	Performance Measures	124
Community Services	74	Variations	154
Community, People and Relationships	83	Council-Controlled Organisations (CCO)	155

To see the Capital Expenditure programme for the whole of Council please refer to section 04: Financial Strategy

To see the Funding Impact Statement for the whole of Council please refer to section 05: Finance

Groups of Activities

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.

To see the Funding Impact Statement and Capital Expenditure programme for the whole of council, please refer to section 5: Financial Statements

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
 A well-planned city	The transport system delivers the connected centres outcomes envisaged in the Urban Form & Transport Initiative (UFTI) and Transport System Plan (TSP).
 A city that values, protects and enhances our environment	Transport is a large emitter of carbon, but the planned activities will encourage use of alternatives modes to reduce the overall impact of emissions.
 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 \$1.5 billion to be invested over 10 years.

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 undergoing finalisation of the scheme design to allow for detailed design and construction to get underway in the future.

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 Pāpāmoa 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 Accessible 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
- connecting Mount Maunganui and Tauriko
- Pāpāmoa Eastern Interchange
- safety programmes (low cost low risk, minor safety, road to zero and safe systems)
- Arataki, Ōtūmoetai, and Te Papa Peninsula Accessible Streets
- investigate public transport priority projects for future years (planning and design may identify these gaps in the network)
- budget for TSP project investigations and business cases for NZTA approval
- 15th Avenue/Turret 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 the Performance Measures section, service measures SSP54 to SSP66.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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											
	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 Charges, Rates Penalties	33,109	52,176	64,141	73,858	81,382	85,617	99,432	112,546	120,831	125,033	129,698
Targeted Rates	6,440	2,501	2,694	2,725	2,745	3,155	3,396	4,620	2,940	2,962	3,044
Subsidies and grants for operating purposes	30,673	57,711	83,607	66,371	18,542	18,429	16,697	17,047	17,405	17,771	18,212
Fees and charges	5,894	5,945	6,669	7,082	8,077	8,531	8,817	9,277	9,911	10,364	11,010
Internal charges and overheads recovered	(389)	(1,404)	(1,392)	(1,371)	(1,330)	(1,342)	(1,336)	(1,320)	(1,281)	(1,208)	(1,105)
Local authorities fuel tax, fines, infringement fees, and other receipts	1,737	3,923	4,019	4,107	4,193	4,282	4,372	4,463	4,557	4,653	4,750
Total Sources of Operating Funding (A)	77,464	120,852	159,738	152,772	113,609	118,672	131,378	146,633	154,363	159,575	165,609
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	63,367	99,708	108,733	91,639	41,804	44,621	47,261	51,178	55,551	56,940	57,943
Finance Costs	9,289	8,950	10,065	10,829	11,603	13,365	14,285	14,178	15,650	17,023	18,674
Internal Charges and Overheads applied	13,205	21,756	22,671	22,424	22,664	23,305	25,252	25,546	26,143	26,743	27,196
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	85,861	130,414	141,469	124,892	76,071	81,291	86,798	90,902	97,344	100,706	103,813
Surplus/(Deficit) of Operating Funding (A-B)	(8,397)	(9,562)	18,269	27,880	37,538	37,381	44,580	55,731	57,019	58,869	61,796
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	63,815	60,695	99,010	109,780	123,647	118,873	74,047	66,099	70,230	44,077	47,888
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	39,479	13,510	26,315	35,626	37,036	37,406	31,098	52,009	45,187	55,580
Gross proceeds from the sale of assets	21	0	0	0	0	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	105,327	117,047	140,922	165,473	161,287	116,426	99,493	124,180	90,727	105,817

34 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	21,729	65,856	83,132	74,915	78,310	77,240	46,563	13,092	51,159	36,215	41,359
- to improve level of service	63,216	26,106	31,273	53,011	68,777	83,157	52,488	75,016	66,379	37,042	47,707
- to replace existing assets	21,755	25,804	28,963	29,319	32,277	37,946	39,578	37,231	38,005	39,317	40,142
Increase/(Decrease) in reserves	(17,424)	(22,001)	(8,052)	11,557	23,647	325	22,377	29,885	25,656	37,022	38,405
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	89,276	95,765	135,316	168,802	203,011	198,668	161,006	155,224	181,199	149,596	167,613
Surplus/(Deficit) of Capital Funding (C-D)	8,397	9,562	(18,269)	(27,880)	(37,538)	(37,381)	(44,580)	(55,731)	(57,019)	(58,869)	(61,796)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		37,427	40,498	44,499	49,095	53,340	62,837	74,035	78,020	81,510	85,700

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - TRANSPORTATION											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
GROWTH	16,115,992	49,593,009	54,183,991	62,054,018	66,916,664	38,172,073	4,190,641	33,117,794	26,668,705	30,452,836	381,465,723
Accessible Streets	1,101,240	1,197,877	1,290,804	1,378,059	1,463,139	1,543,903	2,370,616	2,445,875	3,131,768	3,238,000	19,161,280
Bus Infrastructure	1,128,605	2,506,015	-	-	5,083,250	-	-	-	-	-	8,717,870
Cameron Road Stage 2	4,116,400	31,708,180	38,234,430	50,833,613	58,372,967	36,628,170	-	-	-	-	219,893,760
City Centre Development	1,381,470	1,977,617	4,839,024	9,698,859	1,143,537	-	-	30,067,200	20,460,800	18,472,284	88,040,792
Domain Rd Upgrading Capital Works	-	-	-	-	-	-	559,630	604,719	646,417	6,252,411	8,063,177
Eastern Corridor - Papamoa East Wairakei	3,220,933	3,645,595	1,401,110	87,438	-	-	-	-	-	-	8,355,075
Local Roads Upgrades and Improvements	-	-	-	-	-	-	1,260,396	-	-	-	1,260,396
Te Papa Intensification	3,156,750	4,530,500	4,872,750	56,050	-	-	-	-	2,429,720	2,490,140	17,535,910
Traffic Signalisations	165,600	-	-	-	-	-	-	-	-	-	165,600
WC - Tauriko Business Estate	1,433,354	4,027,226	3,264,164	-	853,770	-	-	-	-	-	9,578,514
Western Corridor - Bethlehem	-	-	281,709	-	-	-	-	-	-	-	281,709
Western Corridor - Ring Rd	411,640	-	-	-	-	-	-	-	-	-	411,640
GROWTH & LEVEL OF SERVICE	64,466,988	61,428,945	64,273,161	78,516,590	48,642,756	16,045,263	19,746,349	26,049,391	20,527,103	22,275,218	421,971,764
Accessible Streets	388,125	79,950	-	-	-	-	-	604,500	613,500	627,500	2,313,575
Bus Infrastructure	2,747,184	529,450	544,650	560,150	4,014,050	596,550	2,811,750	3,006,720	3,069,120	3,601,099	21,480,724
Eastern Corridor - Papamoa East Wairakei	42,403,679	26,572,505	10,893,000	-	-	-	1,630,583	-	-	-	81,499,766
Eastern Corridor - Papamoa Growth Area	1,356,055	357,961	-	-	-	-	-	-	-	-	1,714,016
Eastern Corridor - Te Tumu	-	-	-	-	6,444,875	2,817,524	-	-	-	-	9,262,399
Eastern Corridor - Wairakei	2,291,310	566,452	-	-	-	-	-	-	-	-	2,857,762
Hewletts Improvements	2,049,800	5,512,500	4,971,196	4,947,878	-	-	-	-	10,187,680	10,286,190	37,955,244
Local Roads Upgrades and Improvements	3,355,577	2,038,438	672,438	-	-	563,754	246,541	188,954	191,951	196,200	7,453,851
Mount Intensification	-	-	-	447,306	587,449	620,103	642,663	668,822	654,234	-	3,620,577

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - TRANSPORTATION											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Mount/Papamoa Multimodal	9,262	1,586,038	3,006,343	-	-	-	-	-	-	-	4,601,643
Otumoetai Intensification	-	-	286,228	302,400	318,578	6,679,181	7,007,446	7,404,062	179,813	-	22,177,708
Otumoetai Multimodal	2,385,870	4,827,525	-	-	-	-	-	-	-	-	7,213,395
Park & Ride Activation	-	-	-	-	164,260	172,404	180,055	2,026,107	3,408,060	5,287,256	11,238,143
Smiths Farm Development	-	-	-	11,931,195	-	-	-	-	-	-	11,931,195
Te Papa Intensification	1,472,577	2,574,560	11,220,307	3,126,070	2,033,700	4,595,747	2,146,819	2,180,443	2,222,745	2,276,973	33,849,941
Traffic Signalisations	-	-	-	-	-	-	853,087	-	-	-	853,087
WC - Tauriko Business Estate	37,593	-	-	-	516,845	-	-	-	-	-	554,438
Welcome Bay, Turret Rd & 15th Ave Corridor	2,572,750	15,883,500	32,679,000	57,010,020	34,563,000	-	-	-	-	-	142,708,270
Western Corridor - Belk Rd Plateau	1,709,483	-	-	-	-	-	4,227,405	9,969,782	-	-	15,906,670
Western Corridor - Bethlehem	1,687,724	900,065	-	-	-	-	-	-	-	-	2,587,789
Western Corridor - Tauriko West	-	-	-	191,571	-	-	-	-	-	-	191,571
LEVEL OF SERVICE	11,379,165	3,383,014	9,468,941	6,516,663	44,837,661	44,833,793	64,170,872	58,370,791	26,061,144	36,338,086	305,360,130
Accessible Streets	2,176,291	1,699,086	1,809,722	4,895,983	5,081,787	6,442,855	6,740,909	4,552,510	5,217,756	4,489,700	43,106,598
Arterial Upgrades	1,035,000	4,264,000	4,653,750	840,750	-	-	-	-	-	-	10,793,500
Bridge Resilience Capital Works	771,825	1,588,350	2,832,180	6,967,756	288,025	-	1,833,750	3,507,840	8,695,840	19,659,000	46,144,566
Bus Infrastructure	11,307,623	9,407,194	6,503,205	5,816,869	-	-	-	-	-	-	33,034,892
Capital Delivery Adjustment	(27,000,000)	(28,500,000)	(29,500,000)	(30,000,000)	19,000,000	19,000,000	38,500,000	38,500,000	-	-	-
Grenada Street Cycleway	-	-	219,000	-	3,272,676	3,399,249	3,277,932	-	-	-	10,168,857
Local Roads Renewals	-	-	1,951,663	2,065,273	2,179,005	-	-	-	-	-	6,195,941
Local Roads Upgrades and Improvements	13,707,473	8,340,601	13,912,525	9,318,269	5,147,124	6,173,694	3,819,661	5,483,532	5,716,277	5,883,053	77,502,210
Marshall Ave Footpath upgrade	-	-	555,543	571,353	3,619,898	3,748,720	3,841,095	-	-	-	12,336,609
Minor Safety Improvements	4,057,516	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	42,193,507
Park & Ride Activation	2,881,480	297,551	-	-	-	-	-	-	-	-	3,179,031
Parking Infrastructure	-	409,237	420,371	150,102	153,449	156,529	159,341	161,885	164,295	168,045	1,943,254
Te Papa Intensification	80,270	10,589	-	-	-	-	-	-	-	-	90,859
Transportation Model	1,283,400	1,066,000	848,625	896,800	916,800	935,200	952,000	967,200	981,600	1,004,000	9,851,625
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

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - TRANSPORTATION											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
RENEWAL	25,803,515	28,963,173	29,318,523	32,276,712	37,945,968	39,578,478	37,231,006	38,004,890	39,317,181	40,142,351	348,581,797
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	22,911,364	25,983,693	26,319,463	29,329,217	34,737,690	36,629,151	34,167,338	34,749,035	35,736,029	36,704,304	317,267,284
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	117,765,660	143,368,142	157,244,615	179,363,983	198,343,049	138,629,608	125,338,868	155,542,866	112,574,132	129,208,491	1,457,379,415

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.
 A city that values, protects and enhances our environment	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.
 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 government has released its Local Water Done Well legislation plan, which includes the repeal of the previous three waters reform, establishment of framework and transitional arrangements, and transition to a new water service delivery system from 2025/26. The government has indicated it will release a framework for councils to self-determine future service delivery arrangements via a water services delivery plan.

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 Cambridge Reservoir trunk main relocation.

Key projects

- consenting of Tautau and Waiorohi water takes
- various trunk main/pipeline projects (Oropi, Coastal Water Trunk Mains Stage 1)
- reservoir development programme
- ongoing renewal projects including certain critical bulk main renewals
- Coastal Water Trunk Mains Stage 2 pipeline to Mount Maunganui
- various new reservoirs – some straddle the 5-10 year period and include Cambridge No.4, Mount Maunganui new and / or replacement, with others including Eastern Reservoir 2 and Oropi Reservoir 3 being beyond the current 10 year plan
- 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 the Performance Measures section, service measures SSP44 to SSP53.

40 | 02 GROUPS OF ACTIVITIES

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
The cost of desired infrastructure improvements and operations may exceed the community's ability to pay.	●		●		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.		●	●	●	Resource consents are followed closely. Ongoing monitoring. Water restrictions implemented when required. Water take consents (Tautau and Waiorohi) due for re consenting by 2026.
Disruption of water supply 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 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.	●	●	●	●	Public engagement and consultation about planned works through various media channels and communication options.
Potential to affect historic and wāhi tapu sites.	●	●			Consultation with affected parties prior to undertaking works. 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.	●		●		Optimise operational storage and processing capacity to meet growth. Demand management processes e.g. metering, leak detection and pressure management. Education programmes to improve water conservation and the efficient use of water. Work with industry to improve water use practices.

Long-term Plan 2024-2034

TAURANGA CITY 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)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	36,228	42,310	48,196	55,362	63,895	73,740	83,799	87,426	91,959	104,015	114,392
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	938	1,688	913	933	953	973	771	673	571	464	474
Internal charges and overheads recovered	919	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	38,085	43,998	49,109	56,295	64,848	74,713	84,570	88,099	92,530	104,479	114,866
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	19,228	21,140	21,042	20,079	21,347	22,480	23,558	24,549	26,013	27,398	28,797
Finance Costs	12,164	13,602	15,051	17,343	18,735	20,033	20,499	18,952	18,421	18,873	18,717
Internal Charges and Overheads applied	7,602	5,532	5,857	5,820	5,902	6,047	6,545	6,632	6,791	6,944	7,078
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	38,994	40,274	41,950	43,242	45,984	48,560	50,602	50,133	51,225	53,215	54,592
Surplus/(Deficit) of Operating Funding (A-B)	(909)	3,724	7,159	13,053	18,864	26,153	33,968	37,966	41,305	51,264	60,274
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	1,187	384	731	1,261	756	1,681	500	500	1,000	0	0
Development and financial contributions	13,699	12,292	13,624	16,387	18,542	17,378	17,378	16,186	11,986	10,596	10,215
Increase/(Decrease) in debt	9,684	20,881	38,803	48,320	34,637	47,560	22,502	22,019	17,957	39,972	42,059
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)	24,571	33,557	53,158	63,205	49,017	62,865	36,626	36,143	32,581	53,596	55,683

42 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	5,993	16,923	25,922	21,480	5,127	17,081	20,260	22,724	26,279	35,448	46,203
- to improve level of service	4,630	8,932	12,379	13,901	6,651	8,017	8,440	7,455	3,892	39,905	38,241
- to replace existing assets	8,810	15,674	21,466	36,384	42,010	46,664	24,028	26,126	23,450	21,524	18,700
Increase/(Decrease) in reserves	4,229	(4,248)	550	7,256	19,011	21,010	21,620	20,366	18,627	4,955	9,404
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	23,662	37,281	60,317	79,021	72,799	92,772	74,348	76,671	72,248	101,832	112,548
Surplus/(Deficit) of Capital Funding (C-D)	909	(3,724)	(7,159)	(13,053)	(18,864)	(26,153)	(33,968)	(37,966)	(41,305)	(51,264)	(60,274)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		15,080	16,736	17,427	17,133	17,205	18,831	20,105	21,783	23,216	23,693

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - WATER SUPPLY											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth	8,788,900	5,243,842	8,871,219	9,369,716	7,735,907	259,591	2,723,932	6,279,396	35,448,108	42,857,818	127,578,429
Eastern Corridor - Papamoa East Wairakei	1,481,852	1,465,322	-	-	-	-	-	-	-	-	2,947,174
Eastern Corridor - Papamoa Growth Area	21,249	43,824	-	-	-	-	-	-	-	-	65,073
Eastern Corridor - Wairakei	412,600	638,220	924,531	698,649	-	-	-	-	-	-	2,674,000
Reservoir Upgrades & Renewals	-	-	-	-	-	-	-	-	-	1,525,230	1,525,230
Te Papa Intensification	887,090	1,688,774	5,222,485	4,056,366	3,883,513	-	-	-	-	-	15,738,229
Waiari Water Treatment Plant Capital	5,935,019	1,056,254	2,724,203	4,614,701	3,852,394	-	-	-	21,239,257	25,868,385	65,290,213
WC - Pyes Pa West Growth Area	-	131,473	-	-	-	-	-	-	-	-	131,473
WC - Tauriko Business Estate	51,090	219,973	-	-	-	-	-	-	-	-	271,063
Western Corridor - Belk Rd Plateau	-	-	-	-	-	-	127,864	-	-	-	127,864
Western Corridor - Tauriko West	-	-	-	-	-	259,591	2,596,068	6,279,396	14,208,851	15,464,203	38,808,109
Growth & Level of Service	8,133,716	20,678,328	12,721,851	(4,242,688)	9,344,800	20,000,000	20,000,000	20,000,000	-	3,345,620	109,981,627
Capital Delivery Adjustment	-	-	(30,000,000)	(30,000,000)	-	20,000,000	20,000,000	20,000,000	-	-	-
Te Papa Intensification	3,223,438	11,668,789	23,231,396	19,286,330	9,344,800	-	-	-	-	-	66,754,753
Welcome Bay, Turret Rd & 15th Ave Corridor	1,083,075	6,382,200	10,907,778	6,470,982	-	-	-	-	-	-	24,844,035
Western Active Reserve Capital Works	-	-	112,960	-	-	-	-	-	-	-	112,960
Western Corridor - Bethlehem	299,473	287,199	-	-	-	-	-	-	-	-	586,672
Western Corridor - Tauriko West	3,527,730	2,340,140	8,469,716	-	-	-	-	-	-	3,345,620	17,683,207
Level of Service	8,931,698	12,378,723	13,787,712	6,650,732	8,016,670	8,439,726	7,454,607	3,891,713	39,904,892	38,241,040	147,697,512
Infrastructure Resilience Capital Works	515,750	395,696	-	169,575	-	-	2,172,450	3,582,849	24,026,149	24,698,235	55,560,704
Reservoir Upgrades & Renewals	3,023,327	2,626,275	3,293,390	2,360,484	3,463,417	4,429,951	3,870,685	308,865	177,942	92,805	23,647,140
Smiths Farm Development	-	-	970,580	-	-	-	-	-	-	-	970,580
Te Papa Intensification	1,547,250	1,595,550	1,096,700	1,130,500	-	-	-	-	-	-	5,370,000
Water Network Upgrades & Renewals	2,151,803	6,109,566	8,427,043	2,990,173	4,553,254	4,009,775	1,411,472	-	15,700,800	13,450,000	58,803,886
Water Supply Plant Upgrades & Renewals	1,409,895	1,651,635	-	-	-	-	-	-	-	-	3,061,530
Welcome Bay, Turret Rd & 15th Ave Corridor	283,673	-	-	-	-	-	-	-	-	-	283,673

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - WATER SUPPLY											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Renewal	15,673,557	21,465,526	36,383,631	42,010,018	46,663,906	24,027,824	26,125,743	23,450,458	21,524,151	18,700,481	276,025,294
Infrastructure Resilience Capital Works	4,796,475	6,807,680	12,158,016	24,774,908	29,752,675	-	-	-	-	-	78,289,754
Prop Management Upgrades & Renewals	68,141	23,497	13,815	59,581	54,277	26,734	1,619	15,591	95,999	38,419	397,672
Reservoir Upgrades & Renewals	1,350,234	2,839,015	5,208,228	3,293,147	3,895,614	9,965,880	13,035,941	9,134,479	1,280,924	1,301,960	51,305,421
Water Network Upgrades & Renewals	7,014,825	7,114,997	9,288,715	10,201,611	9,904,582	10,097,809	11,350,863	11,812,234	12,501,761	13,009,347	102,296,742
Water Supply Plant Upgrades & Renewals	2,443,882	4,680,336	9,714,857	3,680,772	3,056,759	3,937,401	1,737,321	2,488,153	7,645,468	4,350,755	43,735,705
Grand Total	41,527,870	59,766,418	71,764,414	53,787,777	71,761,283	52,727,141	56,304,282	53,621,567	96,877,151	103,144,959	661,282,862

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 government has released its Local Water Done Well legislation plan, which includes the repeal of the previous three waters reform, establishment of framework and transitional arrangements, and transition to a new water service delivery system from 2025/26. The government has indicated it will release a framework for councils to self-determine future service delivery arrangements via a water services delivery plan.

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
- parallel to new Local Water Done Well legislation being released in 2024 and 2025, develop a Council Water Plan that covers all economic and quality regulation requirements
- 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 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 the Performance Measures section, service measures SSP39 to SSP43.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
The cost of desired infrastructure improvements and operations may exceed the community's ability to pay.	●		●		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.	●	●		●	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.	●	●		●	Installation of odour beds at problematic treatment plants and other areas. Chemical dosing and carbon filters used to reduce production of hydrogen sulphide.
<p>Overflows of untreated wastewater from the wastewater network due to:</p> <ul style="list-style-type: none"> • blockages • pump station or other plant malfunction • excessive inflow/infiltration of stormwater into the wastewater system • insufficient capacity. <p>This may impact on the environment and public health. It may also affect the ability of the public at some beaches to gather shellfish.</p>	●	●			<p>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.</p> <p>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.</p> <p>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.</p>
Discharge of insufficiently treated (i.e. untreated or only partly treated) wastewater through the ocean outfall.	●	●		●	Ongoing monitoring of treatment processes and discharge quality. Upgrade of treatment plants to meet resource consents and water quality levels.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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											
	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 Charges, Rates Penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	44,638	48,200	50,974	56,793	63,782	74,382	86,752	90,457	96,932	109,522	122,198
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	3,390	3,567	3,593	3,782	3,983	4,192	4,420	4,663
Internal charges and overheads recovered	872	874	767	711	897	1,261	1,938	3,024	4,169	5,507	7,288
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	47,746	52,308	55,187	60,894	68,246	79,236	92,472	97,464	105,293	119,449	134,149
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	24,824	23,415	22,621	22,427	24,664	25,934	28,374	29,619	31,662	33,283	34,805
Finance Costs	9,939	9,425	9,686	10,529	10,721	10,624	10,812	10,993	12,145	14,894	16,730
Internal Charges and Overheads applied	8,089	7,403	7,724	7,653	7,736	7,955	8,613	8,711	8,915	9,121	9,276
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	42,852	40,243	40,031	40,609	43,121	44,513	47,799	49,323	52,722	57,298	60,811
Surplus/(Deficit) of Operating Funding (A-B)	4,894	12,065	15,156	20,285	25,125	34,723	44,673	48,141	52,571	62,151	73,338
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	12,094	15,675	13,330	13,330	13,330	10,944	9,871	9,849
Increase/(Decrease) in debt	7,366	5,963	7,027	6,412	10,146	11,431	15,751	27,397	29,275	38,862	43,792
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	16,661	18,089	18,506	25,821	24,761	29,081	40,727	40,219	48,733	53,641

50 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	34,076	30,522	31,762	51,428	62,532	48,762	34,563	42,752	38,869	88,423	99,326
- to improve level of service	1,948	4,322	3,445	4,236	3,761	5,986	5,566	6,465	12,502	21,072	22,956
- to replace existing assets	8,529	20,120	22,145	38,202	38,381	23,251	23,886	22,812	26,570	27,874	25,994
Increase/(Decrease) in reserves	(19,352)	(26,238)	(24,107)	(55,075)	(53,728)	(18,515)	9,739	16,839	14,849	(26,485)	(21,297)
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	25,201	28,726	33,245	38,791	50,946	59,484	73,754	88,868	92,790	110,884	126,979
Surplus/(Deficit) of Capital Funding (C-D)	(4,894)	(12,065)	(15,156)	(20,285)	(25,125)	(34,723)	(44,673)	(48,141)	(52,571)	(62,151)	(73,338)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - WASTEWATER											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth	17,846,881	18,166,570	37,419,532	57,561,888	45,350,121	21,952,382	30,698,978	29,697,598	79,308,220	84,301,076	422,303,246
Capital Delivery Adjustment	(10,000,000)	(10,000,000)	-	-	20,000,000	-	-	-	-	-	-
Eastern Corridor - Papamoa East Wairakei	335,744	-	-	-	-	-	-	-	-	-	335,744
Eastern Corridor - Trunk Wastewater	6,060,178	9,304,924	10,516,958	17,122,820	12,772,005	3,838,325	382,351	719,833	22,618,311	24,153,510	107,489,215
Eastern Corridor - Wairakei	-	-	-	-	827,482	-	-	-	-	-	827,482
Te Maunga WW Treatment Plant	20,314,876	16,067,835	23,039,056	27,579,906	7,900,576	13,284,457	15,465,542	16,470,025	42,690,029	45,756,066	228,568,369
Te Papa Intensification	86,702	783,181	854,250	-	-	-	-	-	-	-	1,724,133
WC - Pyes Pa West Growth Area	-	-	-	1,610,909	-	-	-	-	-	-	1,610,909
Western Corridor - Belk Rd Plateau	154,725	265,925	-	-	233,620	1,811,100	1,489,680	12,507,740	13,999,880	14,391,500	44,854,170
WW Reticulation Upgrades & Renewals	894,656	1,744,705	3,009,268	11,248,252	3,616,438	3,018,500	13,361,404	-	-	-	36,893,223
Growth & Level of Service	12,841,032	13,609,571	14,008,697	4,970,528	3,411,464	12,610,724	12,498,788	9,638,126	11,914,738	22,777,353	118,281,022
Eastern Corridor - Trunk Wastewater	8,708,843	8,845,791	11,076,670	2,261,000	-	-	426,030	278,732	1,616,910	3,989,136	37,203,112
Te Maunga WW Treatment Plant	187,733	1,780,102	1,835,327	2,689,648	3,144,915	12,170,811	11,444,208	9,170,960	9,114,899	15,024,867	66,563,471
WC - Tauriko Business Estate	1,547,250	324,429	-	-	-	-	-	-	-	-	1,871,679
Western Corridor - Bethlehem	334,206	-	-	-	-	-	-	-	-	-	334,206
Western Corridor - Tauriko West	2,063,000	2,659,250	1,096,700	-	-	-	-	-	-	-	5,818,950
WW Reticulation Upgrades & Renewals	-	-	-	19,880	266,549	439,914	628,549	188,434	1,182,928	3,763,350	6,489,605
Level of Service	4,156,111	3,430,363	4,236,013	3,761,248	5,986,225	5,566,125	6,019,377	12,034,647	18,271,786	15,203,489	78,665,384
Infrastructure Resilience Capital Works	-	-	-	169,575	584,050	181,110	4,965,600	10,401,845	15,285,731	11,432,500	43,020,411
Smiths Farm Development	-	295,815	-	-	-	-	-	-	-	-	295,815
Te Papa Intensification	618,900	638,220	3,619,110	3,165,400	3,270,680	3,407,494	-	-	-	-	14,719,804
WW Reticulation Upgrades & Renewals	3,484,088	2,441,548	428,818	302,431	2,131,495	1,977,521	1,053,777	1,632,802	2,986,055	3,770,989	20,209,526
WW Treatment Plant Renewals	53,122	54,781	188,084	123,842	-	-	-	-	-	-	419,829

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - WASTEWATER											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Renewal	20,120,041	22,144,622	38,202,177	38,381,258	23,251,127	23,886,460	22,812,026	26,570,113	27,874,100	25,994,410	269,236,335
Cameron Road Stage 2	861,303	325,183	574,229	345,604	-	-	-	-	-	-	2,106,318
SW Minor Capital Works & Renewals	201,143	260,607	618,144	675,123	697,578	761,555	741,352	762,194	825,260	803,221	6,346,175
Te Maunga WW Treatment Plant	72,375	180,070	3,719,230	2,316,682	-	-	-	-	-	-	6,288,356
Wastewater Renewals/Upgrades Programme	983,020	1,439,186	1,483,835	1,529,567	1,580,439	1,730,204	1,778,926	1,828,938	1,874,937	1,927,385	16,156,437
WW Reticulation Upgrades & Renewals	16,262,477	16,907,138	23,972,798	24,724,163	17,926,471	20,276,989	18,795,654	22,143,154	20,471,398	20,981,677	202,461,919
WW Treatment Plant Renewals	1,739,724	3,032,440	7,833,941	8,790,120	3,046,640	1,117,712	1,496,094	1,835,827	4,702,505	2,282,127	35,877,130
Grand Total	54,964,065	57,351,127	93,866,419	104,674,923	77,998,938	64,015,691	72,029,169	77,940,485	137,368,844	148,276,328	888,485,988

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 government has released its Local Water Done Well legislation plan, which includes the repeal of the previous three waters reform, establishment of framework and transitional arrangements, and transition to a new water service delivery system from 2025/26. The government has indicated it will release a framework for councils to self-determine future service delivery arrangements via a water services delivery plan.

The Resource Management Act reform process has the potential to have implications for stormwater management across our city. Until further direction is received, almost all resource management matters will continue to apply as set out in the Resource Management Act 1991 (RMA).

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
- parallel to new Local Water Done Well legislation being released in 2024 and 2025, develop a Council Water Plan that covers all economic and quality regulation requirements
- 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 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 the Performance Measures section, service measures SSP20 to SSP25.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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.	●		●		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.	●	●		●	<p>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.</p> <p>Swift response from council staff and contractors in case of spills or contamination to minimise the impact.</p> <p>Development of comprehensive catchment management plans. Monitoring identifies any future mitigation requirements which will be reported in the relevant catchment management plans.</p> <p>Development of the freshwater management tool will inform the future capital programme for achieving water quality targets.</p> <p>Installation of stormwater treatment devices or other means of stormwater quality improvement in high-risk areas as indicated by catchment consents and management plans.</p>

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
Stormwater systems unable to cope with large 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 level of service is 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 - 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)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	29,576	29,607	30,150	32,410	35,453	40,211	44,213	46,327	51,211	55,723	61,309
Targeted Rates	1,601	614	643	1,203	1,242	6,434	6,832	7,461	4,747	9,440	14,608
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	10	4	4	4	5	5	5	5	5	5	5
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	1	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	31,188	30,225	30,797	33,617	36,700	46,650	51,050	53,793	55,963	65,168	75,922
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	9,181	10,697	11,160	10,800	11,670	12,220	12,917	13,540	14,361	15,230	16,111
Finance Costs	8,493	7,864	8,452	9,132	9,558	11,314	13,354	13,657	15,390	18,011	20,184
Internal Charges and Overheads applied	4,812	3,186	3,320	3,285	3,320	3,414	3,699	3,742	3,829	3,917	3,983
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	22,486	21,747	22,932	23,217	24,548	26,948	29,970	30,939	33,580	37,158	40,278
Surplus/(Deficit) of Operating Funding (A-B)	8,702	8,478	7,865	10,400	12,152	19,702	21,080	22,854	22,383	28,010	35,644
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	3,756	3,756	3,756	3,756	3,756	3,756	3,756	3,756
Increase/(Decrease) in debt	12,695	6,251	6,983	15,793	24,308	55,837	43,388	44,975	49,157	62,811	88,578
Gross proceeds from the sale of assets	0	1,316	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	11,807	10,739	19,549	28,064	59,593	47,144	48,731	52,913	66,567	92,334

58 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	1,396	11,311	10,621	6,906	6,799	18,893	17,731	17,974	17,165	33,952	19,711
- to improve level of service	10,008	6,255	7,632	14,839	22,722	42,051	29,140	30,581	35,673	51,953	73,259
- to replace existing assets	2,404	1,154	1,197	2,480	4,644	4,855	4,347	1,686	2,393	3,435	3,175
Increase/(Decrease) in reserves	11,479	1,565	(846)	5,724	6,051	13,496	17,006	21,344	20,065	5,237	31,833
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	25,287	20,285	18,604	29,949	40,216	79,295	68,224	71,585	75,296	94,577	127,978
Surplus/(Deficit) of Capital Funding (C-D)	(8,702)	(8,478)	(7,865)	(10,400)	(12,152)	(19,702)	(21,080)	(22,854)	(22,383)	(28,010)	(35,644)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		8,793	9,703	10,713	11,476	13,498	14,675	16,081	17,618	19,135	21,265

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - STORMWATER											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth	10,438,560	9,517,611	5,809,474	4,583,364	1,738,961	-	-	-	16,355,000	1,622,070	50,065,040
Cameron Road Stage 2	1,186,225	691,405	2,116,631	2,000,985	-	-	-	-	-	-	5,995,246
Eastern Corridor - Papamoa East Wairakei	281,703	-	-	-	-	-	-	-	-	-	281,703
Eastern Corridor - Te Tumu	665,318	638,220	-	-	-	-	-	-	16,355,000	1,622,070	19,280,608
Wairakei Stream Landscaping	361,025	-	-	-	-	-	-	-	-	-	361,025
WC - Pyes Pa West Growth Area	6,055,407	6,488,724	-	321,379	-	-	-	-	-	-	12,865,510
WC - Tauriko Business Estate	1,682,583	-	-	-	-	-	-	-	-	-	1,682,583
Western Active Reserve Capital Works	-	-	435,041	-	-	-	-	-	-	-	435,041
Western Corridor - Bethlehem	206,300	1,699,262	3,257,802	2,261,000	1,738,961	-	-	-	-	-	9,163,325
Growth & Level of Service	1,284,876	1,725,003	1,737,392	2,720,483	17,154,418	17,730,872	17,974,439	17,165,173	17,596,891	18,089,131	113,178,678
Freshwater Management	356,577	-	-	-	-	-	-	-	-	-	356,577
Funding Provision	-	252,630	-	-	-	-	-	-	-	-	252,630
Mount Intensification	237,245	305,814	315,301	169,575	-	-	-	-	-	-	1,027,935
Otumoetai Intensification	175,303	315,600	325,391	335,419	-	-	-	-	-	-	1,151,713
SW Minor Capital Works & Renewals	-	-	-	318,218	-	-	-	-	-	-	318,218
Te Papa Intensification	515,750	850,960	1,096,700	1,431,505	15,710,646	16,238,525	16,695,797	17,165,173	17,596,891	18,089,131	105,391,079
Western Corridor - Bethlehem	-	-	-	465,766	1,443,772	1,492,346	1,278,642	-	-	-	4,680,526
Level of Service	5,842,879	7,010,679	14,198,104	22,217,427	42,050,905	29,139,709	30,580,974	35,672,896	51,952,866	73,259,152	311,925,592
CSC Stormwater Treatment Capital Works	1,024,485	372,295	548,350	565,250	-	-	-	-	-	-	2,510,380
Infrastructure Resilience Capital Works	-	-	54,835	169,575	650,641	120,740	744,840	3,828,900	13,084,000	21,358,400	40,011,931
Otumoetai Intensification	82,520	85,096	87,736	-	116,810	362,220	372,420	888,305	4,398,841	17,101,682	23,495,629
SW Bulk Fund & Reactive Reserve	2,991,350	2,350,777	7,305,218	8,555,930	16,778,441	3,482,142	3,580,198	4,587,022	7,850,400	4,182,950	61,664,428
SW Minor Capital Works & Renewals	923,450	1,413,125	2,716,926	6,751,655	13,000,513	13,375,291	13,751,935	13,455,704	13,381,889	17,000,349	95,770,838
Te Maunga WW Treatment Plant	-	-	-	46,577	156,409	-	-	-	-	-	202,985
Te Papa Intensification	99,024	85,096	87,736	3,043,306	11,146,594	11,521,615	11,846,060	12,179,093	12,485,407	12,834,663	75,328,593
Wairakei Stream Culvert Upgrade	206,300	929,674	3,290,100	2,955,127	-	-	-	-	-	-	7,381,201
Wairakei Stream Landscaping	515,750	1,774,615	107,202	130,008	201,497	277,702	285,522	733,873	752,330	781,109	5,559,608

60 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - STORMWATER											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Renewal	1,153,947	1,196,835	2,480,012	4,643,877	4,854,979	4,347,381	1,686,161	2,393,222	3,435,387	3,175,202	29,367,003
Prop Management Upgrades & Renewals	730	42,720	23,404	41,611	1,523	12,815	26,410	11,646	176,163	1,002	338,025
SW Minor Capital Works & Renewals	1,153,217	1,154,115	2,456,608	4,602,266	4,853,456	4,334,566	1,659,752	2,381,576	3,259,224	3,174,200	29,028,979
Grand Total	18,720,262	19,450,128	24,224,982	34,165,150	65,799,262	51,217,962	50,241,575	55,231,292	89,340,145	96,145,555	504,536,314

Long-term Plan 2024-2034

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
- building resilience to climate change across the city and council operations
- empowering our community to reduce emissions and prepare for a changing climate through communication and behavioural change programmes
- supporting the council and community members to incorporate sustainability considerations into decision-making processes
- 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), the Climate Action and Investment Plan, and council's Sustainability Approach and Implementation Plan.

The provision of kerbside recycling, effective management of waste facilities, and 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
 An inclusive city	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.
 A city that values, protects and enhances our environment	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.
 A city that supports business and education	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. Helping the community to understand and prepare for a changing climate.

Key issues

Our growing city

Population growth means that more waste will be generated and there will be more emissions from transport, construction and energy use. 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 and adapt to a changing climate. 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 Climate Adaptation Act and the updated National Adaptation Plan and Emission Reduction Plan.

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 and have options to live sustainably, such as by having access to public transport. 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.

To reduce the drivers of climate change and its effects on our people and city, we've developed a Climate Action and Investment Plan (AIP). This is 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 and the National Adaptation Plan. The Climate AIP outlines the actions that Council will take towards making Tauranga a low emissions and climate resilient city. It will take a collaborative effort from Council, businesses, industries, tangata whenua, central government and our community to make the changes needed

What we plan to do

Waste infrastructure and transitioning to a circular economy

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.

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 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.

The roadmap towards a low emissions and climate resilient city

In recent years, Council has undertaken a number of initiatives to reduce greenhouse gas emissions and manage the effects of climate change. However, additional urgent action is needed now if we are to mitigate the impacts of climate change.

Our Climate AIP contains aspirations and desired outcomes to make Tauranga low emission and climate resilient, supported by a roadmap of actions. The actions are divided across six areas, including Leadership, Transport, Land Use and Built Environment, People and Communities, Business and Environment. Around 50 priority actions have been fully or partially funded in this LTP, and many initiatives will be delivered in partnership with mana whenua and communities.

Key projects

- Undertake investigations to identify the best method to process our organic waste (food and garden waste) in conjunction with the Western BOP District Council and potentially other councils in the BOP and southern Waikato Region. This is to include consideration of land purchase for developing a local organic waste processing facility located in or near the sub-region.
- Undertake minor critical upgrades to Te Maunga Transfer Station to ensure health and safety compliance.
- Design, secure land and develop a sub-regional waste infrastructure network, including:
 - Transition of Te Maunga Transfer Station into a Resource Recovery Park, including the Material Recycling Facility;
 - Development of a new Resource Recovery Park in the north-west of Tauranga to service residents in the western Tauranga and potentially the Western BOP District;
 - Investigate, purchase land and develop a plan to have a resource recovery hubs.
 - Implement projects that will reduce council's operational carbon emissions in line with a science-based pathway to reach net-zero by 2050
- Assess climate risks across the city, and work with communities to develop plans that will help us adapt to a changing climate
- Include climate change risks and opportunities in Council's decision-making processes
- Support (through grant funding and other methods) community groups and networks to drive low carbon and adaptation initiatives.

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 the Performance Measures section, service measures SSP26 to SSP29.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
<p>The most significant effect is on the environment through the depositing of waste in landfills.</p> <p>Additionally, the following may occur during collection times:</p> <ul style="list-style-type: none"> 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. 					<p>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.</p> <p>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.</p>
<p>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.</p>					<p>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.</p>
<p>Kerbside collection (rubbish, recycling, food scraps, glass and green waste) system does not meet the needs of the community.</p>					<p>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.</p>
<p>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.</p>					<p>Reconsenting, upgrades and alternatives explored where necessary.</p>
<p>Sustainable practices are not implemented by council and the community.</p>					<p>Focus on education with businesses and individuals, develop reporting frameworks. Ensure council is a leader in its practices.</p>

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - SUSTAINABILITY AND WASTE											
	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 Charges, Rates Penalties	8,181	7,253	9,569	12,376	13,532	14,240	14,528	14,914	15,947	16,321	17,001
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	432	457	483	510	539	569	601	635	672
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	23,140	23,192	26,492	30,303	32,506	34,325	35,791	37,425	39,783	41,563	43,734
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	15,472	19,472	21,204	23,240	24,068	25,816	27,398	29,685	32,121	35,170	38,513
Finance Costs	427	243	594	957	1,378	1,885	2,133	2,145	2,007	1,698	1,672
Internal Charges and Overheads applied	3,733	3,692	3,872	3,801	3,853	3,949	4,290	4,359	4,461	4,560	4,646
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	19,631	23,407	25,670	27,998	29,299	31,650	33,821	36,189	38,589	41,428	44,831
Surplus/(Deficit) of Operating Funding (A-B)	3,509	(215)	822	2,305	3,207	2,675	1,970	1,236	1,194	135	(1,097)
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	6,000	0	0	0	2,855	5,534	2,920	1,196	0	0	0
Development and financial contributions	0	0	0	0	0	0	0	0	0	0	0
Increase/(Decrease) in debt	3,412	5,457	8,069	5,439	15,777	5,364	6,004	7,769	(11,396)	614	628
Gross proceeds from the sale of assets	0	0	0	0	0	0	0	0	12,000	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	5,457	8,069	5,439	18,632	10,898	8,924	8,965	604	614	628

66 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - SUSTAINABILITY AND WASTE											
	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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	0	0	0	0	15,049	0	0	0	0	0	0
- to improve level of service	10,828	3,783	7,345	5,592	4,609	11,923	9,971	10,030	1,687	1,712	1,751
- to replace existing assets	101	1,125	293	465	365	364	165	138	85	214	76
Increase/(Decrease) in reserves	1,993	334	1,253	1,687	1,816	1,286	758	33	26	(1,177)	(2,296)
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	12,921	5,242	8,891	7,744	21,839	13,573	10,894	10,201	1,798	749	(469)
Surplus/(Deficit) of Capital Funding (C-D)	(3,509)	215	(822)	(2,305)	(3,207)	(2,675)	(1,970)	(1,236)	(1,194)	(135)	1,097
Funding balance ((A-B)+(C-D))											
	0	0	0	0	0	0	0	0	0	0	0

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - SUSTAINABILITY AND WASTE											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth	-	-	-	15,049,125	-	-	-	-	-	-	15,049,125
Internal Transfer of Strategic Property	-	-	-	15,049,125	-	-	-	-	-	-	15,049,125
Level of Service	3,783,288	7,345,061	5,591,842	4,608,832	11,923,074	9,970,684	10,030,224	1,686,833	1,711,947	1,751,014	58,402,798
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	750,740	733,440	748,160	595,000	604,500	613,500	627,500	12,473,883
Waste Facilities Redevelopment	1,433,320	1,362,530	4,183,530	2,854,540	10,163,700	8,176,000	8,369,900	-	-	-	36,543,520
Renewal	1,125,314	293,324	465,500	364,743	363,884	165,160	137,602	84,952	213,801	75,688	3,289,967
Sustainability & Waste Upgrds & Renewals	1,125,314	293,324	465,500	364,743	363,884	165,160	137,602	84,952	213,801	75,688	3,289,967
Grand Total	4,908,602	7,638,384	6,057,342	20,022,700	12,286,957	10,135,844	10,167,826	1,771,785	1,925,748	1,826,701	76,741,890

City & 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 has indicated it will change Resource Management legislation to make it easier to develop new housing and infrastructure, enable primary industry, and better balance environmental protection. Until further direction is received, almost all resource management matters will continue to apply as set out in the Resource Management Act 1991 (RMA).

The government has released its Local Water Done Well legislation plan, which includes the repeal of the previous three waters reform, establishment of framework and transitional arrangements, and transition to a new water service delivery system from 2025/26. The government has indicated it will release a framework for councils to self-determine future service delivery arrangements via a water services delivery plan.

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 Pāpāmoa 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 the Performance Measures section, service measures SSP30 to SSP31.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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.					<p>Ensuring that projects contain effective community, stakeholder and tangata whenua engagement and, where relevant, the ability for formal consultation.</p> <p>Working with strategic partners in implementing SmartGrowth and other sub-regional strategic programmes related to urban growth and development.</p> <p>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.</p> <p>Monitoring growth trends and resource management issues regularly and responding to those issues as appropriate.</p> <p>Monitoring national, regional and local trends and environmental policy initiatives in order to provide high quality advice to our organisation.</p>
Some of the costs of city growth may have to be met by existing ratepayers.					<p>Monitoring the growth of our city, developing infrastructure plans to address provision and costs of growth, and including this in our Development Contributions Policy.</p> <p>Seeking other sources of funding for growth-related infrastructure including Waka Kotahi subsidies, government grants and the use of IFF levies.</p> <p>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.</p>

72 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - CITY AND 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)	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 Charges, Rates Penalties	13,448	10,930	11,677	12,234	12,352	14,529	12,370	12,360	12,674	13,394	13,819
Targeted Rates	0	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	39	115	118	120	123	126	128	131	134	136	139
Fees and charges	1,420	1,180	1,208	1,235	1,261	1,287	1,314	1,342	1,370	1,399	1,428
Internal charges and overheads recovered	0	0	0	0	0	0	0	0	0	0	0
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	14,908	12,225	13,003	13,589	13,736	15,942	13,812	13,833	14,178	14,929	15,386
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	11,222	10,814	11,126	10,437	10,300	12,726	10,648	10,812	11,237	12,050	12,543
Finance Costs	356	290	319	310	262	212	172	139	113	91	74
Internal Charges and Overheads applied	3,494	1,804	1,970	1,997	2,033	2,073	2,232	2,259	2,316	2,367	2,421
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	15,073	12,908	13,415	12,744	12,595	15,011	13,052	13,210	13,666	14,508	15,038
Surplus/(Deficit) of Operating Funding (A-B)	(165)	(683)	(412)	845	1,141	931	760	623	512	421	348
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	1,805	1,671	463	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	1,805	1,671	463	0	0	0	0	0	0	0

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - CITY AND 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)	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)
APPLICATION 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	1,122	1,259	1,308	1,141	931	760	623	512	421	348
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	828	1,122	1,259	1,308	1,141	931	760	623	512	421	348
Surplus/(Deficit) of Capital Funding (C-D)	165	683	412	(845)	(1,141)	(931)	(760)	(623)	(512)	(421)	(348)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		38	38	38	38	38	38	38	38	38	38

Community Services

Activities Include

- Arts and Culture
- City Centre Development and Partnerships
- Community Development
- 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 and partnerships, 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
 An inclusive city	We create vibrancy through a diverse programme of events, venues, and initiatives that connect and celebrate our culture, diversity, and unique history.
 A city that supports business and education	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 close 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 whare, 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 to Elizabeth Street Recreational Connection (Te Hononga ki Te Awanui), and begin design and construction of Memorial Park's new aquatic facility, 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 the Performance Measures section, service measures SSP01 to SSP09, and SSP32 to SSP34.

78 | 02 GROUPS OF ACTIVITIES

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
Further disruption to the social and economic qualities of the city centre during construction.	●		●		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.	●		●		Through the Urban Form and Transport Initiative, council has adopted a connected centres approach, and this 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.	●	●	●	●	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.	●	●	●		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.	●	●	●		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.		●	●		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.	●	●	●		Have an Event Funding Framework and support packages that help to reduce the risk of delivering an event in Tauranga.

Long-term Plan 2024-2034

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
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.	●			●	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.	●	●	●	●	Work in partnership with the community to build capacity, capability, and resilience.
Lack of fit-for-purpose community facilities available.	●	●	●		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.	●	●			Increase promotional activities so the community is aware of the resources and assistance available.

80 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	34,740	38,587	41,876	45,519	50,730	49,705	53,748	55,693	57,168	59,410	61,850
Targeted Rates	3,547	0	0	0	0	0	0	0	0	0	0
Subsidies and grants for operating purposes	168	172	176	409	421	437	203	207	212	216	221
Fees and charges	1,719	1,650	1,716	1,895	3,198	3,684	3,761	3,840	3,920	4,003	4,087
Internal charges and overheads recovered	0	(388)	(388)	(388)	(388)	(388)	(388)	(388)	(388)	(388)	(388)
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	40,174	40,021	43,380	47,435	53,961	53,438	57,324	59,352	60,912	63,241	65,770
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	24,575	32,149	32,412	35,467	42,450	43,491	42,803	44,015	44,804	45,874	46,986
Finance Costs	2,571	1,846	2,468	3,225	3,495	3,535	3,837	4,114	4,627	5,699	7,308
Internal Charges and Overheads applied	8,778	8,899	9,477	9,626	9,772	10,031	10,844	11,008	11,302	11,572	11,843
Other Operating Funding applications	22	22	23	23	24	24	25	25	26	26	27
Total Applications of Operating Funding (B)	35,945	42,916	44,380	48,341	55,741	57,081	57,509	59,162	60,759	63,171	66,164
Surplus/(Deficit) of Operating Funding (A-B)	4,229	(2,895)	(1,000)	(906)	(1,780)	(3,643)	(185)	190	153	70	(394)
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	305	32,140	33,823	15,194	18,861	12,404	5,500	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	13,496	14,367	18,690	2,581	5,503	12,356	12,778	14,135	36,997	38,032
Gross proceeds from the sale of assets	0	6,210	0	0	0	0	0	0	0	0	0
Lump sum contributions	250	9,851	10,123	745	9,023	3,331	0	0	0	22,290	22,504
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Capital Funding (C)	27,914	61,697	58,313	34,629	30,465	21,238	17,856	12,778	14,135	59,287	60,536

Long-term Plan 2024-2034

TAURANGA CITY 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)
APPLICATION 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	38,272	73,218	63,132	39,946	32,089	17,351	11,250	3,611	4,447	49,003	49,908
- to replace existing assets	2,303	5,006	2,226	2,462	2,588	2,215	1,751	2,025	2,087	2,192	2,065
Increase/(Decrease) in reserves	(8,432)	(19,422)	(8,045)	(8,685)	(5,992)	(1,971)	4,670	7,332	7,754	8,162	8,169
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	32,143	58,802	57,313	33,723	28,685	17,595	17,671	12,968	14,288	59,357	60,142
Surplus/(Deficit) of Capital Funding (C-D)	(4,229)	2,895	1,000	906	1,780	3,643	185	(190)	(153)	(70)	394
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		2,774	2,605	2,761	5,003	3,076	6,997	7,702	8,167	8,661	8,998

82 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - COMMUNITY SERVICES											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth & Level of Service	44,167,296	28,629,768	3,972,102	-	-	-	-	-	-	-	76,769,166
Te Manawataki o Te Papa	44,167,296	28,629,768	3,972,102	-	-	-	-	-	-	-	76,769,166
Level of Service	29,050,247	34,502,055	35,973,712	32,089,183	17,350,708	11,249,537	3,610,567	4,447,378	49,002,657	49,908,448	267,184,492
Capital Delivery Adjustment	(7,000,000)	(8,000,000)	-	-	7,500,000	7,500,000	-	-	-	-	-
City Centre Development	1,709,877	2,303,696	2,951,055	4,152,933	3,608,140	3,309,175	3,279,228	4,319,180	4,278,989	4,786,226	34,698,499
Community Stadium - Tauranga Domain	-	-	-	-	-	-	-	-	44,580,985	45,008,958	89,589,943
Historic Village Capital	3,495,917	890,347	155,037	299,964	318,400	340,822	235,960	31,478	44,523	12,864	5,825,311
Land Sales	2,484,000	2,132,000	2,190,000	9,640,600	-	-	-	-	-	-	16,446,600
Library Capital Works	307,050	1,681,267	330,490	95,453	97,582	99,540	95,379	96,720	98,160	100,400	3,002,041
Te Manawataki o Te Papa	28,053,403	35,494,744	30,347,131	17,900,233	5,826,586	-	-	-	-	-	117,622,098
Renewal	5,005,717	2,226,143	2,461,839	2,587,815	2,214,599	1,750,939	2,024,906	2,086,861	2,192,437	2,065,312	24,616,567
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	1,386,532	642,355	511,110	215,625	204,384	120,739	313,742	276,664	201,936	-	3,873,086
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	78,223,260	65,357,965	42,407,653	34,676,998	19,565,307	13,000,476	5,635,473	6,534,239	51,195,094	51,973,760	368,570,225

Long-term Plan 2024-2034

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 Future for Local Government 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 water services (water supply, wastewater, and stormwater) 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 Local Water Done Well 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 Pāpāmoa 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 Pōteriwahi 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 the Performance Measures section, service measures SSP74 to SSP79.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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.			●		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.	●	●	●		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.	●	●	●	●	Trust and confidence in the mayor and councillors' ability to meet the Crown's expectations of a high-performing council is maintained.

88 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - COMMUNITY, PEOPLE AND 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)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, 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	267	269	279	3	3	3	3	3
Fees and charges	1,358	10	10	10	11	179	11	11	190	12	12
Internal charges and overheads recovered	11,549	12,393	11,682	11,288	11,537	12,464	12,614	12,941	12,902	13,235	13,513
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	12,909	12,406	11,695	11,565	11,817	12,922	12,628	12,955	13,095	13,250	13,528
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	12,992	12,271	11,554	11,417	11,676	12,781	12,487	12,828	12,968	13,124	13,403
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	12,403	11,693	11,562	11,815	12,919	12,625	12,953	13,093	13,249	13,528
Surplus/(Deficit) of Operating Funding (A-B)	(221)	3	2	3	2	3	3	2	2	1	0
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

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - COMMUNITY, PEOPLE AND 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)
APPLICATION 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)	3	2	3	2	3	3	2	2	1	0
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	(211)	3	2	3	2	3	3	2	2	1	13
Surplus/(Deficit) of Capital Funding (C-D)	221	(3)	(2)	(3)	(2)	(3)	(3)	(2)	(2)	(1)	0
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

	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)
Depreciation and amortisation	2	2	2	2	2	2	2	2	1	1

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - COMMUNITY, PEOPLE 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
 An inclusive city	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.
 A city that supports business and education	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
- 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

92 | 02 GROUPS OF ACTIVITIES

- 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 the Performance Measures section, service measures SSP68 to SSP73.

Long-term Plan 2024-2034

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
High levels of economic growth (and population growth) can have significant social and environmental negative effects.	●		●	●	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.	●	●	●		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.	●		●	●	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.

94 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	0	0	0	0	0	0	0	0	0	0	0
Targeted Rates	5,090	5,347	5,616	5,824	6,020	6,261	6,517	6,785	6,920	7,058	7,199
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	12,600	16,205	18,763	20,552	22,372	22,127	22,464	23,756	25,124	26,191	29,821
Internal charges and overheads recovered	65	(1,320)	(1,376)	(1,137)	(812)	(394)	(3)	420	913	1,477	2,085
Local authorities fuel tax, fines, infringement fees, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	17,755	20,232	23,003	25,239	27,580	27,994	28,978	30,961	32,957	34,726	39,105
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	9,301	10,335	10,860	11,172	11,636	12,500	12,753	13,366	13,880	14,788	15,028
Finance Costs	428	721	632	819	704	673	632	455	421	387	355
Internal Charges and Overheads applied	1,211	533	553	481	488	514	572	587	606	621	634
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	10,940	11,589	12,045	12,472	12,828	13,687	13,957	14,408	14,907	15,796	16,017
Surplus/(Deficit) of Operating Funding (A-B)	6,815	8,643	10,958	12,767	14,752	14,307	15,021	16,553	18,050	18,930	23,088
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	2,921	5,756	0	0	0	0	0	0	0	0
Gross proceeds from the sale of assets	0	4,140	0	0	0	11,460	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	7,061	5,756	0	0	11,460	0	0	0	0	0

Long-term Plan 2024-2034

TAURANGA CITY 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)
APPLICATION 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	7,292	5,756	0	0	0	0	0	0	0	0
- to replace existing assets	2,265	2,379	103	1,144	0	1,348	0	1,233	0	1,227	0
Increase/(Decrease) in reserves	4,949	6,033	10,855	11,623	14,752	24,419	15,021	15,320	18,050	17,703	23,088
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	13,912	15,704	16,714	12,767	14,752	25,767	15,021	16,553	18,050	18,930	23,088
Surplus/(Deficit) of Capital Funding (C-D)	(6,815)	(8,643)	(10,958)	(12,767)	(14,752)	(14,307)	(15,021)	(16,553)	(18,050)	(18,930)	(23,088)
Funding balance ((A-B)+(C-D))											
	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		3,664	4,091	4,216	4,326	4,428	4,528	4,623	4,708	4,720	4,589

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - ECONOMIC DEVELOPMENT											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Level of Service	7,291,575	5,756,400	-	-	-	-	-	-	-	-	13,047,975
Airport Upgrades & Renewals	1,599,075	-	-	-	-	-	-	-	-	-	1,599,075
Marine Facilities Upgrades & Renewals	5,692,500	5,756,400	-	-	-	-	-	-	-	-	11,448,900
Renewal	2,378,685	103,332	1,144,275	-	1,347,673	-	1,232,900	-	1,227,000	-	7,433,864
Airport Upgrades & Renewals	1,343,685	103,332	49,275	-	201,673	-	42,900	-	-	-	1,740,864
Marine Facilities Upgrades & Renewals	1,035,000	-	1,095,000	-	1,146,000	-	1,190,000	-	1,227,000	-	5,693,000
Grand Total	9,670,260	5,859,732	1,144,275	-	1,347,673	-	1,232,900	-	1,227,000	-	20,481,839

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
 A city that values, protects and enhances our environment	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.
 A well-planned city	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 Pāpāmoa 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 for 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 the Performance Measures section, service measures SSP35 and SSP80 to SSP82.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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.
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.	●	●			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											
	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 Charges, Rates Penalties	2,000	1,530	1,603	2,368	2,391	2,419	1,748	1,826	1,801	1,835	1,870
Targeted Rates	201	176	180	184	188	192	196	200	204	209	213
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, and other receipts	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Operating Funding (A)	2,201	1,706	1,783	2,552	2,579	2,611	1,944	2,026	2,005	2,044	2,083
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	1,481	1,333	1,369	1,399	1,429	1,459	1,489	1,579	1,553	1,585	1,619
Finance Costs	115	79	92	107	98	94	90	78	75	72	70
Internal Charges and Overheads applied	586	289	317	322	328	334	359	364	373	381	390
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	2,182	1,701	1,778	1,828	1,855	1,887	1,938	2,021	2,001	2,038	2,079
Surplus/(Deficit) of Operating Funding (A-B)	19	5	5	724	724	724	6	5	4	6	4
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

102 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - EMERGENCY MANAGEMENT											
	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)
APPLICATION 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	5	5	724	724	724	6	5	4	6	4
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	19	5	503	724	724	724	6	5	4	6	4
Surplus/(Deficit) of Capital Funding (C-D)	(19)	(5)	(5)	(724)	(724)	(724)	(6)	(5)	(4)	(6)	(4)
Funding balance ((A-B)+(C-D))											
	0	0	0	0	0	0	0	0	0	0	0
	</										

Long-term Plan 2024-2034

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
Grand Total	-	497,982	-	-	-	-	-	-	-	-	497,982

Regulatory and Compliance

Activities Include

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

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.

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.

Community outcomes

Outcome	How it contributes
 An inclusive city	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.
 A well-planned city	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.
 A city that supports business and education	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 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 the Performance Measures section, service measures SSP12 to SSP17, SSP36 to SSP38, and SSP67.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue 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.
Poor or irresponsible dog ownership can lead to dog attacks on people and other animals.	●	●	●	●	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.	●		●	●	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.	●		●	●	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.	●	●	●	●	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.	●			●	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.			●	●	Use technology to effectively monitor and enforce new and existing infrastructure.
Increase in homelessness – people rough sleeping in cars and public places.	●	●	●	●	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.	●		●	●	New technology and additional staff to provide a 24/7 service.

108 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - REGULATORY AND 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)
SOURCES OF OPERATING FUNDING											
General Rates, Uniform Annual General Charges, Rates Penalties	9,931	9,229	9,688	9,591	9,741	9,895	10,334	10,511	10,840	11,275	11,523
Targeted Rates	0	268	288	309	330	351	373	396	420	444	469
Subsidies and grants for operating purposes	0	0	0	0	0	0	0	0	0	0	0
Fees and charges	18,768	21,474	23,490	25,761	28,375	30,111	30,874	31,661	32,465	33,294	34,151
Internal charges and overheads recovered	(93)	(341)	(430)	(473)	(416)	(255)	(28)	205	460	729	1,010
Local authorities fuel tax, fines, infringement fees, and other receipts	159	128	132	136	140	144	149	153	158	163	168
Total Sources of Operating Funding (A)	28,765	30,758	33,168	35,324	38,170	40,246	41,702	42,926	44,343	45,905	47,321
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	21,924	23,106	23,712	23,813	24,354	24,909	25,420	26,016	26,842	27,891	28,528
Finance Costs	253	118	120	122	113	110	109	97	94	94	94
Internal Charges and Overheads applied	12,642	9,018	9,852	9,897	10,093	10,276	11,091	11,264	11,548	11,799	12,078
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	34,819	32,242	33,684	33,832	34,560	35,295	36,620	37,377	38,484	39,784	40,700
Surplus/(Deficit) of Operating Funding (A-B)	(6,053)	(1,484)	(516)	1,492	3,610	4,951	5,082	5,549	5,859	6,121	6,621
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

Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 109

TAURANGA CITY COUNCIL: FUNDING IMPACT STATEMENT - REGULATORY AND 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	0	0	1	2	3	4	5	6	7	8	9
- 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)	(1,485)	(521)	1,491	3,606	4,946	5,077	5,543	5,852	6,113	6,612
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	(5,913)	(1,471)	(497)	1,520	3,622	5,030	5,130	5,573	5,860	6,278	6,623
Surplus/(Deficit) of Capital Funding (C-D)	6,053	1,484	516	(1,492)	(3,610)	(4,951)	(5,082)	(5,549)	(5,859)	(6,121)	(6,621)
Funding balance ((A-B)+(C-D))											
	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		43	45	57	49	52	54	56	58	67	77

Long-term Plan 2024-2034

110 | 02 GROUPS OF ACTIVITIES

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
 An inclusive city	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.
 A city that values, protects and enhances our environment	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.
 A well-planned city	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.

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.
- 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 the Performance Measures section, service measures SSP10 to SSP11, and SSP18 to SSP19.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
Carbon generated through the use of petrochemical-driven maintenance operations.			●	●	<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.	●			●	<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.	●	●	●	●	<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.			●	●	<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>

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY					
Negative effects/issue and risks	Wellbeing				Mitigation
	Social	Cultural	Economic	Environmental	
Use of agrichemicals presents a risk to public health.					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											
	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 Charges, Rates Penalties	58,979	68,611	82,117	89,729	97,750	107,571	120,980	129,096	136,557	142,122	150,364
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	6,862	7,382	7,996	8,446	8,992	9,899	10,435	10,922	11,457	12,092
Internal charges and overheads recovered	(10)	(269)	(335)	(380)	(424)	(474)	(542)	(592)	(634)	(668)	(706)
Local authorities fuel tax, fines, infringement fees, and other receipts	515	1,153	1,212	1,576	1,805	1,992	2,321	2,610	2,723	2,806	2,930
Total Sources of Operating Funding (A)	70,514	76,556	90,580	99,162	107,852	118,384	133,000	141,894	149,799	155,953	164,921
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	42,428	62,088	60,880	58,634	59,085	58,826	66,965	61,649	62,142	64,069	71,137
Finance Costs	11,583	13,551	15,863	18,886	21,293	24,401	27,080	26,760	27,986	28,777	29,633
Internal Charges and Overheads applied	9,379	10,294	10,793	10,955	11,098	11,412	12,363	12,560	12,889	13,201	13,497
Other Operating Funding applications	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Operating Funding (B)	63,390	85,933	87,536	88,475	91,476	94,639	106,408	100,969	103,017	106,047	114,267
Surplus/(Deficit) of Operating Funding (A-B)	7,125	(9,377)	3,044	10,687	16,376	23,745	26,592	40,925	46,782	49,906	50,654
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	269	4,099	14,178	6,215	13,429	1,938	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	46,364	40,973	52,367	74,837	69,198	53,462	46,892	40,152	37,972	36,413
Gross proceeds from the sale of assets	2,000	0	0	0	0	0	0	0	0	0	0
Lump sum contributions	5,419	9,747	2,882	1,410	6,415	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	61,800	59,597	61,575	96,281	73,015	54,951	48,381	41,226	39,172	37,570

116 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	11,108	17,394	14,655	15,954	27,087	23,758	18,086	31,839	31,150	22,282	24,730
- to improve level of service	53,490	50,879	49,320	52,728	98,293	59,617	37,034	22,240	16,239	16,115	16,464
- to replace existing assets	6,453	10,307	11,053	10,092	8,416	9,839	8,839	8,387	9,741	14,052	12,494
Increase/(Decrease) in reserves	(2,672)	(26,157)	(12,387)	(6,512)	(21,139)	3,546	17,584	26,840	30,878	36,629	34,536
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	68,379	52,423	62,641	72,262	112,657	96,760	81,543	89,306	88,008	89,078	88,224
Surplus/(Deficit) of Capital Funding (C-D)	(7,124)	9,377	(3,044)	(10,687)	(16,376)	(23,745)	(26,592)	(40,925)	(46,782)	(49,906)	(50,654)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		10,022	13,349	15,265	17,742	21,332	28,443	34,169	37,635	40,261	44,765

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - SPACES AND PLACES											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth	6,877,821	3,615,915	4,088,467	11,262,440	4,449,750	3,198,897	2,934,399	2,051,208	1,466,141	1,497,619	41,442,657
Active Reserve Development	2,801,437	1,825,215	2,169,591	2,791,167	4,191,330	2,938,093	2,698,207	1,813,500	1,227,000	1,255,000	23,710,540
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
Neighbourhood Reserves & Other Minor Capital Projects	102,465	105,534	108,405	110,979	113,454	115,731	91,035	92,489	93,866	96,008	1,029,965
Parks LOS Capital Development	-	-	-	112,100	-	-	-	-	-	-	112,100
Te Papa Intensification	3,622,500	1,000,000	1,500,000	-	-	-	-	-	-	-	6,122,500
WC - Pyes Pa West Growth Area	207,000	216,741	-	-	-	-	-	-	-	-	423,741
Western Corridor - Tauriko West	-	323,863	165,732	-	-	-	-	-	-	-	489,595
Internal Transfer of Strategic Property	-	-	-	8,103,375	-	-	-	-	-	-	8,103,375
Growth & Level of Service	23,944,557	31,176,862	32,814,238	65,915,982	35,796,178	15,013,131	29,037,421	29,234,867	20,955,985	23,452,635	307,341,854
Active Reserve Development	4,880,404	5,469,472	5,760,079	8,838,624	12,962,858	4,266,515	6,129,100	3,627,000	7,362,000	12,550,000	71,846,052
City Centre Development	-	3,471,100	4,202,899	4,126,000	-	-	-	-	-	-	11,800,000
Community Centres	5,119,000	489,805	-	-	-	1,169,000	4,760,000	-	1,641,726	6,275,000	19,454,531
Eastern Corridor - Te Tumu	-	-	-	-	-	-	3,605,441	6,045,000	3,067,500	3,137,500	15,855,441
Memorial Park Aquatics & Recreation Hub	13,221,773	19,945,705	20,783,563	48,719,313	16,370,021	-	-	-	-	-	119,040,374
Mount Intensification	-	-	-	57,732	59,019	60,204	61,285	-	-	-	238,239
Neighbourhood Reserves & Other Minor Capital Projects	516,700	-	-	-	-	-	-	-	-	-	516,700
Otumoetai Intensification	-	-	-	1,252,790	-	-	-	-	-	-	1,252,790
Parks LOS Capital Development	-	329,394	338,355	163,666	-	-	-	-	-	-	831,415
Te Papa Intensification	-	1,279,200	1,563,906	2,638,274	2,714,874	2,769,361	2,819,110	3,407,567	2,468,111	1,269,433	20,929,834
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	-	-	-	-	3,571,675	6,621,870	11,530,023	16,019,150	6,277,000	139,462	44,159,181

118 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - SPACES AND PLACES											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Level of Service	44,814,647	39,817,564	40,422,407	51,570,354	49,483,549	47,751,888	26,204,265	17,570,873	18,413,096	19,904,526	355,953,171
Active Reserve Development	8,253,452	8,219,921	3,518,517	4,477,910	5,081,850	-	3,587,100	-	-	-	33,138,751
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	(13,000,000)	(12,000,000)	-	-	12,500,000	12,500,000	-	-	-	-	-
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	2,066,800	2,135,400	2,205,800	2,277,800	2,733,390	2,885,626	2,990,185	2,476,683	2,538,090	2,565,291	24,875,065
City Centre Waterfront Development	9,149,351	4,394,325	6,013,774	8,301,795	-	-	-	-	-	-	27,859,245
City Operations Capital	880,281	230,259	412,271	461,655	1,453,450	607,691	172,387	79,797	673,823	1,458,679	6,430,293
Community Centres	6,063,849	-	-	-	-	-	-	-	-	-	6,063,849
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	-	-	-	824,279	868,282	5,975,133	2,374,000	-	-	-	10,041,694
Memorial Park Aquatics & Recreation Hub	7,350,000	-	-	-	-	-	-	-	-	-	7,350,000
Memorial Park Masterplanning	-	-	2,065,936	2,065,282	2,067,433	-	-	-	-	-	6,198,652
Memorial Park to City Centre Pathway	669,127	3,203,100	3,308,700	-	-	-	-	-	-	-	7,180,927
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	3,323,396	4,240,065	3,303,520	3,934,024	2,918,776	3,154,341	2,754,748	2,530,173	2,589,526	2,658,673	31,407,240
Parks LOS Capital Development	2,895,010	4,198,641	4,318,105	8,428,230	8,583,344	7,839,029	7,275,212	8,002,486	7,102,778	6,412,888	65,055,722
Prop Management Upgrades & Renewals	-	213,200	219,000	224,200	229,200	-	-	-	-	-	885,600
Te Manawataki o Te Papa	4,427,693	12,153,888	859,733	11,387,775	2,187,451	-	-	-	-	-	31,016,539
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
Internal Transfer of Strategic Property	4,895,550	-	-	-	-	-	-	-	-	-	4,895,550

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - SPACES AND PLACES											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Renewal	10,306,515	11,053,518	10,092,260	8,415,794	9,838,547	8,839,124	8,386,696	9,741,292	14,052,498	12,493,675	103,219,919
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	5,142,915	5,075,408	3,977,398	2,019,035	2,734,704	3,378,927	330,137	1,127,951	1,354,430	1,170,867	26,311,773
Parks Renewals	3,926,807	4,316,070	5,025,158	5,164,680	5,953,644	4,132,111	6,685,779	7,444,211	9,387,799	8,642,375	60,678,633
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	85,943,541	85,663,860	87,417,371	137,164,571	99,568,024	74,803,039	66,562,782	58,598,239	54,887,720	57,348,455	807,957,601

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											
	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 Charges, Rates Penalties	(15,862)	1,545	(2,095)	201	(553)	(1,986)	3,422	6,673	27,154	28,358	34,319
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	9,521	10,263	11,190	11,986	12,256	12,647	12,932	13,351	13,654	14,110
Internal charges and overheads recovered	128,522	134,812	147,503	157,007	162,264	169,986	180,815	179,551	184,983	193,482	200,404
Local authorities fuel tax, fines, infringement fees, and other receipts	4,363	3,777	4,687	4,427	4,361	4,332	4,438	4,487	4,541	4,639	4,652
Total Sources of Operating Funding (A)	130,428	149,775	160,481	176,552	181,870	188,472	201,456	203,780	230,168	240,275	253,630
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	62,849	78,901	83,791	87,546	76,667	80,321	82,262	84,390	89,980	93,752	96,288
Finance Costs	(13,842)	6,265	5,635	7,589	8,842	6,865	6,360	10,755	9,338	5,966	3,031
Internal Charges and Overheads applied	67,544	71,953	79,626	89,112	94,328	101,729	107,391	106,953	111,899	120,812	128,921
Other Operating Funding applications	1,200	500	500	500	500	500	500	500	500	500	500
Total Applications of Operating Funding (B)	117,751	157,619	169,552	184,747	180,337	189,415	196,513	202,597	211,718	221,030	228,741
Surplus/(Deficit) of Operating Funding (A-B)	12,677	(7,844)	(9,071)	(8,195)	1,533	(943)	4,943	1,183	18,450	19,245	24,889
SOURCES OF CAPITAL FUNDING											
Subsidies and grants for capital expenditure	6,997	3,314	766	3,750	2,575	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	34,357	29,820	12,729	(8,741)	17,030	16,803	17,049	19,457	19,850	20,497
Gross proceeds from the sale of assets	0	177	21,819	57,820	3,792	2,544	62,130	0	0	0	0
Lump sum contributions	1,402	(866)	(563)	1,265	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	36,982	51,842	75,564	(2,140)	19,574	78,933	17,049	19,457	19,850	20,497

122 | 02 GROUPS OF ACTIVITIES

TAURANGA CITY 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	7,400	5,175	5,330	5,475	(17,548)	5,730	5,845	5,950	6,045	6,135	6,275
- to improve level of service	32,755	11,991	5,198	5,064	3,395	2,298	1,129	1,149	1,164	1,180	1,207
- to replace existing assets	4,256	2,333	1,983	2,133	1,539	1,860	2,923	2,704	1,800	1,889	2,724
Increase/(Decrease) in reserves	18,508	9,639	30,260	54,697	12,007	8,743	73,979	8,429	28,898	29,891	35,180
Increase/(Decrease) of investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	62,918	29,138	42,771	67,369	(607)	18,631	83,876	18,232	37,907	39,095	45,386
Surplus/(Deficit) of Capital Funding (C-D)	(12,677)	7,844	9,071	8,195	(1,533)	943	(4,943)	(1,183)	(18,450)	(19,245)	(24,889)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0
		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)
Depreciation and amortisation		6,712	9,063	8,395	8,071	8,025	8,611	8,333	8,212	6,866	6,484

Long-term Plan 2024-2034

TAURANGA CITY COUNCIL: CAPITAL EXPENDITURE - SUPPORT SERVICES											
	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	Total 10 Years
Growth	5,175,000	5,330,000	5,475,000	(17,547,500)	5,730,000	5,845,000	5,950,000	6,045,000	6,135,000	6,275,000	34,412,500
Internal Transfer of Strategic Property	-	-	-	(23,152,500)	-	-	-	-	-	-	(23,152,500)
Strategic Acquisition Fund	5,175,000	5,330,000	5,475,000	5,605,000	5,730,000	5,845,000	5,950,000	6,045,000	6,135,000	6,275,000	57,565,000
Level of Service	11,991,277	5,197,775	5,064,085	3,395,004	2,298,101	1,129,137	1,149,421	1,164,146	1,180,374	1,207,310	33,776,630
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	861,120	886,912	911,040	932,672	953,472	972,608	990,080	1,005,888	1,020,864	1,044,160	9,578,816
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
Internal Transfer of Strategic Property	(4,895,550)	-	-	-	-	-	-	-	-	-	(4,895,550)
Te Manawataki o Te Papa	3,334,132	4,168,126	4,006,424	2,312,230	1,191,180	-	-	-	-	-	15,012,092
Renewal	2,332,865	1,982,682	2,133,294	1,539,474	1,860,410	2,922,505	2,704,394	1,799,822	1,889,276	2,723,657	21,888,379
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
Digital Services Capital Programme	2,179,575	1,818,436	2,017,116	1,330,425	1,558,331	2,569,067	2,543,054	1,482,053	1,625,407	2,452,458	19,575,922
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 Network 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	19,499,142	12,510,457	12,672,379	-12,613,022	9,888,511	9,896,642	9,803,815	9,008,968	9,204,650	10,205,967	90,077,509

Long-term Plan 2024-2034

Performance measures

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 Outcome Measures which measures our achievement of each of Council's community outcomes, or Service Measures which measure our performance 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. For more information on Our Direction, see Section One.

An inclusive city – Tauranga Matarauui



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

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.	New Measure	60%	60%	65%	75%
SSP02	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	Percentage of available grant funding awarded to community organisations	New Measure	>95%	>95%	>95%	>95%

02 GROUPS OF ACTIVITIES | 127

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
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	 Achieved: 75%	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)	Increasing	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





Long-term Plan 2024-2034

128 | 02 GROUPS OF ACTIVITIES

#	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	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	New Measure	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 animal behavioural issues	Percentage of animal complaints involving a rush or attack on a person contacted within 60 minutes where there is an ongoing risk to safety	 Not achieved: 86% (target 100%)	95%	95%	95%	95%
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 100%)	95%	95%	95%	95%

Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 129

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
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 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 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 Contact Centre	 Achieved: 100% (target 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 100%)	95%	95%	95%	95%

Long-term Plan 2024-2034

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

Long-term Plan 2024-2034





#	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	≥21%	≥22%	≥23%	≥24-30%
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%

132 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
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 abatement notices, infringement notices, enforcement orders, and convictions received in relation to those resource consents	 Achieved: Nil (target no more than 1 flooding event)	Nil	Nil	Nil	Nil
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 (target <1)	≤1	≤1	≤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 (target <1)	≤1	≤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 (target <90 min)	≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min

Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 133

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
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 (target <8 hr)	≤ 8 hr	≤ 8 hr	≤ 8 hr	≤ 8 hr
SSP25	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 complaints received by Council about the performance of the stormwater system, expressed per 1000 properties connected to the system	 Not achieved: 3.6 (target <2)	≤2	≤2	≤2	≤2
SSP26	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% (target 75%)	75%	75%	75%	75%
SSP27	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
SSP28	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
SSP29	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%

Long-term Plan 2024-2034

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	City centre – 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	Places for community and play – we have quality public spaces that provide opportunities for us to relax and connect.	Residents sense of community in their neighbourhood.	Increasing
ODM31	Places for culture and storytelling – 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
SSP30	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: 1) 3 years 2) 10 years 3) 30 years	 Not achieved (target short-term compliance achieved)	Achieved	Achieved	Achieved	Achieved

136 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP31	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
SSP32	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	New Measure	45%	50%	55%	75%
SSP33	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	New Measure	10,000	11,000	12,000	20,000
SSP34	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





Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 137

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP35	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.	 Not achieved: 80% (target 95%)	80%	80%	80%	80%
SSP36	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 98%)	95%	95%	95%	95%
SSP37	Regulatory and Compliance	Building Services	We will provide timely building inspections.	Average minimum wait time for a standard building inspection.	 Achieved: 2.6 days (target 4 days)	≤ 4 days	≤ 4 days	≤ 4 days	≤ 4 days
SSP38	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% (target 95%)	95%	95%	95%	95%
SSP39	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 number of dry weather wastewater overflows from the wastewater system, expressed per 1000 connections to the system	 Achieved: 0.9 (target <2)	≤2	≤2	≤2	≤2






Long-term Plan 2024-2034

138 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP40	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 (target Nil)	Nil	Nil	Nil	Nil
SSP41	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 (target <10)	≤10	≤10	≤10	≤10
SSP42	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 the time that Council receives notification to the time that service personnel reach the site.	 Achieved: 33 min (target ≤ 60 min)	≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min
SSP43	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 (target <5 hr)	≤ 5 hr	≤ 5 hr	≤ 5 hr	≤ 5 hr



Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 139

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP44	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 ≤ 330 litres)	≤ 300 litres	≤ 300 litres	≤ 300 litres	≤ 300 litres
SSP45	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 ≤ 450 litres)	≤ 400 litres	≤ 400 litres	≤ 400 litres	≤ 400 litres
SSP46	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 ≥ 80%)	≥ 85%	≥ 85%	≥ 85%	≥ 85%
SSP47	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% (target < 18)	≤ 18%	≤ 18%	≤ 18%	≤ 18%
SSP48	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% (target 100%)	100%	100%	100%	100%




Long-term Plan 2024-2034

140 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP49	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 (target <10)	≤ 10	≤ 10	≤ 10	≤ 10
SSP50	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: • Urgent callouts	 Achieved: 58 min (target <60 min)	≤ 90 min	≤ 90 min	≤ 90 min	≤ 90 min

Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 141

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP51	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: <ul style="list-style-type: none">Non urgent callouts	 Achieved: 18 hr 11 min (target <24 hr)	≤ 24h	≤ 24h	≤ 24h	≤ 24h
SSP52	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. <ul style="list-style-type: none">Urgent callouts	 Achieved: 4 hr 35 min (target <5 hr)	≤ 5hr	≤ 5hr	≤ 5hr	≤ 5hr
SSP53	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. <ul style="list-style-type: none">Non urgent callouts	 Achieved: 22 hr 18 min (target <28 hr)	≤ 28hr	≤ 28hr	≤ 28hr	≤ 28hr

Long-term Plan 2024-2034

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
ODM34	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
ODM35	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
ODM36	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
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.	Public transport uptake = Increasing number of trips on and access to public transport	Increasing
ODM38	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




#	Success looks like...	Outcome Measure	Trend
ODM39	Commercial sectors (including the Port of Tauranga) are supported by a transport system that allows for easy movement of people and freight.	Travel time variability for freight movements on key commercial routes (between Tauriko business estate and the Port, and between Rangiuru business estate and the Port).	Decreasing

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
SSP54	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 (target reducing (2021/22 was 30))	0	0	0	0
SSP55	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 (target 27km/hr)	29km/hr	29km/hr	29km/hr	29km/hr
SSP56	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 (target 345 min)	330min	330min	330min	330min

144 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP57	Transportation	Transportation	We will provide an efficient transport network, minimising all-day congestion	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%
SSP58	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 quality of ride of the sealed road network as measured by Smooth Travel Exposure e.g. percentage of smooth travel exposure	 Achieved: 92% (target 91-92%)	92-93%	92-93%	92-93%	92-93%
SSP59	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% (target 98-100%)	98-100%	98-100%	98-100%	98-100%
SSP60	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% (target 4%)	>4%	>4%	>4%	>4%



Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 145

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP61	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% (target 88%)	85%	85%	85%	85%
SSP62	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
SSP63	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 (target 6,000)	10,000	10,000	10,000	10,000
SSP64	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)	 Not achieved: 3% walking/ jogging (3% target) 2% cycling (target 8%)	5%	7%	8%	10%

Long-term Plan 2024-2034

146 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP65	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.	 Not achieved: 3% (target 10%)	2%	3%	4%	5%
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	Average weekday city centre on-street and off-street parking occupancy rate	New Measure	75-85%	75-85%	75-85%	75-85%
SSP67	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 enforcement where appropriate.	Percentage of parking complaints responded to within 24 hours	 Not achieved: 92% (target 100%)	95%	95%	95%	95%

Long-term Plan 2024-2034

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
ODM40	Our city centre is strong and vibrant, acting as commercial, educational and activities hub for the region.	Residents' perceptions	Increasing
ODM41	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
ODM42	We have a high wage economy with quality locally based jobs and easily accessible employment centres.	Unemployment rate.	Below national rate
ODM43	We have a high wage economy with quality locally based jobs and easily accessible employment centres.	Job creation.	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

148 | 02 GROUPS OF ACTIVITIES

#	Success looks like...	Outcome Measure	Trend
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 education and employment outcomes equal to that of non-Māori.	Unemployment is at, or below, the New Zealand average.	Decreasing
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
SSP68	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%
SSP69	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.	New Measure	60%	62%	64%	66%
SSP70	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	Domestic and international tourism spending in the city	New data source	Baseline established	Increasing	Increasing	Increasing

Long-term Plan 2024-2034

02 GROUPS OF ACTIVITIES | 149

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP71	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
SSP72	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 28.7%)	28%	Increasing	Increasing	Increasing
SSP73	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 50%)	≥40%	Increasing	Increasing	Increasing

Long-term Plan 2024-2034

Organisational Capability

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

Our Approach 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	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

02 GROUPS OF ACTIVITIES | 151

#	Success looks like...	Outcome Measure	Trend	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' • Scale of 'regional offering' 	Increasing	Working Beyond Tauranga Approach
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
SSP74	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

Long-term Plan 2024-2034

152 | 02 GROUPS OF ACTIVITIES

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP75	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% (target 97%)	98%	98%	98%	98%
SSP76	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% (target 80%)	85%	85%	85%	85%
SSP77	Community, People, and Relationships	Customer Services	We will provide 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 contact centre is excellent (>45 NPS score)	 Achieved: 58 (target 40)	>45	>45	>45	>45
SSP78	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 100%)	85%	85%	85%	85%
SSP79	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

Long-term Plan 2024-2034

#	Group of Activities	Activity	Level of Service	Performance Measures	2022/23 Result	24/25	25/26	26/27	27-34
SSP80	Emergency Management	Emergency Management	We will provide an Emergency Operations Centre (EOC) to ensure an effective emergency response	Percentage of EOC positions filled	New Measure	≥60%	≥60%	≥60%	≥60%
SSP81	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%
SSP82	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	New Measure	≥1	≥1	≥1	≥1

Variations

This section includes our variations between the long-term plan and assessment of water and sanitary services and waste management and minimisation plan (WMMP).

Assessment of Water and Sanitary Services

There are no significant variations from the Assessment of Water and Sanitary Services for the Water Supply, Wastewater and Stormwater activities.

Waste Management and Minimisation Plan

Our current WMMP 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. Our WMMP was adopted on 15 August 2022 and outlines how we will manage our city's commercial and household waste to 2028.

Two targets contained within our WMMP action plan will no longer be achievable due to reprioritisation of Te Maunga capital work in this LTP. These targets relate to diversion of waste to landfill at Te Maunga, and the recovery of construction and demolition waste.

The Waste Minimisation Act 2008 requires councils to adopt a WMMP and review existing plans every six years. We expect to review our WMMP earlier than the legislative six years to align more closely with projects that have been included in the LTP.

Council-Controlled Organisations (CCOs)

To achieve specific objectives for Tauranga, we have established several Council-Controlled Organisations. These organisations, supported by Tauranga City Council, manage Council facilities and/or deliver significant services on behalf of Council and the Tauranga community. The CCOs each have an approved Statement of Intent which includes set targets.

Council-Controlled Organisations are:

- Bay Venues Limited (Bay Venues)
- Tauranga Art Gallery Trust (TAGT)
- Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP)
- Te Manawataki o Te Papa Limited (TMOTPL)
- Te Manawataki o Te Papa Charitable Trust (Charitable Trust)
- Bay of Plenty Local Authority Shared Services (BOPLASS)
- Local Government Funding Agency Limited (LGFA)

More information:

The CCOs' Statements of Intent and annual reports are available at www.tauranga.govt.nz/cco or on their websites:

- www.bayvenues.co.nz
- www.artgallery.org.nz
- www.bayofplenty.co.nz
- www.tauranga.govt.nz/tmotpl
- www.tauranga.govt.nz/civicprecinctlandcco
- www.boplass.govt.nz
- www.lgfa.co.nz

Note:

The performance measures in this section are based on the 2023-26 final Statements of Intent, as the 2024-27 Statements of Intent were not yet approved at the time of LTP adoption. Changes to the performance measures or targets will be updated in future Annual Plans if required.

Bay Venues Limited (Bay Venues)

Bay Venues provides essential social infrastructure including our city’s premier venues for sporting, leisure and recreation and culture through an effective and efficient service delivery mechanism at the least possible cost to ratepayers.

Bay Venues is charged with delivering outcomes that support the strategic objectives of TCC in a financially sustainable way and deliver on the Performance Measures outlined in the Statement of Intent for 2023-2026. Bay Venues owns 24 facilities in Tauranga comprising five aquatic facilities, a stadium and speedway, one large contemporary multi-purpose recreation and event centre, three smaller recreation facilities, two community centres, two community share facilities and eight community halls and a high performance sports training centre.

In addition, Bay Venues operates venue-based businesses, programmes, services and events.

We will maximise activity and events	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Health and safety - No preventable serious harm incidents in our facilities	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Host >2.0 million visits to our facilities and host >75 significant events (500+ people)	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Achieve a customer feedback rating >85%	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

We will look after our assets	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
No preventable unplanned facility closures	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Establish three preventative maintenance initiatives	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Reduce energy consumption by >5%	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent

We will leverage our capability	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Achieve breakeven budgeted financial position or better	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Explore new revenue generating initiatives	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Performance measures included in this document are considered some of the key measures applicable to Council.

More information can be found on the Bay Venues website: www.bayvenues.co.nz

Tauranga Art Gallery Trust (TAGT)

The Tauranga Art Gallery Trust (TAGT) was established in 2005 to manage and operate the Tauranga Art Gallery Toi Tauranga (TAG), ensuring sound governance and financial management. TAGT aims to create exceptional art experiences that engage, inspire, challenge and educate through exhibitions, public programmes and events.

To be an anchorage of innovation and creativity	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Deliver a diverse exhibition and events programme - which includes a minimum of 12 exhibitions	Not Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Achieve a high level of customer satisfaction - 85% "highly satisfied/positive" rating via our visitor survey and feedback received from schools and other participants of programmes and events.	Not Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Deliver a range of education programmes and learning opportunities that meets the needs of our clients.	Not Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

To be an anchorage of diversity	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Enhance our marketing and communications.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Partner with mana whenua, and ensure strong engagement with Māori	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Partner with government agencies, councils, and other organisations.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
To be an anchor of enduring success	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Develop a greater awareness of our Social Return on Investment (SROI)	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Implement prudent financial management processes.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
To be an anchor of great shelter	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Involved in City Centre redevelopment project (Civic Precinct) discussions.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Effective management of assets.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

To be an anchor for development	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Approach to governance - Collaborate with TCC, through assisting with developing the Council city brand, Tauranga Events, Accessible Tauranga, Arts Culture and Heritage Action and Investment Plans, and participating in Governance-to-Governance meetings.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Performance measures included in this document are considered some of the key measures applicable to Council.

More information can be found on the TAGT website: www.artgallery.org.nz/trust

Western Bay of Plenty Tourism and Visitors Trust, trading as Tourism Bay of Plenty (TBOP)

The Western Bay of Plenty Tourism and Visitor Trust, trading as Tourism Bay of Plenty, is owned by Tauranga City Council and Western Bay of Plenty District Council. As a CCO, Tourism Bay of Plenty supports the community and environmental goals of both councils. Tourism Bay of Plenty has the lead role in ensuring the sustainable growth of the Western Bay of Plenty visitor economy and the management of the region as a visitor destination. Tourism Bay of Plenty's purpose is 'to lead the prosperity of our people and place through tourism'. Tourism Bay of Plenty is the appointed destination manager and promoter, enabling visitor economy growth and sustainability.

	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Economic Wellbeing - Grow the value of tourism to the western bay economy.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Social wellbeing - Enhance the value of tourism to our community (according to the community).	Not Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Cultural wellbeing - Improving the cultural wellbeing of the community through tourism.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Environmental wellbeing - Improving the environmental wellbeing of the region via environmental sustainability and regeneration projects.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Destination management and marketing - Coordinate activity that attracts key business events to the western bay region.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Destination management and marketing - Elevate the region's food story and proposition.	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Destination management and marketing - Promotion of the western bay region to key target markets (cultural explorers, surf & beach lovers, outdoor adventurers, and eco-travellers).	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Performance measures included in this document are considered some of the key measures applicable to Council.

More information can be found on the TBOP website: www.bayofplentynz.com

Te Manawataki o Te Papa Limited

Te Manawataki o Te Papa Limited is a new council-controlled organisation (CCO), established to govern and lead the delivery of the civic precinct development.

This CCO was approved by Council on 12 December 2022, then was registered and began operations in 2023. It draws upon a wide range of industry and commercial expertise and provides a structure that gives everyone confidence that the project will be delivered effectively.

Te Manawataki o Te Papa Limited will ensure the civic precinct development, called Te Manawataki o Te Papa - the heartbeat of Te Papa, is brought to life in a way that benefits the whole community.

This CCO is 100% owned by Tauranga City Council.

The Board has worked on the development of some initial performance targets and measures pertaining to governance, project management, contract management, local procurement opportunities, financial management, sustainability, health and safety, shareholder relationship and stakeholder management, which have been included in their first Statement of Intent.

	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Health and safety - Develop and maintain with the Consultants, TCC and Contractors a Risk Register identifying all potential risks that could negatively affect the projects.	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Critical hazards are managed effectively - Baseline lead and lag indicators are monitored to ensure safety for all	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Project management - Contract management and 100% legal compliance	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Project management - Delivery on time, within budget and at expected quality	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent

164 | 02 GROUPS OF ACTIVITIES

	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Financial management - The Project is delivered on or below budget	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Financial management - Advocate efforts by Council or other opportunities for third party contributions and funding partners	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Shareholder relationship and stakeholder engagement - Prepare and agree regular reporting programme which ensures Council is fully informed in a timely manner of all major issues, Project progress against PMP and opportunities for further enhancement	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Shareholder relationship and stakeholder engagement - Nurture a respectful and open relationship in the best interest of the city and develop close and collaborative relationships	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Shareholder relationship and stakeholder engagement - Cultural connection – Engage/consult with mana whenua to ensure cultural narrative incorporated into design/delivered.	New measure	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Performance measures included in this document are considered some of the key measures applicable to Council.

More information can be found on the TMOTPL website: www.tauranga.govt.nz/tmotpl

Te Manawataki o Te Papa Charitable Trust

Te Manawataki o Te Papa Charitable Trust is a new council-controlled organisation (CCO), established as a joint ownership arrangement with the Otamataha Trust.

As part of the joint ownership arrangement, the new CCO – Te Manawataki o Te Papa Charitable Trust – purchased the land referred to as 'Site A' of the Civic Precinct from Council for a nominal amount. The transfer will be settled via a formal sales and purchase agreement in the coming months. Council will then lease the land back from the CCO on a 'peppercorn lease' basis. Council will continue to own and be responsible for any improvements made to the existing buildings on the land, the construction and ownership of any new buildings and structures, as well as the day-to-day operation of the activities on the site.

The Commission Chair and Chief Executive of Tauranga City Council, or their nominees, have been appointed to the Board of Te Manawataki o Te Papa Charitable Trust. Otamataha Trust has the power, exercisable by deed, to appoint two trustees of their own. The Trust provided its first Statement of Intent to Council on 30 June 2023. Key deliverables include completion of the title amalgamation, land transfer and subsequent lease back to Council, along with quarterly meetings with the Board of Te Manawataki o Te Papa Limited and annual reporting. As a land trust, there are no specific performance measures to be included.

Bay of Plenty Local Authority Shared Services (BOPLASS)

BOPLASS is a company owned by nine councils in the Bay of Plenty/Gisborne regions, which investigates, develops and delivers shared services, and undertakes joint procurement where this is appropriate.

This centralised approach enables Council to benefit through improved levels of service, reduced costs, and improved efficiencies, which optimises value to the community.

We will facilitate services and procurement which provide savings and efficiencies to Council	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Investigate new joint procurement initiatives for goods and services for BOPLASS councils	Achieved	≥4	≥4	≥4	To be set in future Statement of Intent
Identify opportunities to collaborate with other Local Authority Shared Services in procurement or shared service projects where alliance provides benefits to all parties	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.	Achieved	Increase ≥5% per year	Increase ≥5% per year	Increase ≥5% per year	To be set in future Statement of Intent

We will facilitate services and procurement which provide savings and efficiencies to Council	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Communicate with each shareholding council at appropriate levels.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Ensure current funding model is appropriate.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Performance measures included in this document are considered some of the key measures applicable to Council.
More information can be found on the BOPLASS website: www.boplass.govt.nz

Local Government Funding Agency Limited (LGFA)

The LGFA provides certainty of access to debt markets, enabling Council to obtain funds at the best possible rate to fund projects of benefit to the community.

The LGFA is a partnership between Participating Local Authorities and the Government which enables councils to secure funding at lower interest margins and to make longer-term borrowings. The LGFA raises debt on behalf of local authorities through domestic and offshore sources, at a rate that is more favourable than that which would be secured if the council was to raise debt directly.

Governance, capability and business practice	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
LGFA's total operating income for the period to 30 June 2024 should be > \$20.6 million	New measure	Achieved	To be set in future Statement of Intent	To be set in future Statement of Intent	To be set in future Statement of Intent

Optimising financing services for local government	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities.	Achieved	> 85% satisfaction score	> 85% satisfaction score	> 85% satisfaction score	To be set in future Statement of Intent
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	Achieved	100%	100%	100%	To be set in future Statement of Intent

Environmental and social responsibility	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Maintain Toitū Carbon Zero certification.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Increase our GSS lending book and Climate Action Loans (CALs)	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Effective management of loans	Latest Result 2022-23	Target Year 1	Target Year 2	Target Year 3	Target Yrs 4-10
Performance Measures					
Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent
Review each Participating Borrower's financial position.	Achieved	Achieved	Achieved	Achieved	To be set in future Statement of Intent

Performance measures included in this document are considered some of the key measures applicable to Council.
More information can be found on the LGFA website: www.lgfa.co.nz



03

Infrastructure Strategy

Infrastructure Strategy (2024-2054)

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
Water supply (drinking water) activity	Airport infrastructure
Wastewater activity	ICT Infrastructure
Stormwater activity	Waste management activity
Transport activity	Dog management activity
Social and Civic Amenity (includes libraries, sports fields, parks and reserves, community facilities, Bay Venues assets, Baycourt and the civic centre redevelopment package)	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 Property, Plant & Equipment assets are valued at \$6.7 billion with annual depreciation of \$77.1 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

Infrastructure Strategy (2024-2054)

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

The Coalition Government has repealed the Three Waters Reform legislation, which has restored council's ownership, control, and responsibility for service delivery of water services. A Technical Advisory Group has been formed to provide expert advice on the implementation of the government's 'Local Water Done Well' initiative. Two further bills are expected through Parliament, including streamlined requirements for establishing council-controlled organisations under the Local Government Act 2002, enabling councils to move the delivery of water services into more financially sustainable configurations. The second bill is expected to provide for the long-term requirements for financial sustainability, a new range of structural and financing tools, including a new type of financially independent council-controlled organisation. All legislation to support the implementation of Local Water Done Well is expected to be passed by mid-2025, and will provide flexibility for communities and councils to determine how their water services will be delivered in the future.

1.3 The cost of our investment commitment (Looking after our assets)

	Growth	Level of Service	Renewal	TOTAL
Water Supply	\$819.5 million	\$298 million	\$714 million	\$1,831 million
Wastewater	\$1,177 million	\$328 million	\$1,099 million	\$2,605 million
Stormwater	\$924.5 million	\$2,587 million	\$79 million	\$3,591 million
Transport	\$2,870 million	\$1,471 million	\$914 million	\$5,255 million
Social and Civic Amenity	\$556 million	\$957 million	\$497 million	\$2,009 million
Grand Total	\$6,347 million	\$5,640 million	\$3,303 million	\$15,290 million

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.

² 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>)

³ Statistics NZ Subnational population projections: 2018 (base) – 2048 update, released Dec 2022

Infrastructure Strategy (2024-2054)

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 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
- Ōtūmoetai Spatial Plan

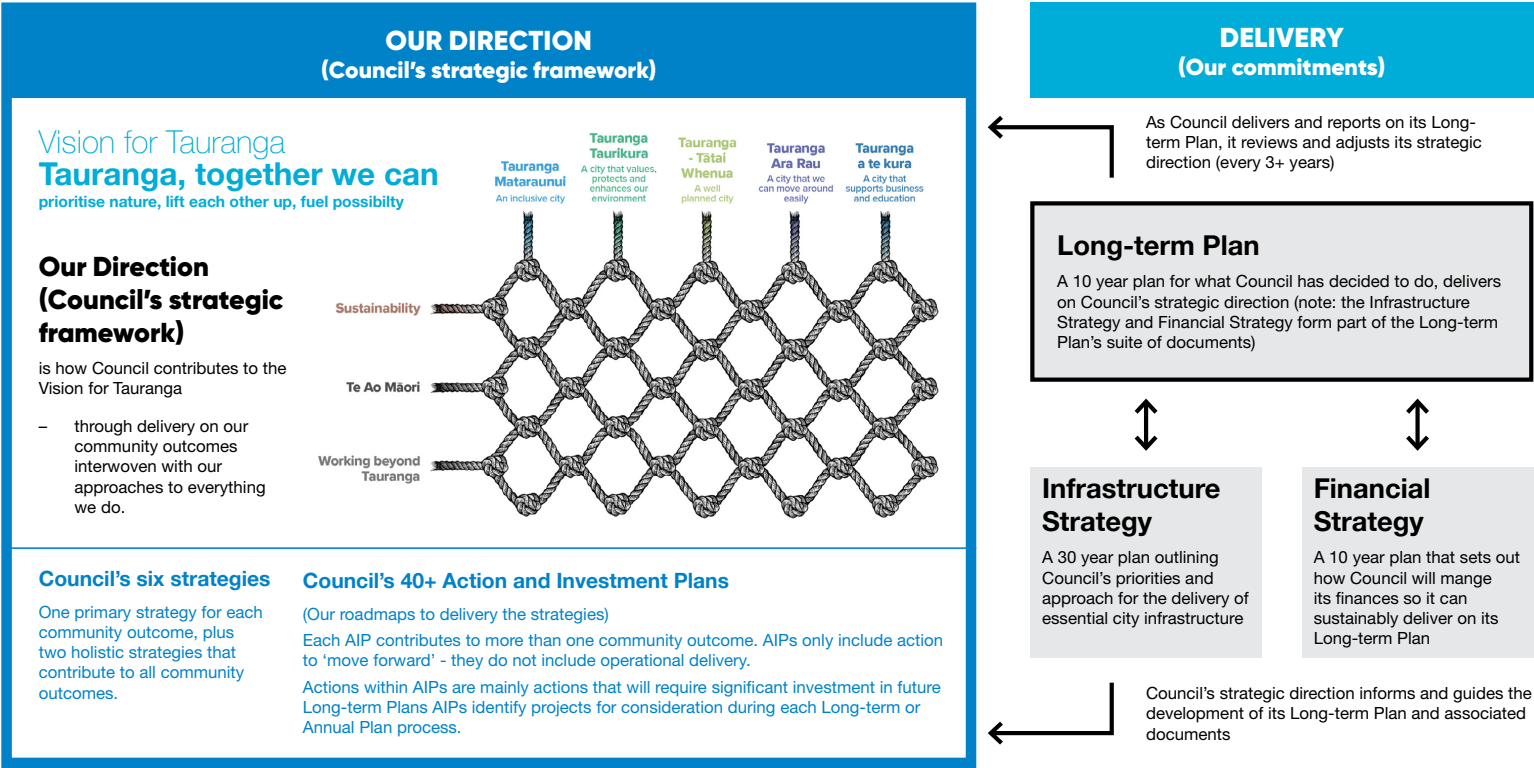
The diagram on the next page shows how our Infrastructure Strategy contributes to Long-term Plan and Council's strategic framework, and how everything fits together.

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)

Infrastructure Strategy (2024-2054)

DIAGRAM – CONNECTION BETWEEN COUNCIL’S STRATEGIC DIRECTION AND DELIVERY



Infrastructure Strategy (2024-2054)

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

Infrastructure Strategy (2024-2054)

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.

Infrastructure Strategy (2024-2054)

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 (\$240m)** – 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 (\$133m)** – upgrading the design and construction of Memorial Park's new aquatic facility, 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 (\$88m)** – 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 (\$90m)** – the LTP contains a capital expenditure budget of \$90 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 in 2033/34, with further stages falling outside of the LTP period (i.e. from 2034/35 onwards). Of the \$90 million currently budgeted, it is anticipated that half would come from rates-funded loans and half would be from other sources. The primary future focus for the community stadium is a sports and recreation space more in-tune with the community's needs. It would mean more regional and national events could be held in the city, helping our local economy.

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

Infrastructure Strategy (2024-2054)

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

Infrastructure Strategy (2024-2054)

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 over the next 30 years are:

- The Cameron Road upgrades stage 2 - \$228m
- Ōtūmoetai multi modal package - \$109m
- Te Papa intensification package - \$1,810m
- Mount/Pāpāmoa multi modal package - \$72m
- Mount intensification package - \$8.6m
- Ōtūmoetai intensification package - \$1,188m

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 \$144m 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 Pāpāmoa East Interchange (which links east Pāpāmoa 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 \$1,073 million) 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 Pāpāmoa East Interchange
- the development of 57 hectares of new business and employment land.

Infrastructure Strategy (2024-2054)

TABLE WITH DWELLING NUMBERS/SHORTFALL⁵

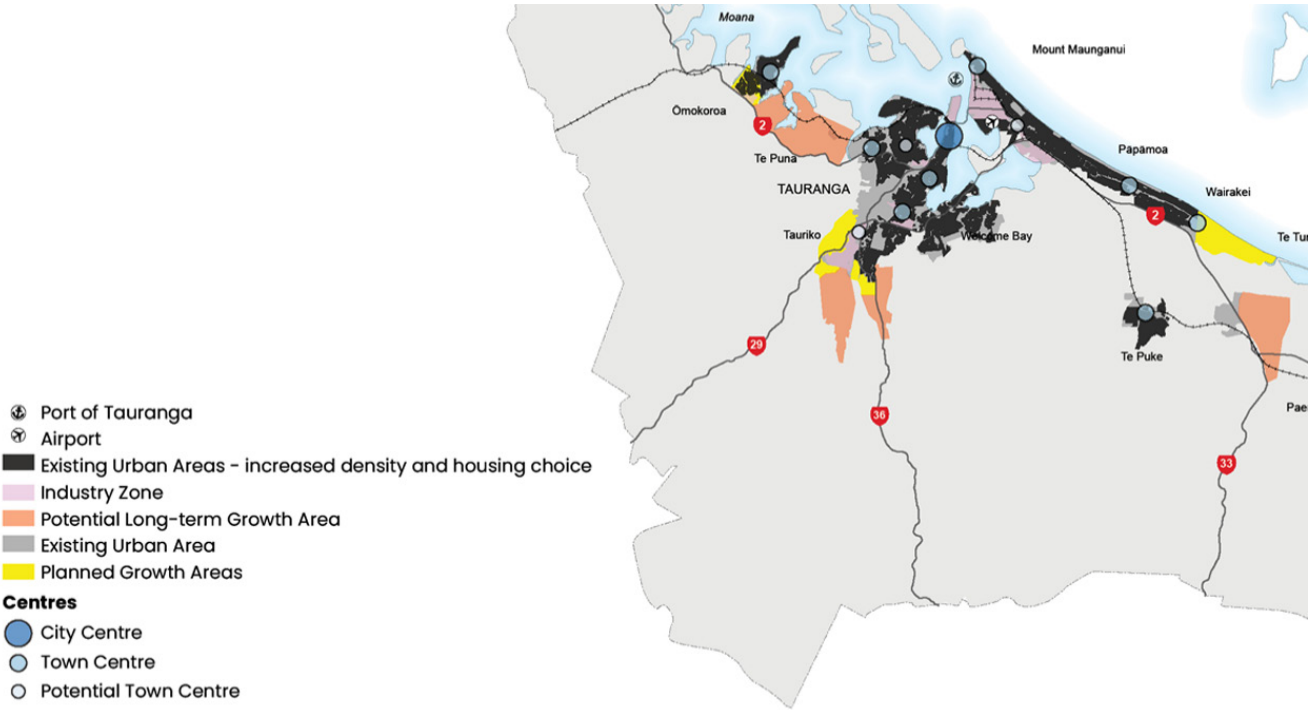
	Short-term	Medium-term	Longer-term*		
	Years 1-3	Years 4-7	Years 7-10	Years 11-30	Total
Housing Demand	3,440	4,580	3,490	17,470	28,980
Housing demand incl margin	4,120	5,500	4,180	20,090	33,890
Housing Supply	680	1,490	1,370	8,430	11,970
Infill/intensification	2,030	2,280	1,300	1,330	6,940
Fure greenfield LGAs	0	370	1,130	8,570	10,070
Total	2,710	4,140	3,800	18,330	28,290
Supply-demand	-720	-450	310	870	0
Supply-demand incl margin	-1,410	-1,370	-390	-1,760	-4,920

* 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 Housing and Business Capacity Assessment 2022, SmartGrowth

Infrastructure Strategy (2024-2054)

MAP OF PLANNED AND POTENTIAL URBAN GROWTH AREAS (SOURCE: DRAFT SMARTGROWTH STRATEGY 2023)



Infrastructure Strategy (2024-2054)

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.

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 scenario⁶. Coastal erosion is also ‘likely’⁷ 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

⁶ Tonkin & Taylor (2020) Tauranga City-wide Natural Hazards Risk Assessment
⁷ Likely means that there is a 66% chance of an erosion distance being exceeded during that period. T&T (2020)

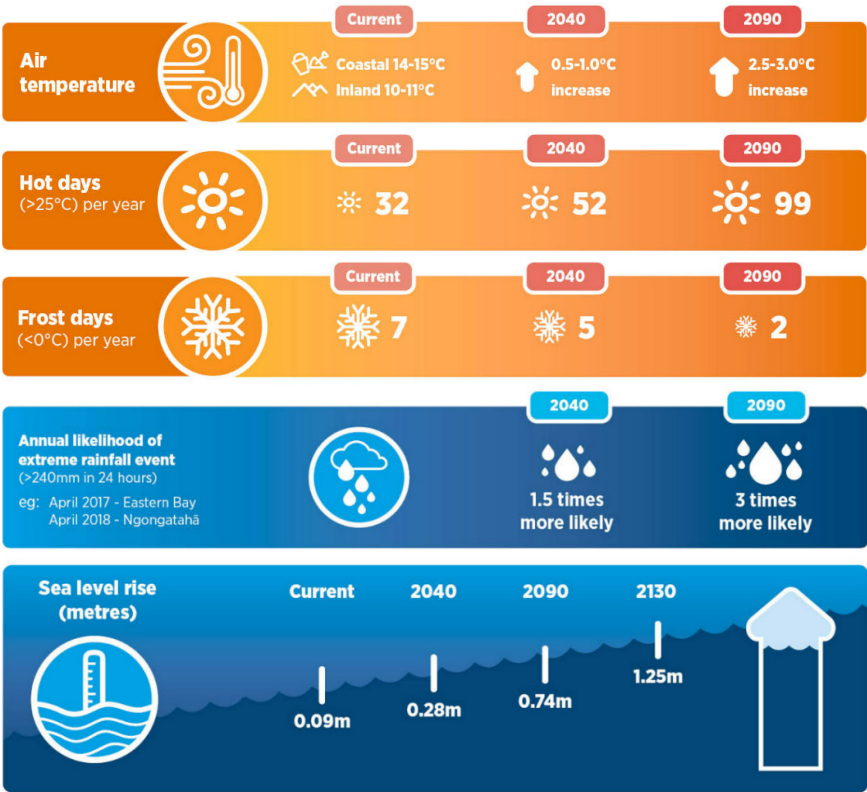


Figure 1. Based on 2019 NIWA report commissioned by Bay of Plenty Regional Council - <https://www.boprc.govt.nz/environment/climate-change/climate-change-overview>. Note that this graphic does not include sea level rise projections released in 2022 under the NZ SeaRise Project.

Infrastructure Strategy (2024-2054)

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.

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, are listed below:

- **Three waters extensions and upgrades, \$1,430m** – investing in water supply and wastewater infrastructure for compliance and growth needs, including treatment plants and pipe

Infrastructure Strategy (2024-2054)

- replacements. Addressing stormwater network ponding issues, including treatment assets to mitigate stormwater quality.
- **Revitalising the city centre, \$517m** – 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), \$144m** – 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), \$671m** – investing in growth in existing zoned areas will deliver additional housing in Wairakei (east Pāpāmoa) and enable intensification in areas such as Te Papa and Ōtūmoetai.
 - **Community facilities and amenity, \$572m** – 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, \$1,129m** – 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, \$186m** – 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

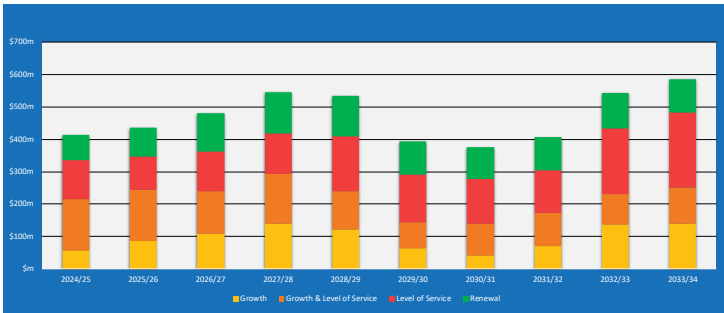
The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

There are two versions of the capital expenditure graphs included in this section.

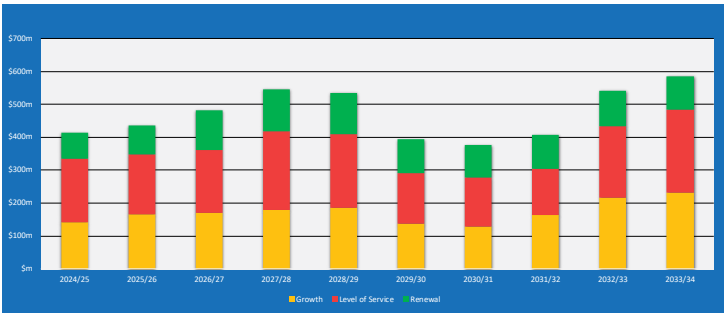
- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called ‘growth and level of service’.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category ‘growth’. Those projects titled ‘level of service’ may still have a development contribution component but it will be less than 50%.

Infrastructure Strategy (2024-2054)

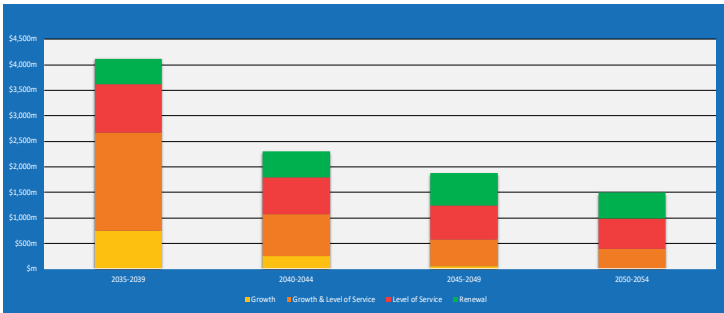
INFRASTRUCTURE CAPITAL EXPENDITURE 2025-34 (VERSION 1)



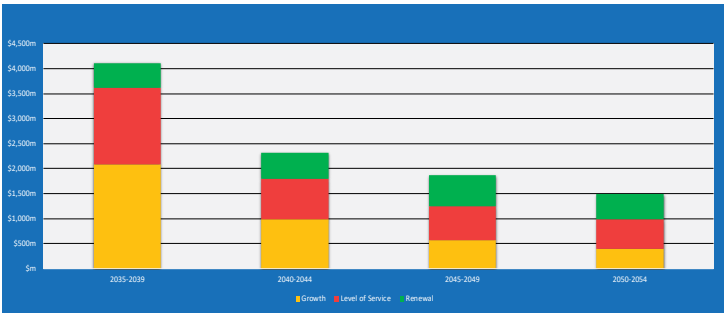
INFRASTRUCTURE CAPITAL EXPENDITURE 2025-34 (VERSION 2)



INFRASTRUCTURE CAPITAL EXPENDITURE 2035-54 (VERSION 1)

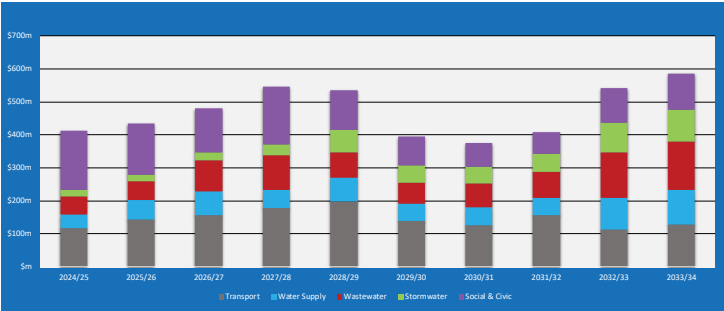


INFRASTRUCTURE CAPITAL EXPENDITURE 2035-54 (VERSION 2)

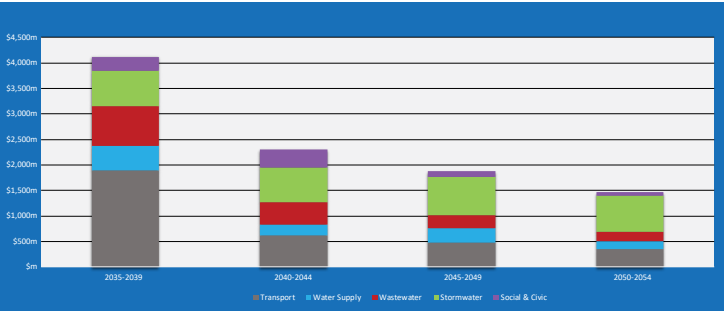


Infrastructure Strategy (2024-2054)

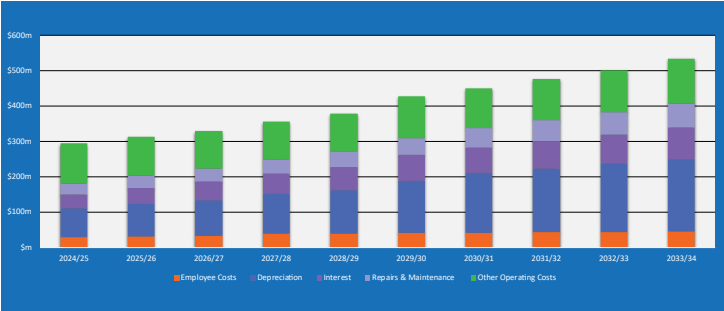
INFRASTRUCTURE CAPITAL EXPENDITURE BY ACTIVITY 2025-2034



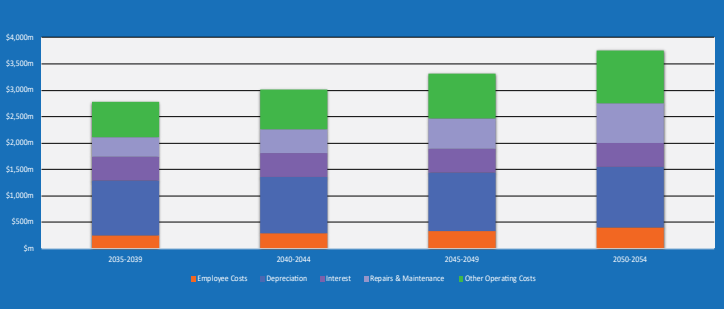
INFRASTRUCTURE CAPITAL EXPENDITURE BY ACTIVITY 2035-2054



INFRASTRUCTURE OPERATING COSTS BY CLASSIFICATION 2025-2034

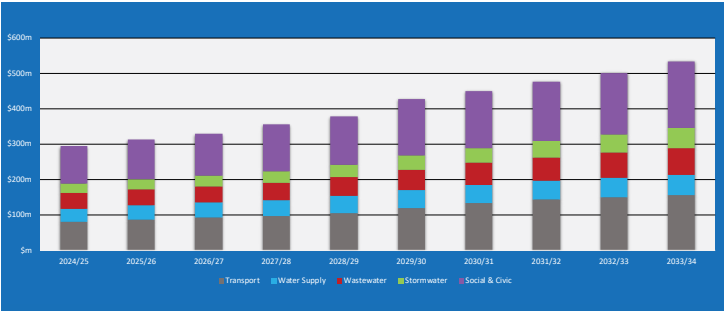


INFRASTRUCTURE OPERATING COSTS BY CLASSIFICATION 2035-2054

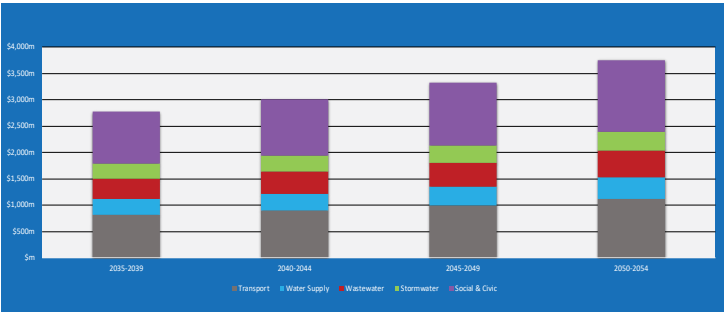


Infrastructure Strategy (2024-2054)

INFRASTRUCTURE OPERATING COSTS BY ACTIVITY 2025-2034



INFRASTRUCTURE OPERATING COSTS BY ACTIVITY 2035-2054



3. SHARED CONTEXT – WATER SERVICES

3.1 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, tsunami, 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

Infrastructure Strategy (2024-2054)

- 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 transformations occurring as part of the Local Water Done Well reform, but also due to the as yet unknown 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, and stormwater 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.

3.2 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.

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

Infrastructure Strategy (2024-2054)

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 Waiorohi, 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 Waiorohi 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.

Infrastructure Strategy (2024-2054)

Problem & Risk Areas	Specific Issues and Uncertainties	Strategies and Initiatives
Water Reforms and Legislative Changes	<ul style="list-style-type: none"> Local Water Done Well and DIA Initiatives Taumatā Arowai – Water Services Regulator Te Mana o te Wai LGA 2002 & RMA amendments 	<ul style="list-style-type: none"> Participate in Local Water Done Well initiative Collaborative conversation with neighbouring councils (Sub regional conversation) Investigate service delivery going forward and 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 Waiāri Water Supply Scheme further to enhance the overall network Participate in city growth and intensification planning 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

Infrastructure Strategy (2024-2054)

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.

Infrastructure Strategy (2024-2054)

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.	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 - \$76 million. WS Plant Upgrades & Renewals - \$47 million.	Network upgrades & renewals - \$148 million. Reservoir Upgrades & Renewals - \$94 million. WS Plant Upgrades & Renewals - \$40 million.	Network upgrades & renewals - \$132 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 pressure issues and ensure that networks and assets provide a satisfactory level of service.	Will result in renewal and upgrade of current networks which are under capacity and low pressure areas to be addressed. Create water supply ring main for the city to improve resilience.	Revitalise the city centre and deliver community amenities for our residents. Improve areas with water pressure issues and ensure that networks and assets provide a satisfactory level of service.	Renewals & Upgrade Expenditure as above + Te Papa Intensification - \$88 million.	Renewals & Upgrade Expenditure as above + Te Papa Intensification - \$0 million.	Renewals & Upgrade Expenditure as above + Te Papa Intensification - \$0 million.	M
	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.	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 - \$ 134 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

Infrastructure Strategy (2024-2054)

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 Pāpāmoa 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.	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.		Te Papa Intensification - \$88 million. Waiāri Water Treatment Plant Capital - \$65 million. Tauriko West - \$57 million. Other Western Corridor - \$10 million. Eastern Corridor spend - \$6 million.	Waiāri Water Treatment Plant Capital - \$231 million. Western Corridor - \$62 million. Eastern Corridor spend - \$49 million.	Western Corridor - \$163 million.	M
	Provide services to areas where development is most likely to be concentrated in the next ten years namely intensification of the developed city areas (Te Papa area, Ōtūmoetai, Matua and Mount Maunganui areas plus Tauriko West development area).	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 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 development area).	Te Papa Intensification - \$88 million. Waiāri Water Treatment Plant Capital - \$65 million. Western Corridor - \$57 million. Other Western Corridor - \$10 million.	Waiāri Water Treatment Plant Capital - \$231 million. Western Corridor - \$62 million.	Western Corridor - \$163 million.	M

Infrastructure Strategy (2024-2054)

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 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, Ōmokoroa and Tauriko.	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 new development areas and another water source. Requires significant investment in transportation and community assets.		Te Papa Intensification - \$88 million. Waiāri Water Treatment Plant Capital - \$65 million. Western Corridor - \$57 million. Other Western Corridor - \$10 million. Water Reforms Unconstrained forecast - \$339 million (Uninflated Demand & Growth).	Waiāri Water Treatment Plant Capital - \$30 million. Western Corridor - \$62 million. Eastern Corridor spend - \$49 million. Water Reforms Unconstrained forecast - \$153 million (Uninflated - Do not include sub regional budgets).	Western Corridor - \$163 million. Water Reforms Unconstrained forecast - \$50m (Uninflated - Do not include sub regional budgets).	H
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)	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

Infrastructure Strategy (2024-2054)

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.	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 gas emissions by 2024. Water sources under threat during drought conditions.	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 \$134 million. More funding provided for resilience in the Renewals and Upgrade projects.	Infrastructure Resilience Capital works provided for \$28 million.	No funds provided in IS.	M
	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.	Adaptation strategies and long term resilience mitigation strategies implemented. Impacts of earthquakes and tsunamis investigated, and resilience incorporated in designs of intakes and treatment plants.		Infrastructure Resilience Capital works provided for \$134 million. More funding provided for resilience in the Renewals and Upgrade projects.	Infrastructure Resilience Capital works provided for \$28 million. \$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

198 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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 and capacity is incorporated into the water supply network.	Significant increase in rates and funding of water supply infrastructure. Investigation into the development of the next water source start immediately.		If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$661 million. Water Reforms Unconstrained - \$549 million.	If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$686 million. Water Reforms Unconstrained forecast - \$241 million (Uninflated Demand & Growth).	If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$469 million. Water Reforms Unconstrained forecast - \$166 million (Uninflated Demand & Growth).	H
	Infrastructure development and renewals expenditure for water supply performed to satisfy the mid-range demand projections and levels of service targets.	Funding of Stage 2 and 3 Waiāri Water Scheme development. 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.	Infrastructure development and renewals expenditure for water supply 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 demand and growth projections. IS budget for Water Supply - \$661 million.	IS budget for Water Supply - \$686 million.	IS budget for Water Supply - \$469 million.	M
	Infrastructure development and renewals expenditure for water supply performed to satisfy the low range demand projections and status quo for levels of service.	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 \$661 million.	If low range population and growth assumptions are followed the Capital budgets required will be less than \$686 million.	If low range population and growth assumptions are followed the Capital budgets required will be less than \$469 million.	M

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

4.2 Key projects/programmes (full 30 year forecasts)

	2025-34 (\$)	2035-44 (\$)	2045-54 (\$)	Total (\$)
Waiāri Water Treatment Plant Capital	65.3 million	231 million	-	296.3 million
Reservoir Upgrades & Renewals	76.5 million	94.4 million	99.1 million	270 million
Western Corridor - Tauriko West	56.5 million	34.2 million	160 million	250.8 million
Infrastructure Resilience Capital Works	133.8 million	27.7 million	-	161.5 million
Water Supply Plant Upgrades & Renewals	46.8 million	39.9 million	74.7 million	161.4 million
Te Papa Intensification	87.9 million	-	-	87.9 million
Welcome Bay, Turret Rd & 15th Ave Corridor	25.1 million	25.5 million	-	50.6 million
Eastern Corridor - Te Tumu	-	48.5 million	-	48.5 million
Western Corridor - Belk Rd Plateau	0.128 million	27.4 million	3 million	30.6 million
Vested Assets	13.8 million	-	-	13.9 million
WC - Pyes Pā West Growth Area	0.13 million	9.3 million	-	9.4 million
Eastern Corridor - Pāpāmoa East Wairakei	2.9 million	-	-	2.9 million
Eastern Corridor - Wairakei	2.7 million	-	-	2.7 million
Prop Management Upgrades & Renewals	0.4 million	0.46 million	0.506 million	1.3 million
TOTAL	673 million	686 million	469 million	1,829 million

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

Infrastructure Strategy (2024-2054)

- 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 is approximately \$714 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) - \$105.9 million
- Replacement reservoir in Mt Maunganui (2024 – 2032) - \$27.7 million

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, \$253 million has been earmarked as needed for various water pipe asset renewals over the next 30-years (source: Water Supply Strategy), with an additional \$78 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 \$10.3 million for water treatment plant technology renewal at Joyce Road and \$17.9 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 is approximately \$819.5 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.

Infrastructure Strategy (2024-2054)

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.
- 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%.

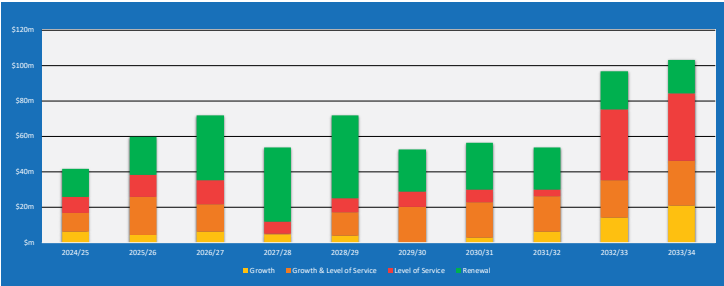
4.10 Indicative forecasts of capital and operating expenditure

The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

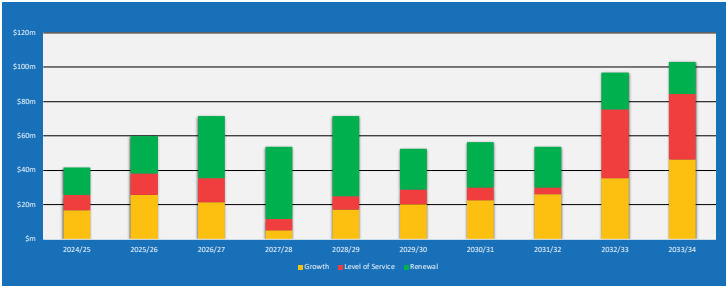
There are two versions of the capital expenditure graphs included in this section.

Infrastructure Strategy (2024-2054)

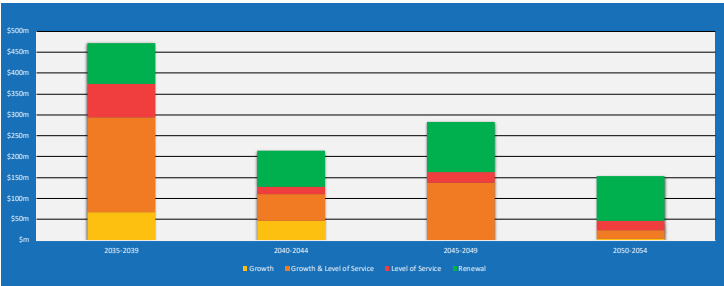
WATER SUPPLY CAPITAL EXPENDITURE 2025-34 (VERSION 1)



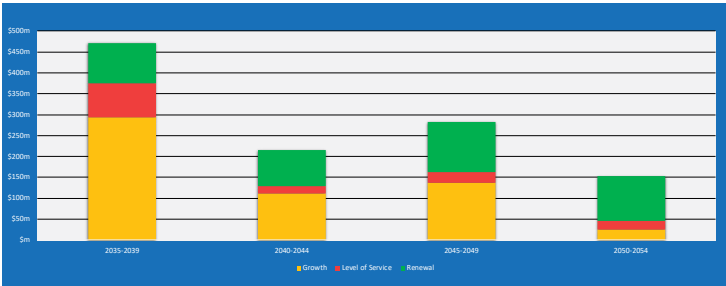
WATER SUPPLY CAPITAL EXPENDITURE 2025-34 (VERSION 2)



WATER SUPPLY CAPITAL EXPENDITURE 2035-54 (VERSION 1)

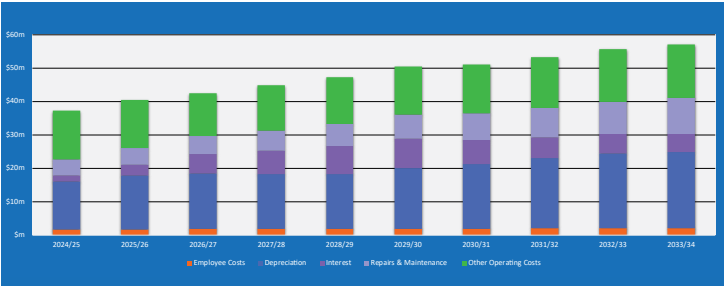


WATER SUPPLY CAPITAL EXPENDITURE 2035-54 (VERSION 2)

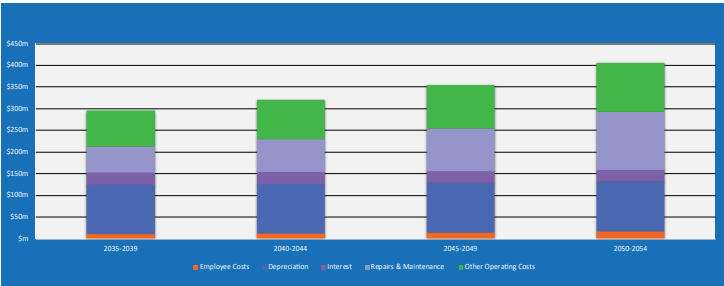


Infrastructure Strategy (2024-2054)

WATER SUPPLY OPERATING EXPENDITURE 2025-34



WATER SUPPLY OPERATING EXPENDITURE 2035-54



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>

Infrastructure Strategy (2024-2054)

- 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.

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 Pāpāmoa 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 Pāpāmoa Beach. This pipeline is buried to a depth of approximately three metres in the surf zone.

Infrastructure Strategy (2024-2054)

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 Pāpāmoa 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.

Infrastructure Strategy (2024-2054)

Problem & Risk Areas	Specific Issues and Uncertainties	Strategies and Initiatives
Local Water Done Well and Legislative Changes	<ul style="list-style-type: none"> Local Water Done Well and DIA Initiatives Taumatā Arowai – Water Services Regulator Te Mana o te Wai LGA 2002 & RMA amendments 	<ul style="list-style-type: none"> Participate in Local Water Done Well initiative Collaborative conversation with neighbouring councils Investigate service delivery going forward and impacts on TCC organisation Implement legislative changes e.g. Taumatā 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 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

Infrastructure Strategy (2024-2054)

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.

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.

208 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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.	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 - \$266 million. WW Treatment Plant Renewals - \$36 million. Wastewater Upgrades & Renewals - \$16 million.	WW Reticulation upgrades & renewals - \$436 million. WW Treatment Plant Renewals - \$39 million. Wastewater Upgrades & Renewals - \$0 million.	WW Reticulation upgrades & renewals - \$385 million. WW Treatment Plant Renewals - \$72 million. Wastewater Upgrades & Renewals - \$0 million.	M
	Revitalise the city centre, other commercial areas and deliver community amenities for our residents. Replace 110-year old pipes and address network issues leading to inflow and infiltration, overflows, blockages or odour complaints.	Renewal and upgrade of current networks and assets which are approaching the end of their expected useful life. Projects addressing the impacts of inflow and infiltration and causes of overflows and blockages.	Revitalise the city centre and deliver community amenities for our residents. Replace 110-year old pipes and address network issues leading to inflow and infiltration, overflows, blockages or odour complaints.	Renewals & Upgrade Expenditure as above (\$318 million). Te Papa Intensification (incl. Cameron Rd) - \$18 million.	Renewals & Upgrade Expenditure as above (\$475m). Te Papa Intensification - \$0 million.	Renewals & Upgrade Expenditure as above (\$457 million). Te Papa Intensification - \$0 million.	M
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 Pāpāmoa coastal areas), Western Corridor (Tauriko West etc.) and intensification of the city areas (Te Papa, Ōtūmoetai and Mount Maunganui areas).	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.		Te Maunga WW Treatment Plant upgrade - \$301 million. Eastern Corridor Trunk Wastewater - \$145 million. Western Corridor Belk Rd - \$45 million. WC Western Corridor others - \$10 million. Eastern Corridor other - \$1 million.	Te Maunga WW Treatment Plant upgrade - \$354 million. Eastern Corridor Trunk Wastewater - \$249 million. Western Corridor Belk Rd - \$119 million. Eastern Corridor other - \$1 million.	Te Maunga WW Treatment Plant upgrade - \$11 million.	H

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

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).	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).	Te Maunga WW Treatment Plant upgrade - \$301 million. Eastern Corridor Trunk Wastewater - \$145 million. Western Corridor Belk Rd - \$45 million. WC Western Corridor others - \$10 million.	Te Maunga WW Treatment Plant upgrade - \$354 million. Eastern Corridor Trunk Wastewater - \$249 million. Western Corridor Belk Rd - \$119 million.	No funds provided in IS.	M
	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, Ōmokoroa and Tauriko.	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.		Te Maunga WW Treatment Plant upgrade - \$301 million. Eastern Corridor Trunk Wastewater - \$145 million. Western Corridor Belk Rd - \$45 million. WC Western Corridor others - \$10 million. Eastern Corridor other - \$1 million. Water Reforms (Uninflated Demand & Growth) - \$377 million.	Te Maunga WW Treatment Plant upgrade - \$354 million. Eastern Corridor Trunk Wastewater - \$249 million. Western Corridor Belk Rd - \$119 million. Eastern Corridor other - \$1 million. Water Reforms (Uninflated Demand & Growth) - \$93 million.	No funds provided in IS. Water Reforms (Uninflated Demand & Growth) - \$5 million.	H
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)	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 \$12 million.	No funds provided in IS.	H

210 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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.	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. Wastewater assets in swampy soils, low lying areas and against steep slopes are mostly under threat.	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 \$12 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
	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 to3 degree temperature increase.	Adaptation strategies and long term resilience mitigation strategies implemented. Impacts of earthquakes and tsunamis investigated and resilience incorporated in designs of pump stations and treatment plants.		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 \$12 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

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

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 wastewater assets and network.	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. Treatment plant & reticulation renewals.		If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$888 million. Water Reforms Unconstrained forecast - \$377m (Uninflated Demand & Growth).	If upper range of population and growth assumptions are followed the capital budgets required will be more than \$1,219 million. Water Reforms Unconstrained forecast - \$93 million (Uninflated Demand & Growth).	If upper range of population and growth assumptions are followed the capital budgets required will be more than \$479 million. Water Reforms Unconstrained forecast - \$5 million (Uninflated Demand & Growth).	H
	Infrastructure development and renewals expenditure for wastewater performed to satisfy the mid-range demand projections and levels of service targets.	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 - \$888 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 - \$1,219 million.	Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections. IS budget for Wastewater - \$479 million.	M
	Infrastructure development and renewals expenditure for wastewater performed to satisfy the low range demand projections and status quo for levels of service.	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 \$888 million.	If low range population and growth assumptions are followed the capital budgets required will be less than \$1,219 million.	If low range population and growth assumptions are followed the capital budgets required will be less than \$479 million.	M

Infrastructure Strategy (2024-2054)

5.2 Key projects/programmes (full 30 year forecasts)

	2025-34 (\$)	2035-44 (\$)	2045-54 (\$)	Total (\$)
WW Reticulation Upgrades & Renewals	266 million	436 million	384.7 million	1,087 million
Te Maunga WW Treatment Plant	301.4 million	354.3 million	10.9 million	666.6 million
Eastern Corridor - Trunk Wastewater	144.7 million	248.8 million	-	393.5 million
Western Corridor - Belk Rd Plateau	44.9 million	118.7 million	-	163.5 million
WW Treatment Plant Renewals	36 million	\$38.9 million	\$72.3 million	\$147.5 million
Infrastructure Resilience Capital Works	\$43 million	\$12.6 million	-	\$55.7 million
SW Minor Capital Works & Renewals	\$6.3 million	\$8.9 million	\$11.1 million	\$26.3 million
Vested Assets	\$18.1 million	-	-	\$18.1 million
Te Papa Intensification	\$16.4 million	-	-	\$16.4 million
Wastewater Renewals/Upgrades Programme	\$16.2 million	-	-	\$16.2 million
Western Corridor - Tauriko West	\$5.8 million	-	-	\$5.8 million
Cameron Road Stage 2	\$2.1 million	-	-	\$2.1 million
WC - Tauriko Business Estate	\$1.9 million	-	-	\$1.9 million
WC - Pyes Pā West Growth Area	\$1.6 million	-	-	\$1.6 million
Eastern Corridor - Wairakei	\$0.8 million	\$0.8 million	-	\$1.6 million
TOTAL	\$905.6 million	\$1,219 million	\$479 million	\$2,604 million

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.

Infrastructure Strategy (2024-2054)

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 is approximately \$1,098 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 \$22 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 is approximately \$1,159 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.

Infrastructure Strategy (2024-2054)

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

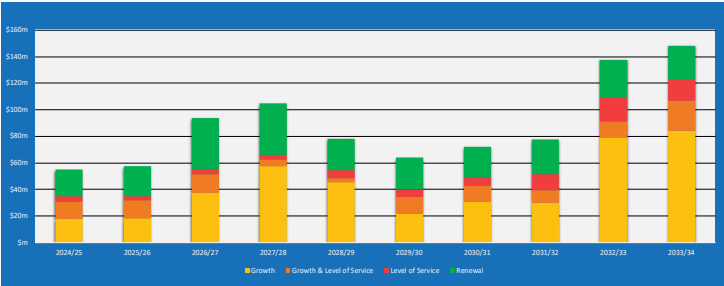
The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

There are two versions of the capital expenditure graphs included in this section.

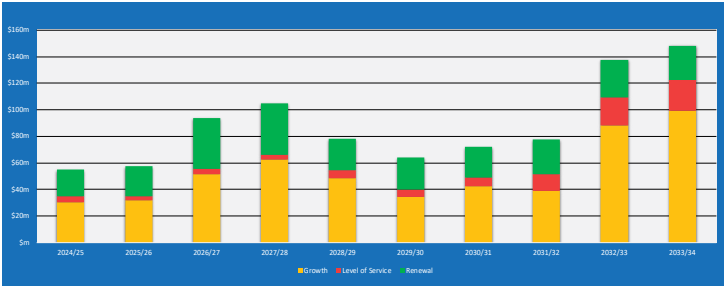
- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

Infrastructure Strategy (2024-2054)

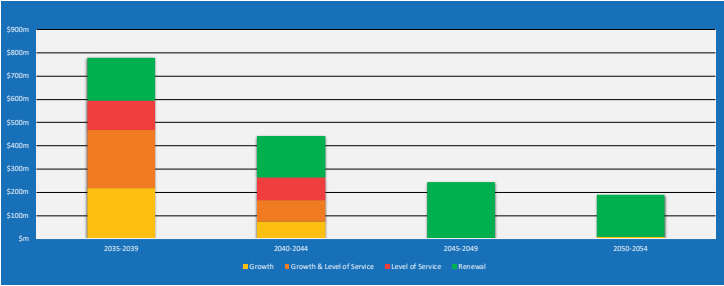
WASTEWATER CAPITAL EXPENDITURE 2025-34 (VERSION 1)



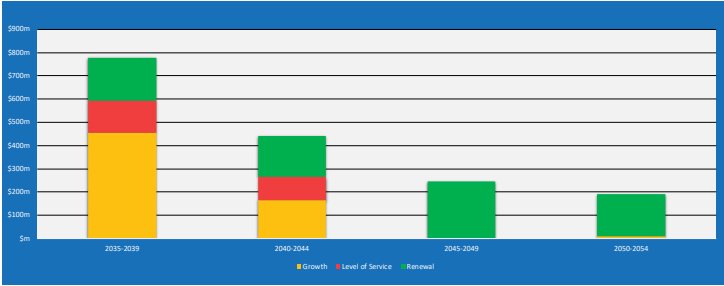
WASTEWATER CAPITAL EXPENDITURE 2025-34 (VERSION 2)



WASTEWATER CAPITAL EXPENDITURE 2035-54 (VERSION 1)

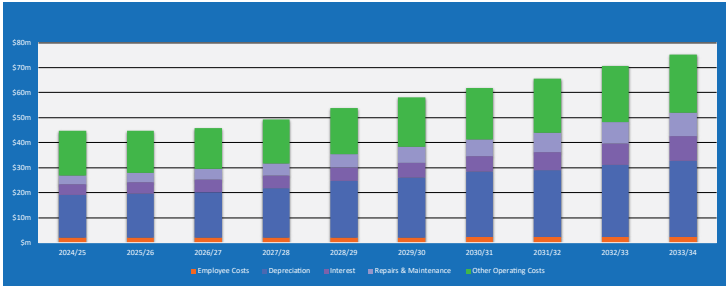


WASTEWATER CAPITAL EXPENDITURE 2035-54 (VERSION 2)

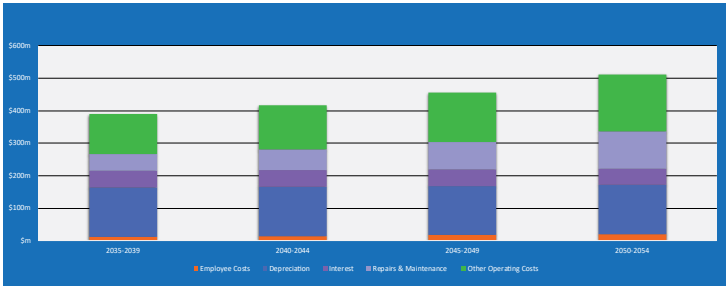


Infrastructure Strategy (2024-2054)

WASTEWATER OPERATING EXPENDITURE 2025-34



WASTEWATER OPERATING EXPENDITURE 2035-54



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>

Infrastructure Strategy (2024-2054)

- 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>

6 STORMWATER

PLEASE REFER SECTION 3 FOR INFORMATION THAT APPLIES TO ALL WATERS SERVICES SECTIONS OF THIS INFRASTRUCTURE STRATEGY.

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);
- Pāpāmoa (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.

Infrastructure Strategy (2024-2054)

- **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.

Infrastructure Strategy (2024-2054)

Problem & Risk Areas	Specific Issues and Uncertainties	Strategies and Initiatives
Local Water Done Well and Legislative Changes	<ul style="list-style-type: none"> Local Water Done Well 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 Local Water Done Well initiative Collaborative conversation with neighbouring councils Investigate service delivery going forward and 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 Enhance community education to improve the operability of the network and to facilitate environmentally friendly behaviour

Infrastructure Strategy (2024-2054)

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.

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.

Infrastructure Strategy (2024-2054)

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.	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 - \$125 million. SW Bulk Fund - \$62 million.	SW Minor upgrades & renewals - \$259 million. SW Bulk Fund - \$39 million.	SW Minor upgrades & renewals - \$337 million.	M
	Revitalise the city centre and deliver community amenities for our residents. Address network issues leading to overflows, flooding or ponding.	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 (\$187 million) + All Intensification budgets (incl. Cameron Rd) - \$212 million.	Renewals & Upgrade Expenditure as above (\$298 million). All Intensification budgets (incl. Cameron Rd) - \$980 million.	Renewals & Upgrade Expenditure as above (\$337 million). All Intensification budgets (incl. Cameron Rd) - \$1,309 million.	M
	Provide a gold plated level of service to all areas to ensure that the conveyance of stormwater is efficient and overflows, blockages and odour complaints are minimal.	Significant increase of rates in the long term, due to increased expenditure on renewals and levels of service projects. Intensive renewal and upgrade of stormwater assets in the next twenty years to improve capacity.		Renewals & Upgrade Expenditure as above (\$187 million). All Intensification budgets (incl. Cameron Rd) - \$212 million. Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$132 million.	Renewals & Upgrade Expenditure as above (\$298 million). All Intensification budgets (incl. Cameron Rd) - \$980 million. Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$102 million.	Renewals & Upgrade Expenditure as above (\$337 million). All Intensification budgets (incl. Cameron Rd) - \$1,309 million. Water Reforms Unconstrained forecast (Renewals & upgrades uninflated) - \$118 million.	H

222 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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 stormwater assets to all areas where development will occur in the medium to long term e.g. Eastern Corridor (Te Tumu and Pāpāmoa coastal areas), Western Corridor (Tauriko West etc.) and intensification of the city areas (Te Papa, Ōtūmoetai and Mount Maunganui areas).	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.		Eastern Corridor & Te Tumu - \$20 million. Western Corridor projects - \$28 million. Wairakei Upgrades & Landscape - \$13 million. All intensifications - \$212 million.	Eastern Corridor & Te Tumu - \$88 million. Wairakei Upgrades & Landscape - \$3 million. All intensifications - \$980 million.	Eastern Corridor & Te Tumu - \$0 million. All intensifications - \$1,309 million.	H
	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 development area).	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, Matua and Mount Maunganui areas).	Eastern corridor work included to prepare infrastructure for development. Eastern Corridor & Te Tumu - \$20 million. Western Corridor projects - \$28 million. Wairakei Upgrades & Landscape - \$13 million. All intensifications - \$212 million.	Eastern corridor work included to prepare infrastructure for development. Eastern Corridor & Te Tumu - \$88 million . Wairakei Upgrades & Landscape - \$3 million. All intensifications - \$880 million.	Eastern Corridor & Te Tumu - \$0. All intensifications - \$1,309 million.	M
	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, Ōmokoroa and Tauriko.	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 stormwater treatment and pipe networks.		Eastern Corridor & Te Tumu - \$20 million. Western Corridor projects - 28 million. Wairakei Upgrades & Landscape - \$16 million. All intensifications - \$212 million. Water Reforms (Uninflated Demand & Growth) - \$141 million.	Eastern Corridor & Te Tumu - \$88 million. Wairakei Upgrades & Landscape - \$3 million. All intensifications - \$980 million. Water Reforms (Uninflated Demand & Growth) - \$96 million.	Eastern Corridor & Te Tumu - \$0 million. All intensifications - \$1,309 million. Water Reforms (Uninflated Demand & Growth) - \$83 million.	H

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

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 stormwater assets. (RCP 2.6)	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
	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.	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 evens, 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.	Infrastructure Resilience Capital works provided for \$40 million. Some funding provided for resilience in Renewals and Upgrade projects - \$125 million.	Infrastructure Resilience Capital works provided for \$14 million Some funding provided for resilience in Renewals and Upgrade projects - \$259 million.	No funds provided in IS for resilience Some funding provided for resilience in funding provided for Renewals and Upgrade projects - \$337 million.	M

224 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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.	Adaptation strategies and long term resilience mitigation strategies implemented. Impacts of earthquakes and tsunamis investigated, and resilience incorporated in design of stormwater network assets.		Infrastructure Resilience Capital works provided for \$40 million. Some funding provided for resilience in Renewals and Upgrade projects - \$125 million. Resilience also included in intensification projects - \$212 million.	Infrastructure Resilience Capital works provided for \$14 million. Some funding provided for resilience in Renewals and Upgrade projects - \$259 million. Resilience also included in intensification projects - \$980 million.	No funds provided in IS for resilience. Some funding provided for resilience in funding provided for Renewals and Upgrade projects - \$337 million. Resilience also included in intensification projects - \$1,309 million.	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.	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.		If upper range of population and growth assumptions are followed the Capital budgets required will be more than \$504 million. Water Reforms Unconstrained forecast - \$141 million (Uninflated Demand & Growth).	If upper range of population and growth assumptions are followed the capital budgets required will be more than \$1,382 million. Water Reforms Unconstrained forecast - \$96 million (Uninflated Demand & Growth).	If upper range of population and growth assumptions are followed the capital budgets required will be more than \$1,646 million. Water Reforms Unconstrained forecast - \$83 million (Uninflated Demand & Growth).	H
	Infrastructure development and renewals expenditure for stormwater performed to satisfy the mid-range demand projections and levels of service targets.	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 - \$504 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 - \$1,382 million.	Due to affordability and growth forecasts the budgets are focused on the mid-range LTP demand and growth projections. IS budget for stormwater - \$1,646 million.	M

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

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 low range demand projections and status quo for levels of service.	Limited capital expenditure on developing new infrastructure which would be positive for affordability. Intensification projects performed to facilitate some level of development. Decrease in providing land for development and therefore impacting negatively on housing crisis.		If low range population and growth assumptions are followed the capital budgets required will be less than \$504 million.	If low range population and growth assumptions are followed the capital budgets required will be less than \$1,382 million.	If low range population and growth assumptions are followed the capital budgets required will be less than \$646 million.	M

Infrastructure Strategy (2024-2054)

6.2 Key projects/programmes (full 30 year forecasts)

	2025-34 (\$)	2035-44 (\$)	2045-54 (\$)	Total (\$)
Te Papa Intensification	\$180.7 million	\$488 million	\$680.9 million	\$1,350 million
Ōtūmoetai Intensification	\$24.7 million	\$491.6 million	\$628 million	\$1,144 million
SW Minor Capital Works & Renewals	\$125.1 million	\$258.9 million	\$336.8 million	\$720.8 million
Eastern Corridor - Te Tumu	\$19.3 million	\$88.1 million	-	\$107.4 million
SW Bulk Fund & Reactive Reserve	\$61.7 million	\$38.8 million	-	\$100.5 million
Vested Assets	\$33 million	\$21.8 million	-	\$54.8 million
Infrastructure Resilience Capital Works	\$40 million	\$13.6 million	-	\$53.6 million
Western Corridor - Bethlehem	\$13.8 million	-	-	\$13.8 million
WC - Pyes Pā West Growth Area	\$12.9 million	-	-	\$12.9 million
Wairakei Stream Landscaping	\$5.9 million	\$2.5 million	-	\$8.4 million
Wairakei Stream Culvert Upgrade	\$7.4 million	-	-	\$7.4 million
WC - Tauriko Business Estate	\$6 million	-	-	\$6 million
Cameron Road Stage 2	\$6 million	-	-	\$6 million
CSC Stormwater Treatment Capital Works	\$2.5 million	-	-	\$2.5 million
Prop Management Upgrades & Renewals	\$0.34 million	\$0.50 million	\$0.61 million	\$1.4 million
Mount Intensification	\$1.03 million	-	-	\$1.03 million
TOTAL	\$540 million	\$1,404 million	\$1,646 million	\$3,591 million

6.3 Wastewater 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.

Infrastructure Strategy (2024-2054)

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 is approximately \$79 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 is approximately \$865 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

Infrastructure Strategy (2024-2054)

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.

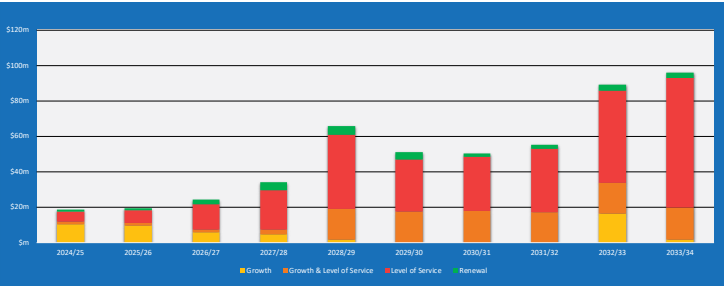
6.10 Indicative forecasts of capital and operating expenditure

The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

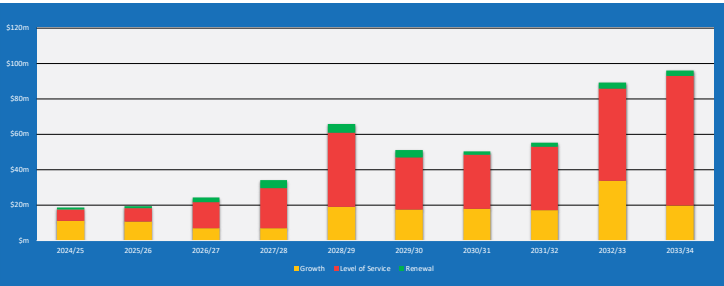
There are two versions of the capital expenditure graphs included in this section.

- 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%.

STORMWATER CAPITAL EXPENDITURE 2025-34 (VERSION 1)

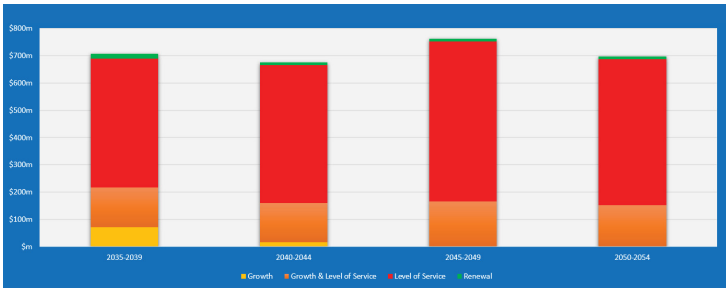


STORMWATER CAPITAL EXPENDITURE 2025-34 (VERSION 2)

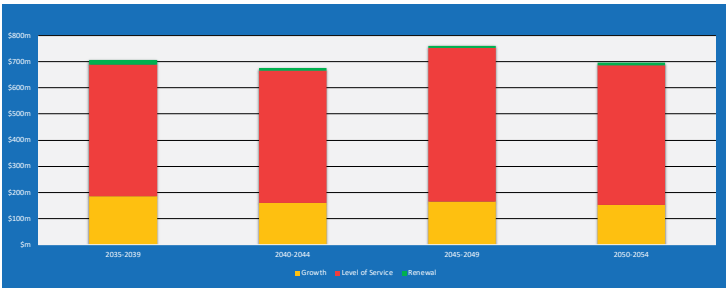


Infrastructure Strategy (2024-2054)

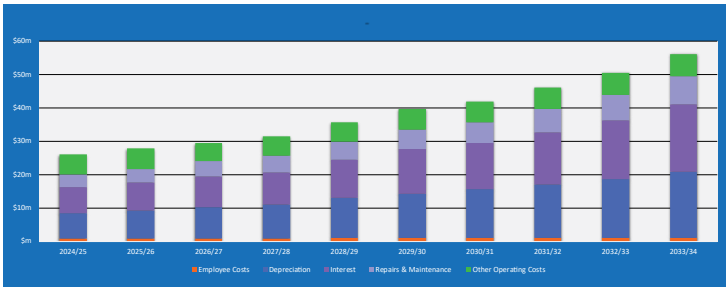
STORMWATER CAPITAL EXPENDITURE 2035-54 (VERSION 1)



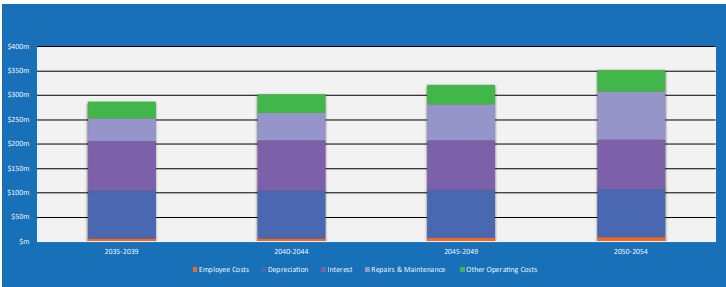
STORMWATER CAPITAL EXPENDITURE 2035-54 (VERSION 2)



STORMWATER OPERATING EXPENDITURE 2025-34



STORMWATER OPERATING EXPENDITURE 2035-54



Infrastructure Strategy (2024-2054)

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>

7 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.

Infrastructure Strategy (2024-2054)

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

⁸ Western Bay of Plenty Transport System Plan, June 2023

⁹ 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.

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 TSP⁸ was refreshed in 2023 to reflect changes in key national policies, such as the Emissions Reduction Plan⁹. 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 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.

7.1 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.

232 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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.	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.	Assets will continue to deteriorate, and levels of service will not be met.					H
	Increase to renewals programme and addressing a backlog of pavement rehabilitation works.	Programme for renewals may be impacted by Waka Kotahi funding levels. 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.	Increase renewals programme across the city to address backlog and meet level of service expectations.	\$797 million renewals over the 30 year Infrastructure Strategy period			L

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

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 and infrastructure planning	Prioritise growth in Eastern corridor.	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 the infrastructure investment. Development is expected to lead to the construction of a direct link to the Tauranga Eastern Link via the Pāpāmoa East Interchange (PEI)	As growth needs are high, a combined approach to both greenfield development and intensification is needed.	Pāpāmoa East Wairakei \$105 million. Te Tumu \$9 million 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 years 11-30.	Te Tumu \$83 million (contingent on prior decisions and planning)	Te Tumu \$34 million (contingent on prior decisions and planning)	M
	Prioritise growth in the Western corridor	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.		\$600,000 Tauriko west and Ring Road	\$45 million Tauriko West \$577 million Ring Road \$185 million Pyes Pā	\$23 million Tauriko West \$19.7 million Ring Road \$444 million Pyes Pā	M
	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.	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.		Te Papa intensification \$51 million Mount intensification package \$8.6 million	Te Papa intensification \$224 million	Te Papa intensification \$5 million	

Long-term Plan 2024-2034

234 | 03 INFRASTRUCTURE STRATEGY

Infrastructure Strategy (2024-2054)

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 – 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.	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 Pāpāmoa multimodal transport works \$12 million Accessible streets \$64 million Cameron Road stage 2 \$220 million	Accessible streets \$203 million	Accessible streets \$21.9 million	
	Continue with existing infrastructure to support the regional bus services.	Do not meet community requirements around mode demand Do not meet government and council objectives of alternative transport modes Patronage numbers are likely to decline or stabilise Public transport infrastructure perceived as unsafe and unattractive for users					H
	Ensure the resilience of bridges in our city which we rely on to connect our peninsulas and provide a lifeline in an emergency.	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

Long-term Plan 2024-2034

Infrastructure Strategy (2024-2054)

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)
	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.	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. Without this investment private vehicle use will likely continue to be the preferred option for transportation.	Enabling infrastructure for mode shift.	Bus infrastructure \$64 million Park & ride activation \$14 million	Bus infrastructure \$39 million Park & ride activation \$118 million	Bus infrastructure \$25.6 million	L
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.	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.	This would require new legislation and a significant community consultation process.	Further investigation into key areas of community feedback, including exploring pricing scenarios in conjunction with current or projected active and public transport enhancement projects.	Decisions will need to be made by the government and council in support of implementing SmartTrip.	Future decisions required.	Future decisions required.	M

Infrastructure Strategy (2024-2054)

7.2 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	\$323.5 million	\$226.0 million	\$247.6 million	\$797.1 million
WC - Pyes Pā West Growth Area	-	\$184.7 million	\$444.0 million	\$628.6 million
Western Corridor - Ring Rd	\$0.4 million	\$576.7 million	\$19.7 million	\$596.9 million
Vested Assets	\$41.6 million	\$157.9 million	\$133.9 million	\$333.4 million
Hewletts Improvements	\$38.0 million	\$252.9 million	-	\$290.9 million
Accessible Streets	\$64.6 million	\$203 million	\$21.9 million	\$289.5 million
Te Papa Intensification	\$51.5 million	\$224.4 million	\$5 million	\$280.9 million
Cameron Road Stage 2	\$219.9 million	-	-	\$219.9 million
Bridge Resilience Capital Works	\$46.1 million	\$134.9 million	-	\$181.0 million
Welcome Bay, Turret Rd & 15th Ave Corridor	\$142.7 million	-	-	\$142.7 million
Park & Ride Activation	\$14.4 million	\$118.1 million	-	\$132.6 million
Bus Infrastructure	\$64.0 million	\$39.4 million	\$25.6 million	\$129 million
Eastern Corridor - Te Tumu	\$9.3 million	\$83.3 million	\$34.1 million	\$126.7 million
Ōtūmoetai Multimodal	\$7.2 million	\$101.7 million	-	\$108.9 million
Eastern Corridor - Pāpāmoa East Wairakei	\$104.6 million	-	-	\$104.6 million
City Centre Development	\$88 million	\$9 million	-	\$97 million
Local Roads Upgrades and Improvements	\$86.2 million	\$10.6 million	-	\$96.8 million
Streetlight Renewal & LED Upgrade	\$25.0 million	\$30.7 million	\$38.5 million	\$94.1 million
Infrastructure Resilience Capital Works	-	\$35.6 million	\$44.7 million	\$80.4 million
Mount/Pāpāmoa Multimodal	\$4.6 million	\$67.3 million	-	\$71.9 million
Western Corridor - Tauriko West	\$0.2 million	\$44.5 million	\$23.0 million	\$67.7 million
Western Active Reserve Capital Works	-	\$50.1 million	\$7.2 million	\$57.3 million
TOTAL	\$1,332 million	\$2,551 million	\$1,045 million	\$4,928 million

Infrastructure Strategy (2024-2054)

7.3 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

7.4 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, Ōtūmoetai Road, Pāpāmoa 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 Pā Road, Waihi Road, Turret Road/Hairini Bridge	Devonport Road, Waihi Road, Fifteenth Avenue
Primary Collector		Cambridge Road, Beaumaris Boulevard, Welcome Bay Road, Ōtūmoetai Road, Ngatai Road	
Other	Matua Access Bridge		

7.5 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 \$914m 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).

Infrastructure Strategy (2024-2054)

7.6 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 \$2,507 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.

7.7 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. The Government has announced a different set of priorities for infrastructure development which will likely impact Council's transportation programme and levels of service. Government priorities signal the areas for investment. There is some uncertainty of funding levels, given the Government Policy Statement on land transport (GPS) is being amended and consulted in 2024. The draft direction signals a move away from prioritising multi-modal transportation initiatives and as a result we have moved accessible streets projects for Ōtūmoetai and Mount Maunganui, including road improvements associated with Hewletts Rd, later in the LTP and beyond. Delaying these projects increases the likelihood of vehicle trips on our roads due to limited travel options. There are also associated risks to people's ability to safely and confidently walk, cycle or bus around the city.

7.8 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 Plan¹⁰, UFTI, and the TSP. Key projects and actions identified to address and improve these outcomes for our community include investment in cycleways,

¹⁰ Regional Public Transport Plan, Bay of Plenty, 2022

Infrastructure Strategy (2024-2054)

multimodal transport, and de-carbonisation 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).

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.

7.9 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).

7.10 Indicative forecasts of capital and operating expenditure

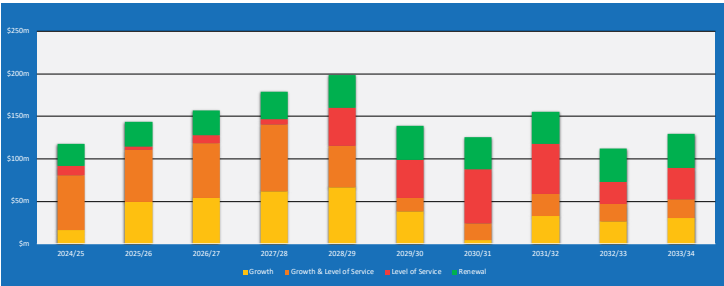
The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

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%.

Infrastructure Strategy (2024-2054)

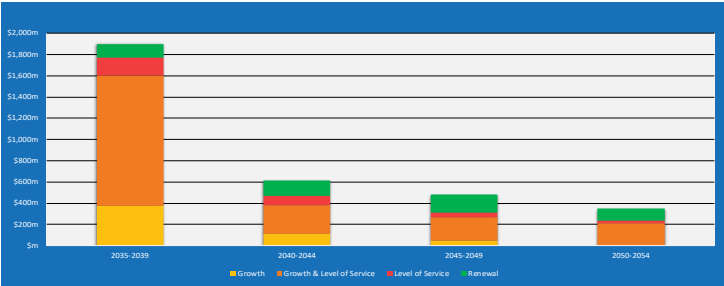
TRANSPORT CAPITAL EXPENDITURE 2025-34 (VERSION 1)



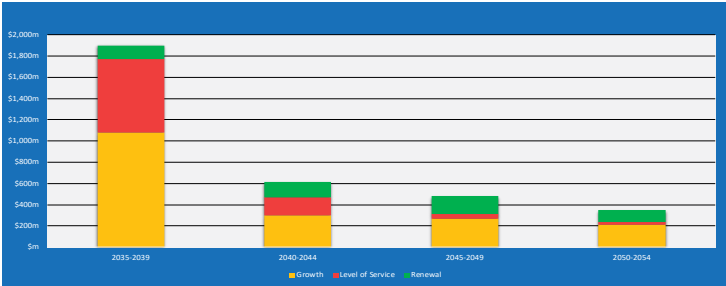
TRANSPORT CAPITAL EXPENDITURE 2025-34 (VERSION 2)



TRANSPORT CAPITAL EXPENDITURE 2035-54 (VERSION 1)

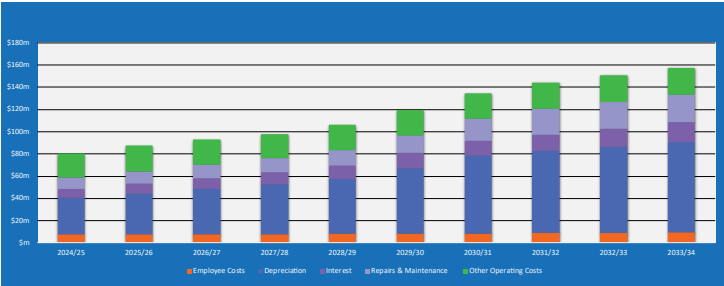


TRANSPORT CAPITAL EXPENDITURE 2035-54 (VERSION 2)



Infrastructure Strategy (2024-2054)

TRANSPORT OPERATING EXPENDITURE 2025-34



TRANSPORT OPERATIONAL EXPENDITURE 2035-54



7.11 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>

Infrastructure Strategy (2024-2054)

- 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>

8 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's 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 and other works from the masterplan will also be delivered.

Infrastructure Strategy (2024-2054)

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 \$90 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 in 2033/34, with further stages falling outside of the LTP period (i.e. from 2034/35 onwards). Of the \$90 million currently budgeted for in the LTP, it is anticipated that half would be from rates-funded loans and half 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.

8.1 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.

Infrastructure Strategy (2024-2054)

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.	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.	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 accommodate community, clubs, local cultural events, festivals, professional sports, and commercial concerts.	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 of the Community Stadium starting with the east stand (plus necessary ancillary work). Staged relocations of existing domain users as/if needed.	Te Manawataki o Te Papa ratepayer funded portion of approx. \$150 million Community Stadium \$90 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

Infrastructure Strategy (2024-2054)

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)
	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).	<p>Single-stage development of a community stadium at the Tauranga Domain in the 2026/27 and 2027/28 financial years</p> <p>Would require approximately \$15 million annually to cover debt servicing and depreciation.</p> <p>Delayed timing would mean existing athletics track at the Tauranga Domain will be end-of-life and a replacement will have been constructed at Mercury Baypark by then.</p>		<p>Capital expenditure of \$220 million, plus \$9 – \$28 million of additional risk-related budget for pile design and ground stabilisation</p> <p>Approximately \$32 million to relocate existing users to new facilities on other sites.</p>			H
	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, and other works from the masterplan.	<p>Community demand has shown a desire for an increased level of service.</p> <p>Aged infrastructure that is not fit for purpose needs to be improved or replaced to meet community needs.</p>	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.	<p>Parks development \$66 million</p> <p>Active reserves development \$129 million</p> <p>Memorial Park Aquatics & Recreation Hub \$126 million</p> <p>Decisions required around the Community Facilities Investment Plan and timing/funding of work.</p>	Parks development \$12 million	Parks development \$8.6 million	L

Infrastructure Strategy (2024-2054)

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 and infrastructure planning	A measured approach to maintaining and upgrading existing community facilities, acknowledging that this may not meet demand or community expectations. Look to defer community facilities work into future years.	<p>The social infrastructure needed to facilitate the growth areas in Te Tumu and the Western Corridor would not be constructed.</p> <p>Would inhibit the development of successful, accessible centres.</p> <p>Deferral risks facilities failing and would undermine the objectives of the Te Papa Spatial Plan and the Connected Centres programme..</p>					H
	Provision of social infrastructure to support the growth in these areas, including land acquisition to enable provision of new facilities.	<p>Land acquisition to enable provision of new facilities in the Western and Eastern Corridors in the 2030s.</p> <p>Provide for social infrastructure planning, while also seeking to enhance local culture and identity.</p>	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 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.	<p>Te Papa Intensification \$27 million</p> <p>Eastern corridor \$15.8 million</p> <p>Western corridor \$44 million.</p> <p>Council decisions required on purchases of land for community facility use.</p>	<p>Te Papa Intensification \$48.5 million</p> <p>Eastern corridor \$203 million</p> <p>Western corridor \$54 million.</p>		M

Infrastructure Strategy (2024-2054)

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 challenges	Use the Infrastructure Funding and Financing levy (IFF) to help with some of our balance sheet constraints.	<p>The cost also falls on the ratepayer.</p> <p>IFF financing puts less pressure on Council's balance sheet.</p> <p>If not used, debt levels and rates would increase and projects would need to be reprioritised to reduce the capital investment in infrastructure.</p> <p>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.</p>	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

Infrastructure Strategy (2024-2054)

8.2 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	\$60.7 million	\$94.8 million	\$112.2 million	\$267.7 million
Te Manawataki o Te Papa	\$240.4 million	-	-	\$240.4 million
Eastern Corridor - Te Tumu	\$15.9 million	\$203.4 million	-	\$219.3 million
Active Reserve Development	\$128.7 million	\$14.6 million	\$9.4 million	\$152.7 million
Memorial Park Aquatics & Recreation Hub	\$126.4 million	-	-	\$126.4 million
Western Corridor - Social Infrastructure	\$44.2 million	\$54.4 million	-	\$98.5 million
City Centre Development	\$71.4 million	\$24.6 million	-	\$96.0 million
Community Stadium - Tauranga Domain	\$89.6 million	-	-	\$89.6 million
Parks LOS Capital Development	\$66.0 million	\$12.3 million	\$8.6 million	\$86.9 million
Marine Facilities Upgrades & Renewals	\$31.5 million	\$26.5 million	\$22.5 million	\$80.5 million
Te Papa Intensification	\$27.1 million	\$48.5 million	-	\$75.5 million
Neighbourhood Reserves & Other Minor Capital Projects	\$33.0 million	\$15.1 million	\$15.5 million	\$63.6 million
Prop Management Upgrades & Renewals	\$16.4 million	\$18.6 million	\$25.3 million	\$60.3 million
Bay Venues New Capital	\$58.9 million	-	-	\$58.9 million
Library Capital Works	\$15.5 million	\$16.9 million	\$21.2 million	\$53.7 million
TOTAL	\$1025.5 million	\$529.8 million	\$214.8 million	\$1770.1 million

8.3 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

Infrastructure Strategy (2024-2054)

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

8.4 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.

8.5 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 \$496 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.

8.6 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 \$544 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.

Infrastructure Strategy (2024-2054)

8.7 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 were publicly notified in early 2024, and 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.

8.8 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.

8.9 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.

8.10 Indicative forecasts of capital and operating expenditure

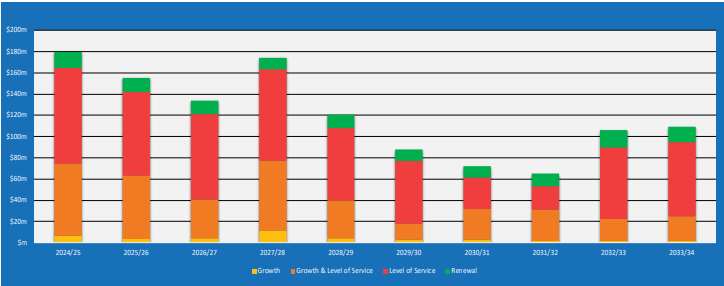
The following graphs illustrate the indicative forecasts of capital and operational expenditure for the next 30 years, adjusted for inflation.

There are two versions of the capital expenditure graphs included in this section.

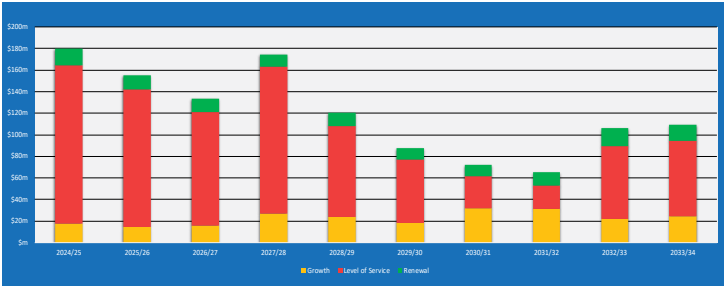
- Version 1: separates projects which have a varied mix of funding sources into a separate category, which is called 'growth and level of service'.
- Version 2: separates out those growth projects which are 50% or more funded by development contributions under the category 'growth'. Those projects titled 'level of service' may still have a development contribution component but it will be less than 50%.

Infrastructure Strategy (2024-2054)

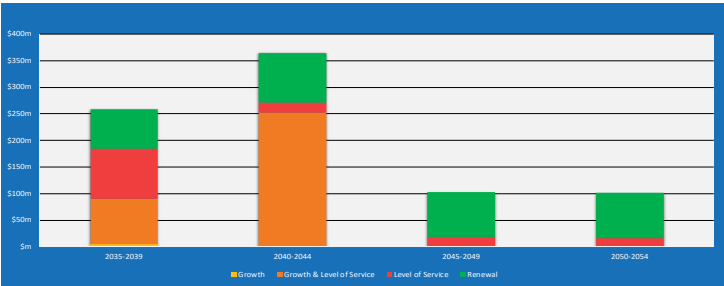
SOCIAL INFRASTRUCTURE CAPITAL EXPENDITURE 2025-34 (VERSION 1)



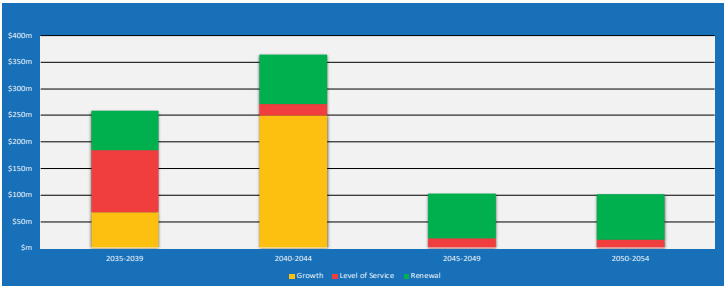
SOCIAL INFRASTRUCTURE CAPITAL EXPENDITURE 2025-34 (VERSION 2)



SOCIAL INFRASTRUCTURE CAPITAL EXPENDITURE 2035-54 (VERSION 1)

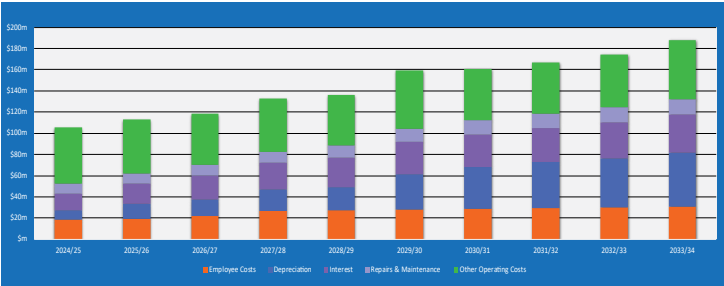


SOCIAL INFRASTRUCTURE CAPITAL EXPENDITURE 2035-54 (VERSION 2)

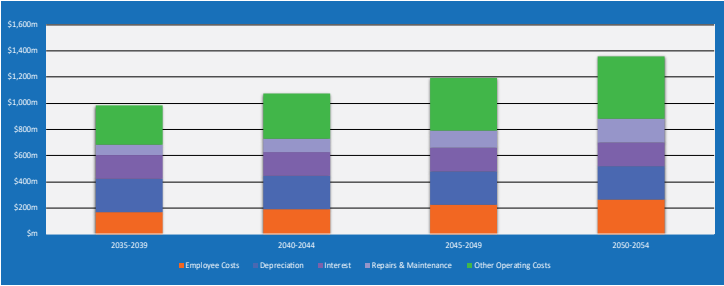


Infrastructure Strategy (2024-2054)

SOCIAL INFRASTRUCTURE OPERATING EXPENDITURE 2025-34



SOCIAL INFRASTRUCTURE 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 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>

Infrastructure Strategy (2024-2054)

- 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>

9 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

Infrastructure Strategy (2024-2054)

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

Infrastructure Strategy (2024-2054)

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.

Infrastructure Strategy (2024-2054)

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

Infrastructure Strategy (2024-2054)

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))

Infrastructure Strategy (2024-2054)

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

Infrastructure Strategy (2024-2054)

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.

Infrastructure Strategy (2024-2054)

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

Infrastructure Strategy (2024-2054)

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.

Infrastructure Strategy (2024-2054)

10 DATA RELIABILITY

Water

Overall Confidence Data Accuracy

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Raw Water Intakes including Pumps		•		
Raw Water Reservoirs		•		
Raw Water Mains	•			
Microfiltration Treatment Plants		•		
Treatment Plant Reservoirs		•		
Distribution pipes and associated assets (Pipes, Hydrants, Valves)	•			
Water Meters	•			
Backflow Protection Devices	•			
Distribution Reservoirs	•			
Water Stations (Pumps, Auto Valves, etc.)		•		
Land occupied by WS assets		•		
Catchment Land		•		
Resource Consents	•			

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 data on some of these assets can be improved e.g. service lines and some mains pipes.

Infrastructure Strategy (2024-2054)

Wastewater

Overall Confidence Data Accuracy

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Pipes		•		
Laterals		•		
Manholes		•		
Pump Stations		•		
Treatment Plants		•		
Oxidation Ponds			•	
Wetlands		•		
Outfalls			•	
Resource Consents	•			

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

Infrastructure Strategy (2024-2054)

Stormwater

Overall Confidence Data Accuracy

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Stormwater Mains	•			
Connections	•			
Manholes	•			
Open Drains		•		
Culverts		•		
Sump Leads	•			
Catchpits	•			
Inlets		•		
Outlets		•		
Overland Flow Paths		•		
Stopbanks			•	
Stormwater Ponds		•		
Wetlands				•
Floodgates		•		
Soakage Modules		•		
Catchpit Filters		•		
Pollutant Traps		•		
Pumping Stations		•		
Resource Consents	•			

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

Infrastructure Strategy (2024-2054)

Transport

Overall Confidence Data Accuracy

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Pavement		•		
Surfacing	•			
Kerb and Channel		•		
Drainage Facilities		•		
Footpaths	•			
Accessways	•			
Walkways		•		
Protection Structures		•		
Bridges		•		
Retaining Walls		•		
Coastal Structures		•		
Parking Buildings	•			
Car Parks (Off-street)		•		
Pay and display machines		•		
Lanterns	•			
Brackets		•		
Poles		•		
Power Cabling		•		
Traffic Signals		•		
CCTV		•		
Variable Message Signs		•		

Asset Type	Highly Reliable	Reliable	Uncertain	Very Uncertain
Street Signs		•		
Rails and Barriers		•		
Bus Shelters		•		

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 about historic pavements. There are good processes in place for maintaining and improving our Transportation Asset Data.

Infrastructure Strategy (2024-2054)

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.

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%



04

Financial Strategy

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. The growth in our rating base over the next ten years is assumed to be:

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Rating Units	62,045	62,976	63,920	64,879	65,982	67,104	68,245	69,405	70,585	71,784
Growth in units	1.50%	1.50%	1.50%	1.50%	1.70%	1.70%	1.70%	1.70%	1.70%	1.70%

Tauranga City Council (TCC) is one of New Zealand’s most indebted councils with total debt of \$1.2b 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 new roads and three waters to enable more houses. More people and businesses have put pressure on community amenity and the existing 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. Offsetting the impacts on rates and other charges, growth means we have more people and businesses to contribute to the cost of developing and operating our city.

TCC’s current credit rating from Standard and Poors (S&P) is A+. As with all councils, 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. There is downside risk to TCC’s credit rating as local government debt increases in order to meet responsibilities to deliver more infrastructure including in three waters, and to support new housing. S&P has already put 15 rated councils excluding TCC on negative watch in 2024. TCC was not one of the affected councils.

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. This comes with revenue and timing risk for council in managing its debt levels.
- 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 of 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, particularly in respect of waters services with the repeal of waters reform legislation.

Financial Strategy

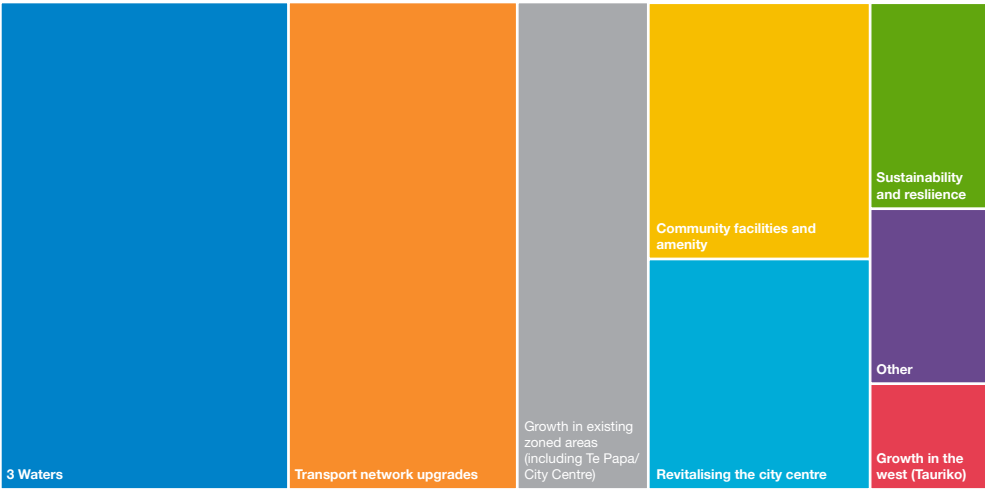
Expenditure - Priority Investment

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
- Water network upgrades and investment in Te Maunga wastewater upgrades
- Sustainability and resilience

Total **capital investment excluding vested assets of \$4.9b** is proposed for the LTP. Graph 1 summarises the expenditure proposed by priority area.

Graph 1: LTP Capital Programme 10 years (\$4.9b)



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.

Associated **operational investment** is required to enable council to maintain 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**.

Financial Strategy

Borrowing for Capital Expenditure and Impact on Debt

The capital programme is \$4.9b 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 credit rating at March 2024 of A+ with a stable outlook. The borrowing limits in the financial strategy are set at the limits of our borrowing covenants with the Local Government Funding Agency (LGFA) and adopted by all member councils. Credit rating is assessed annually with our current credit rating agency being Standard & Poors. Credit rating agencies take 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 affecting our ability to borrow from LGFA and our credit rating is the debt to revenue ratio. This limit is set at 285% for 2025 reducing to 280% thereafter. This measure ensures that we maintain debt levels of no more than 2.8 times our revenue. In this LTP TCC will remain close to our borrowing limits throughout the ten years, based on the proposed large capital programme supported by ongoing significant increases in rates requirement.

The downside risk to TCC credit rating from local government institutional settings has been further increased with the inclusion of an increased three waters capital programme of \$2.1b. Opening net debt has also increased, due to unbudgeted expenditure in 2024 on strategic property and lower revenue than budgeted.

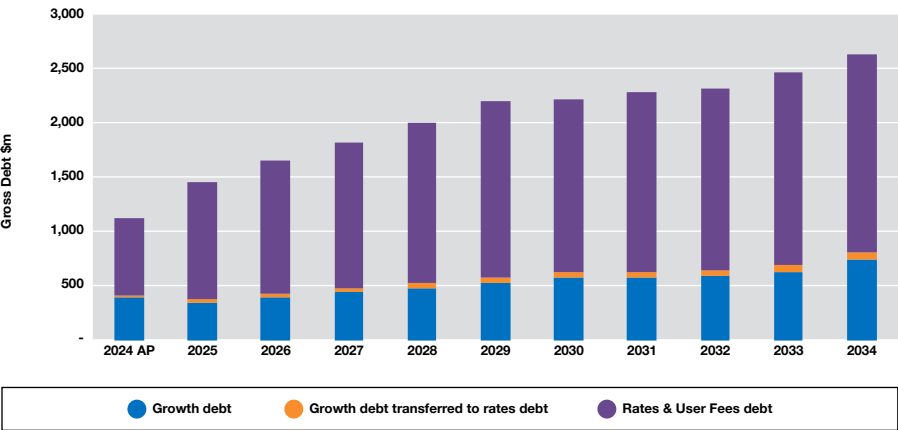
A credit rating of A would remain within the same credit band as the current A+ rating. It would therefore not result in an increase to interest costs. An upgrade in rating to AA- would have a small positive impact on interest rates on new borrowing through LGFA. With borrowing close to limits TCC will have less ability to bring forward capital expenditure and will have in place the necessary controls and diligence around expenditure and revenue performance within TCC.

Graph 2 below shows the total level of debt in each year of the LTP. TCC gross debt in July 2024 is forecast to be \$1.2b, increasing to over \$2.6b by 2034, including three waters for all years of the LTP.

The Government proposes to introduce new legislation to enable waters activities to be moved into CCOs which may free up council debt capacity. If ring-fencing of waters debt in a separate CCO occurred and debt repaid to Council, its debt position would be considerably more favourable as shown in graph 3.

Financial Strategy

Graph 2: Annual Debt Profile



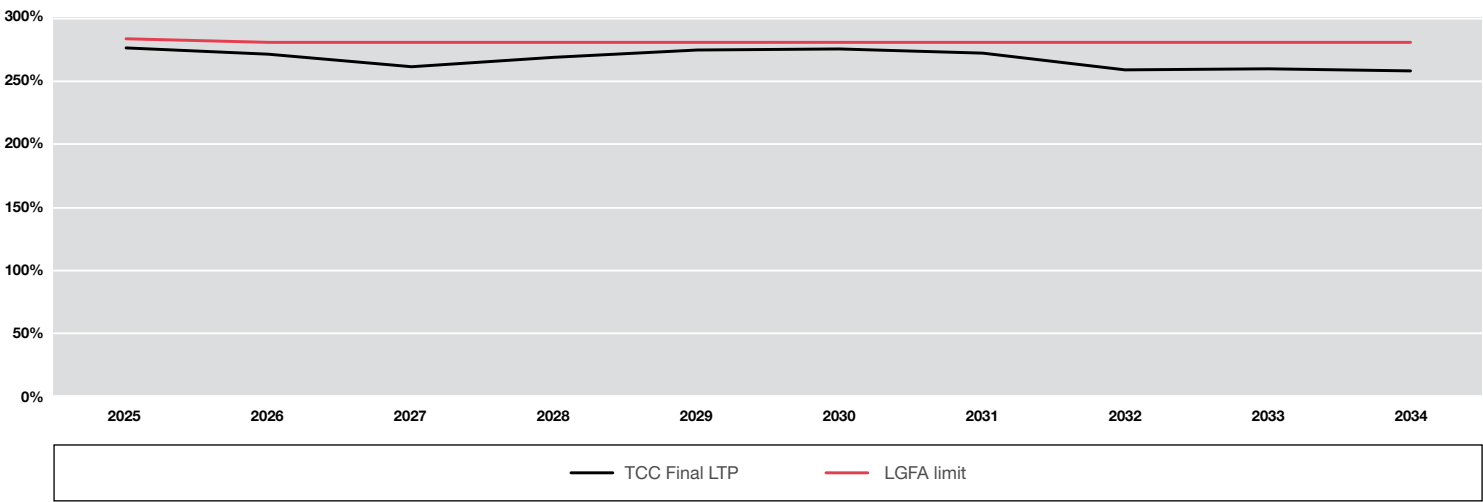
Financial Sustainability of Debt Levels

Graph 3 below shows that we maintain a financially sustainable debt to revenue ratio based on the financial assumptions in the budget. The red line shows the proposed borrowing limit for the debt to revenue ratio which is set to equate to the percent limits of the LGFA borrowing covenants. The black line shows the LTP debt to revenue ratio that is associated with the capital programme which increases debt, and revenue after adjusting to remove IFF grants for both transport and city centre projects, and grants for Tauriko West infrastructure. These one-off receipts do not make up regular revenue flows and therefore would not be counted as operating revenue for credit rating purposes. These revenues are able to be included in LGFA covenant compliance and are required in preparing the prudence benchmarks shown in the financial section of the LTP. For the purposes of the financial strategy, removal of these large one-off cash receipts provides better information of council's borrowing capacity relative to its debt limits over time.

TCC remains under or at the 280% limit because of the continued revenue increases proposed in the LTP. This will require close monitoring of revenue and expenditure to ensure limits are not breached. Because there has been a Council decision to maintain debt headroom of \$30m, further work will be needed to refine timing of capital and revenue if three waters is not moved from the TCC balance sheet by 2029.

Financial Strategy

Graph 3: TCC Debt to Revenue Ratio 2024-34 LTP



The funding sources for capital are important to the financial sustainability of the LTP. Funding sources are discussed in the next section.

Financial Strategy

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 (51%) 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 the benefits they receive and their impacts on the costs of council services, along with ability to pay. A further 26% of revenue comes from targeted rates for water, wastewater and kerbside waste collection. More information on rates is provided in **Appendix 3**, including the changes to general rate differentials and new targeted rates included in this LTP. User fees are charged where possible for specific services and development contributions are charged for growth-related infrastructure.

Funding from Non-residents

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, sporting and cultural facilities and GDP.

Approaches to obtain funding from people, businesses, and government agencies not located in Tauranga City and therefore not able to be rated include:

1. User fees and charges for services, access to facilities or parking.
 2. Central government funding opportunities
 3. Development contributions and developer agreements to fund growth infrastructure
 4. Multi agency partnering agreements
 5. Surpluses from related activities that cater for visitors to the city and the city centre, including parking activity and the airport
 6. Future options such as variable road pricing
- 1. User Fees and Charges.** Some charges and fees such as entry to facilities or events, parking, boat ramps etc enable Council to collect a contribution from non-resident users of these amenities.
- 2. 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
 - NZ Transport Agency Waka Kotahi (NZTA) subsidy across renewals, safety and maintenance programmes at 51%, and for new priority transportation network projects. While NZTA has in the past operated under a three-year funding programme, Government has provided a "best endeavours" indication for funding the longer-term priorities for Tauranga's transport network. Government is now indicating longer term funding commitments for priority projects.

Financial Strategy

- 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.

3. 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. Until now, growth funding shortfalls have resulted in a transfer to general rate funded debt. After consultation, Council has transferred shortfalls relating to Pyes Pā and Te Tumu to a targeted rate in this LTP.

We have also 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.

4. 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.

5. 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.

Funding for Te Manawataki O Te Papa

Asset Realisation. Council has established a programme of asset realisation to sell underutilised or lower priority assets to support the development of new assets commencing with Te Manawataki o Te Papa. There is a separate strategy outlining the funding of the non-ratepayer portion of Te Manawataki o Te Papa. This strategy relies on a mix of asset realisation, grants and subsidies and activity surpluses across the parking and airport activities.

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 Waiāri 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 Pāpāmoa 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.

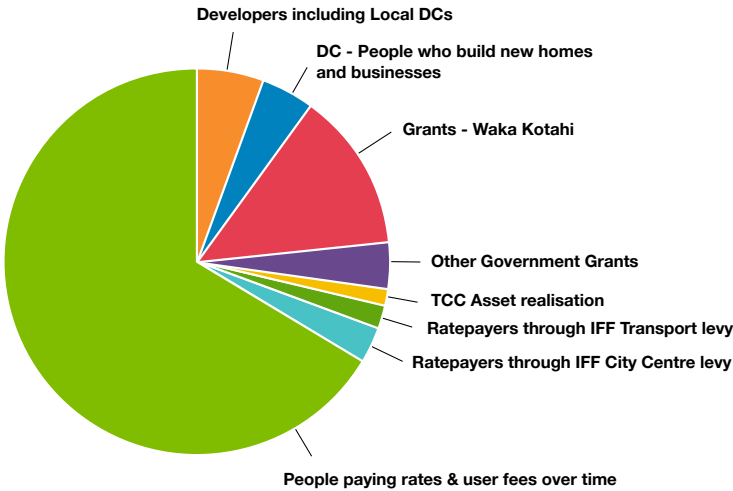
3. Local Government Funding Agency (LGFA) is our primary source of borrowing offering reliable borrowing at competitive interest rates to the local government sector. A recent climate action loan with LGFA while relatively small, highlights the environmental value of specific projects and provides a 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.

Financial Strategy

Who is paying for the Capital Programme in the LTP

Under TCC's financial strategy the capital programme for the LTP is funded from sources set out in Graph 4. Ratepayers and people paying user fees fund about two thirds of borrowing for the capital programme. The infrastructure funding and financing levies (IFF) are also paid for by ratepayers, taking their contribution to 71%. Government grants, mainly NZTA Waka Kotahi pay about 17%. Growth related revenue covers about 12% of the costs of the programme.

Graph 4: Sources of Funding for Capital Programme (\$4.9b over ten years)



Financial Strategy

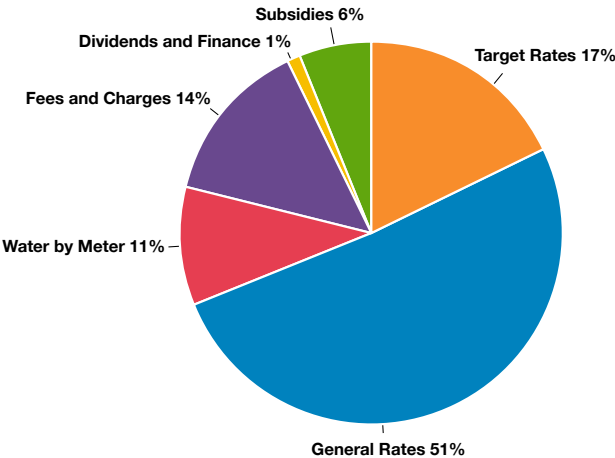
Who is Paying for Operational Costs in the LTP?

Sources of income for operational expenditure are:

- rates (targeted or general)
- water charges (charged by the volume of water used)
- fees and charges
- subsidies (largely from central government).

In the LTP, 79% of revenue is proposed to come from rates (general, targeted and metered water), while 14% comes from user fees, 1% from interest and dividends and the balance from grants and subsidies primarily from NZTA. Graph 5 shows the proportionate share of each revenue source.

Graph 5: Revenue Funding Operational Expenditure over 10 years of LTP



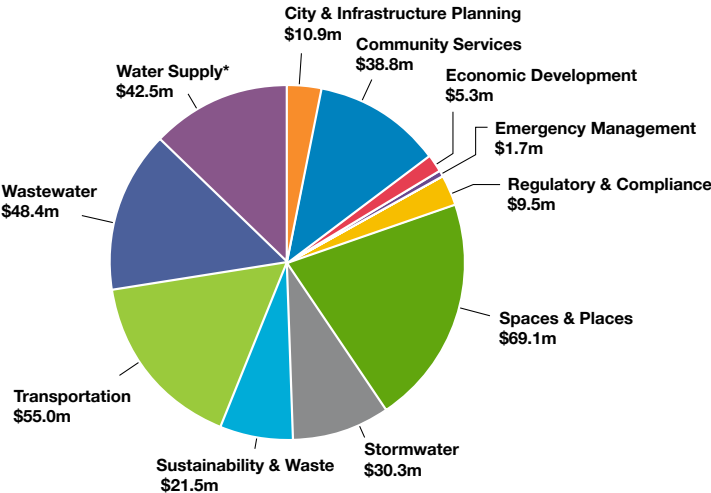
Financial Strategy

What do our rates pay for?

Rates covers 81% of operational costs. Over the 10 years of the LTP, 38% of rates will be levied to fund three waters activities (about \$208m per annum), including debt retirement to support the capital programme.

Graph 6 below shows the share of rates going to each activity in the first year of the LTP.

Graph 6: Rates expenditure \$333m in 2024/25



* Including water by meter revenue which is collected as a targeted rate

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 equivalent to 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 after growth at 13.1% in year 1, and 12% over the remaining years 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.

Financial Strategy

Table 1: Key Financials (including Inflation)

	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Capital Programme (\$m)	431	457	497	551	557	414	397	418	555	598
Operational Expenditure of a Capital Nature	78	87	68	5	7	6	6	9	9	9
Net Debt (\$m)	1,450	1,639	1,813	1,998	2,189	2,213	2,269	2,304	2,465	2,623
Debt to revenue ratio (funding adjusted) ¹	277%	272%	261%	270%	275%	277%	273%	258%	259%	257%
Debt to revenue ratio (Prudence calculation)	237%	225%	243%	254%	272%	275%	271%	257%	260%	257%
Financial Limit on Borrowing (debt to revenue ratio)	285%	280%	280%	280%	280%	280%	280%	280%	280%	280%
Total Rates (\$m)*	333	373	417	458	505	568	608	660	710	769
Total Rates Increase (net growth)	13.1%	10.3%	10%	8%	9%	11%	5%	7%	6%	7%
IFF levies (approx increase on rates)	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	15.9%	12.5%	11%	8%	9%	11%	5%	7%	6%	7%

Rates Breakdown	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
General Rates (\$m)	219	249	278	302	322	361	390	434	454	482
Kerbside Collection (\$m)	14	15	16	17	18	19	20	22	23	24
Wastewater targeted rate (\$m)	48	51	57	64	74	86	90	97	109	121
Water by Meter and fixed charge (\$m)	42	47	54	62	72	81	85	92	104	114
Three new geographically based targeted rates (\$m)	2	3	3	3	3	3	3	3	3	3
Other Targeted Rates (\$m)	7	8	9	10	16	18	21	13	18	24
Total Rates (\$m)	333	373	417	458	505	568	608	660	710	769
Total Rates Increase before growth	14.6%	11.8%	12%	10%	10%	12%	7%	9%	8%	8%
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)	13.1%	10.3%	10.4%	8%	9%	11%	5%	7%	6%	7%
Limit on rates increase (net growth)	13.1%	12%	12%	12%	12%	12%	12%	12%	12%	12%

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.

* Including water by meter revenue which is collected as a targeted rate

Long-term Plan 2024-2034

Financial Strategy

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

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 earlier.

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 actual requirement for 2024-25 being 13.1% and thereafter 12% consistent with the limit on general rates proposed in the previous 2021-31 LTP. 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 changes to rating structure there is significant variation in rates increases amongst categories of ratepayers in year 1 of the LTP.

This LTP includes a new general rating category for industrial properties. Changes to the rating differential for industrial properties is also included for the first year. Subsequently, annual changes in differential will be made to achieve a target split in total rates revenue of 65% residential, 15% commercial and 20% industrial (which includes utilities).

Additional targeted rates in this LTP

There are new targeted rates to cover costs of infrastructure required for growth areas in Pyes Pā West that have been under-collected through development contributions. There are also targeted rates to cover interest costs on new infrastructure for the benefit of Pāpāmoa East/ Wairakei and Te Tumu, recognising the later collection of development contributions from the delayed Te Tumu development. A targeted rate to all households which have swimming pools has been

introduced to replace a three-yearly inspection fee.

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 NZTA 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

Financial Strategy

- 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 Local Government 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 the funding of new priority expenditure 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 has been \$298m of debt retirement introduced in three waters activities to keep the debt to revenue ratio in these activities below 500%.

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 Targeted Rates	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
3 Waters debt retirement	0	0	0	0	0	35	42	45	74	103
Weathertight reserve debt retirement (\$m)	2	2	2	2	2	2	2	8	17	23
Unfunded liabilities debt retirement (\$m)	0	0	2	0	0	3	1	13	5	3
Risk reserve funding (\$m)	1	1	1	1	1	1	1	1	1	1
Rates funded debt retirement (\$m) included in rates	3	3	5	3	3	41	45	67	97	129

Financial Strategy

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:

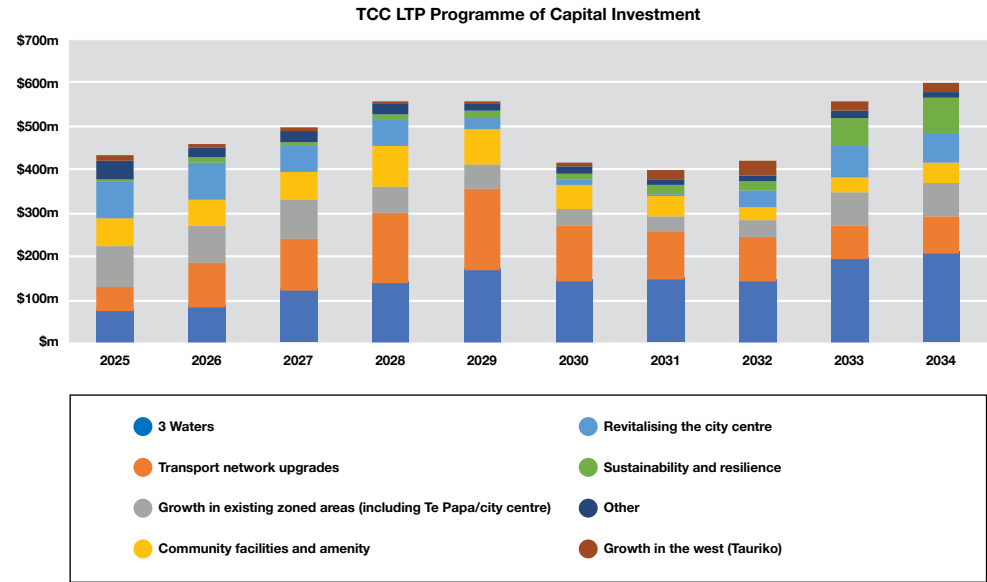
they are better than the daily average of call, 30-day, 60 day, and 90 day bank bill rates as published by the New Zealand Financial Markets Association.

Financial Strategy

Appendix 1- CAPITAL INVESTMENT

We are proposing a capital investment programme of **\$4.9b** over the next 10 years. This programme includes three waters capital requirements. 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 shows that we are ramping up our capital investment for the first five years of the LTP. The data includes a capital delivery adjustment in early years to reflect total expected delivery and resulting impacts on rates.

Expenditure on new growth areas continues as existing growth areas in Pyes Pā, Wairakei and Pāpāmoa 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
- 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.

Financial Strategy

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	568	541	349	1,457
City Centre	18	501	21	541
Community	209	348	106	664
Stormwater	161	314	29	505
Wastewater	529	90	269	888
Water Supply	237	148	276	661
Sustainability & Waste	15	58	3	77
Other	34	20	30	84
All activity groups	1,772	2,021	1,084	4,876**

*Growth category includes \$798m of combined growth & LOS projects

** \$152m of vested assets are expected in addition to this total.

Grants & Subsidies	1,096
Development Contributions	718
Loan & Reserve Funding	3,062

The full capital programme by area of investment is summarised below in Table A1-2.

Financial Strategy

Table A1-2 TCC Capital Programme by Investment Area

Key:

Grouping per Graph in Financial Strategy
Investment by Programme
Further details of specific projects in Programmes

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	84	85	59	60	27	16	6	37	72	71	517
Capital Delivery Adjustment	-10	-10	-	-	10	10	-	-	-	-	-
City Centre Development	5	10	14	20	7	6	6	37	27	26	159
City Centre Waterfront Development	9	4	6	8	-	-	-	-	-	-	28
Community Stadium - Tauranga Domain	-	-	-	-	-	-	-	-	45	45	90
Te Manawataki o Te Papa	80	80	39	32	9	-	-	-	-	-	240
COMMUNITY FACILITIES AND AMENITY	65	59	64	94	80	54	45	29	37	47	572
Active Reserve Development	16	16	11	16	22	7	12	5	9	14	129
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	-10	-10	-	-	10	10	-	-	-	-	-
Community Centres	11	0	-	-	-	1	5	-	2	6	26
Historic Village Capital	3	1	1	1	1	0	1	0	0	0	7
Kopurererua Valley Development	0	0	0	0	0	0	0	0	0	0	1
Library Capital Works	1	3	2	1	1	1	1	1	1	1	15
Marine Park/Sulphur Point Development	-	-	-	1	1	6	2	-	-	-	10
Memorial Park Aquatics & Recreation Hub	21	20	21	49	16	-	-	-	-	-	126
Memorial Park Masterplanning	-	-	2	2	2	-	-	-	-	-	6
Memorial Park to City Centre Pathway	1	3	3	-	-	-	-	-	-	-	7
Neighbourhood Reserves & Other Minor Capital Projects	4	4	3	4	3	3	3	3	3	3	33

Long-term Plan 2024-2034

286 | 04 FINANCIAL STRATEGY

Financial Strategy

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)
Parks LOS Capital Development	3	5	5	9	9	8	7	8	7	6	66
Parks Renewals	4	4	5	5	6	4	7	7	9	9	61
Prop Management Upgrades & Renewals	3	1	1	2	2	1	1	1	2	2	16
Te Ranga Masterplan	0	0	0	0	0	0	1	1	1	1	4
TECT Park Development	0	0	0	0	0	0	0	0	0	0	1
TRANSPORT NETWORK UPGRADES	57	102	122	159	186	124	108	102	78	86	1,123
Accessible Streets	4	3	3	6	7	8	9	8	9	8	65
Arterial Upgrades	1	4	5	1	-	-	-	-	-	-	11
Bus Infrastructure	15	13	7	6	9	1	3	3	3	4	64
Cameron Road Stage 2	4	32	38	51	58	37	-	-	-	-	220
Capital Delivery Adjustment	-27	-29	-30	-30	19	19	39	39	-	-	-
Domain Rd Upgrading Capital Works	-	-	-	-	-	-	1	1	1	6	8
Eastern Corridor - Pāpāmoa East Wairakei	0	2	1	0	-	-	-	-	-	-	4
Grenada Street Cycleway	-	-	0	-	3	3	3	-	-	-	10
Hewletts Improvements	2	6	5	5	-	-	-	-	10	10	38
Local Roads Renewals	23	26	28	31	37	37	34	35	36	37	323
Local Roads Upgrades and Improvements	17	10	15	9	5	7	5	6	6	6	86
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/Pāpāmoa Multimodal	0	2	3	-	-	-	-	-	-	-	5
Ōtūmoetai Multimodal	2	5	-	-	-	-	-	-	-	-	7
Park & Ride Activation	3	0	-	-	0	0	0	2	3	5	14
Parking Infrastructure	0	1	1	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	-	-	-	12	-	-	-	-	-	-	12
Streetlight Renewal & LED Upgrade	2	2	2	2	2	3	3	3	3	3	25

Long-term Plan 2024-2034

Financial Strategy

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)
Traffic Signalisations	0	-	-	-	-	-	1	-	-	-	1
Transportation Model	1	1	1	1	1	1	1	1	1	1	10
TTOC Projects	1	1	2	1	1	1	1	1	1	1	11
WC - Tauriko Business Estate	-	4	3	-	-	-	-	-	-	-	7
Welcome Bay, Turret Rd & 15th Ave Corridor	3	16	33	57	35	-	-	-	-	-	143
GROWTH IN THE WEST (TAURIKO)	11	6	11	0	5	7	18	32	20	19	129
WC - Tauriko Business Estate	3	0	0	-	1	-	-	-	-	-	5
Western Active Reserve Capital Works	-	-	1	-	-	-	-	-	-	-	1
Western Corridor - Belk Rd Plateau	2	-	-	-	-	-	4	10	-	-	16
Western Corridor - Ring Rd	0	-	-	-	-	-	-	-	-	-	0
Western Corridor - Social Infrastructure	-	-	-	-	4	7	12	16	6	0	44
Western Corridor - Tauriko West	6	5	10	0	-	0	3	6	14	19	63
GROWTH IN EXISTING ZONED AREAS (INCLUDING TE PAPA/ CITY CENTRE)	91	87	89	60	59	40	38	39	74	75	650
Eastern Corridor - Pāpāmoa East Wairakei	47	30	11	-	-	-	2	-	-	-	90
Eastern Corridor - Pāpāmoa Growth Area	1	0	-	-	-	-	-	-	-	-	2
Eastern Corridor - Te Tumu	1	1	-	-	6	3	4	6	19	5	44
Eastern Corridor - Trunk Wastewater	15	18	22	19	13	4	1	1	24	28	145
Eastern Corridor - Wairakei	3	1	1	1	1	-	-	-	-	-	6
Mount Intensification	0	0	0	1	1	1	1	1	1	1	9
Ōtūmoetai Intensification	0	0	1	2	0	7	7	8	5	17	48
Te Papa Intensification	15	26	51	32	34	24	22	23	25	24	274
WC - Pyes Pā West Growth Area	6	7	-	2	-	-	-	-	-	-	15

Long-term Plan 2024-2034

Financial Strategy

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)
Western Corridor - Bethlehem	3	3	4	3	3	1	1	-	-	-	18
3 WATERS	76	84	122	141	169	146	149	144	194	206	1,430
Cameron Road Stage 2	2	1	3	2	-	-	-	-	-	-	8
Capital Delivery Adjustment	-10	-10	-30	-30	20	20	20	20	-	-	-
CSC Stormwater Treatment Capital Works	1	0	1	1	-	-	-	-	-	-	3
Freshwater Management	0	-	-	-	-	-	-	-	-	-	0
Funding Provision	-	0	-	-	-	-	-	-	-	-	0
Infrastructure Resilience Capital Works	5	7	12	25	30	-	-	-	-	-	78
Prop Management Upgrades & Renewals	0	0	0	0	0	0	0	0	0	0	1
Reservoir Upgrades & Renewals	4	5	9	6	7	14	17	9	1	3	76
Smiths Farm Development	-	0	1	-	-	-	-	-	-	-	1
SW Bulk Fund & Reactive Reserve	3	2	7	9	17	3	4	5	8	4	62
SW Minor Capital Works & Renewals	2	3	6	12	19	18	16	17	17	21	131
Te Maunga WW Treatment Plant	21	18	29	33	11	25	27	26	52	61	302
Te Papa Intensification	1	1	4	6	14	15	12	12	12	13	90
Waiāri Water Treatment Plant Capital	6	1	3	5	4	-	-	-	21	26	65
Wairakei Stream Culvert Upgrade	0	1	3	3	-	-	-	-	-	-	7
Wairakei Stream Landscaping	1	2	0	0	0	0	0	1	1	1	6
Wastewater Renewals/Upgrades Programme	1	1	1	2	2	2	2	2	2	2	16
Water Network Upgrades & Renewals	9	13	18	13	15	14	13	12	28	27	162
Water Supply Plant Upgrades & Renewals	4	6	10	4	3	4	2	2	8	4	47
WC - Tauriko Business Estate	2	0	-	-	-	-	-	-	-	-	2
Welcome Bay, Turret Rd & 15th Ave Corridor	1	6	11	6	-	-	-	-	-	-	25
Western Corridor - Belk Rd Plateau	0	0	-	-	0	2	1	13	14	14	45

Long-term Plan 2024-2034

Financial Strategy

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)
WW Reticulation Upgrades & Renewals	21	21	27	36	24	26	34	24	25	29	266
WW Treatment Plant Renewals	2	3	8	9	3	1	1	2	5	2	36
SUSTAINABILITY AND RESILIENCE	6	10	9	13	14	11	20	23	63	79	248
Bridge Resilience Capital Works	1	2	3	7	0	-	2	4	9	20	46
Infrastructure Resilience Capital Works	1	1	0	1	1	0	8	18	53	58	140
Kerbside Waste Collection Capital Works	0	1	1	1	1	1	1	1	1	1	9
Sustainability & Waste Upgrds & Renewals	3	5	1	1	1	1	1	1	1	1	16
Waste Facilities Redevelopment	1	1	4	3	10	8	8	-	-	-	37
OTHER	42	25	22	25	18	17	14	12	16	15	206
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	1	0	0	0	1	1	0	0	1	1	6
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	3	3	3	2	3	4	4	2	3	3	29
Emergency Management Capital Works	-	0	-	-	-	-	-	-	-	-	0
Health & Safety Risk Control Capital	0	0	0	0	0	0	0	0	0	0	1
Historic Village Capital	2	0	-	-	-	-	-	-	-	-	3

Long-term Plan 2024-2034

290 | 04 FINANCIAL STRATEGY

Financial Strategy

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)
Land Sales	2	2	2	10	-	-	-	-	-	-	16
Marine Facilities Upgrades & Renewals	5	5	6	4	3	4	0	1	1	1	32
Marine Precinct Upgrades & Renewals	7	6	1	-	1	-	1	-	1	-	17
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	-	-	-	0
Strategic Acquisition Fund	5	5	5	6	6	6	6	6	6	6	58
GRAND TOTAL	431	457	497	551	557	414	397	418	555	598	4,876

TCC Programme of Operational Spend of a Capital Nature											
	2025 (\$m)	2026 (\$m)	2027 (\$m)	2028 (\$m)	2029 (\$m)	2030 (\$m)	2031 (\$m)	2032 (\$m)	2033 (\$m)	2034 (\$m)	10 year total (\$m)
TRANSPORT NETWORK UPGRADES	60	67	49	-	-	-	-	-	-	-	176
Tauriko West Networks Connections	60	67	49	-	-	-	-	-	-	-	176
OTHER	18	20	19	5	7	6	6	9	9	9	108
Capital Project Assurance	1	1	1	1	1	1	1	1	1	1	8
City Planning	2	2	1	1	1	1	1	1	1	1	8
Digital Services Program	15	18	17	4	6	5	5	7	7	7	92
GRAND TOTAL	78	87	68	5	7	6	6	9	9	9	284

Long-term Plan 2024-2034

Financial Strategy

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 increases resource 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

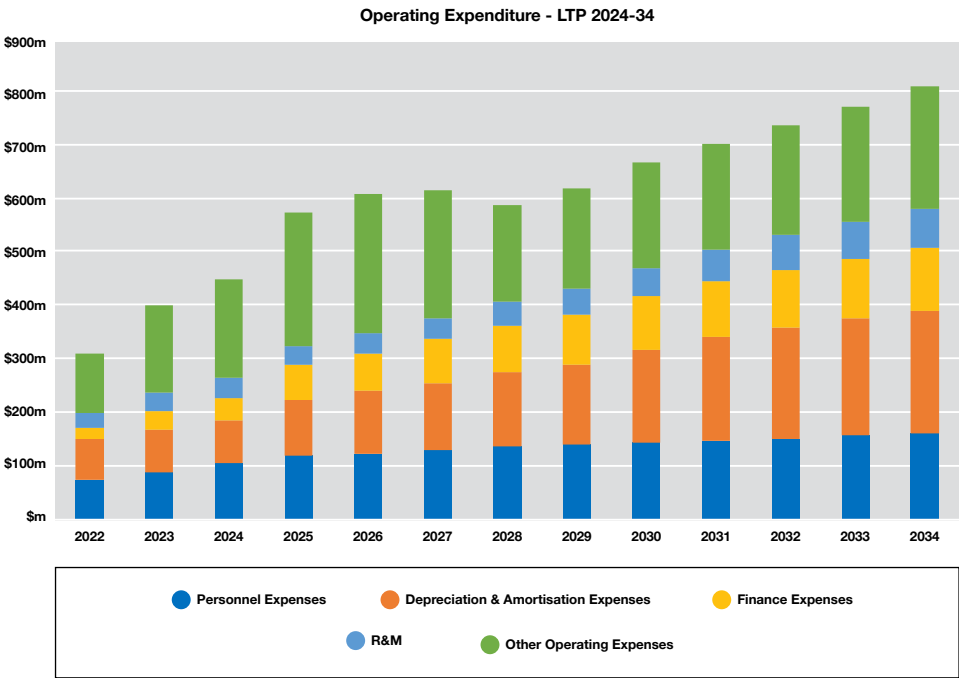
Operational costs over the 10 years are shown in Graph A2-1 below. In the graph costs have been inflation adjusted.

Two years of actual budgets are shown as well as the LTP budgets commencing in 2025 financial year.

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.

Financial Strategy

Graph A2-1: Operating Expenditure



Long-term Plan 2024-2034

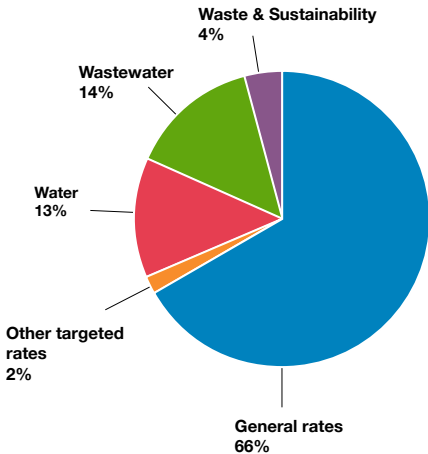
Financial Strategy

APPENDIX 3 – RATES

Council funds 81% 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 LTP continues to apply a commercial differential and has established 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 shows the breakdown between targeted and general rate. This shows a concentration of rates as general rates which are set on a capital value basis with 10% of all rates set on a uniform basis. The main targeted rates are 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 for debt retirement 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 such as resilience and economic development are continuing.

Three new targeted rates are included:

- for swimming pools in place of a larger three-yearly inspection fee and
- for properties in Pyes Pā West to cover 50% of the revenue shortfall from development contributions in Pyes Pā West growth area.
- For properties at Pāpāmoa East and Wairakei to cover a portion of the costs of infrastructure that would have been charged through Te Tumu development contributions has the development of Te Tumu growth area not been moved out beyond the LTP period.

Financial Strategy

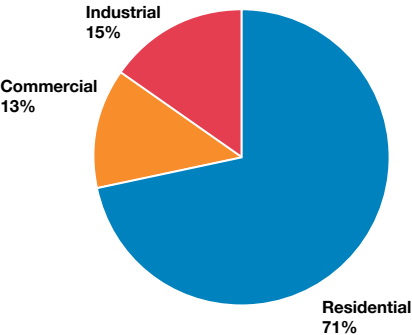
Commercial and Industrial Differentials

In 2024, TCC has a commercial rate differential of 2.1 times the residential rate. The LTP creates a new industrial rating category commencing in 2025 which covers properties categorised as industrial or utilities. The industrial category would have a higher differential than the commercial category reflecting the benefits they receive and their impacts on the costs of council services, along with ability to pay.

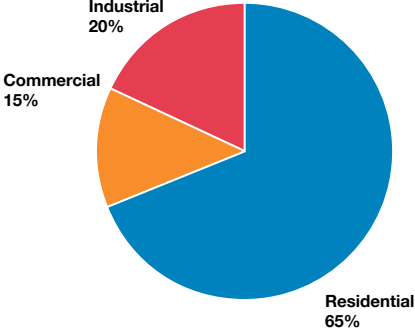
In the LTP the industrial differential becomes 2.6 in 2024-25 while retaining the commercial differential at 2.1. At these differentials, TCC moves closer to the level of comparable metro councils for the commercial and industrial categories combined.

To provide consistency over time and through the revaluation cycles council will set an agreed apportionment of general rates for each rating category. The commercial and industrial share of general rates paid will move to a 15% commercial, 20% industrial, and 65% residential apportionment. This apportionment will be fully achieved by 2027-28 (year 4 of LTP). The following graphs show the movement of the apportioned share of the general rate for each rating category.

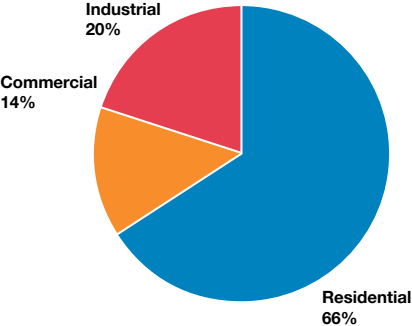
Graph A3-2 Apportionment of General Rates with No Industrial Category in 2024-25



Graph A3-4 Apportionment of General Rates with Industrial Category by 2027-28



Graph A3-3 Apportionment of General Rates with Industrial Category 2.6 differential in 2024-25



Note Appendix 4 was discussion of waters in option this has been completed removed from the financial strategy



05

Finance

Contents

Prospective statement of financial position (including inflation)	298	Rating methodology (FIS)	324
Prospective statement of comprehensive revenue and expense (including inflation)	300	Prospective statement of restricted reserves and trust funds	341
Prospective statement of changes in equity (including inflation)	302	Prospective statement of other Council Created Reserves	343
Prospective statement of cash flows (including inflation)	304	Prospective statement of restricted reserves - development contributions	349
Statement of accounting policies	306	Prospective statement of Council Created Reserves (depreciation reserves)	354
Funding impact statement - whole of Council	318	Financial prudence	355
Reconciliation of funding impact statement and prospective statement	321		
Rates (FIS)	323		

298 | 05 FINANCE

Financials

PROSPECTIVE STATEMENT OF FINANCIAL POSITION (INCLUDING INFLATION)											
	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	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702
Debtors & Other Receivables	42,256	65,427	67,030	68,505	69,943	71,412	72,912	74,443	76,006	77,602	79,232
Inventories	725	1,107	1,107	1,107	1,107	1,107	1,107	1,107	1,107	1,107	1,107
Derivative Financial Instruments	0	0	0	0	0	0	0	0	0	0	0
Other Investments	0	0	0	0	0	0	0	0	0	0	0
Other Current Assets	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Financial Instruments Held for Sale	0	0	0	0	0	0	0	0	0	0	0
Non-Current Assets Held for Sale	65,548	21,819	57,820	3,792	14,004	62,130	0	12,000	0	0	0
Total Current Assets	178,518	104,055	141,659	89,106	100,756	150,351	89,721	103,252	92,815	94,411	96,041
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	0
Other Financial Assets	29,249	37,375	38,962	40,612	42,330	44,117	45,976	47,910	49,922	52,016	0
Other Investments - CCOs	118,597	127,415	138,051	146,694	150,064	156,418	167,261	171,358	172,826	175,263	128,143
Other Investments - Other Entities	391	5,294	10,294	20,294	20,294	20,294	20,294	20,294	20,294	20,294	391
Investment Property	108,539	126,319	126,319	126,319	126,319	126,319	126,319	126,319	126,319	126,319	84,810
Intangible Assets	74,833	58,372	57,781	55,540	53,659	51,605	50,038	48,525	47,013	45,499	126,041
Forestry	8,996	8,825	9,090	9,335	9,559	9,770	9,965	10,145	10,307	10,461	12,893
Property, Plant & Equipment	6,939,075	7,878,660	8,401,269	9,011,075	9,662,622	10,278,817	10,839,428	11,310,102	11,810,103	12,417,689	9,700,508
Total Non-current assets	7,283,647	8,250,876	8,790,382	9,418,485	10,073,463	10,695,956	11,267,897	11,743,269	12,245,400	12,856,157	10,052,786
Total Assets	7,462,165	8,354,931	8,932,041	9,507,591	10,174,219	10,846,307	11,357,618	11,846,521	12,338,215	12,950,568	10,135,383
LIABILITIES											
LIABILITIES - CURRENT											
Payables & Deferred Revenue	84,481	94,138	96,444	98,566	100,636	102,749	104,907	107,110	109,359	111,655	114,000
Provisions	7,019	960	960	960	960	960	960	960	960	960	960
Employee Entitlements	8,873	10,611	10,871	11,110	11,344	11,582	11,825	12,074	12,327	12,586	12,850
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	3,982	4,069	4,155	4,242	4,331	4,422	4,515	4,610	4,707

Long-term Plan 2024-2034

Financials

PROSPECTIVE STATEMENT OF FINANCIAL POSITION (INCLUDING INFLATION)											
	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)
Derivative Financial Instruments	294	0	0	0	0	0	0	0	0	0	0
Borrowings	175,888	155,923	144,232	180,719	219,237	202,073	233,942	265,225	324,157	226,277	307,719
Total Current Liabilities	292,654	277,346	268,316	307,251	348,159	333,433	367,792	401,618	463,145	367,915	452,063
LIABILITIES NON-CURRENT											
Provisions	4	4	4	4	4	4	4	4	4	4	4
Employee Entitlements	0	0	0	0	0	0	0	0	0	0	0
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	1,310,267	1,510,573	1,647,952	1,794,167	2,002,259	1,995,130	2,019,472	1,995,756	2,254,102	2,330,932
Other Non-Current Liabilities	6,109	6,109	6,109	6,109	6,109	6,109	6,109	6,109	6,109	6,109	6,109
Total Non-Current Liabilities	957,529	1,317,464	1,517,770	1,655,149	1,801,364	2,009,456	2,002,327	2,026,669	2,002,953	2,261,299	2,338,129
Total Liabilities	1,250,183	1,594,810	1,786,086	1,962,400	2,149,523	2,342,889	2,370,119	2,428,287	2,466,098	2,629,215	2,790,192
Net Assets	6,211,982	6,760,121	7,145,955	7,545,191	8,024,696	8,503,418	8,987,499	9,418,234	9,872,117	10,321,353	10,881,476
EQUITY											
Retained Earnings	1,762,251	1,943,630	2,158,617	2,370,305	2,686,889	2,951,376	3,055,001	3,197,864	3,348,979	3,591,361	3,857,425
General Reserves	0	0	0	0	0	0	0	0	0	0	0
Restricted Reserves	(335,907)	(392,248)	(437,122)	(476,191)	(524,015)	(563,618)	(571,240)	(587,819)	(621,104)	(740,807)	(862,225)
Other Council Created Reserves	101,368	53,810	39,038	31,064	1,458	(3,079)	70,127	105,142	164,926	229,083	304,524
Asset Revaluation Reserves	4,684,270	5,154,929	5,385,422	5,620,013	5,860,364	6,118,739	6,433,611	6,703,047	6,979,316	7,241,716	7,581,752
Total Equity	6,211,982	6,760,121	7,145,955	7,545,191	8,024,696	8,503,418	8,987,499	9,418,234	9,872,117	10,321,353	10,881,476

Note that opening balances for 2025 are based on a forecast position, not on the 2024 Annual Plan balances

300 | 05 FINANCE

Financials

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE (INCLUDING INFLATION)											
	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)
OPERATING REVENUE											
Rates	290,762	333,230	372,596	416,948	458,266	505,085	568,164	608,006	660,165	710,324	768,503
Grants & Subsidies	37,808	60,726	86,696	73,622	25,953	25,999	20,068	20,489	20,920	21,359	21,876
Fees & Charges	62,098	71,008	77,195	83,468	91,759	95,339	98,040	101,709	105,919	109,264	115,962
Finance Revenue	4,878	4,930	5,899	6,003	6,166	6,324	6,760	7,097	7,264	7,445	7,581
TOTAL OPERATING REVENUE	395,546	469,894	542,387	580,041	582,144	632,746	693,031	737,302	794,269	848,392	913,922
ASSET DEVELOPMENT REVENUE & OTHER GAINS											
Development Contributions	37,471	33,973	34,532	38,647	45,773	41,331	40,925	37,056	29,700	26,885	27,326
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	119,364	160,949	139,619	177,795	144,151	82,967	67,795	71,230	66,367	70,393
Vested Assets	17,726	29,523	19,601	14,672	12,519	15,654	13,420	13,738	13,337	9,729	9,951
TOTAL ASSET DEVELOPMENT REVENUE & OTHER GAINS	142,690	181,985	214,469	192,589	235,804	200,923	137,172	119,523	115,279	104,074	109,847
TOTAL REVENUE	538,236	651,879	756,856	772,630	817,948	833,669	830,203	856,825	909,548	952,467	1,023,769
OPERATING EXPENDITURE											
Personnel Expenses	103,506	118,153	121,487	128,467	136,237	139,747	142,495	145,849	150,483	156,081	159,732
Depreciation & Amortisation Expenses	80,034	104,656	116,842	125,845	136,860	147,831	172,684	195,078	207,737	218,223	230,839
Finance Expenses	43,676	63,819	69,869	80,875	88,014	94,232	100,502	103,428	107,191	112,455	117,419
Other Operating Expenses	219,900	286,565	298,248	278,857	224,152	237,559	251,048	256,568	271,805	284,228	301,107
TOTAL OPERATING EXPENDITURE	447,116	573,194	606,445	614,044	585,263	619,370	666,729	700,924	737,216	770,986	809,097

Long-term Plan 2024-2034

Financials

PROSPECTIVE STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE (INCLUDING INFLATION)											
	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)
NON OPERATING EXPENDITURE											
Other Losses	0	15,000	0	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	500	500	500	500	500	500	500	500	500
TOTAL EXPENDITURE	448,316	588,694	606,945	614,544	585,763	619,870	667,229	701,424	737,716	771,486	809,597
SURPLUS/(DEFICIT) BEFORE TAX	89,919	63,186	149,911	158,086	232,185	213,799	162,974	155,401	171,832	180,980	214,172
OTHER COMPREHENSIVE REVENUE AND EXPENSE											
Loss on divestment of 3 Waters	0	0	0	0	0	0	0	0	0	0	0
Asset Revaluation Reserve Gains/(Losses)	224,100	229,277	230,494	234,591	240,350	258,375	314,873	269,435	276,270	262,399	340,036
OTHER COMPREHENSIVE REVENUE & EXPENSE	224,100	229,277	230,494	234,591	240,350	258,375	314,873	269,435	276,270	262,399	340,036
TOTAL COMPREHENSIVE REVENUE & EXPENSES	314,019	292,462	380,404	392,677	472,535	472,174	477,847	424,837	448,101	443,380	554,209

302 | 05 FINANCE

Financials

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY (INCLUDING INFLATION)											
	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)
Equity at the end of prior year	5,897,962	6,464,026	6,760,121	7,145,955	7,545,191	8,024,696	8,503,418	8,987,499	9,418,234	9,872,117	10,321,353
Comprehensive Revenue and Expense	314,019	292,462	380,404	392,677	472,535	472,174	477,847	424,837	448,101	443,380	554,209
Other Movements	0	3,633	5,430	6,559	6,970	6,548	6,234	5,898	5,782	5,856	5,914
Equity at end of year	6,211,982	6,760,121	7,145,955	7,545,191	8,024,696	8,503,418	8,987,499	9,418,234	9,872,117	10,321,353	10,881,476
COMPONENTS OF EQUITY											
Retained Earnings											
Retained Earnings at the beginning of the year	1,646,727	1,762,044	1,943,630	2,158,617	2,370,305	2,686,889	2,951,376	3,055,001	3,197,864	3,348,979	3,591,361
Surplus/(Deficit) after taxation for the year	314,019	292,462	380,404	392,677	472,535	472,174	477,847	424,837	448,101	443,380	554,209
Net Transfers to/(from) Other Reserves	34,001	(220,671)	59,646	47,043	77,430	44,140	(65,584)	(18,436)	(26,499)	55,546	45,977
Other Adjustments	(232,497)	109,801	(225,063)	(228,032)	(233,381)	(251,827)	(308,638)	(263,538)	(270,487)	(256,544)	(334,122)
Retained earnings at end of year	1,762,251	1,943,630	2,158,617	2,370,305	2,686,889	2,951,376	3,055,001	3,197,864	3,348,979	3,591,361	3,857,425
Restricted Reserves											
Restricted Reserves at beginning of the year	(308,839)	(335,443)	(392,248)	(437,122)	(476,191)	(524,015)	(563,618)	(571,240)	(587,819)	(621,104)	(740,807)
Net Transfers to/(from) Retained Earnings	(27,068)	(56,805)	(44,874)	(39,069)	(47,824)	(39,603)	(7,622)	(16,579)	(33,285)	(119,703)	(121,418)
Restricted Reserves at end of year	(335,907)	(392,248)	(437,122)	(476,191)	(524,015)	(563,618)	(571,240)	(587,819)	(621,104)	(740,807)	(862,225)
Restricted Reserves Consists of:											
Trusts	43	45	47	49	51	53	55	58	60	62	64
Other Restricted Reserves	3,428	3,352	3,508	3,664	3,820	3,976	4,131	4,287	4,443	4,599	4,755
Development Contributions	(339,378)	(395,645)	(440,678)	(479,904)	(527,886)	(567,647)	(575,427)	(592,164)	(625,607)	(745,467)	(867,043)
Restricted Reserves at end of Year	(335,907)	(392,248)	(437,122)	(476,191)	(524,015)	(563,618)	(571,240)	(587,819)	(621,104)	(740,807)	(862,225)
Council Created Reserves											
Council Created Reserves at beginning of year	108,301	(223,666)	53,810	39,038	31,064	1,458	(3,079)	70,127	105,142	164,926	229,083
Net Transfers to/(from) Retained Earnings	(6,933)	277,476	(14,772)	(7,974)	(29,606)	(4,537)	73,206	35,015	59,784	64,157	75,441
Council Created Reserves at end of year	101,368	53,810	39,038	31,064	1,458	(3,079)	70,127	105,142	164,926	229,083	304,524

Long-term Plan 2024-2034

Financials

PROSPECTIVE STATEMENT OF CHANGES IN EQUITY (INCLUDING INFLATION)											
	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)
Council Created Reserves Consist of:											
Depreciation Reserves	127,887	109,332	88,126	53,771	30,163	14,505	20,766	54,784	95,264	143,774	196,655
Other Special Purpose Reserves	(26,519)	(55,522)	(49,088)	(22,707)	(28,705)	(17,584)	49,361	50,358	69,663	85,310	107,869
Council Created Reserves at end of year	101,368	53,810	39,038	31,064	1,458	(3,079)	70,127	105,142	164,926	229,083	304,524
Asset Revaluation Reserves											
Asset Revaluation Reserves at beginning of the year	4,451,774	4,925,652	5,154,929	5,385,422	5,620,013	5,860,364	6,118,739	6,433,611	6,703,047	6,979,316	7,241,716
Net Impact of Revaluations on Revaluation Reserves Gains/(Losses)	232,496	229,277	230,493	234,591	240,351	258,375	314,872	269,436	276,269	262,400	340,036
Deferred Tax on Revaluation	0	0	0	0	0	0	0	0	0	0	0
Net Transfers to/(from) Retained Earnings on Asset Disposals	0	0	0	0	0	0	0	0	0	0	0
Asset Revaluation Reserves at end of year	4,684,270	5,154,929	5,385,422	5,620,013	5,860,364	6,118,739	6,433,611	6,703,047	6,979,316	7,241,716	7,581,752
Asset Revaluation Reserves Consist of:											
Heritage	1,580	1,839	1,944	2,040	2,128	2,211	2,286	2,356	2,418	2,477	2,569
Distribution Systems	1,195,584	1,572,875	1,650,848	1,729,740	1,808,562	1,897,852	1,995,929	2,086,647	2,180,081	2,270,790	2,389,163
Library	334	2,055	2,256	2,442	2,612	2,772	2,920	3,056	3,179	3,297	3,479
Land, Building and Improvements	2,655,487	2,753,104	2,821,512	2,888,450	2,955,434	3,025,492	3,107,181	3,180,497	3,252,434	3,327,227	3,427,445
Roading Network	824,966	816,814	898,916	985,813	1,078,656	1,176,087	1,309,711	1,413,751	1,523,418	1,619,144	1,738,765
Airport	19,410	21,333	23,038	24,619	26,062	27,416	28,675	29,830	30,875	31,871	33,421
Deferred Tax on Asset Revaluation	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)	(13,090)
Asset Revaluation Reserves at end of year	4,684,270	5,154,929	5,385,422	5,620,013	5,860,364	6,118,739	6,433,611	6,703,047	6,979,316	7,241,716	7,581,752
EQUITY AT THE END OF THE YEAR	6,211,982	6,760,121	7,145,955	7,545,191	8,024,696	8,503,418	8,987,499	9,418,234	9,872,117	10,321,353	10,881,476

Note that opening balances for 2025 are based on a forecast position, not on the 2024 Annual Plan balances.

304 | 05 FINANCE

Financials

PROSPECTIVE STATEMENT OF CASH FLOWS - (INCLUDING INFLATION)											
	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	328,888	366,639	410,929	452,090	498,671	561,103	600,664	652,518	702,346	760,167
Subsidies and grants Received	123,864	180,090	247,645	213,241	203,748	170,150	103,035	88,284	92,150	87,726	92,268
Fees and charges Received	62,098	71,008	77,195	83,468	91,759	95,339	98,040	101,709	105,919	109,264	115,962
Development and financial contributions Received	37,471	33,973	34,532	38,647	45,773	41,331	40,925	37,056	29,700	26,885	27,326
Interest Received	4,342	4,405	5,368	5,472	5,628	5,775	6,199	6,524	6,680	6,848	6,972
Dividends Received	535	525	531	532	538	549	561	573	585	597	609
Receipts from other revenue	0	0	0	0	0	0	0	0	0	0	0
Cash Flows from Operating Activities	514,002	618,888	731,911	752,288	799,536	811,814	809,863	834,810	887,551	933,667	1,003,305
Cash Flows applied to Operating Activities											
Payments to Suppliers	(213,509)	(282,225)	(288,996)	(268,335)	(213,106)	(226,693)	(239,837)	(244,404)	(259,443)	(271,452)	(286,907)
Payments to Employees	(103,256)	(118,153)	(121,747)	(128,706)	(136,471)	(139,985)	(142,738)	(146,098)	(150,736)	(156,340)	(159,996)
Interest paid	(43,676)	(63,084)	(69,116)	(80,106)	(87,228)	(93,430)	(99,683)	(102,592)	(106,338)	(111,583)	(116,529)
Deposits Repaid	0	0	0	0	0	0	0	0	0	0	0
Goods and Services taxation (net)	0	0	0	0	0	0	0	0	0	0	0
Cash Flows applied to Operating Activities	(360,441)	(463,463)	(479,859)	(477,147)	(436,805)	(460,108)	(482,258)	(493,094)	(516,516)	(539,375)	(563,432)
Net Cash Flow Inflow/(Outflow) in Operating Activities	153,561	155,426	252,052	275,141	362,730	351,706	327,605	341,716	371,035	394,292	439,873
Cash Flows from Investing Activities											
Receipts from Sale of Financial Instruments Held for Sale	0	0	0	0	0	0	0	0	0	0	0
Short-term Deposits Maturing	0	0	0	0	0	0	0	0	0	0	0
Receipts from Sale of Property, Plant and Equipment	2,021	0	0	0	0	0	0	0	0	0	0
Receipts from Sale Non Current Assets Held for Sale	(2,881)	11,843	21,819	57,820	3,792	14,004	62,130	0	12,000	0	0
Receipts from Sale of Intangible assets	0	0	0	0	0	0	0	0	0	0	0
Receipts from Sale of Investments	0	0	0	0	0	0	0	0	0	0	0
Cash Flows from Investing Activities	(861)	11,843	21,819	57,820	3,792	14,004	62,130	0	12,000	0	0

Long-term Plan 2024-2034

Financials

PROSPECTIVE STATEMENT OF CASH FLOWS - (INCLUDING INFLATION)											
	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 Investing Activities											
Purchase of Short-Term Deposits	0	0	0	0	0	0	0	0	0	0	0
Purchase of Investment Property	0	0	0	0	0	0	0	0	0	0	0
Movements of Investments in CCOs	1,000	(7,364)	(10,636)	(8,643)	(3,369)	(6,354)	(10,844)	(4,097)	(1,468)	(2,437)	(3,662)
Purchase of other investments		(5,000)	(5,000)	(10,000)	0	0	0	0	0	0	0
Purchase of Property, Plant and Equipment	(343,224)	(423,483)	(446,818)	(488,150)	(547,851)	(550,249)	(403,595)	(393,207)	(416,746)	(552,283)	(594,445)
Purchase of Intangible assets	(17,965)	(389)	(33)	(34)	(35)	(35)	(36)	(37)	(37)	(37)	(38)
Cash Flows applied to Investing Activities	(360,189)	(436,236)	(462,486)	(506,827)	(551,255)	(556,638)	(414,474)	(397,341)	(418,251)	(554,757)	(598,144)
Net Cash Flow Investing Activities	(361,050)	(424,393)	(440,667)	(449,007)	(547,463)	(542,634)	(352,344)	(397,341)	(406,251)	(554,757)	(598,144)
Cash Flows from Financing Activities											
Proceeds from borrowings	263,388	384,949	344,538	318,098	365,452	398,511	214,474	279,284	303,219	467,518	386,184
Cash Flows from Financing Activities	263,388	384,949	344,538	318,098	365,452	398,511	214,474	279,284	303,219	467,518	386,184
Cash Flows applied to Financing Activities											
Repayment of borrowings	(55,900)	(115,982)	(155,923)	(144,232)	(180,719)	(207,583)	(189,734)	(223,659)	(268,003)	(307,052)	(227,912)
Cash Flows applied to Financing Activities	(55,900)	(115,982)	(155,923)	(144,232)	(180,719)	(207,583)	(189,734)	(223,659)	(268,003)	(307,052)	(227,912)
Net Cash Flow Financing Activities	207,488	268,967	188,615	173,866	184,733	190,928	24,740	55,625	35,216	160,466	158,272
Cash at the beginning of the year	19,988	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702
Net Increase/(decrease) in cash	0	0	0	0	0	0	0	0	0	0	0
Cash at end of the year	19,988	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702

Note that opening balances for 2025 are based on a forecast position, not on the 2024 Annual Plan balances.

Financials - Statement of Accounting Policies

REPORTING ENTITY

Tauranga City Council is a local authority under Schedule 2, Part 2, of the Local Government Act 2002 and is domiciled in New Zealand. For the purposes of financial reporting, Tauranga City Council is a public benefit entity.

Council has not prepared group prospective financial statements because it believes that the parent prospective financial statements are more relevant to users.

The main purpose of the prospective financial statements in the Long-term Plan is to provide users with future-oriented information about the changes that have been made to the previous Long-term Plan for the financial years under review and as a consequence, how much Council requires by way of rates to fund any changes.

The information in these prospective financial statements may not be appropriate for purposes other than those described.

The level of rates funding required is not affected by subsidiaries except to the extent that Council obtains distributions from, or further invests in, those subsidiaries. Such effects are included in the prospective financial statements of the Council.

BASIS OF PREPARATION

The prospective financial statements have been prepared on a going concern basis and the accounting policies have been applied consistently over the 10 years of the Long-term Plan.

STATEMENT OF COMPLIANCE

The prospective financial statements have been prepared in accordance with Tier 1 Public Benefit Entity (PBE) accounting standards including compliance with PBE FRS 42.

There are no pending updates to standards, amendments or interpretations to be adopted by Tauranga City Council for the purposes of this LTP.

Tauranga City Council will adopt new standards, amendments or interpretations as they are finalised, through subsequent Long Term and Annual Plans.

These prospective financial statements comply with the requirements of the Local Government Act 2002, Part 6 Section 95 and Part 2 of Schedule 10 which includes the requirement to comply with New Zealand Generally Accepted Accounting Practice (NZ GAAP) with the exception of the Funding Impact Statements (FIS).

In preparing these prospective statements, estimates and assumptions have been made concerning the future. Detail on these estimates and assumptions can be found in Section 7, Significant Forecasting Assumptions.

The prospective financial statements were issued on 22 April 2024 by Tauranga City Council. Tauranga City Council is responsible for the prospective financial statements including the appropriateness of assumptions underlying the prospective financial statements and all other disclosures. The prospective financial statements are calculated using forecast results for the 2023/24 financial year in the prospective statement of financial position, prospective statement of movements in equity and prospective statement of cash flows. There is no intention to update the prospective financial statement after the issue date.

MEASUREMENT BASE

The Long-term Plan has been prepared on a historical cost basis, modified by the revaluation of land and buildings, all infrastructural assets, investment property, forestry assets, airport assets, library books and certain financial instruments (including derivative instruments).

FUNCTIONAL AND PRESENTATIONAL CURRENCY

The prospective financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$'000). The functional currency of Tauranga City Council is New Zealand dollars.

CHANGES IN ACCOUNTING POLICIES

There have been no changes in accounting policies other than noted above.

REVENUE

Tauranga City Council adopted PBE IPSAS 9 Revenue from Exchange Transactions and PBE IPSAS 23 Revenue from Non-exchange Transactions on 1 July 2015 (with subsequent amendments).

REVENUE FROM NON-EXCHANGE TRANSACTIONS

Revenue from non-exchange transactions is defined by PBE IPSAS 23 as a transaction that is not an exchange transaction. Non-exchange transactions are those transactions whereby an entity receives value from another entity without directly giving approximately equal value in exchange, or gives value to another entity without directly receiving approximately equal value in exchange. Non-exchange transactions typically fall into the category of Taxes or Transfers.

Financials - Statement of Accounting Policies

RATES REVENUE

The following policies for Rates Revenue have been applied:

- General Rates, targeted rates (excluding water by meter) and uniform annual general charges are recognised at the start of the financial year to which the rates resolution relates. They are recognised at the amounts due. The Council considers the effect of payment of rates by instalments is not sufficient to require discounting of rates receivables and subsequent recognition of interest revenue.
- Revenue arising from late payment penalties is recognised when Rates become overdue.
- Revenue from water by meter is recognised on an accrual basis. Revenue is based on the estimated water usage for each year of the LTP.
- Rates remissions are recognised as a reduction of rates revenue when the Council has received an application that satisfies its rates remission policy.

Infringement fees and fines	Infringement fees and fines mostly relate to traffic and parking infringements and are recognised when the infringement notice is issued, factoring in the probability of collection. Fifty percent of warrant and registration fines are payable to central government. These are recognised as a liability until payment is made to central government.
Licences	Licenses revenue is recognised when the license is issued, and revenue is received or invoiced

Development and Financial Contributions	Development and financial contributions are recognised as revenue when Tauranga City Council provides, or is able to provide, the service for which the contribution was charged. In cases where contributions are collected in advance to fund a service that is not currently provided in an area, the contribution is initially recognised as revenue in advance.
Grants and Subsidies	Government grants and other grants are recognised as revenue when any conditions relating to eligible expenditure have been fulfilled.
Local Roads Funding	Tauranga City Council received funding assistance from the New Zealand Transport Agency. These grants are reimbursements that subsidise part of the costs of maintenance and capital expenditure on the local roading infrastructure. The subsidies are recognised as revenue when conditions pertaining to eligible expenditure have been fulfilled. Tauranga City Council performs certain state highway roading works on behalf of New Zealand Transport Agency (NZTA). These works mainly relate to traffic signals and streetlights on state highways. Neither the costs nor recoveries related to this work are included in the surplus or deficit (with the exception of an administration fee). However, they are included as receipts in Grants and Subsidies received and as payments in Payments on Behalf of Other Authorities, in the Statement of Cash Flows.
Vested or donated Assets	For assets received for no or nominal consideration, the asset is recognised when the Council obtains control of the asset. The fair value of the asset is recognised as revenue, unless there is a use or return condition attached to the asset.

Donations and Bequeathed Financial Assets	Donated and bequeathed financial assets are recognised as revenue unless there are substantive use or return conditions. A liability is recorded if there are substantive use or return conditions and the liability released to revenue as the conditions are met e.g. as the funds are spent for the nominated purpose.
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EXCHANGE TRANSACTIONS

Revenue from exchange transactions are defined by PBE IPSAS 9 as transactions in which one entity receives assets or services, or has liabilities extinguished and directly gives approximately equal value (primarily in the form of cash, goods, services, or the use of assets) to another entity in exchange.

Sale of Goods	Revenue from the sale of goods is recognised when the product is sold to the customer.
Entrant Fees	Entrance fees are charged to users of the Council's local facilities, such as pools and the Tauranga Art Gallery. Revenue from entrance fees is recognised upon entry to such facilities.
Lease Revenue	Lease revenue is recognised on a straight line basis over the term of the lease.
User Fees & Charges	User fees and charges are recognised on the basis of actual services provided. Any fees and charges received in advance are recognised as unearned revenue in Deferred Revenue.
Interest Income	Interest income is recognised using the effective interest rate method. Interest income on an impaired financial asset is recognised using the original effective interest rate.

Financials - Statement of Accounting Policies

Dividend Income	Dividends are recognised when the right to receive payment has been established. When dividends are declared from pre-acquisition surpluses, the dividend is deducted from the cost of the investment.
Operational Grants	Operational Grants are recognised as revenue when they become receivable, unless there is an obligation to return the funds if the conditions of the grant are not met. If there is such a condition, the grants or subsidies are initially recorded as grants received in advance and recognised as revenue when the condition of the grant is satisfied.

BORROWING COSTS

All borrowing costs are recognised as an expense in the period in which they were incurred.

FOREIGN CURRENCY TRANSACTIONS

Foreign currency transactions (including those for which forward foreign exchange contracts are held) are translated into NZ\$ (the functional currency) using the exchange rates prevailing at the dates of the transactions. Foreign exchange gains and losses resulting from the settlement of such transactions and from the translation at year end exchange rates of monetary assets and liabilities denominated in foreign currencies are recognised in the surplus or deficit.

Income Tax

Income tax expense is the aggregate of current period movements in relation to both current and deferred tax.
Current tax is the amount of income tax payable based on the taxable profit for the current year, plus any adjustments to income tax payable in respect of prior years. Current tax

is calculated using the tax rates (and tax laws) that have been enacted or substantively enacted at balance date.
Deferred tax is the amount of income tax payable or recoverable in future periods in respect of temporary differences and unused tax losses. Temporary differences are differences between the carrying amount of assets and liabilities in the prospective financial statements and the corresponding tax bases used in the computation of taxable surplus.
Deferred tax is measured at the tax rates that are expected to apply when the asset is realised or the liability is settled, based on tax rates (and tax laws) that have been enacted or substantively enacted at balance date. The measurement of deferred tax reflects the tax consequences that would follow from the manner in which the group expects to recover or settle the carrying amount of its assets and liabilities.
Deferred tax liabilities are generally recognised for all taxable temporary differences. Deferred tax assets are recognised to the extent that it is probable that taxable profits will be available against which the deductible temporary differences or tax losses can be utilised.
Deferred tax is not recognised if the temporary difference arises from the initial recognition of goodwill or from the initial recognition of an asset and liability in a transaction that is not a business combination, and at the time of the transaction, affects neither accounting surplus nor taxable surplus.
Current tax and deferred tax is recognised in the surplus or deficit for the period, except to the extent that it relates to a business combination, or to transactions recognised in other comprehensive income or directly in equity.

LEASES

(i) Finance Leases

A finance lease is a lease that transfers to the lessee substantially all the risks and benefits incidental to the ownership of an asset, whether or not title is eventually transferred.
At the commencement of the lease term, Tauranga City Council recognises finance leases as assets and liabilities in the statement of financial position at the lower of the fair value of the leased item or the present value of the minimum lease payments.
The finance charge is charged to the surplus or deficit over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability.
The amount recognised as an asset is depreciated over its useful life. If there is no certainty as to whether Tauranga City Council obtains ownership at the end of the lease term, the asset is fully depreciated over the shorter of the lease term or its useful life.

(ii) Operating Lease

An operating lease is a lease that does not transfer substantially all the risks and benefits of ownership of the leased item to the lessee.
Lease payments under an operating lease are recognised as expenses in the surplus or deficit on a straight line basis over the lease term.

CASH AND CASH EQUIVALENTS

Cash and cash equivalents includes cash on hand, deposits held on call with banks and other short term highly liquid investments with original maturities of three months or less. Net of any overdrafts.

Financials - Statement of Accounting Policies

DEBTORS AND OTHER RECEIVABLES

Short-term receivables are recorded at the amount due, less an allowance for expected credit losses (ECL).

The Council and group apply the simplified ECL model of recognising lifetime ECL for receivables.

In measuring ECLs, receivables have been grouped into rates receivables, and other receivables, and assessed on a collective basis as they possess shared credit risk characteristics. They have then been grouped based on the days past due. A provision matrix is then established based on historical credit loss experience, adjusted for forward looking factors specific to the debtors and the economic environment.

Rates are “written-off”:

- when remitted in accordance with the Council's rates remission policy; and
- in accordance with the write-off criteria of sections 90A (where rates cannot be reasonably recovered) and 90B (in relation to Māori freehold land) of the Local Government (Rating) Act 2002.

Other receivables are written-off when there is no reasonable expectation of recovery.

DERIVATIVE FINANCIAL INSTRUMENTS

Tauranga City Council uses derivative financial instruments to manage exposure to interest rate risk arising from investing and financing activities. In accordance with its Treasury Policy, Tauranga City Council does not hold or issue derivative financial instruments for trading purposes. Tauranga City Council has not adopted hedge accounting.

Derivatives are initially recognised at fair value on the date a derivative contract is entered into and are subsequently

re measured at fair value at each balance date with the resulting gain or loss recognised in the surplus or deficit.

The portion of the fair value of an interest rate derivative that is expected to be realised within 12 months of the balance date is classified as current, with the remaining portion of the derivative classified as non current.

Gains or losses in fair value and those resulting from re-measuring are recognised in the surplus or deficit.

OTHER FINANCIAL ASSETS

Other financial assets (other than shares in subsidiaries) are initially recognised at fair value. They are then classified as, and subsequently measured under, the following categories:

- amortised cost;
- fair value through other comprehensive revenue and expense (FVTOCRE); or

fair value through surplus and deficit (FVTSD).

Transaction costs are included in the carrying value of the financial asset at initial recognition, unless it has been designated at FVTSD, in which case it is recognised in surplus or deficit.

The classification of a financial asset depends on its cash flow characteristics and the Council and group's management model for managing them.

A financial asset is classified and subsequently measured at amortised cost if it gives rise to cash flows that are 'solely payments of principal and interest (SPPI)' on the principal outstanding, and is held within a management model whose objective is to collect the contractual cash flows of the asset.

A financial asset is classified and subsequently measured

at FVTOCRE if it gives rise to cash flows that are SPPI and held within a management model whose objective is achieved by both collecting contractual cash flows and selling financial assets.

Financial assets that do not meet the criteria to be measured at amortised cost or FVTOCRE are subsequently measured at FVTSD. However, the Council and group may elect at initial recognition to designate an equity investment not held for trading as subsequently measured at FVTOCRE.

Management determines the classification of its investments at initial recognition.

Subsequent Measurement of Financial Assets

Financial assets classified at amortised cost are subsequently measured at amortised cost using the effective interest method, less any expected credit losses. Where applicable, interest accrued is added to the investment balance.

Instruments in this category include term deposits, community loans, and loans to subsidiaries and associates.

Subsequent measurement of financial assets at FVTOCRE that are debt instruments are subsequently measured at fair value with fair value gains and losses recognised in other comprehensive revenue and expense, except expected credit losses (ECL) and foreign exchange gains and losses are recognised in surplus or deficit. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is reclassified to surplus and deficit. The Council and group do not hold any debt instruments in this category.

Financial assets that are equity instruments designated as FVTOCRE are subsequently measured at fair value with fair value gains and losses recognised in other

Financials - Statement of Accounting Policies

comprehensive revenue and expense. There is no assessment for impairment when fair value falls below the cost of the investment. When sold, the cumulative gain or loss previously recognised in other comprehensive revenue and expense is transferred to accumulated funds within equity.

The Council and group designate into this category all equity investments that are not included in its investment fund portfolio, and if they are intended to be held for the medium to long-term.

Financial assets at FVTSD are subsequently measured at fair value with fair value gains and losses recognised in surplus or deficit.

Interest revenue and dividends recognised from these financial assets are separately presented within revenue.

Instruments in this category include the Council and group's investment fund portfolio (comprising of listed shares, bonds, and units in investment funds) and LGFA borrower notes.

COMMUNITY LOANS

Loans to community organisations made at nil or below market interest rates are initially recognised at cost, or at the present value of its expected future cash flows, discounted at the current market rate of return for a similar financial instrument. Depending on the circumstances and provisions of each loan, the loans are subsequently:

- a) Amortised over the period of the loan, provided the conditions of the loan are met. The amortised cost is recognised in surplus or deficit as a grant expense.
- b) The loan is paid off by the loan recipient in annual instalments.

- c) The loan is subsequently measured at amortised cost using the effective interest rate method less any expected losses. The difference between the face value and present value of the expected future cash flows of the loan is recognised in the surplus or deficit as interest.

EXPECTED CREDIT LOSSES ON FINANCIAL ASSETS

The Council and group recognise an allowance for ECLs for all debt instruments not classified as FVTSD. ECLs are the probability-weighted estimate of credit losses, measured at the present value of cash shortfalls, which is the difference between the cash flows due to Council and group in accordance with the contract and the cash flows it expects to receive. ECLs are discounted at the effective interest rate of the financial asset.

ECLs are recognised in two stages. ECLs are provided for credit losses that result from default events that are possible within the next 12 months (a 12-month ECL). However, if there has been a significant increase in credit risk since initial recognition, the loss allowance is based on losses possible for the remaining life of the financial asset (Lifetime ECL).

When determining whether the credit risk of a financial asset has increased significantly since initial recognition, the Council and group considers reasonable and supportable information that is relevant and available without undue cost or effort. This includes both quantitative and qualitative information and analysis based on the Council and group's historical experience and informed credit assessment and including forward-looking information.

The Council and group considers a financial asset to be in default when the financial asset is more than 90 days past due. The Council and group may determine a default

occurs prior to this if internal or external information indicates the entity is unlikely to pay its credit obligations in full.

Loans and Receivables

ECLs are established when there is objective evidence that Tauranga City Council will not be able to collect amounts due according to the original terms of the debt. Significant financial difficulties of the debtor, probability that the debtor will enter into bankruptcy and default on the payments are considered indicators of ECL. The amount of the ECL is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the original effective interest rate.

For debtors and other receivables, the carrying amount of the asset is reduced through the use of an allowance account and the amount of the loss is recognised in the surplus or deficit. When the receivable is uncollectable, it is written off against the allowance account. Overdue receivables that have been renegotiated are reclassified as current (that is not past due). Impairment in term deposits and community loans is recognised directly against the instrument's carrying value.

Inventories

Inventories (such as spare parts and other items) held for distribution or consumption in the provision of services that are not supplied on a commercial basis is measured at cost, adjusted when applicable, for any loss of service potential. The loss of service potential of inventory held for distribution is determined on the basis of obsolescence. Where inventories are acquired at no cost or for nominal consideration, the cost is the current replacement cost at the date of acquisition.

Financials - Statement of Accounting Policies

Inventories held for use in the production of goods and services on a commercial basis are valued at the lower of cost and net realisable value. The cost of the purchased inventory is determined using the first in first out method.

The amount of any write down for the loss of service potential or from cost to net realisable value is recognised in the statement of comprehensive income in the period of the write down.

Non Current Assets Held for Sale

All non current assets intended for sale are measured at the lower of carrying amount and fair value less costs to sell. Interest and other expenses relating to the liabilities of properties held for sale continue to be recognised.

Non current assets held for sale are classified as held for sale if they meet all of the following conditions:

- their carrying amount will be recovered principally through a sale transaction and not through continuing use; and
- the intention is to sell them within 12 months of the end of year; and
- they are being actively marketed or their sale is under negotiation.

Any ECL of non current assets held for sale are recognised in the surplus or deficit.

Any increases in fair value (less costs to sell) are recognised up to the level of any impairment losses that have been previously recognised.

Non current assets (including those that are part of a disposal group) are not depreciated or amortised while they are classified as held for sale.

PROPERTY, PLANT AND EQUIPMENT

Property, plant and equipment consists of:

(i) Operational Assets

These include land, buildings, airport facilities and operational assets, marine facilities and structures, landfill post closure, library books, plant and equipment, and motor vehicles.

(ii) Infrastructural Assets

Infrastructural assets are the fixed utility systems owned by Tauranga City Council. Each asset type includes all items that are required for the network to function. e.g. Water Supply Treatment plants and facilities, Sewerage Treatment Plants and facilities, Wastewater reticulation, piping and wastewater pump stations.

(iii) Restricted Assets

Restricted assets are buildings, parks and reserves owned by Tauranga City Council which cannot be disposed of because of legal or other restrictions, and provide a benefit or service to the community.

Property, plant and equipment are shown at cost or valuation, less accumulated depreciation and impairment losses.

(iv) Land

Land (operational and restricted) is measured at fair value, and buildings (operational and restricted), library books, and infrastructure assets (except land under roads) are measured at fair value less accumulated depreciation. All other asset classes are measured at cost less accumulated depreciation and impairment losses.

REVALUATION

Those asset classes that are revalued are valued on a three yearly valuation cycle as described below. Where the fair value of an asset can be determined by reference to the price in an active market for the same asset or a similar asset, the fair value of the asset is determined using this information. Where fair value of the asset cannot be determined using price in an active market, depreciated replacement cost is considered to be the most appropriate basis for determination of the fair value. The carrying values of all assets not revalued in any year are reviewed at each balance date to ensure that those values are not materially different to fair value. If there is a material difference, then a revaluation will be performed for those asset classes.

Assets acquired or constructed after the last revaluation are carried at cost less accumulated depreciation.

Tauranga City Council accounts for revaluations of property, plant and equipment on a class of asset basis.

Net revaluation results are credited or debited to other comprehensive income and are accumulated to an asset revaluation reserve in equity for that class of asset.

Where this would result in a debit balance in the asset revaluation reserve, this balance is not recognised in other comprehensive income but is recognised in the surplus or deficit. Any subsequent increase on revaluation that reverses a previous decrease in value recognised in the surplus or deficit will be recognised first in the surplus or deficit up to the amount previously expensed and then recognised in other comprehensive income.

Financials - Statement of Accounting Policies

ADDITIONS

The cost of an item of property plant and equipment is recognised as an asset if, and only if, it is probable that future economic benefits or service potential associated with the item will flow to Tauranga City Council and the cost of the item can be measured reliably.

Costs incurred subsequent to initial recognition are capitalised only when it is probable that future economic benefits or service potential associated with the item will flow to Tauranga City Council and the cost of the item can be measured reliably.

In most cases an item of property plant and equipment is initially recognised at its cost. Where an asset is acquired at no cost, or for a nominal cost, it is recognised at fair value as at the date of acquisition.

Work in progress is recognised at cost less impairment and is not depreciated.

DISPOSALS

Gains and losses on disposal are determined by comparing the proceeds with the carrying amount of the asset. Gains and losses on disposal are included in the surplus or deficit. When revalued assets are sold, the amounts included in the asset revaluation reserves in respect of those assets are transferred to retained earnings.

DEPRECIATION

All assets are depreciated over their expected useful lives. Depreciation is provided on a straight line (SL) or diminishing value (DV) basis, at rates calculated to allocate the asset cost less estimated residual value over the estimated useful life. When assets are revalued,

depreciation rates are overridden by the new annual depreciation rates which may be outside the range for the class of asset to accurately reflect the useful life of the asset.

Financials - Statement of Accounting Policies

Class of asset depreciated	Estimated useful life (Years)	Depreciation Method
RESTRICTED ASSETS		
Land	N/A	N/A
Buildings	50-100	SL
Parks Facilities	5-80	SL
Improvements	8-25	SL
OPERATIONAL ASSETS		
Land	N/A	N/A
Buildings	4-100	SL
Heritage	N/A	N/A
Library Books	7-50	SL
Plant and Equipment	8-50	SL
Computer Equipment	2.5-12	SL
Office Furniture & Equipment	4-30	SL
Motor Vehicles	4-20	DV
Marine Assets		
Breakwater & Rockwalls	50-100	SL
Boat Ramps & Pontoons	20-70	SL
Wharves	50-70	SL
INFRASTRUCTURAL ASSETS		
Water Reticulation		
Freshwater Treatment Plants		
Mechanical Plant	1-26	SL
Electrical & Control Equipment	1-20	SL
Structural & Buildings	30-70	SL
Pipework & Valves	10-50	SL
Generator Set	1-20	SL

Class of asset depreciated	Estimated useful life (Years)	Depreciation Method
Freshwater Reservoirs		
Reservoirs and foundation	30-70	SL
Pipe work Valves & Connections	15-50	SL
Telemetry & Controls	1-10	SL
Wastewater Reticulation		
Wastewater Pipework	50-100	SL
Wastewater Other	1-50	SL
Wastewater Pump Stations		
Structures & Civil Works	30-70	SL
Electrical Controls & Cabling	1-20	SL
Telemetry	14-20	SL
Pumps & Motors	1-20	SL
Pipework Valves & Connections	20-50	SL
Wastewater Treatment Plants		
Mechanical Plant	1-20	SL
Electrical & Control Equipment	1-20	SL
Structural & Buildings	40-70	SL
Pipework & Valves	20-50	SL
Stormwater Reticulation		
Stormwater Pipe work	50-100	SL
Stormwater Other	1-50	SL
Stormwater Plant		

Class of asset depreciated	Estimated useful life (Years)	Depreciation Method
Mechanical Plant	1-60	SL
Electrical Controls and Cabling	1-20	SL
Structural and Buildings	40-70	SL
ROADING NETWORK		
Formation	Infinite	N/A
Subbase	Infinite	N/A
Surfacing	1-40	SL
Pavement	95-150	SL
Surfacing	5-40	SL
Roading kerb and channel	50-55	SL

Financials - Statement of Accounting Policies

INTANGIBLE ASSETS

Software Acquisition and Development

Acquired computer software licenses are capitalised on the basis of the costs incurred to acquire and bring to use the specific software.

Costs associated with maintaining computer software are recognised as an expense when incurred. Staff training costs are recognised as an expense when incurred.

Property Subdivision Rights

Council have a property subdivision right in terms of the land block referred to as Te Tumu. This has been recognised as an intangible asset and has previously been amortised over the period of the agreement.

Easements and Access Rights

Easements and Access Rights are recognised at cost, being the costs directly attributable to bringing the asset to its intended use. Easements used for access to Council infrastructure assets are included in PP&E and easements used by Council for access to restricted assets such as reserves are included as part of intangible assets.

Where easements have an indefinite useful life they are not amortised. These are capitalised to the asset to which they belong. They are tested for impairment as part of the regular asset impairment testing.

Access Rights have a definite life and are amortised over the life of the right given.

Carbon Credits

Purchased carbon credits are recognised at cost on acquisition. Carbon credits allocated by the Crown are recognised at fair value on receipt.

They are derecognised when they are used to satisfy carbon credit emission obligations. Any costs associated with maintaining New Zealand Units (NZU) are recognised as an expense when incurred.

Amortisation

The carrying value of an intangible asset with a finite life is amortised on a straight line basis over its useful life. Amortisation begins when the asset is available for use and ceases at the date the asset is de recognised.

Amortisation charge for each period is recognised in the surplus or deficit.

Intangible assets capitalised to infrastructural assets are amortised at the rate of the principal asset to which they have been capitalised.

The useful lives for associated amortisation rates of major classes of intangible assets have been estimated as follows:

Class of intangible asset	Estimated Useful Life (years)	Amortisation Method
Acquired Computer software	4	SL
Core systems software	4-15	SL
Access Rights	Infinite	SL
Access Right - Other, if stated for a period of time	3-50	SL
Carbon Credits	Indefinite	N/A

IMPAIRMENT OF PROPERTY, PLANT AND EQUIPMENT AND INTANGIBLE ASSETS

Intangible assets subsequently measured at cost that have

an indefinite useful life, or are not yet available for use, are not subject to amortisation and are tested annually for impairment.

Property, plant, and equipment and intangible assets subsequently measured at cost that have a finite useful life are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable.

An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use.

If an asset's carrying amount exceeds its recoverable amount, the asset is regarded as impaired and the carrying amount is written down to the recoverable amount. The total impairment loss is recognised in the surplus or deficit. The reversal of an impairment loss is recognised in the surplus or deficit.

VALUATION IN USE FOR NON-CASH-GENERATING ASSETS

Non-cash generating assets are those assets that are not held with the primary objective of generating a commercial return.

For non-cash generating assets, value in use is determined using an approach based on either a depreciated replacement cost approach, restoration cost approach, or a service units' approach. The most appropriate approach used to measure value in use depends on the nature of the impairment and availability of information.

VALUATION IN USE FOR CASH-GENERATING ASSETS

Cash generating assets are those assets that are held with

Financials - Statement of Accounting Policies

the primary objective of generating a commercial return. The value in use for cash generating assets and cash generating units is the present value of expected future cash flows.

FORESTRY ASSETS

Standing forestry assets are independently valued annually at fair value less estimated costs to sell for one growth cycle. Fair value is determined based on the present value of expected net cash flows discounted at a current market determined rate. This calculation is based on existing sustainable felling plans and assessments regarding growth, timber prices, felling costs, and silvicultural costs and takes into consideration environmental, operational, and market restrictions.

Gains or losses arising on initial recognition of forestry assets at fair value less estimated costs to sell and from a change in fair value less estimated costs to sell are recognised in the surplus or deficit.

Forestry maintenance costs are recognised in the surplus or deficit when incurred.

INVESTMENT PROPERTIES

Properties leased to third parties under operating leases are classified as investment properties unless the property is held to meet service delivery objectives, rather than to earn rentals or for capital appreciation.

Properties classified as investment properties are measured initially at cost including transaction costs.

After initial recognition Tauranga City Council measures all investment property at fair value as determined annually by an independent valuer.

Gains or losses arising from a change in the fair value of investment property are recognised in the surplus or deficit.

CREDITORS AND OTHER PAYABLES

Creditors and other payables are recognised at the amount payable.

BORROWINGS

Borrowings are initially recognised at the amount borrowed plus transaction costs. After initial recognition, all borrowings are measured at amortised cost using the effective interest rate method.

Borrowings are classified as current liabilities unless Tauranga City Council has an unconditional right to defer settlement of the liability for at least 12 months after balance date, or if the borrowings are not expected to be settled within 12 months of balance date.

EMPLOYEE ENTITLEMENTS

Provision is made in respect of Tauranga City Council's liability for salaries, wages, annual leave, long service leave and gratuities, accrued up to balance date.

SHORT-TERM EMPLOYEE ENTITLEMENTS

Employee benefits expected to be settled within 12 months after the end of the period in which the employee renders the related service are measured based on accrued entitlements at current rates of pay. These include salaries and wages accrued up to balance date and annual leave earned to, but not yet taken at balance date.

A liability and an expense are recognised for bonuses where the Council has a contractual obligation or where there is a past practice that has created a constructive obligation.

LONG-TERM EMPLOYEE ENTITLEMENTS

Employee benefits that are due to be settled beyond 12

months after the end of the period in which the employee renders the related service, such as long service leave and retirement gratuities, have been calculated on an actuarial basis. The calculations are based on:

- likely future entitlements accruing to staff, based on years of service, years to entitlement, the likelihood that staff will reach the point of entitlement, and contractual entitlement information; and
- the present value of the estimated future cash flows.

SUPERANNUATION SCHEMES

(i) Defined contribution schemes

Obligations for contributions to Kiwisaver and defined contribution superannuation schemes are recognised as an expense in the surplus or deficit as incurred.

(ii) Defined benefit schemes

Tauranga City Council belongs to the Defined Benefit Plan Contributors Scheme (the scheme), which is managed by the Board of Trustees of the National Provident Fund. The scheme is a multi-employer defined benefit scheme.

Insufficient information is available to use defined benefit accounting, as it is not possible to determine from the terms of the scheme, the extent to which the scheme's surplus or deficit will affect future contributions by individual employers, as there is no prescribed basis for allocation. The scheme is therefore accounted for as a defined contribution scheme.

PRESENTATION OF EMPLOYEE ENTITLEMENTS

Annual leave, and vested long service leave are classified as a current liability. Non vested long service leave and retirement gratuities expected to be settled within 12 months of balance date are classified as a current liability.

Financials - Statement of Accounting Policies

All other employee entitlements are classified as a non current liability.

Sick leave, annual leave, vested long service leave, and non vested long service leave and retirement gratuities expected to be settled within 12 months of balance date, are classified as a current liability. All other employee entitlements are classified as a non current liability.

PROVISIONS

Tauranga City Council recognises a provision for future expenditure of an uncertain amount or timing when there is a present obligation, (either legal or constructive) as a result of a past event, it is probable that expenditures will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are measured at the present value of the expenditures expected to be required to settle the obligation. Provisions are not recognised for future operating losses.

FINANCIAL GUARANTEE CONTRACTS

A financial guarantee contract is a contract that requires Tauranga City Council to make specified payments to reimburse the holder for a loss it incurs because a specified debtor fails to meet a payment when due.

Financial guarantee contracts are initially recognised at fair value. If a financial guarantee contract was issued in a stand-alone arm's length transaction to an unrelated party, its fair value at inception is equal to the consideration received. When no consideration is received a provision is recognised based on the probability Tauranga City Council will be required to reimburse a holder for a loss incurred discounted to present value. The portion of the guarantee that remains unrecognised, prior to discounting to fair value, is disclosed as a contingent liability.

If the fair value of a financial guarantee cannot be reliably determined, a liability is recognised at the amount of the loss allowance determined in accordance with the ECL model.

Financial guarantees are subsequently measured at the higher of:

- the amount determined in accordance with the ECL model; and
- the amount initially recognised less, when appropriate, cumulative amortisation as revenue.

However, if Tauranga City Council assesses that it is probable that expenditure will be required to settle a guarantee, then a provision for the guarantee is measured at the present value of the future expenditure.

Tauranga City Council initially recognises financial guarantees on behalf of its subsidiaries at fair value in the statement of financial position, as a liability and as an increase to the value of the investment in the subsidiary.

PROVISION FOR LEAKY BUILDINGS CLAIMS UNDER THE FINANCIAL ASSISTANCE PACKAGE

Tauranga City Council is part of the Governments Financial Assistance package which provides that Local Authorities may provide 25% of the repair costs.

EQUITY

Equity is the community's interest in Tauranga City Council as measured by the value of total assets less total liabilities. Equity is segregated and classified into a number of reserves to enable clearer identification of the specified uses Tauranga City Council makes of its accumulated surpluses.

These components of equity include:

Retained Earnings

Retained Earnings are the cumulative surplus of revenue over expenditure that has been retained in the entity which have not been allocated to another reserve.

Restricted and Council Created Reserves

Retained Earnings are the cumulative surplus of revenue over expenditure that has been retained in the entity which have not been allocated to another reserve a particular use for which various parts of equity have been assigned. Reserves may be legally restricted or created by Tauranga City Council.

Restricted Reserves

These are reserves subject to specific conditions accepted as binding by Tauranga City Council and which may not be revised by Tauranga City Council without reference to the courts or a third party. Restricted reserves may be legally restricted. Transfers from these reserves may be made only for certain specified purposes or if certain specified conditions are met.

Council Created Reserves

These are part of the accumulated balance and are established at the will of Tauranga City Council. Tauranga City Council may alter them without reference to any third party or the courts. Transfers to and from these reserves are at the discretion of Tauranga City Council.

Asset Revaluation Reserve

This reserve relates to the revaluation of property, plant and equipment to fair value through other comprehensive revenue and expense. This comprises the cumulative net change in the fair value of assets classified as fair value through other comprehensive revenue and expense.

Financials - Statement of Accounting Policies

Goods and Services Tax

All items in the prospective financial statements are stated exclusive of goods and services tax (GST), with the exception of trade and other receivables and creditors and other payables, which are presented on a GST inclusive basis. When GST is not recoverable as input tax, it is recognised as part of the related asset or expense.

The net amount of GST recoverable from, or payable to the Inland Revenue Department (IRD) is included as part of receivables or payables in the statement of financial position.

The net GST paid to, or received from the IRD, including GST relating to investing and financing activities, is classified as a net operating cash flow in the statement of cash flows.

Commitments and contingencies are disclosed exclusive of GST.

OVERHEAD ALLOCATION

Support services net costs have been charged to each significant activity. These overheads have been allocated by determining the most appropriate basis e.g. staff numbers, floor space used etc. applicable to the service provided to each significant activity.

CRITICAL ACCOUNTING ESTIMATES AND ASSUMPTIONS

In preparing these prospective financial statements Tauranga City Council has made estimates and assumptions concerning the future. These estimates and assumptions may differ from the subsequent actual results.

Estimates and assumptions are continually evaluated and are based on historical experience and other factors,

including expectations or future events that are believed to be reasonable under the circumstances. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

TE TUMU LAND

In respect of the land block referred to as Te Tumu which gave rise to a financial asset, it has been assumed that it will remain in TCC ownership for the duration of the 2024-2034 Long-term Plan.

LANDFILL CLOSURE COSTS (AFTERCARE LIABILITY)

As operator of the Cambridge Road and Te Maunga landfills, Tauranga City Council has a legal obligation to provide ongoing maintenance and monitoring services at the landfill sites after closure. A calculation of the future costs of this monitoring has been discounted and is recognised in the surplus or deficit and as a liability in the statement of financial position. Both landfill sites are closed.

EARTHQUAKE PRONE BUILDINGS

Earthquake prone buildings are a key challenge facing Councils and private property owners.

Tauranga City Council has undertaken a preliminary assessment to identify buildings that may be earthquake prone. Council will continue to assess its buildings for earthquake risk over the next financial year.

No impairment of buildings has currently been undertaken until more detailed assessments can be completed.

CLASSIFICATION OF PROPERTY

Tauranga City Council owns a number of properties

held to provide housing to pensioners. The receipt of market based rental from these properties is incidental to holding them. The properties are held for service delivery objectives as part of the Council's social housing policy. The properties are accounted for as property, plant and equipment.

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.

Financials - Funding Impact Statement

TAURANGA CITY COUNCIL: 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	219,469	248,727	278,286	302,777	322,202	360,774	389,947	434,183	453,471	481,752
Targeted Rates	116,198	113,762	123,870	138,663	155,489	182,883	207,389	218,059	225,983	256,853	286,751
Subsidies and Grants for Operating Purposes	36,585	59,503	85,443	72,341	24,646	24,664	18,705	19,098	19,499	19,909	20,395
Interest and dividends from investments *	4,878	4,930	5,899	6,003	6,166	6,324	6,760	7,097	7,264	7,445	7,581
Fees and Charges	61,425	68,180	74,297	80,505	88,733	92,247	94,882	98,483	102,624	105,898	112,524
Local Authorities Fuel Tax, Fines, Infringement Fees & Other Receipts	1,896	4,050	4,151	4,243	4,334	4,426	4,520	4,617	4,715	4,816	4,919
Total Operating Funding (A)	395,546	469,894	542,387	580,041	582,144	632,746	693,031	737,302	794,269	848,392	913,922
APPLICATIONS OF OPERATING FUNDING											
Payments to Staff & Suppliers	323,548	405,432	420,465	408,070	361,151	378,084	394,338	403,228	423,115	441,154	461,702
Finance Costs	43,513	63,084	69,116	80,106	87,228	93,430	99,683	102,592	106,338	111,583	116,529
Other Operating Funding applications	1,222	522	523	523	524	524	525	525	526	526	527
Total Applications of Operating Funding (B)	368,283	469,038	490,104	488,700	448,902	472,039	494,545	506,345	529,979	553,264	578,758
Surplus/(Deficit) of Operating Funding (A - B)	27,263	856	52,283	91,342	133,242	160,708	198,486	230,956	264,290	295,129	335,164
SOURCES OF CAPITAL FUNDING											
Subsidies and Grants for Capital Expenditure	78,973	100,633	148,507	136,199	162,123	140,430	82,967	67,795	71,230	44,077	47,888
Development and Financial Contributions	37,471	33,973	34,532	38,647	45,773	41,331	40,925	37,056	29,700	26,885	27,326
Increase/(Decrease) in Debt	195,585	176,987	167,496	186,557	189,184	249,037	207,722	210,001	210,748	282,422	325,593
Gross proceeds from the sale of assets	2,021	11,843	21,819	57,820	3,792	14,004	62,130	0	12,000	0	0
Lump Sum Contributions	7,083	18,731	12,443	3,420	15,672	3,721	0	0	0	22,290	22,504
Other dedicated capital funding	0	0	0	0	0	0	0	0	0	0	0
Total Sources of Capital Funding (C)	321,132	342,167	384,797	422,643	416,544	448,523	393,745	314,851	323,678	375,674	423,311

320 | 05 FINANCE

Financials - Funding Impact Statement

TAURANGA CITY COUNCIL: 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)
APPLICATION OF CAPITAL FUNDING											
Capital Expenditure:											
- to meet additional demand	86,399	147,181	171,423	176,158	177,357	191,464	143,047	134,332	170,667	222,455	237,604
- to improve level of service	219,484	192,788	185,988	189,328	240,309	230,412	155,030	156,559	141,983	217,982	251,507
- to replace existing assets	56,987	83,903	89,440	122,698	130,221	128,409	105,554	102,354	104,133	111,883	105,372
Increase/(Decrease) in Reserves	(14,475)	(80,849)	(9,771)	25,801	1,900	58,946	188,600	152,564	171,185	118,483	163,992
Increase/(Decrease) of Investments	0	0	0	0	0	0	0	0	0	0	0
Total Applications of Capital Funding (D)	348,395	343,023	437,080	513,985	549,786	609,231	592,231	545,808	587,968	670,803	758,475
Surplus/(Deficit) of Capital Funding (C - D)	(27,263)	(856)	(52,283)	(91,342)	(133,242)	(160,708)	(198,486)	(230,956)	(264,290)	(295,129)	(335,164)
Funding balance ((A-B)+(C-D))	0	0	0	0	0	0	0	0	0	0	0

Long-term Plan 2024-2034

Financials - Funding Impact Statement

RECONCILIATION OF 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)	290,762	333,230	372,596	416,948	458,266	505,085	568,164	608,006	660,165	710,324	768,503
General Rates Requirement	174,564	219,469	248,727	278,286	302,777	322,202	360,774	389,947	434,183	453,471	481,752
Targeted Rates	79,970	74,500	79,154	87,404	96,264	114,457	129,759	137,110	138,607	157,954	177,926
Targeted Rates for Water Supply	36,228	39,262	44,716	51,258	59,225	68,426	77,631	80,950	87,376	98,899	108,825
Total Rates Requirement per Prospective Statement of Comprehensive Revenue and Expense	290,762	333,230	372,596	416,948	458,266	505,085	568,164	608,006	660,165	710,324	768,503
Revenue from Funding Impact Statement (Whole of Council)	104,784	136,664	169,790	163,093	123,878	127,661	124,868	129,295	134,103	138,068	145,419
Revenue funding Capital Expenditure	86,056	119,364	160,949	139,619	177,795	144,151	82,967	67,795	71,230	66,367	70,393
Vested Assets	17,726	29,523	19,601	14,672	12,519	15,654	13,420	13,738	13,337	9,729	9,951
Development Contributions	37,471	33,973	34,532	38,647	45,773	41,331	40,925	37,056	29,700	26,885	27,326
Other Gains & Revaluation	1,436	(875)	(613)	(349)	(283)	(213)	(141)	934	1,012	1,094	2,178
Total Rates Requirement	290,762	333,230	372,596	416,948	458,266	505,085	568,164	608,006	660,165	710,324	768,503
Total Revenue per Prospective Statement of Comprehensive Revenue and Expense (includes Asset Development revenue)	538,236	651,879	756,856	772,630	817,948	833,669	830,203	856,825	909,548	952,467	1,023,769
Expenditure from Funding Impact Statement (Whole of Council)	368,283	468,538	489,604	488,199	448,403	471,538	494,046	505,845	529,479	552,763	578,258
Depreciation & Amortisation	80,034	104,656	116,842	125,845	136,860	147,831	172,684	195,078	207,737	218,223	230,839
Total Expenditure per Prospective Statement of Comprehensive Revenue and Expense	448,316	573,194	606,446	614,044	585,263	619,369	666,730	700,923	737,216	770,986	809,097
Total Capital Expenditure from Funding Impact Statement (Whole of Council)	362,870	412,029	425,032	430,363	544,094	536,280	341,501	393,244	404,783	552,320	594,483
Vested Assets	17,726	29,523	19,601	14,672	12,519	15,654	13,420	13,738	13,337	9,729	9,951
Total Capital Expenditure	380,596	441,552	444,633	445,035	556,612	551,934	354,921	406,982	418,120	562,049	604,433

Financials - Funding Impact Statement

RATING INFORMATION

The Funding Impact Statement should be read in conjunction with the 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 stormwater 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, charged on every separately used or inhabited part

of a rating unit, 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 is charged on every separately used or inhabited part of a rating unit.
- 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 Industrial ratepayers will have a higher general rate in the dollar than commercial ratepayers who 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.

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	0.00237022	129,947
General Rate (commercial)	All commercial property	Capital Value	0.00497745	28,572
General Rate (Industrial)	All Industrial property	Capital Value	0.00616256	42,953
Uniform Annual General Charge	All rateable property	Fixed amount per SUIP*	298.00	17,996
City Wide Targeted Rates				
Economic Development	Commercial and Industrial	Capital Value	0.00035791	4,540
Stormwater (Residential)	All residential property	Capital Value	0.00000665	365
Stormwater (Commercial and Industrial)	All Commercial and Industrial property	Capital Value	0.00001064	135
Resilience (Residential)	All residential property	Capital Value	0.00001472	807
Resilience (Commercial and Industrial)	All Commercial and Industrial property	Capital Value	0.00002356	299
Urban Growth	All rateable property in catchment area	Fixed amount per rating unit per catchment area	Full benefit \$107.39, Wide benefit \$71.59, Rest of city \$35.80	2,372
Service Targeted Rates				
Waste Collection Low	Residential Serviced	Fixed amount per SUIP*	210.00	752
Waste Collection Standard	Residential Serviced	Fixed amount per SUIP*	245.00	11,627
Waste Collection High	Residential Serviced	Fixed amount per SUIP*	350.00	484
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	719.12	47,493
Wastewater	Serviceable	Fixed amount per SUIP*	359.56	593
Water (metered)	Connected/Supply	Fixed amount per m3 of water supplied	3.54	39,236
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	26
Pool Inspection	Rateable unit with pool inspection	Fixed amount	107.00	268
Level of Service Targeted Rates				
Tauranga Mainstreet	Commercial/Industrial in catchment area	Capital Value	0.00038877	387
Mount Mainstreet	Commercial/Industrial in catchment area	Capital Value	0.00060547	198
Greerton Mainstreet	Commercial/Industrial in catchment area	Capital Value	0.00152185	156
Pāpāmoa Mainstreet	Commercial/Industrial in catchment area	Capital Value	0.00034148	66
The Lakes	All rateable in catchment area	Fixed amount	105.26	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)				293,968
Total Revenue Requirement (including metered water)				333,230

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

The projected number of rating units is 63,998 with a total land value of \$51,473 Million and a total capital value of \$85,329 Million (valued as at 1 May 2023)

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. (*Industrial is production, storage, processing or manufacturing*).

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. (*Commercial is professional services or an intermediary for selling a product*).

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*

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

principal unit is required to be provided; then the rating unit will be treated as having only one SUIP.

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 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, Support Services, Sustainability and Waste and Transportation.

For the 2024/25 year this rate will be:

Category	Factor	Rate/\$ capital value
Residential	1	0.00237022
Commercial	2.1	0.00497745
Industrial	2.6	0.00616256

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 2021.

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 \$298.00 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 and industrial 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 \$0.00035791 per dollar based on the rateable capital value of all rateable land with a category "Commercial and Industrial" within the City boundary.

4. STORMWATER

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 infrastructure investments.

From the 2024/25 year this rate will be:

Category	Factor	Rate/\$ capital value
Residential	1	0.00000665
Commercial and Industrial	1.6	0.00001064

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	0.00001472
Commercial and Industrial	1.6	0.00002356

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) :

- \$107.39 on every rateable rating unit within full area of benefit (see map)
- \$71.59 on every rateable rating unit within wide area of benefit (see map)
- \$35.80 on every rateable rating unit in the City outside of the areas of full benefit or wide benefit (see map).

7. WASTE COLLECTION SERVICE (GLASS, FOOD,

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



Full area of benefit

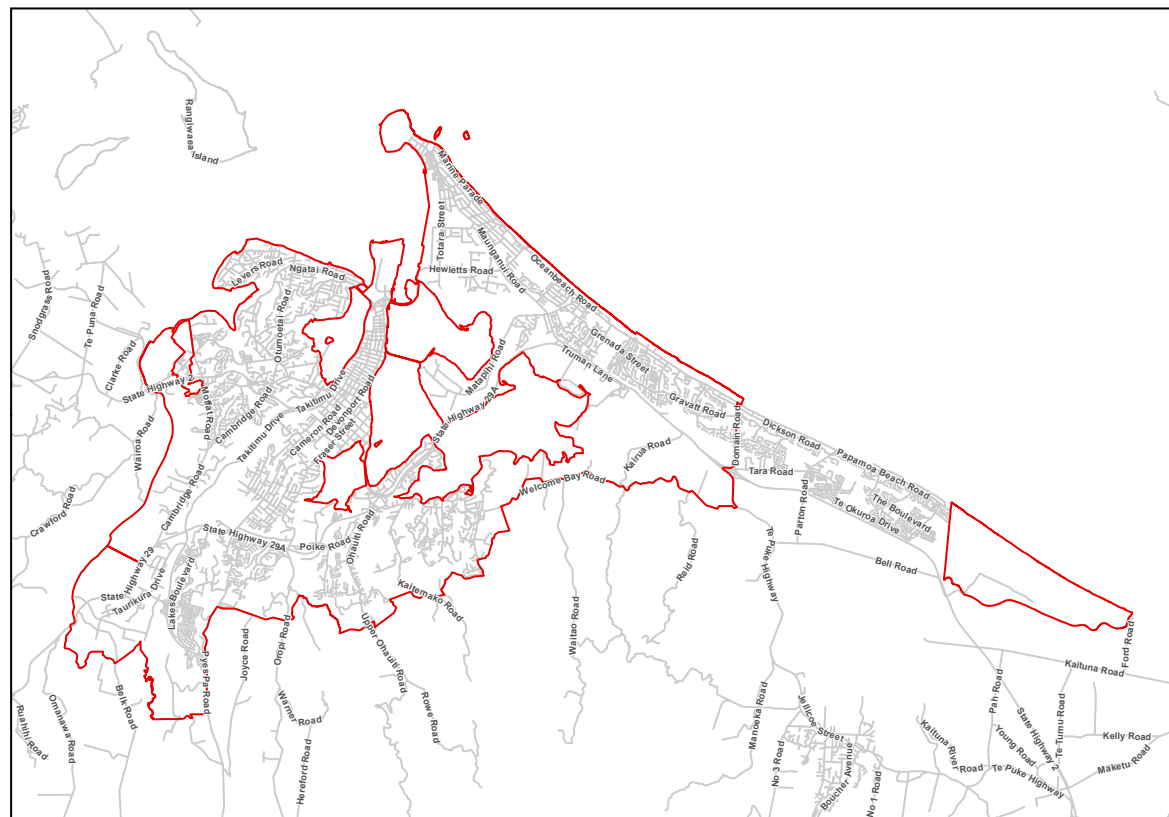
What this means for rates - Funding Impact Statement (Rating)



Wider area of benefit

328 | 05 FINANCE

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



Remaining areas of the city

Long-term Plan 2024-2034

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

RECYCLING AND WASTE)

Targeted rates set under section 16 of the Local Government (Rating) Act 2002 on all rating units 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, these rates are as follows (the rate that applies will depend on the service selected by ratepayers).

Service	Bins per separately used or inhabited part	Fixed Rate
Waste Collection Standard	Glass (45L), Food (23L), Rubbish (140L), Recycle (240L)	\$245.00
Waste Collection Low	Glass (45L), Food (23L), Rubbish (80L), Recycle (140L)	\$210.00
Waste Collection High	Glass (45L), Food (23L), Rubbish 240L, Recycle (240L)	\$350.00

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	Fixed Rate
4 weekly	\$80.00
2 weekly	\$110.00

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

- \$719.12 per water closet or urinal on every connected rating unit within the city boundary.
- \$359.56 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:

- \$3.54 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)	Fixed Rate
20	\$38.48
25	\$72.80
32	\$72.80
40	\$300.56
50	\$594.88
80	\$1,188.72
100	\$1,463.28
150	\$1,463.28
200	\$1,463.28
250	\$1,463.28

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 is set as a fixed amount of

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

\$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.

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

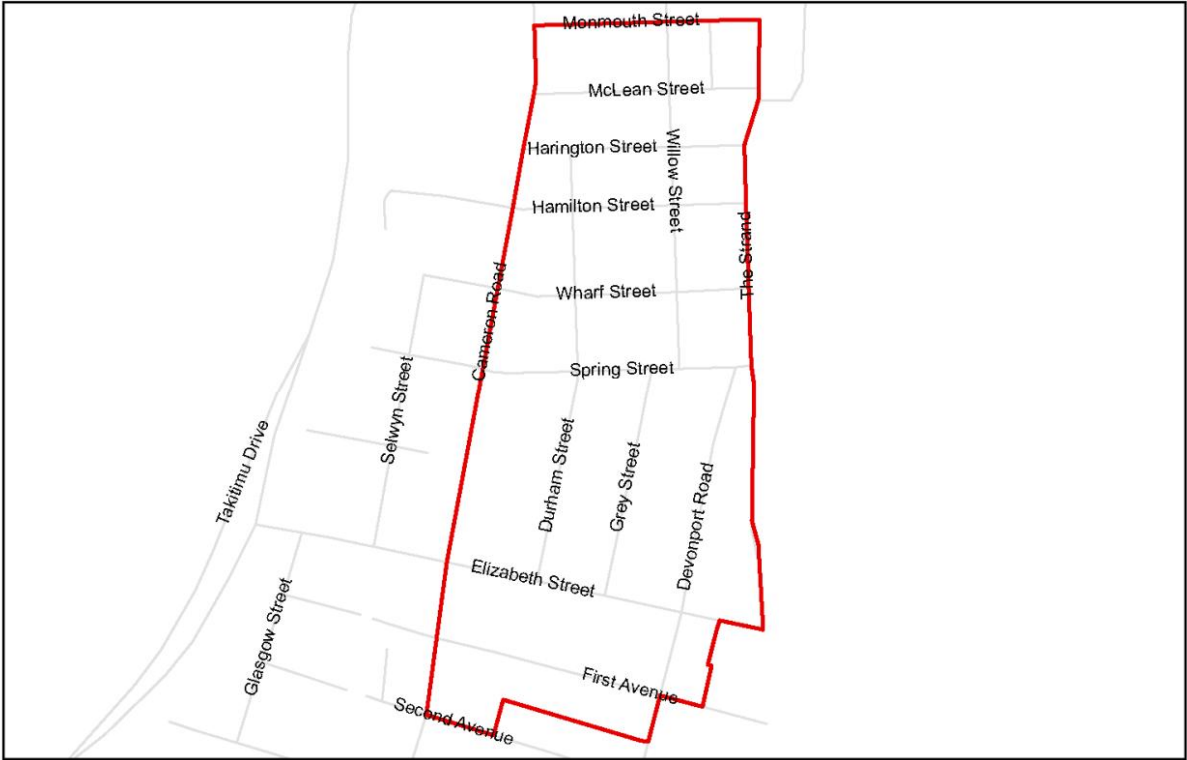
1. \$0.00038877 per dollar based on the rateable capital value of all rateable land for “Commercial and Industrial” rating units within the Tauranga Mainstreet (CBD) area (see map).
2. \$0.00060547 per dollar based on the rateable

capital value of all rateable land for “Commercial and Industrial” rating units within the Mount Maunganui Mainstreet area (see map).

3. \$0.00152185 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. \$0.00034148 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).

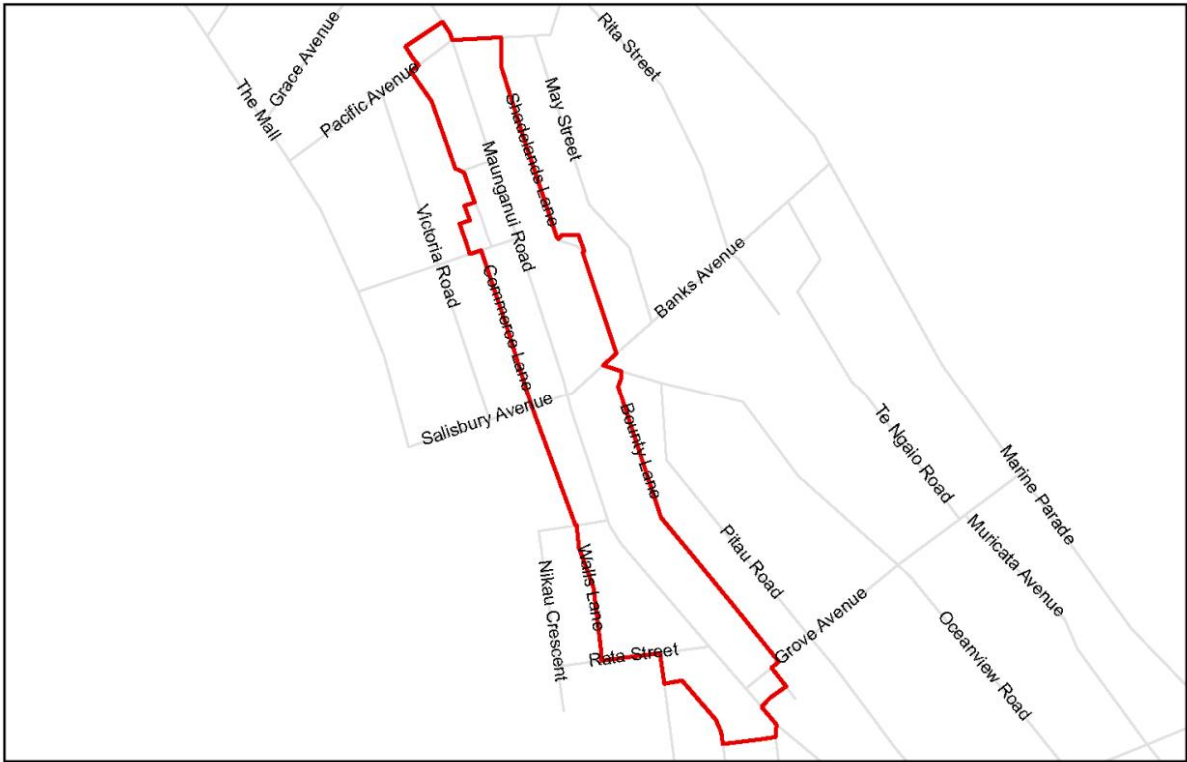
* within the area means rating units on the inside of the road defining the boundary on the map.

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



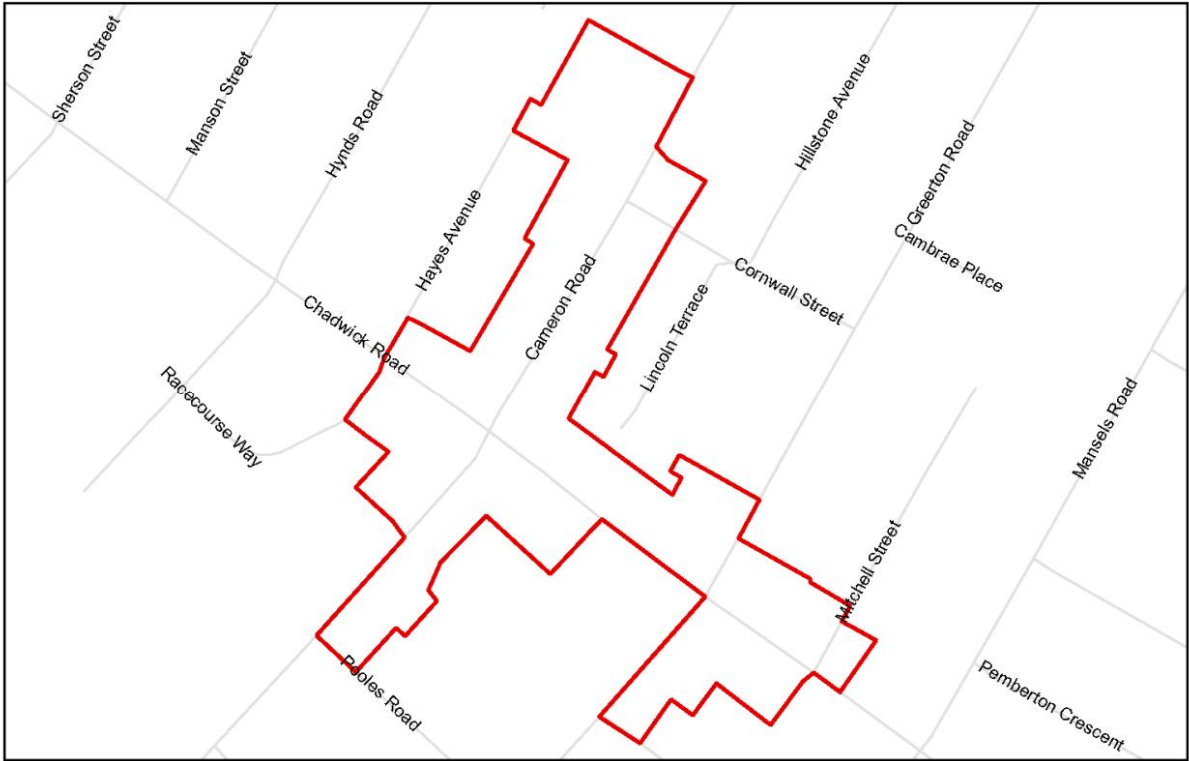
Tauranga Mainstreet Area

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



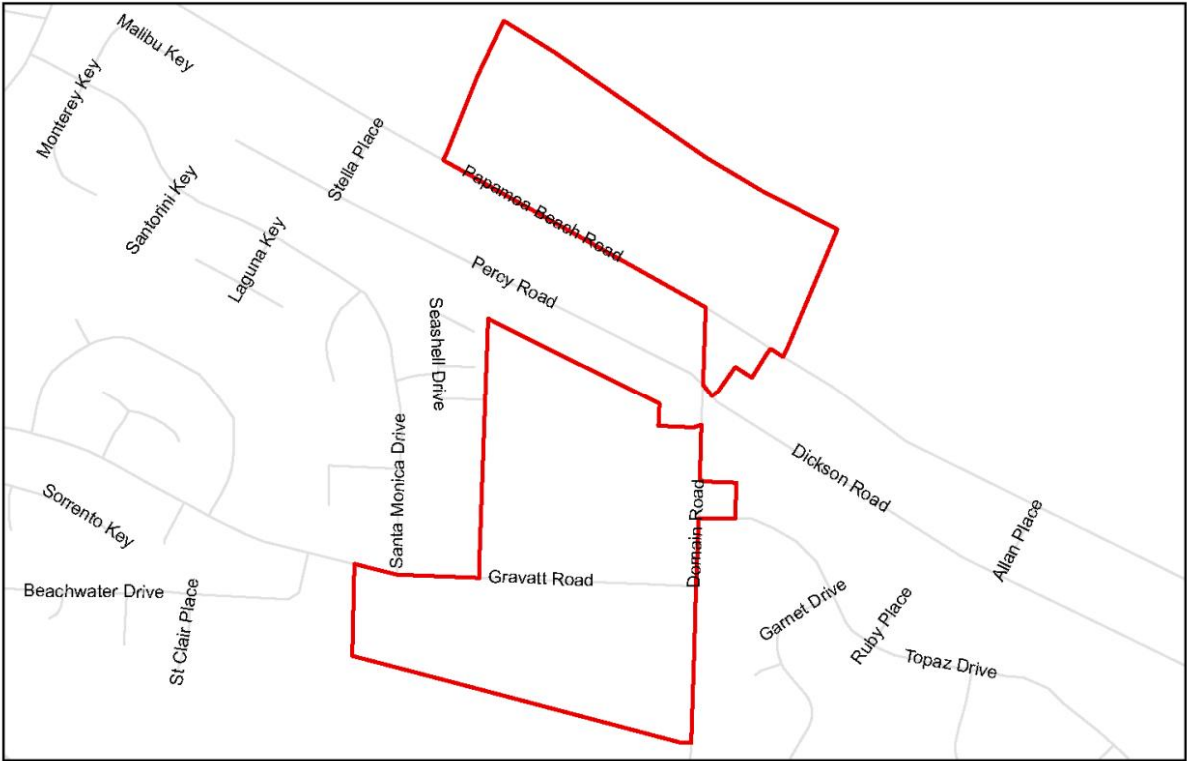
Mt Maunganui Mainstreet Area

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



Greerton Mainstreet Area

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



Papamoa Mainstreet Area

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, Coast Pāpāmoa and Excelsa subdivisions for purposes of providing costs of:

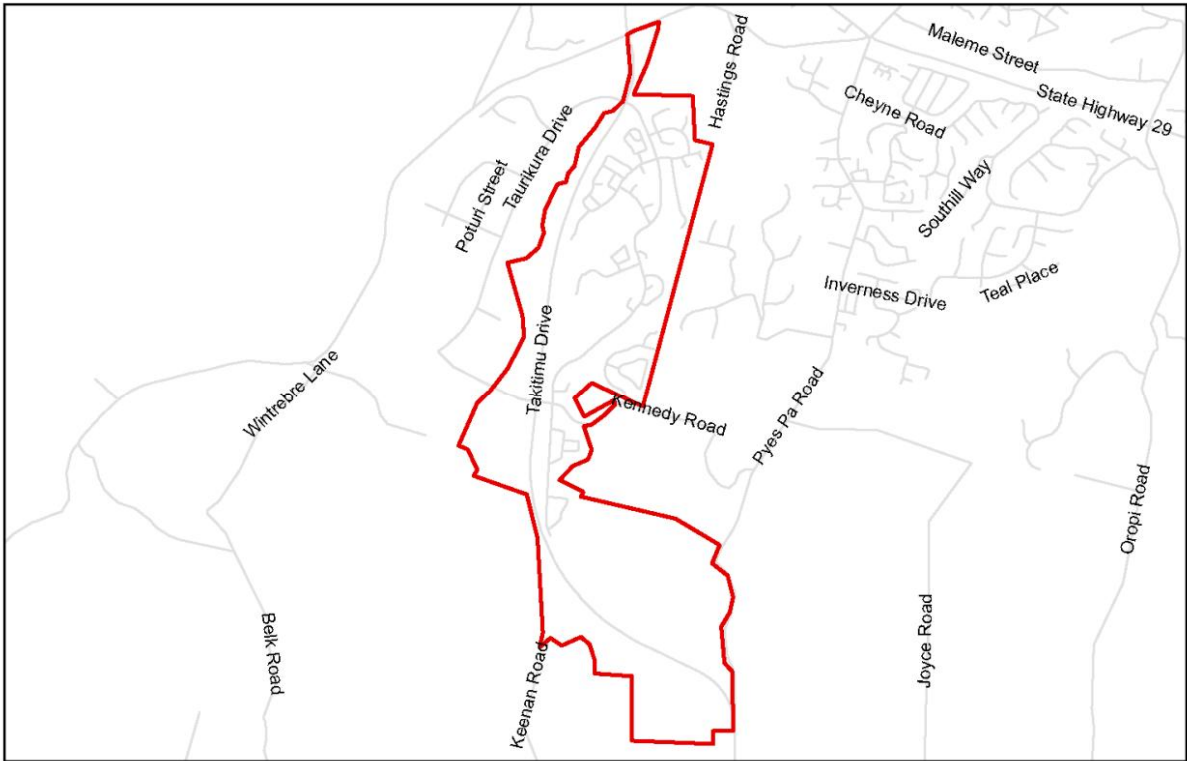
- Additional level of service provided in relation to maintenance and renewal of street gardens (Lakes, Excelsa), paths (Lakes, Coast), trees (Lakes, Coast, and Excelsa), lighting (Excelsa) and pond maintenance (Lakes).

For the 2024/25 year these rates (to two decimal places) will be:

1. \$105.26 on every rateable rating unit within the Lakes Subdivision (see map).
2. \$36.00 on every rateable rating unit within the Coast Pāpāmoa Subdivision (see map)
3. \$53.07 on every rateable rating unit within the Excelsa Subdivision (see map).

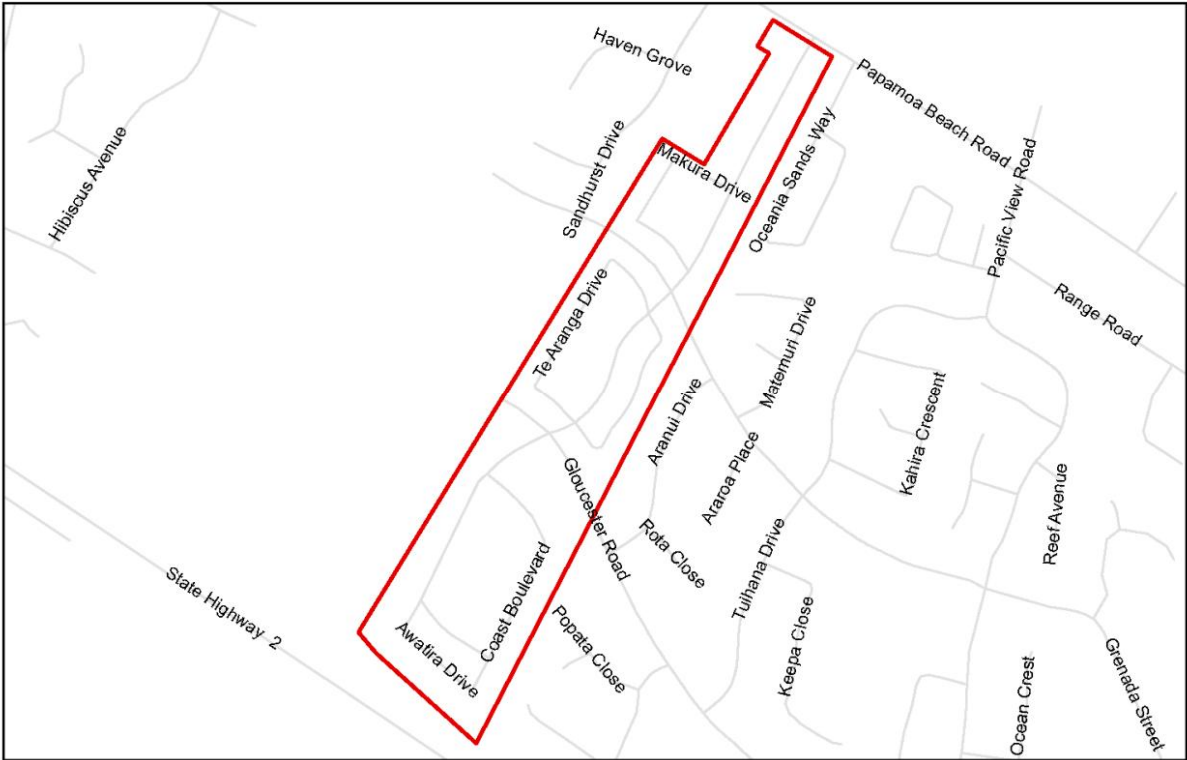
* within the area means rating units on the inside of the road defining the boundary on the map.

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



The Lakes Subdivision Area

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



Coast Pāpāmoa Subdivision Area

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



Excelsa Subdivision Area

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 2023	Capital Value 2021	Urban Growth	Waste water	Waste (kerbside)	Resilience	Storm-water	UAGC	General rates	2024/2025 proposed	2023/2024 rates	Increase %	Increase \$/pw	Transportation IFF Levy Increase %	Transportation IFF Levy Increase \$/pw
Residential															
Low Residential (1%)	\$360,000	\$385,000	\$36	\$719	\$245	\$5	\$2	\$298	\$853	\$2,159	\$1,997	8.1%	\$3.12	1.5%	\$0.56
Lower Quartile (25%)	\$715,000	\$785,000	\$36	\$719	\$245	\$11	\$5	\$298	\$1,695	\$3,008	\$2,844	5.7%	\$3.14	2.0%	\$1.11
Median (50%)	\$885,000	\$980,000	\$36	\$719	\$245	\$13	\$6	\$298	\$2,098	\$3,414	\$3,258	4.8%	\$3.01	2.2%	\$1.38
Upper Quartile (75%)	\$1,120,000	\$1,220,000	\$36	\$719	\$245	\$16	\$7	\$298	\$2,655	\$3,977	\$3,766	5.6%	\$4.04	2.4%	\$1.74
High residential (99%)	\$3,910,000	\$3,930,000	\$36	\$719	\$245	\$58	\$26	\$298	\$9,268	\$10,649	\$9,510	12.0%	\$21.90	3.3%	\$6.09
	Capital Value 2023	Capital Value	Urban growth	Waste water	Economic Development	Resilience	Storm-water	UAGC	General rates	2024/2025 proposed	2023/2024 rates	Increase %	Increase \$/pw	Transportation IFF Levy Increase %	Transportation IFF Levy Increase \$/pw
Commercial															
Lower Quartile (25%)	\$1,070,000	\$1,052,500	\$36	\$1,438	\$383	\$25	\$11	\$298	\$5,326	\$7,517	\$6,801	10.5%	\$13.78	5.4%	\$7.02
Median (50%)	\$2,065,000	\$2,030,000	\$36	\$1,438	\$739	\$49	\$22	\$298	\$10,278	\$12,860	\$11,615	10.7%	\$23.94	6.1%	\$13.54
Upper Quartile (75%)	\$3,607,500	\$3,580,000	\$36	\$1,438	\$1,291	\$85	\$38	\$298	\$17,956	\$21,143	\$19,249	9.8%	\$36.41	6.4%	\$23.66
High commercial (99%)	\$85,555,000	\$78,230,830	\$36	\$1,438	\$30,621	\$2,016	\$911	\$298	\$425,846	\$461,165	\$386,920	19.2%	\$1,427.79	7.5%	\$561.01
	Capital Value 2023	Capital Value	Urban growth	Waste water	Economic Development	Resilience	Flood control	UAGC	General rates	2024/2025 proposed	2023/2024 rates	Increase %	Increase \$/pw	Transportation IFF Levy Increase %	Transportation IFF Levy Increase \$/pw
Industrial															
Lower Quartile (25%)	\$800,000	\$715,000	\$36	\$1,438	\$286	\$19	\$9	\$298	\$4,930	\$7,016	\$5,139	36.5%	\$36.10	5.3%	\$5.25
Median (50%)	\$1,580,000	\$1,460,000	\$36	\$1,438	\$565	\$37	\$17	\$298	\$9,737	\$12,128	\$8,808	37.7%	\$63.85	6.1%	\$10.36
Upper Quartile (75%)	\$3,230,000	\$3,140,000	\$36	\$1,438	\$1,156	\$76	\$34	\$298	\$19,905	\$22,944	\$17,082	34.3%	\$112.72	6.4%	\$21.18
High commercial (99%)	\$34,070,000	\$30,853,000	\$36	\$1,438	\$12,194	\$803	\$363	\$298	\$209,959	\$225,090	\$153,574	46.6%	\$1,375.29	7.6%	\$223.41

The 2024/2025 rates are calculated using the new revaluation values from 1 May 2023.

The comparison rates from 2023/2204 are calculated using the old values from 1 July 2021.

The new Transportation Infrastructure Funding and Financing levy, replacing the previous transportation targeted rate, will be included on your rates bill from 1 July 2024. The levy is not a rate however it functions in a similar way, including setting penalties on late payment, and collection powers. The levy is collected by council on behalf of a special purpose vehicle company set up to provide the external funding for specific transportation projects. Your investment in these projects will help build a transportation network that will benefit your community.

340 | 05 FINANCE

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	\$105.26	\$102.75	2.4%	\$0.05
Coast (Pāpāmoa)	\$36.00	\$35.01	2.8%	\$0.02
Excelsa (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 2023	Average Capital Value 2021	2024/2025 proposed	2023/2024 rates	Increase %	Increase \$/pw
Tauranga	\$4,827,000	\$4,203,000	\$1,877	\$1,872	0.2%	\$0.08
Mount	\$3,437,000	\$3,958,000	\$2,081	\$1,981	5.1%	\$1.92
Greerton	\$2,154,000	\$2,062,000	\$3,278	\$3,128	4.8%	\$2.88
Pāpāmoa	\$3,832,000	\$3,957,000	\$1,309	\$1,173	11.5%	\$2.60

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	2022/2023 rates	Increase	Increase \$/pw
Base charge (connection size)				
20	\$38	\$37	4.0%	\$0.03
25	\$73	\$70	4.0%	\$0.05
32	\$73	\$70	4.0%	\$0.05
40	\$301	\$289	4.0%	\$0.22
50	\$595	\$572	4.0%	\$0.44
80	\$1,189	\$1,143	4.0%	\$0.88
100	\$1,463	\$1,407	4.0%	\$1.08
150	\$1,463	\$1,407	4.0%	\$1.08
200	\$1,463	\$1,407	4.0%	\$1.08
250	\$1,463	\$1,407	4.0%	\$1.08

Long-term Plan 2024-2034

Financials - Reserves

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES AND TRUST FUNDS (INCLUDING INFLATION)			
	Description of Reserve	Activities to which the reserve relates	Total Balance (\$000)
Endowment Land Fund			
Opening Balance 2023/2024	Proceeds received from the sale of endowment land in Devonport Road.	Support Services	(72)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(35)
Closing Balance 2024/2034			(107)
EV Flower Family Trust			
Opening Balance 2023/2024	For city museum maintenance of aviary.	Support Services	(24)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(12)
Closing Balance 2024/2034			(35)
Landscape Impact Fee			
Opening Balance 2023/2024	To develop street planting - funds from impact fee in industrial areas.	Support Services	(135)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(66)
Closing Balance 2024/2034			(201)
Museum Collection Reserve			
Opening Balance 2023/2024	For the provision & development of the museum collection.	Support Services	(205)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(100)
Closing Balance 2024/2034			(305)
Parking Fees Reserve (JOG)			
Opening Balance 2023/2024	Funds for parking management and Joint Officials Group (JOG).	Support Services	(3)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(1)
Closing Balance 2024/2034			(4)
Parking Impact Fee			
Opening Balance 2023/2024	The City Plan imposes an impact fee on development related to Parking.	Support Services	(811)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(396)
Closing Balance 2024/2034			(1,207)

342 | 05 FINANCE

Financials - Reserves

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES AND TRUST FUNDS (INCLUDING INFLATION)			
	Description of Reserve	Activities to which the reserve relates	Total Balance (\$000)
Roading Land Purchase Reserve			
Opening Balance 2023/2024	For roading land purchases (funded by roading land sales).	Support Services	(1,783)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(869)
Closing Balance 2024/2034			(2,652)
Strategic Fundraising Reserve			
Opening Balance 2023/2024	Revenue from external parties for projects.	Support Services	(1)
Transfers In 2024/2034			0
Transfers Out 2024/2034			0
Closing Balance 2024/2034			(1)
Strategic Roding Network Reserve			
Opening Balance 2023/2024	Roading fund for strategic roading network and sub-regional transportation.	Support Services	(8)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(4)
Closing Balance 2024/2034			(11)
TDC Eden Family Trust			
Opening Balance 2023/2024	For city museum maintenance of the steam engine.	Support Services	(19)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(9)
Closing Balance 2024/2034			(28)
Water Future Land Purchase Reserve			
Opening Balance 2023/2024	To purchase additional land in water catchment areas when it becomes available.	Support Services	(180)
Transfers In 2024/2034			0
Transfers Out 2024/2034			(88)
Closing Balance 2024/2034			(267)
Total Closing Balance			(4,148)

Long-term Plan 2024-2034

Financials - Reserves

PROSPECTIVE STATEMENT OF OTHER COUNCIL CREATED RESERVES (INCLUDING INFLATION)												
	Description of Reserve*	2023/24 - 2033/34 Activity										Total Balance (\$000)
		Community Services (\$000)	Economic Development (\$000)	Emergency Management (\$000)	Spaces and Places (\$000)	Stormwater (\$000)	Support Services (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	Sustainability and Waste (\$000)	
Airport Tourism Contestable Reserve												
Opening Balance 2023/2024	Funding for toursim linked projects.	0	(952)				0					(952)
Transfers In 2024/2034		0	(20,000)				0					(20,000)
Transfers Out 2024/2034		12,237	(263)				763					12,737
Closing Balance		12,237	(21,215)	0	0	0	763	0	0	0	0	(8,215)
Asset Realisation Reserve Assoc Debt												
Opening Balance 2023/2024	Offsets gross proceeds from asset realisation		0				0					0
Transfers In 2024/2034			0				0					0
Transfers Out 2024/2034			(15,600)				30,793					15,193
Closing Balance		0	(15,600)	0	0	0	30,793	0	0	0	0	15,193
Asset Realisation Reserve Gross Proceeds												
Opening Balance 2023/2024	Funds received from the divestment of assets	0			0	0	25,878					25,878
Transfers In 2024/2034		0			0	0	0					0
Transfers Out 2024/2034		15,292			7,969	(1,316)	(162,504)					(140,559)
Closing Balance		15,292	0	0	7,969	(1,316)	(136,626)	0	0	0	0	(114,681)
Better Off Funding Reserve												
Opening Balance 2023/2024	Funding received from central government to part fund future Council projects that demonstrate a benefit to the community.	0					108					108
Transfers In 2024/2034		0					(3,314)					(3,314)
Transfers Out 2024/2034		4,355					1,764					6,119
Closing Balance		4,355	0	0	0	0	(1,442)	0	0	0	0	2,913

344 | 05 FINANCE

Financials - Reserves

PROSPECTIVE STATEMENT OF OTHER COUNCIL CREATED RESERVES (INCLUDING INFLATION)												
	Description of Reserve*	2023/24 - 2033/34 Activity										Total Balance (\$000)
		Community Services (\$000)	Economic Development (\$000)	Emergency Management (\$000)	Spaces and Places (\$000)	Stormwater (\$000)	Support Services (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	Sustainability and Waste (\$000)	
Biosolids Reserve												
Opening Balance 2023/2024	Reserve to provide for biosolids maintenance.	(3,817)										(3,817)
Transfers In 2024/2034		(15,200)										(15,200)
Transfers Out 2024/2034		542										542
Closing Balance		0	0	0	0	0	0	0	(18,475)	0	0	(18,475)
Carpark Building TMOTP reserve												
Opening Balance 2023/2024	Funding of Te Manawataki o Te Papa	0			0		0	0				0
Transfers In 2024/2034		0			0		0	(18,200)				(18,200)
Transfers Out 2024/2034		2,692			4,310		1,191	(250)				7,942
Closing Balance		2,692	0	0	4,310	0	1,191	(18,450)	0	0	0	(10,258)
Community Facilities Targeted Rate Reserve												
Opening Balance 2023/2024	Targeted rates collected to fund the operating costs generated from capital investment in community amenities.	0			0		(4,048)					(4,048)
Transfers In 2024/2034		0			0		0					0
Transfers Out 2024/2034		1,205			2,682		(1,876)					2,011
Closing Balance		1,205	0	0	2,682	0	(5,925)	0	0	0	0	(2,037)
Elder Housing Sale Reserve												
Opening Balance 2023/2024	Sale of Elder Housing Assets.	(34,331)										(34,331)
Transfers In 2024/2034		20,000										20,000
Transfers Out 2024/2034		10,237										10,237
Closing Balance		(4,095)	0	0	0	0	0	0	0	0	0	(4,095)

Long-term Plan 2024-2034

Financials - Reserves

PROSPECTIVE STATEMENT OF OTHER COUNCIL CREATED RESERVES (INCLUDING INFLATION)												
	Description of Reserve*	2023/24 - 2033/34 Activity										Total Balance (\$'000)
		Community Services (\$'000)	Economic Development (\$'000)	Emergency Management (\$'000)	Spaces and Places (\$'000)	Stormwater (\$'000)	Support Services (\$'000)	Transportation (\$'000)	Wastewater (\$'000)	Water Supply (\$'000)	Sustainability and Waste (\$'000)	
Event Investment Fund												
Opening Balance 2023/2024	Funding of major events.	(601)										(601)
Transfers In 2024/2034		0										0
Transfers Out 2024/2034		0										0
Closing Balance		(601)	0	0	0	0	0	0	0	0	0	(601)
General Contingency Reserve												
Opening Balance 2023/2024	Miscellaneous expenditure for operational items not foreseen in annual plan.	(90)										(90)
Transfers In 2024/2034		0										0
Transfers Out 2024/2034		(772)										(772)
Closing Balance		0	0	0	0	0	(862)	0	0	0	0	(862)
Kerbside Targeted Rate Reserve												
Opening Balance 2023/2024	Targeted rates collected for kerbside collection.	(1,442)										(1,442)
Transfers In 2024/2034		(188,887)										(188,887)
Transfers Out 2024/2034		204,307										204,307
Closing Balance		0	0	0	0	0	0	0	0	0	13,978	13,978
Resilience Targeted Rate Reserve												
Opening Balance 2023/2024	Targeted rates collected to fund the operating costs generated from capital investment in infrastructure resilience.	0										(753)
Transfers In 2024/2034		0										(26,351)
Transfers Out 2024/2034		1,944										418
Closing Balance		0	0	1,944	418	3,006	(27,471)	5,469	3,383	12,131	0	(1,120)

346 | 05 FINANCE

Financials - Reserves

PROSPECTIVE STATEMENT OF OTHER COUNCIL CREATED RESERVES (INCLUDING INFLATION)												
	Description of Reserve*	2023/24 - 2033/34 Activity										Total Balance (\$000)
		Community Services (\$000)	Economic Development (\$000)	Emergency Management (\$000)	Spaces and Places (\$000)	Stormwater (\$000)	Support Services (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	Sustainability and Waste (\$000)	
Risk Management Reserve												
Opening Balance 2023/2024	For the purpose of managing Council's financial risk and to fund unforeseen events.	(5,360)										(5,360)
Transfers In 2024/2034		(10,000)										(10,000)
Transfers Out 2024/2034		(2,347)										(2,347)
Closing Balance		0	0	0	0	0	(17,707)	0	0	0	0	(17,707)
Stormwater Reactive Reserve												
Opening Balance 2023/2024	Levy collected for stormwater remedial works.	(13,255)										(13,255)
Transfers In 2024/2034		0										0
Transfers Out 2024/2034		26,511										26,511
Closing Balance		0	0	0	0	13,256	0	0	0	0	0	13,256
Tauranga Hockey Turf 1												
Opening Balance 2023/2024	For the purpose of replacing turf.	(100)										(100)
Transfers In 2024/2034		0										0
Transfers Out 2024/2034		(232)										(232)
Closing Balance		0	0	0	(332)	0	0	0	0	0	0	(332)
Tauranga Hockey Turf 2												
Opening Balance 2023/2024	For the purpose of replacing turf.	(512)										(512)
Transfers In 2024/2034		(36)										(36)
Transfers Out 2024/2034		268										268
Closing Balance		0	0	0	(280)	0	0	0	0	0	0	(280)

Long-term Plan 2024-2034

Financials - Reserves

PROSPECTIVE STATEMENT OF OTHER COUNCIL CREATED RESERVES (INCLUDING INFLATION)												
	Description of Reserve*	2023/24 - 2033/34 Activity										Total Balance (\$000)
		Community Services (\$000)	Economic Development (\$000)	Emergency Management (\$000)	Spaces and Places (\$000)	Stormwater (\$000)	Support Services (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	Sustainability and Waste (\$000)	
Tauranga Hockey Turf 3												
Opening Balance 2023/2024	For the purpose of replacing turf.	(202)										(202)
Transfers In 2024/2034		(378)										(378)
Transfers Out 2024/2034		716										716
Closing Balance		0	0	0	136	0	0	0	0	0	0	136
Transportation Targeted Rate Reserve												
Opening Balance 2023/2024	Targeted rates collected to fund the operating costs generated by capital investment in transportation assets.	(4,948)										(4,948)
Transfers In 2024/2034		0										0
Transfers Out 2024/2034		2,412										2,412
Closing Balance		0	0	0	0	0	0	(2,536)	0	0	0	(2,536)
Unfunded Liabilities Reserve												
Opening Balance 2023/2024	To retire debt incurred through unfunded expenditure.	21,657										21,657
Transfers In 2024/2034		(26,994)										(26,994)
Transfers Out 2024/2034		9,883										9,883
Closing Balance		0	0	0	0	0	4,546	0	0	0	0	4,546
Waste Levy Reserve												
Opening Balance 2023/2024	To receive funds from waste management levy for approved activity.	(2,924)										(2,924)
Transfers In 2024/2034		(15,239)										(15,239)
Transfers Out 2024/2034		16,362										16,362
Closing Balance		0	0	0	0	0	0	0	0	0	(1,801)	(1,801)

348 | 05 FINANCE

Financials - Reserves

PROSPECTIVE STATEMENT OF OTHER COUNCIL CREATED RESERVES (INCLUDING INFLATION)													
	Description of Reserve*	2023/24 - 2033/34 Activity										Total Balance (\$000)	
		Community Services (\$000)	Economic Development (\$000)	Emergency Management (\$000)	Spaces and Places (\$000)	Stormwater (\$000)	Support Services (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	Sustainability and Waste (\$000)		
Waste Resources Reserve													
Opening Balance 2023/2024	The purpose is to record the grant funding and costs relating to the Central Government Grant Funding.											2,931	2,931
Transfers In 2024/2034												0	0
Transfers Out 2024/2034												0	0
Closing Balance		0	0	0	0	0	0	0	0	0	2,931	2,931	
Wastewater Enhancement Reserve													
Opening Balance 2023/2024	For the purpose of mitigating the cultural and environmental affects of the wastewater scheme.	(745)										(745)	
Transfers In 2024/2034		0										0	
Transfers Out 2024/2034		(363)										(363)	
Closing Balance		0	0	0	0	0	0	0	(1,108)	0	0	(1,108)	
Weathertight Reserve													
Opening Balance 2023/2024	For the purpose of managing Council's future exposure to leaky home payments.	53,884										53,884	
Transfers In 2024/2034		(61,434)										(61,434)	
Transfers Out 2024/2034		30,837										30,837	
Closing Balance		0	0	0	0	0	23,287	0	0	0	0	23,287	
Total Closing Balance												(107,869)	

Long-term Plan 2024-2034

Financials - Reserves

Council funds capital expenditure for growth through development contributions. These costs are mostly funded by developers and people building new houses. We borrow to fund this work and repay loans as development occurs. In many cases, this recovery occurs over 20 – 30 years. As a result development contribution reserves remain in deficit until growth areas have been developed and houses built. – see the Development Contributions Policy on our website.

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS (INCLUDING INFLATION)							
	2023/24 - 2033/34 Activity						Total Balance (\$000)
	Community Services (\$000)	Spaces & Places (\$000)	Stormwater (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	
City Wide Development Contributions							
Building Impact Fees							
Opening Balance 2023/2024	1,817	(10,636)	(60)	1,276	20,051	191,111	203,559
Transfers In 2024/2034	0	(13,365)	0	(3,533)	(83,104)	(136,201)	(236,203)
Transfers Out 2024/2034	9,983	32,054	417	2,000	273,126	218,958	536,538
Closing Balance 2024/2034	11,800	8,053	357	(257)	210,073	273,868	503,894
Local Development Contributions							
Bethlehem							
Opening Balance 2023/2024		226	1,176	1,551	1,804	808	5,565
Transfers In 2024/2034		0	(606)	(710)	(1,671)	(131)	(3,118)
Transfers Out 2024/2034		114	1,261	2,004	1,095	398	4,872
Closing Balance 2024/2034		341	1,832	2,844	1,227	1,075	7,319
Bethlehem West							
Opening Balance 2023/2024		3,198	2,149	4,920	715	(144)	2,168
Transfers In 2024/2034		(465)	(1,149)	(1,021)	(894)	(118)	(3,647)
Transfers Out 2024/2034		1,881	9,872	(1,159)	638	5	11,237
Closing Balance 2024/2034		4,615	10,872	2,741	459	(258)	18,430
Kaitemako South							
Opening Balance 2023/2024					1		1
Transfers In 2024/2034					0		0
Transfers Out 2024/2034					0		0
Closing Balance 2024/2034					1		1

350 | 05 FINANCE

Financials - Reserves

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS (INCLUDING INFLATION)							
	2023/24 - 2033/34 Activity						Total Balance (\$000)
	Community Services (\$000)	Spaces & Places (\$000)	Stormwater (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	
Mount Maunganui Infill							
Opening Balance 2023/2024		(1)			2,482	(192)	2,288
Transfers In 2024/2034		0			0	0	0
Transfers Out 2024/2034		31			2,506	(94)	2,443
Closing Balance 2024/2034		30			4,988	(286)	4,731
Neewood							
Opening Balance 2023/2024					2		2
Transfers In 2024/2034					0		0
Transfers Out 2024/2034					1		1
Closing Balance 2024/2034					3		3
North West Bethlehem							
Opening Balance 2023/2024			0	0	0		0
Transfers In 2024/2034			0	0	0		0
Transfers Out 2024/2034			0	0	0		0
Closing Balance 2024/2034			0	0	0		0
Ohauti/Hollister Lane							
Opening Balance 2023/2024		842	308	(247)	412	2,106	3,421
Transfers In 2024/2034		0	(24)	(99)	(185)	(593)	(902)
Transfers Out 2024/2034		490	181	(38)	8,158	1,222	10,013
Closing Balance 2024/2034		1,332	465	(384)	8,384	2,735	12,532
Pāpāmoa							
Opening Balance 2023/2024		(386)	(3,452)	443	(289)	(313)	(3,998)
Transfers In 2024/2034		0	(4,499)	(2,406)	(981)	(267)	(8,153)
Transfers Out 2024/2034		(860)	5,426	3,061	(116)	(79)	7,432
Closing Balance 2024/2034		(1,246)	(2,526)	1,098	(1,385)	(660)	(4,719)

Long-term Plan 2024-2034

Financials - Reserves

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS (INCLUDING INFLATION)							
	2023/24 - 2033/34 Activity						Total Balance (\$000)
	Community Services (\$000)	Spaces & Places (\$000)	Stormwater (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	
Pāpāmoa East I (Wairakei)							
Opening Balance 2023/2024	0		(3,183)	(7,557)	(5,914)	(5,790)	(22,444)
Transfers In 2024/2034	0		(20,584)	(10,792)	(5,397)	(4,184)	(40,957)
Transfers Out 2024/2034	1,505		5,282	12,461	32,164	2,864	54,276
Closing Balance 2024/2034	1,505		(18,485)	(5,888)	20,854	(7,110)	(9,124)
Pāpāmoa East II (Wairakei)							
Opening Balance 2023/2024	0		1,499	19,701	6,472	(168)	27,504
Transfers In 2024/2034	0		0	(23,725)	0	0	(23,725)
Transfers Out 2024/2034	5,028		7,561	45,284	89,657	0	147,531
Closing Balance 2024/2034	5,028		9,060	41,260	96,129	(168)	151,309
Pukemapu							
Opening Balance 2023/2024					3		3
Transfers In 2024/2034					0		0
Transfers Out 2024/2034					2		2
Closing Balance 2024/2034					5		5
Pyes Pā							
Opening Balance 2023/2024	(51)		18	713	(420)	(78)	181
Transfers In 2024/2034	0		(187)	(192)	(746)	(76)	(240)
Transfers Out 2024/2034	(57)		16	429	(189)	(36)	163
Closing Balance 2024/2034	(108)		(154)	950	(1,355)	(191)	(857)
Pyes Pā West							
Opening Balance 2023/2024	2,323		19,729	15,105	(2,786)	1,874	36,245
Transfers In 2024/2034	(404)		(6,996)	(2,733)	(3,892)	(680)	(14,704)
Transfers Out 2024/2034	(137)		19,621	2,420	386	1,241	23,531
Closing Balance 2024/2034	1,782		32,354	14,793	(6,291)	2,435	45,072

352 | 05 FINANCE

Financials - Reserves

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS (INCLUDING INFLATION)							
	2023/24 - 2033/34 Activity						Total Balance (\$000)
	Community Services (\$000)	Spaces & Places (\$000)	Stormwater (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	
South Ohauti							
Opening Balance 2023/2024					3		3
Transfers In 2024/2034					0		0
Transfers Out 2024/2034					2		2
Closing Balance 2024/2034					5		5
South Pyes Pā							
Opening Balance 2023/2024			0	4,923	397	131	5,451
Transfers In 2024/2034			0	(863)	0	0	(216)
Transfers Out 2024/2034			0	2,839	231	76	3,147
Closing Balance 2024/2034			0	6,898	628	208	7,734
Southern Pipeline Reserve							
Opening Balance 2023/2024					69,111		69,111
Transfers In 2024/2034					0		0
Transfers Out 2024/2034					40,224		40,224
Closing Balance 2024/2034					109,335		109,335
Tauranga Infill							
Opening Balance 2023/2024		(200)	27	1,882	(1,010)	(587)	112
Transfers In 2024/2034		0	0	0	(9,353)	0	(9,353)
Transfers Out 2024/2034		(167)	16	1,095	(420)	8,792	9,315
Closing Balance 2024/2034		(367)	42	2,977	(10,783)	8,205	74

Long-term Plan 2024-2034

Financials - Reserves

PROSPECTIVE STATEMENT OF RESTRICTED RESERVES - DEVELOPMENT CONTRIBUTIONS (INCLUDING INFLATION)							
	2023/24 - 2033/34 Activity						Total Balance (\$000)
	Community Services (\$000)	Spaces & Places (\$000)	Stormwater (\$000)	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)	
Tauriko Business Estate							
Opening Balance 2023/2024	0	(1,658)	(16,010)	(2,575)	1,316	(18,926)	
Transfers In 2024/2034	0	(3,805)	(10,579)	(13,026)	(2,020)	(29,431)	
Transfers Out 2024/2034	0	323	1,893	(226)	1,004	2,995	
Closing Balance 2024/2034	0	(5,141)	(24,696)	(15,827)	300	(45,363)	
Tauriko West							
Opening Balance 2023/2024	1,190	(222)	(395)	4,656	3,668	8,897	
Transfers In 2024/2034	0	0	(7,519)	0	0	(7,519)	
Transfers Out 2024/2034	11,919	0	7,794	3,187	2,528	25,429	
Closing Balance 2024/2034	13,109	(222)	(120)	7,843	6,196	26,807	
Te Papa							
Opening Balance 2023/2024	0		9,250			9,250	
Transfers In 2024/2034	0		0			0	
Transfers Out 2024/2034	4,289		25,077			29,367	
Closing Balance 2024/2034	4,289		34,328			38,617	
Waitaha/Waikite							
Opening Balance 2023/2024	(21)	(162)	(813)	1,085	1,532	1,620	
Transfers In 2024/2034	0	(190)	(249)	(935)	(313)	(1,687)	
Transfers Out 2024/2034	(100)	236	(388)	656	901	1,304	
Closing Balance 2024/2034	(121)	(116)	(1,450)	806	2,120	1,238	
Total Closing Balance							867,043

Financials - Reserves

PROSPECTIVE STATEMENT OF COUNCIL CREATED RESERVES (DEPRECIATION RESERVES) (INCLUDING INFLATION)										
	City & Infrastructure Planning (\$000)	Community Services (\$000)	Community, People & Relationships (\$000)	Economic Development (\$000)	Emergency Management (\$000)	Regulatory & Compliance (\$000)	Spaces & Places (\$000)	Stormwater (\$000)	Support Services (\$000)	Sustainability & Waste (\$000)
Depreciation Reserve										
Opening Balance 2023/2024	(218)	(12,263)	314	(10,186)	1,398	(1,420)	(16,449)	(35,264)	4,026	(2,801)
Transfers In 2024/2034	(381)	(56,744)	(21)	(43,894)	(2,207)	(557)	(362,682)	(137,774)	(78,771)	(19,643)
Transfers Out 2024/2034	(208)	31,762	200	4,010	927	165	403,931	51,068	85,413	(1,007)
Closing Balance	(808)	(37,244)	493	(50,070)	118	(1,813)	24,800	(121,970)	10,668	(23,451)

	2020/21 – 2030/31 Activity		
	Transportation (\$000)	Wastewater (\$000)	Water Supply (\$000)
Depreciation Reserve			
Opening Balance 2023/2024	3,876	(38,078)	(35,087)
Transfers In 2024/2034	(321,495)	(250,266)	(191,209)
Transfers Out 2024/2034	256,152	351,770	226,958
Closing Balance	(61,466)	63,426	662

Financial Prudence

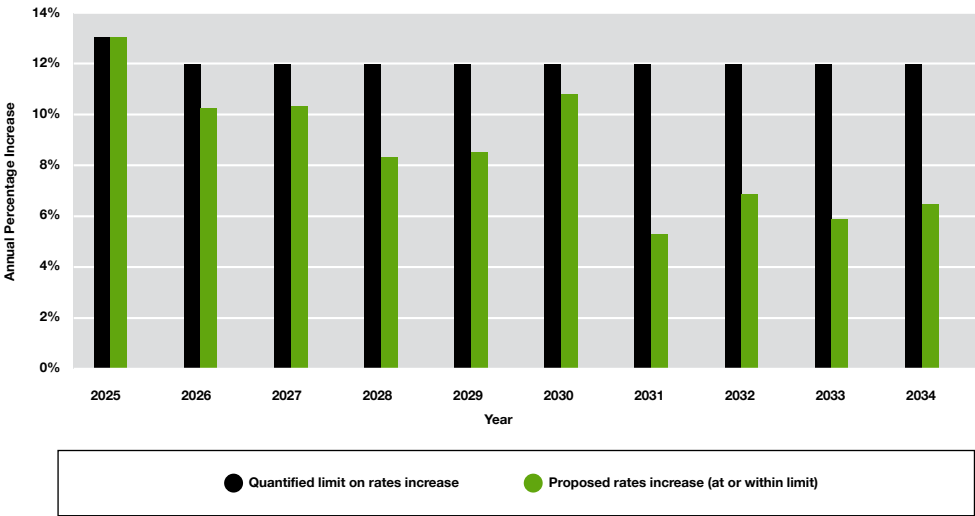
Under the Local Government Act 2002 Financial Reporting and Prudence Regulations 2014. All Councils are required to report performance against standardised benchmarks.

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.

Financial Prudence - Rates Increases Affordability Benchmark

Quantified Limit on Rates Increases

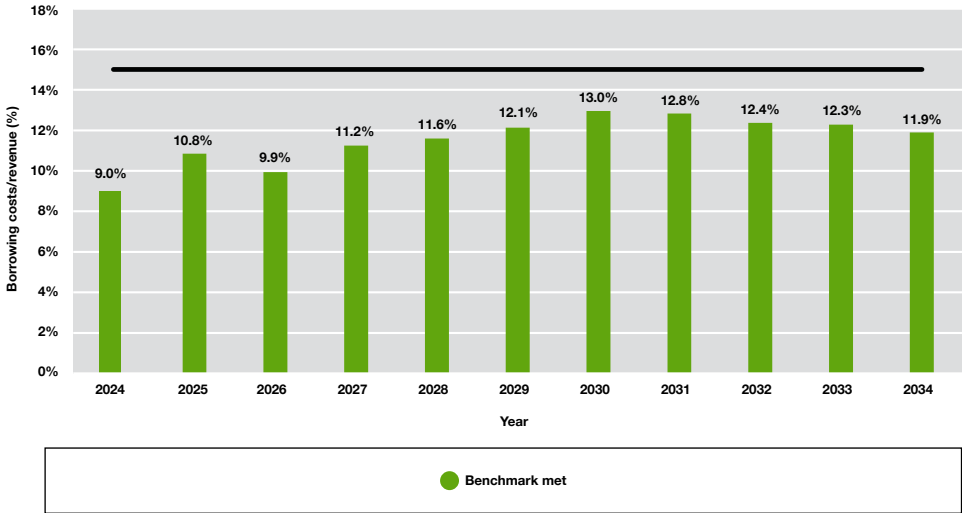
The following graph compares the councils planned rates increases with a quantified limit on rates increases contained in the financial strategy included in this long-term plan. The quantified limit is 13.1% in year 1 and 12% per annum thereafter, after allowing for the estimated percentage growth in the number of rateable properties in the city in the year to 30 June preceding the relevant rating year in question.



Financial Prudence - 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.

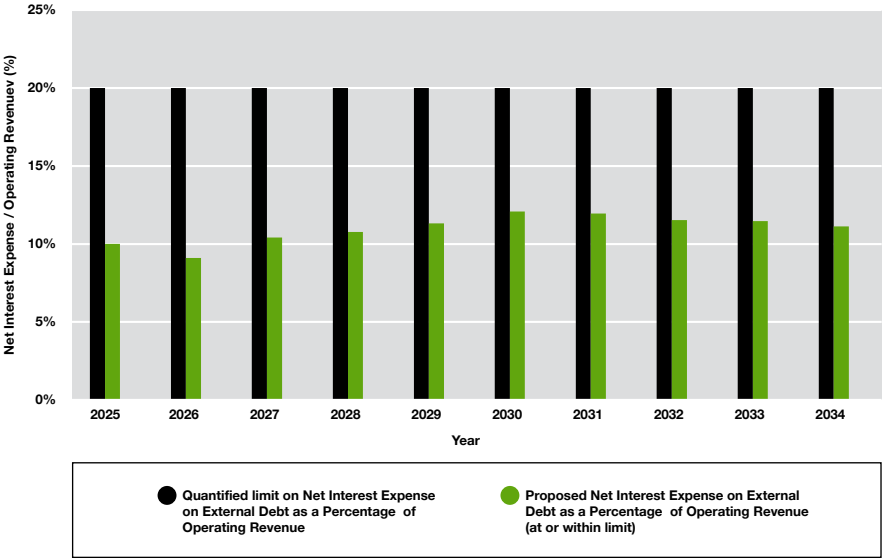
Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2024 and 2034.

Financial Prudence - 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%.

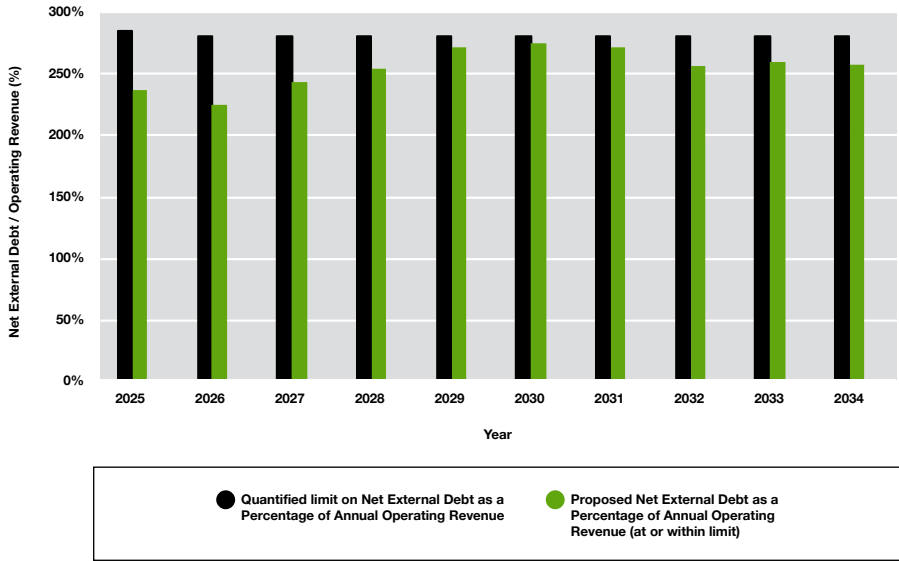


Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2025 and 2034.

Financial Prudence - Debt Affordability Benchmark

Net External Debt as a Percentage of Annual Operating Revenue

The following graph compares the council's planned borrowing with the third 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 280% thereafter.

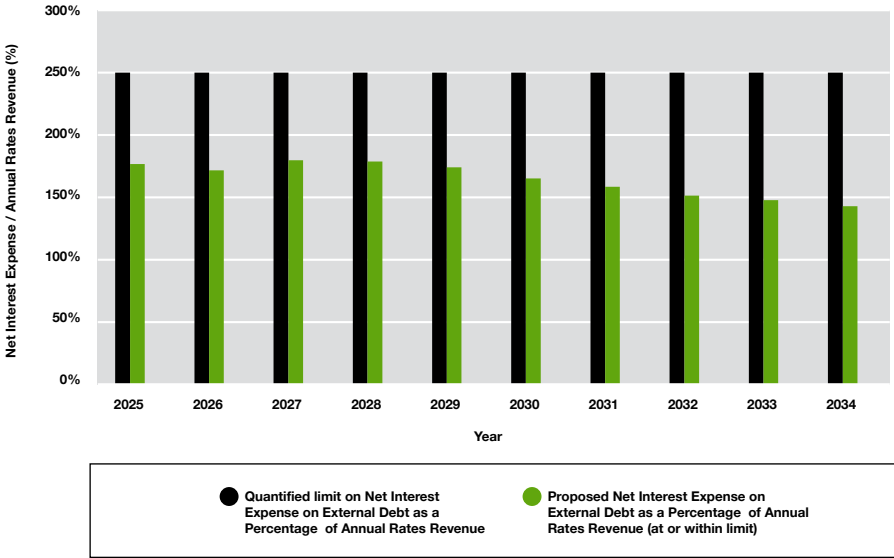


Income resulting from Infrastructure Funding and Financing (IFF) arrangements is included in this benchmark between 2025 and 2034.

Financial Prudence - Debt Affordability Benchmark

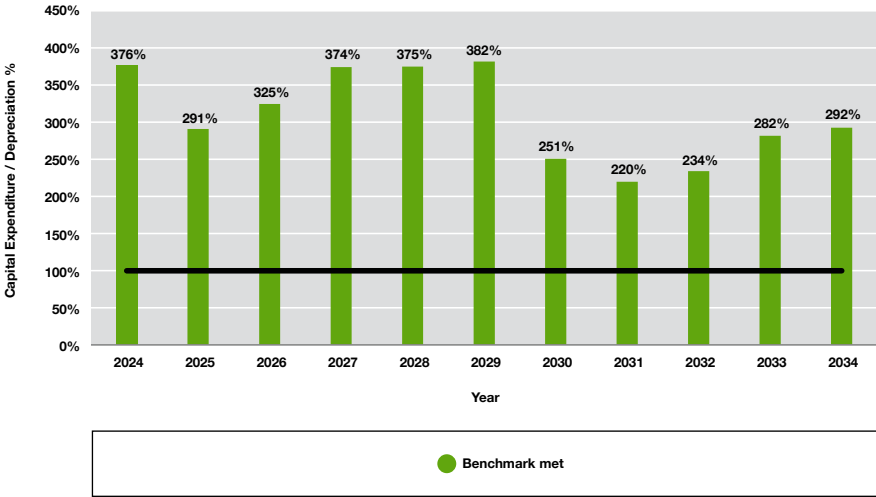
Net Interest Expense on External Debt as a Percentage of Annual Rates Revenue

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 interest expense (after interest rate risk management costs/benefits) on external debt as a percentage of annual rates revenue will not exceed 25%.



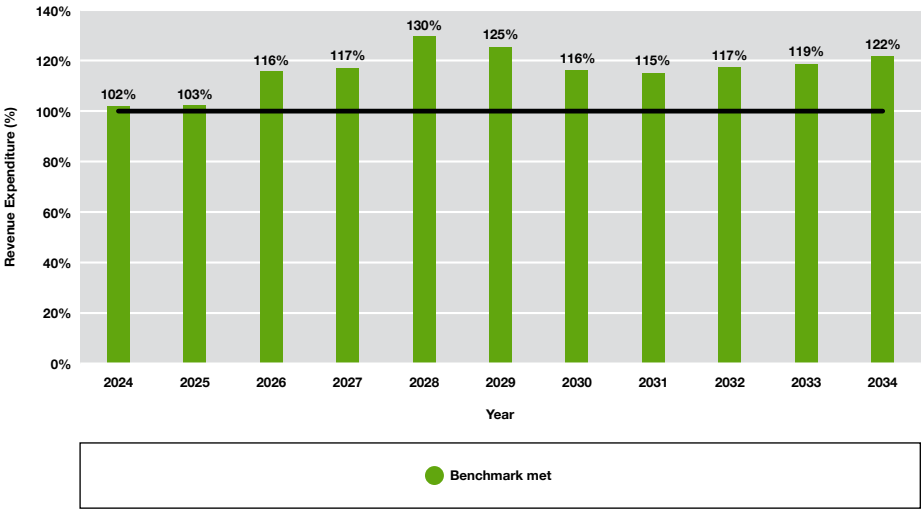
Financial Prudence - Essential Services Benchmark

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.



Financial Prudence - 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.

Financial Prudence - Calculations

CALCULATIONS

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Current Long-term Plan Rates Budget	290,762	333,230	372,596	416,835	457,980	504,904	567,983	607,861	660,218	710,451	768,641
Quantified Limit - Long-term Plan	303,761	333,230	378,217	422,897	473,107	520,723	574,076	645,796	691,138	750,668	807,782
Rates Increases Affordability											
Rates Revenue Budget	254,940	291,495	325,305	362,760	395,678	433,117	486,679	522,899	568,459	606,763	654,585
Water by Meter Revenue Budget	35,822	41,736	47,292	54,075	62,302	71,788	81,303	84,962	91,759	103,688	114,057
Rates Increase	8.6%	14.6%	11.8%	11.9%	9.9%	10.2%	12.5%	7.0%	8.6%	7.6%	8.2%
Rating limit/ CPI increase	12.0%	13.1%	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%	14.6%	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	469,894	542,387	580,041	582,144	632,746	693,031	737,302	794,269	848,392	913,922
Plus: Capital subsidy revenue	86,056	119,364	160,949	139,619	177,795	144,151	82,967	67,795	71,230	66,367	70,393
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	483,038	588,383	702,723	719,311	759,656	776,684	775,858	806,030	866,511	915,853	986,492
Operating Expenditure Budget	447,116	573,194	606,445	614,044	585,263	619,370	666,729	700,924	737,216	770,986	809,097
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	573,694	606,945	614,544	585,763	619,870	667,229	701,424	737,716	771,486	809,597
Revenue/Expenditure	107.7%	102.6%	115.8%	117.0%	129.6%	125.3%	116.3%	114.9%	117.5%	118.7%	121.8%
Essential Services Benchmark											
Capital Expenditure											
Storm Water	13,808	18,720	19,450	24,225	34,165	65,799	51,218	50,241	55,231	89,340	96,145
Waste Water	44,553	54,964	57,351	93,867	104,675	77,999	64,016	72,029	77,940	137,369	148,276

Long-term Plan 2024-2034

364 | 05 FINANCE

Financial Prudence - Calculations

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water Supply	19,433	41,529	59,767	71,765	53,788	71,762	52,728	56,305	53,621	96,877	103,144
Transportation	106,700	117,766	143,368	157,245	179,364	198,343	138,629	125,339	155,543	112,574	129,208
Capital Expenditure on Essential Services	184,494	232,979	279,937	347,101	371,991	413,903	306,590	303,914	342,336	436,160	476,773
Depreciation											
Storm Water	7,642	8,793	9,703	10,713	11,476	13,498	14,675	16,081	17,618	19,135	21,265
Waste Water	14,215	18,827	19,320	20,101	21,524	24,392	25,901	28,122	28,779	30,951	32,350
Water Supply	11,764	15,080	16,736	17,427	17,133	17,205	18,831	20,105	21,783	23,216	23,693
Transportation	15,404	37,427	40,498	44,499	49,095	53,340	62,837	74,035	78,020	81,510	85,700
Depreciation on Essential Services	49,025	80,126	86,257	92,739	99,229	108,435	122,244	138,343	146,200	154,812	163,008
Capital Expenditure as a proportion of Depreciation	376.3%	290.8%	324.5%	374.3%	374.9%	381.7%	250.8%	219.7%	234.2%	281.7%	292.5%
Debt Servicing Benchmark											
Planned Operating Revenue	483,038	588,383	702,723	719,311	759,656	776,684	775,858	806,030	866,511	915,853	986,492
Interest Expense	43,676	63,819	69,869	80,875	88,014	94,232	100,502	103,428	107,191	112,455	117,419
Interest Expense/Operating Revenue	9.0%	10.8%	9.9%	11.2%	11.6%	12.1%	13.0%	12.8%	12.4%	12.3%	11.9%
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											
Interest Expense	43,676	63,819	69,869	80,875	88,014	94,232	100,502	103,428	107,191	112,455	117,419
Interest Revenue	4,878	4,930	5,899	6,003	6,166	6,324	6,760	7,097	7,264	7,445	7,581
Net Interest Expense	38,799	58,889	63,970	74,872	81,848	87,908	93,742	96,331	99,927	105,010	109,837
Operating Revenue	483,038	588,383	702,723	719,311	759,656	776,684	775,858	806,030	866,511	915,853	986,492
Net Interest Expense/Operating Revenue	8.0%	10.0%	9.1%	10.4%	10.8%	11.3%	12.1%	12.0%	11.5%	11.5%	11.1%
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											
Interest Expense	43,676	63,819	69,869	80,875	88,014	94,232	100,502	103,428	107,191	112,455	117,419
Interest Revenue	4,878	4,930	5,899	6,003	6,166	6,324	6,760	7,097	7,264	7,445	7,581
Net Interest Expense	38,799	58,889	63,970	74,872	81,848	87,908	93,742	96,331	99,927	105,010	109,837

Long-term Plan 2024-2034

Financial Prudence - Calculations

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Annual Rates Revenue	290,762	333,230	372,596	416,948	458,266	505,085	568,164	608,006	660,165	710,324	768,503
Net Interest Expense/Planned Rates Revenue	13%	18%	17%	18%	18%	17%	17%	16%	15%	15%	14%
Quantified Limit	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%	25%
Debt Affordability Benchmark Limit 3											
Planned Net External Debt											
Cash and Equivalents	19,988	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702	5,702
Current deposits	50,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000	10,000
Borrowing's Current	175,888	155,923	144,232	180,719	219,237	202,073	233,942	265,225	324,157	226,277	307,719
Borrowing's Non Current	943,474	1,310,267	1,510,573	1,647,952	1,794,167	2,002,259	1,995,130	2,019,472	1,995,756	2,254,102	2,330,932
Total Borrowings	1,119,362	1,466,190	1,654,805	1,828,671	2,013,404	2,204,332	2,229,072	2,284,697	2,319,913	2,480,379	2,638,651
Planned Net External Debt/Operating Revenue	206.6%	236.7%	225.1%	243.1%	253.8%	271.8%	274.8%	271.2%	256.6%	259.9%	257.1%
Quantified Limit	290.0%	285.0%	280.0%	280.0%	280.0%	280.0%	280.0%	280.0%	280.0%	280.0%	280.0%



06

Policies

Contents

Revenue and Financing Policy 2024	370
Funding Needs Analysis	377
Rates Postponement Policy	407
Remission and Postponement of Rates on Māori Freehold Land Policy	409
Rates Remission Policy	413
Significance and Engagement Policy	417

Policies - Revenue and Financing Policy 2024

REVENUE AND FINANCING POLICY 2024

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

These principles are to assist in giving effect to the section 101 (3) requirements and are consistent with the legislation.

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

Policies - Revenue and Financing Policy 2024

- 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.

372 | 06 POLICIES

Policies - Revenue and Financing Policy 2024

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 charges	General rates	Targeted rates	Grants, subsidies, interest revenue & other	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	✓	✓	✗	✓	✗

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.

Long-term Plan 2024-2034

Policies - Revenue and Financing Policy 2024

Activity Group	Activity	User charges	General rates	Targeted rates	Grants, subsidies, interest revenue & other	Overheads
Regulatory and Compliance	Regulatory services	✓	✓	✗	✓	✗
	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	✓	✓	✓	✓	✗
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.

Policies - Revenue and Financing Policy 2024

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		
Other external sources, including government or other grants, for example Waka Kotahi grants, TECT grants, national or regional/subregional funding	Other sources, where available for example Waka Kotahi grants.	Other sources, where available for example Waka Kotahi grants, national or regional/ sub regional funding.
Preference 2		
Reserves Asset sales Infrastructure Funding and Financing (IFF)	Deprecation Reserves Asset sales	Development/Financial Contributions Asset sales Infrastructure Funding and Financing (IFF)
Preference 3		
Loans funded through general or targeted rates, user fees, activity surpluses Asset realisation reserve.	Loans Asset realisation reserve	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

Policies - Revenue and Financing Policy 2024

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.

After considering the overall impact on the community, council has decided to introduce a new rating category for industrial properties. Evidence regarding roading

Policies - Revenue and Financing Policy 2024

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 applies to 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 industrial rating differential is 2.6 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 current percentage share of general rates is 71% residential, 13% 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 support 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.

Following consultation on the LTP, council approved the establishment of three new targeted rates:

- Pyes Pā West Urban Growth Targeted Rate
- Urban Growth Targeted Rate
- Swimming Pool Inspection Targeted Rate

More information on each targeted rate can be found in the financial statements section of the LTP.

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

Policies - Funding Needs Analysis

PURPOSE AND SCOPE

- 1. The Funding Needs Analysis provides the background and analysis to explain the funding decisions made by Council. It is guided by the principles in the Revenue and Financing Policy.
- 2. Council must comply with section 101(3) of the Local Government Act 2002 (LGA) which results in a two-step process to identify funding sources for each activity.
- 3. Step one involves assessing the funding needs of the activity, who benefits and creates the need for the activity, and how they could potentially pay for those needs and benefits.
- 4. Having completed the step one analysis Council must then consider ‘the overall impact of any allocation of liability for revenue needs on the current and future social, economic, environmental and cultural well-being of the community’ (step two).
- 5. This funding needs analysis documents step one.

TYPES OF EXPENDITURE

Broadly speaking there are two types of Council 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.

Capital expenditure (Capex): is the money spent on creating assets such as property, plant and equipment that provide benefits and enable council to deliver goods and services over a number of years.

Operating expenditure and capital expenditure are funded differently.

Council must consider the funding for each activity after considering the 5 criteria of section 101(3)(a) step one (see Table 1: Legal requirements for expenditure needs).

TABLE 1: LEGAL REQUIREMENTS FOR EXPENDITURE NEEDS

Step one reference	Considerations
Community outcomes - s.101(3)(a)(i)	Determine which of the Council's community outcomes an activity primarily contributes to. It is useful to describe how the activity contributes to the community outcomes.
Distribution of benefits -s.101(3)(a)(ii)	Consider who (individual and groups) benefits from the activity, and how the benefit of an activity applies to households, businesses, and the community as a whole. Determining this involves the exercise of judgement by Council. It is inherently subjective. Where Council considers there is a clearly identified relationship between users and the services provided then Council will consider fees and charges or targeted rates. Where Council considers the services provide a benefit to the community as a whole; or where Council is not able to identify a strong or direct relationship between users and the service the Council will consider general rates.

Step one reference	Considerations
Period of benefit – s.101(3)(a)(iii)	For most operational expenses the benefit is received in the year the expense is incurred. For most capital projects the benefit is received over the life of the asset. For most activities Council funds depreciation (an operating expense) from revenue sources and this is recorded in reserves for the future renewal of assets. Some operational expenses (provisions) may have a benefit over multiple years and so Council may choose to fund the activity over that period.
Who creates the need - s.101(3)(a)(iv)	Some services Council must do because the actions or inactions of individuals or groups create the need to undertake the activity or increase the cost or frequency of a service being provided. Council may choose to target these people or organisations through fines, charges or rates.
Separate funding - s.101(3)(a)(v)	Council must consider the practicalities of separate funding along with transparency and accountability. When doing this it is prudent to consider matters such as the financial scale of the activity, administrative cost, legal requirements, and promotion of value. In some cases, while it may be desirable to charge individuals there may be no practical way of doing so. For all activities Council must identify what proportion of operational expenses is recovered from each funding source.

Policies - Funding Needs Analysis

FUNDING BANDS

- 1. After considering the section 101(3)(a) components, Council considers how much of each funding source is allocated to fund each activity.
- 2. This Funding Needs Analysis is intended to inform the Revenue and Financing Policy, which will be in place for the next three years before it is reviewed. Because things change over time, it is not possible to precisely determine the percentage allocated. Therefore, Council has decided to band the percentage into the categories listed in Table 2.

TABLE 2: FUNDING BANDS

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

The assessment in Table 4 identifies which of the funding sources Council plans to use in budgeting to fund the operating costs of each activity.

FUNDING SOURCES FOR OPERATING EXPENDITURE

- 1. The LGA² sets out the funding sources that Council must consider in developing a Revenue

² Section 103(2) Local Government Act 2002.

and Financing Policy. The funding needs analysis considers all of these funding sources.

- 2. The available funding sources for operating expenditure under the LGA include:
 - User charges
 - Grants, sponsorship, subsidies, and other income
 - Proceeds from asset sales
 - Lump sum contributions
 - Investment income
 - Financial contributions
 - Reserve funds
 - Borrowing
 - Rates
 - General rates
 - Targeted rates
- 3. Tauranga City Council may use all of the above sources to fund operation costs, the most common are outlined below. Table 4 documents Council's section 101(3)(a) consideration for each activity.

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. The use of fees and charges may be balanced with other funding sources. We set our fees and charges annually to reflect increases in

costs or changes to charging structures.

GENERAL RATES

The base for the general rate is Capital Value. 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.

The uniform annual general charge is a fixed charge on each separately used or inhabited part of a rating unit.

Every rating unit will make a minimum contribution to councils' costs.

TARGETED RATES

We use targeted rates to appropriately charge those who directly benefit from or use a service or have created a need or cost, where this can be determined. Targeted rates are also chosen where the services provided are specific to a particular community or area and it is not considered fair to charge all ratepayers.

Grants, subsidies, interest revenue, borrowing & other

Grants, sponsorship, other subsidies and external funding will be used where they are available. In activities where there is a surplus, we may earn interest revenue on that surplus.

OVERHEADS

Overheads are 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%)

Policies - Funding Needs Analysis

is funded by rates.

FUNDING SOURCES FOR CAPITAL EXPENDITURE

1. There are 3 types of capital expenditure

a) **Level of Service:** capital expenditure that is not growth related – shifts level of service

b) **Growth:** growth related capital expenditure required to provide additional capacity

c) **Renewals:** capital expenditure that either replaces or continues the life of an existing asset with no increase in service level
2. 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.
3. Capital expenditure benefits the same groups as the operating expenditure for each activity.
4. Council may choose to target specific groups through use of financial and development contributions, lump sum contributions or targeted rates. When financial and development contributions are used the distribution of benefits and rationale regarding funding sources is discussed within the Development Contributions Policy.
5. For most capital projects the benefit is received over the life of the assets. Council will have regard to the equitable distribution of costs over time for the building and renewal of the assets.
6. Some capital costs are due to the actions or inactions of individuals or groups that create the need to undertake the activity. Council may decide to target these people or groups to help fund the capital expenditure.
7. Council will also consider the practicalities of separate funding along with transparency and accountability.
8. Council's preferences when considering the funding of capital projects are set out in Table 3 below.

Policies - Funding Needs Analysis

TABLE 3: FUNDING SOURCES FOR CAPITAL EXPENDITURE

New capital expenditure (not growth related)	Renewals expenditure	Growth-related capital expenditure
Preference 1		
Other external sources, including government or other grants e.g. Waka Kotahi subsidies, TECT grants, national or regional/ sub regional funding.	Other sources, where available for example Waka Kotahi grants.	Other sources where available for example Waka Kotahi grants, national or regional/ sub regional funding.
Preference 2		
Reserves Asset sales Infrastructure Funding and Financing (IFF)	Depreciation Reserves Asset sales	Development/Financial Contributions Asset sales Infrastructure Funding and Financing (IFF)
Preference 3		
Loans funded through general or targeted rates, user fees, activity surpluses.	Loans	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

NEXT STEP

Step two might include considering the following:

- does the outcome from step one support the strategic direction or initiatives of the local authority (for example protecting natural or historic heritage)?
- legal and other constraints
- affordability issues (impact on the elderly or low-income families' ability to pay)
- would there be any barriers to the accessibility to some services
- are there any implications on community or cultural groups?
- what are the size and materiality of any shifts in funding and how do these affect the community?
- is the mix of funding sources sustainable in the long-term?
- what are the current and projected future economic conditions?
- what are the transition impacts?

Policies - Funding Needs Analysis

TABLE 4: FUNDING NEEDS ANALYSIS BY ACTIVITY - OPERATING EXPENDITURE

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Transportation												
Transportation	Use of the transport network, provision of road safety and access to different modes of transport. Provision and management of parking at recreation facilities, venues, and city spaces for convenient access to amenities.	Well-planned city - Tauranga - Tatai Whenua Easy to move around - Tauranga Ara Rau Supports business and education - Tauranga a te kura, and investment by the council and others	The whole community benefits from use of the transport network and parking, as well as economic benefits of movement of goods and accessibility for people to services businesses and amenity. Commercial and industrial sectors, both within the city and in the wider region or nationally (e.g., due to access to the port or warehouses and outlets) benefit from movement of goods and employees.	Benefit is expected to arise in the year funding is sourced. Benefits from economic activity and commercial and industrial activity are short to long term, benefitting future generations.	All road and road corridor users create the need for this activity. Heavy vehicles, commercial and industrial and utility networks all use the road corridor, and increase the costs of this activity. Heavy vehicles create more costs because of their impact on roading surfaces, safety and other requirements People who create congestion on roads, and in parking areas also create the need for additional expenditure.	Targeted rates assist with accountability and transparency of Council's expenditure on this activity. Identifying separate fees and charges for parking and infringements assists in the accountability of Council's expenditure on this activity.	✓	✓	✓	✓	✗	There are limited practical options for charging for the individual benefits received from using the transport network. Tolling is one practical way however it requires an Order in Council (legislative instrument that is made by the Executive Council led by the Governor-General) to be made. Congestion charging which charges users on the basis of timing of road use offers advantages for demand management as well as reflecting the costs of peak traffic flows on the need for more roads and congestion management. This also requires legislation so it currently outside the control of Council.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Transportation continued												
			Road users benefit from road access and exclusive use of convenient parking close to where they want to go, including visiting recreation facilities, businesses. Access to their work, places for shopping, health appointments. Other beneficiaries include cyclists, developers, people accessing the road corridor, and public transport providers. Visitors enjoying council's amenities benefit from accessible and convenient parking.		Other users of the road corridor including walkers and cyclists. Desirable amenities and visitor destinations such as facilities associated with Te Manawataki o Te Papa create the need for parking to enable convenient access.		✓	✓	✓	✓	✗	There are limited practical options for charging for the individual benefits received from using the transport network. Tolling is one practical way however it requires an Order in Council (legislative instrument that is made by the Executive Council led by the Governor-General) to be made. General rates reflect that transportation offers wider benefits across all members of the community. The allocation of the liability is able to be spread across the city. However, while all users benefit commercial and industrial users and utility networks have been identified as having a higher proportion of benefit and creation of costs of this activity. Heavy vehicles have been shown to cause substantially higher costs on the roading activity and on congestion impacting communities and the economy. They are predominantly

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Transportation continued												
							✓	✓	✓	✓	✗	<p>(though not solely) used by industrial users. Utility networks such as power and telecoms use the road corridor for their services and regularly disrupt transportation when maintaining their networks. A differential or a targeted rate may both be appropriate to reflect fair and equitable funding of this activity across these groups of users.</p> <p>Parking management is fully funded by user fees (parking fees and fines) to reflect the benefit received from those using parking spaces to access services and amenities.</p> <p>Targeted rates may be used to fund operations, maintenance, renewal and new investment where a project benefits a group or sector ratepayers.</p> <p>A targeted rate for resilience also acknowledges the benefit received from emergency preparedness.</p>

384 | 06 POLICIES

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Water Supply												
Water Supply	Provides residents and businesses with drinking water.	An inclusive city - Tauranga Matarauui Values and protects the environment - Tauranga Taurikura Well-planned city - Tauranga - Tatai Whenua Supports business and education - Tauranga a te kura	Residents and businesses connected to Tauranga's water supply system benefit from potable water and reliable supply. The community as a whole benefit from public health from the provision of drinkable water, and water for firefighting.	Benefit is expected to arise in the year funding is sourced.	All members of the community create a need for this activity. High volume water users create a greater need. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying separate funding – in the form of a targeted rate based on water use - assists in the accountability and transparency of Council's expenditure on this activity.	✓	✗	✓	✓	✗	Targeted metered water rates are appropriate for charging those that benefit from the supply of drinkable water, and volumetric charges allow for users to pay for the water used. A targeted rate for resilience also acknowledges the benefit received from emergency preparedness to those using water from the water supply. Fees and charges recognise specific benefits received for certain services.

Long-term Plan 2024-2034

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Wastewater												
Wastewater	Provides a network of infrastructure to manage sewage, protecting public health and the natural environment.	An inclusive city - Tauranga Mataraunui Values and protects the environment - Tauranga Taurikura Well-planned city - Tauranga - Tatai Whenua	All properties connected to Council's wastewater system benefit from safe, sanitary removal of wastewater from their homes and businesses. The whole community benefits by protecting public health and the environment. The commercial sector and trade waste industry benefit from high volumes of trade waste being disposed of.	Benefit is expected to arise in the year funding is sourced.	All members of the community create a need for this activity. Heavy commercial and industrial producers have an adverse impact greater than most users. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity. Targeted rates are the appropriate funding source for those connected to the wastewater system and receiving direct benefits. Fees and charges reflect the user benefit for trade waste and commercial operations.	✓	✗	✓	✓	✗	Targeted rates for wastewater based on the number of water closets (toilets/urinals/pans) is a practical way of charging for residential users' contribution to the wastewater system. In the case of heavy commercial and industrial users of the waste system it is practical to measure the volume and quality of waste and charge appropriately for this through user fees and charges. A targeted rate for resilience also acknowledges the benefit received from emergency preparedness.

386 | 06 POLICIES

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Stormwater												
Stormwater	Management of stormwater to reduce flooding and prevent water contamination for all residential, commercial and industrial properties and including use of the road corridor.	A well planned city - He taone i āta maheretia Values and protects the environment - Tauranga Taurikura	The wider community benefits from the management of stormwater in an environmentally acceptable way. Some residents benefit from higher levels of service in specific geographic areas, e.g. Lakes. Commercial and Industrial users benefit from stormwater management by ensuring mobility and accessibility and pollution control.	Benefit of most operating costs is expected to arise in the year funding is sourced. Some benefits - from the stormwater reserve fund are likely to arise in the future.	The actions of some individuals and groups impact on this activity. For example, some stormwater runoff is a direct result of land works and individual actions. Properties with less permeable surfaces also create more need. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity. Industrial and commercial uses also impact on need for stormwater management and remediation and pollution management	Identifying separate funding assists in the accountability and transparency of Council's expenditure on this activity.	✓	✓	✓	✓	✗	Funding from a mix of general and targeted rates reflect the benefit to property owners and the wider community benefit of stormwater management. General rates differentials are appropriate recognising the social, environmental and economic wellbeing impacts and benefits to the commercial and industry sector of stormwater being appropriately managed Increased funding from targeted rates allows for the ability to better reflect the impact from different sectors on stormwater infrastructure in the future. Properties with less permeable surfaces have a greater stormwater requirement. A targeted rate for resilience also acknowledges the benefit received by households and businesses from planning for resilient infrastructure

Long-term Plan 2024-2034

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Sustainability and Waste												
Sustainability & Waste	Improves sustainability and ensures the protection of public health and the environment via managing the collection and disposal of the community's waste and promoting sustainable practices and our response to climate change and sustainability targets	Values and protects the environment - Tauranga Taurikura	<p>Individuals benefit directly from waste collection and waste facilities.</p> <p>Users of transfer stations benefit from having a waste disposal location.</p> <p>People using waste education programmes benefit from those initiatives.</p> <p>The whole community including commercial and industrial properties benefit from sustainability and climate change initiatives waste minimisation, education, improved sustainability performance and waste collection.</p>	<p>Benefit of most operating costs is expected to arise in the year funding is sourced.</p> <p>Some benefits from the sustainability initiatives are likely to accrue over time or in the future.</p>	<p>The actions of individuals and groups create the need for this activity through waste generation.</p> <p>Groups that generate large amounts of waste such as industry, commercial, and construction and demolition industry.</p> <p>The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.</p>	<p>Identifying targeted rates for this activity assists in accountability.</p> <p>User charges recognise the accountability of users to pay for a service provided.</p>	✓	✓	✓	✓	✗	<p>The actions of individuals or groups create the need to have this activity. Funding from targeted rates and user fees and charges appropriately recognise this for the waste collection service in particular.</p> <p>There are public benefits to waste minimisation and the implementation of the climate action plan and sustainability. Protecting the environment enhances quality of life. General rates are appropriate to fund this activity based on the whole of community benefits from reducing and managing waste and the availability of support in carbon reduction and climate resilience. General rates differentials are appropriate recognising the social, environmental and economic wellbeing impacts and benefits to the commercial and industry sector of sustainability and climate change being appropriately managed</p>

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
City and Infrastructure Planning												
City and Infrastructure Planning	Promotes sustainable management of Tauranga City's natural and physical resources for existing and future people and communities.	The sustainable management of our natural resources and providing for infrastructure in the future contributes to all community outcomes.	Council, residents, homeowners, industry, the community as a whole, developers, commercial and industrial users.	Benefit is expected to arise in the year funding is sourced. Some benefits are short to long term, benefitting future generations.	The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity. Commercial and industrial users benefit from an efficient and well planned economy	User charges assist in fair and equitable funding of Council's expenditure for this activity. There are no transparency benefits to funding the community portion of this activity separately to general rates.	✓	✓	✗	✓	✗	Fees and charges recognise the immediate benefit to people or groups instigating plan changes. General rate funding recognises the whole of community benefit of having a well-planned city, catered for growth, with planned infrastructure. The allocation of the liability is able to be spread across the city. However, while all users benefit commercial and industrial users and utility networks have been identified as having a higher proportion of benefit and creation of costs of transportation. A differential may be appropriate to reflect fair and equitable funding of this activity across these groups of users.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Community, People and Relationships												
Activities include Democracy Services, Customer Services, Community Relations, Te Pou Takawaenga Māori Unit.	Enables democratic, local decision-making and action by and on behalf of our communities, provides customer service and engages the community about council business. Maintains high level strategic relationships with Tangata Whenua and the wider Māori Community that reflect the principles of the Treaty of Waitangi.	Community, People and Relationships work collaboratively with the community and all other Council activities which contribute to all community outcomes.	All member of the community benefit from this activity. The beneficiaries for each activity are captured in each individual funding needs analysis.	Benefit is expected to arise in the year funding is sourced.	The actions of individuals and groups impact on this activity.	There is a high degree of public benefit, and little transparency benefit to funding the community portion of this activity separately to general rates.	✓	✗	✗	✓	✓	Operating costs are allocated as an overhead through the Council's other activities, or specific functions can be recovered through other activities. A small amount of external funding is available for this activity for citizenship ceremonies, and from the Regional Council for contribution to election costs, cadet programmes from MSD. There are sometimes opportunities for partnership with organisations for external Cultural and Heritage funding, however the funding would sit with the delivering activity or external partner. Fees and charges recognise the immediate benefit to people or groups requesting LIMs and property information, accessing cultural competence training, and other councils using TCC after hours service. Service Centre functions will become part of an integrated community hub with wider library and hub facilities in the 2025/26 year.

Long-term Plan 2024-2034

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Community Services												
Arts & Culture	Understanding of our heritage and experiencing art and the opportunity to share artwork.	An inclusive city - Tauranga Mātaraunui Supports business and education - Tauranga a te kura	Those people who access the Art Gallery, either as a visitor or an exhibitor. Local creative sector and arts, culture and heritage organisations. Hands on Tauranga users, education sector. The community as a whole for access to cultural and heritage facilities and programmes, as well as a vibrant city. Tauranga Airport benefits from patronage due to visitors attending Tauranga's arts and culture scene.	Benefit is expected to arise in the year funding is sourced.	Those accessing the Art Gallery and the Heritage Collection, creative sector, and education sector. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity. Tourism and visitor numbers create the need for investment in facilities, events, and spaces for arts and culture in the city.	This activity is high public benefit. The costs of funding the activity separately to general rates would not outweigh the transparency benefit.	✓	✓	✗	✓	✗	General rates are the appropriate funding source for the community as they are easy to administer, and it recognise the benefit from art and heritage promotion. General rates are used to fund the grant to the Art Gallery, and fees and charges are levied by the Art Gallery. Fees and charges recognise the user benefit of education services and cultural heritage programmes. There may be potential for external funding in the future for the educational and cultural/heritage services we provide.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Community Services												
City Centre Development	Manages the delivery of the Te Manawataki o Te Papa civic precinct development and Tauranga Moana Waterfront development projects, as well as delivery of a number of other community amenity projects, including Memorial Park. A city centre that reflects its history and culture and is a place that future generations can be proud of.	This activity contributes to all community outcomes through the construction of Te Manawataki o Te Papa, the Waterfront development and the Memorial Park projects.	The whole community benefits from economic effects of tourism, a place where people can come together to connect, share stories, learn, discover, enjoy the present, shape our future, be entertained, and have fun. Visitors benefit from enjoyment of the city centre with more things to do, increased amenities/ facilities. Businesses in the city centre benefit from improvements to foot traffic, beautification and accessibility bringing more customers to the city centre.	Benefit is expected to arise in the year funding is sourced. Economic benefits are short to long term, benefitting future generations.	The actions of most individuals and groups have an impact on this activity. Visitors to the city increase the need for this activity. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	This activity is high public benefit. The costs of funding the activity separately to general rates would not outweigh the transparency benefit.	x	✓	✓	✓	x	General rates are the appropriate funding source for the community as they are easy to administer, and it recognise the social, cultural, and economic benefits of a vibrant city centre.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Community Services												
Community Development	Empowers communities to actively participate, make decisions and work towards self-reliance to build strong, resilient sustainable communities.	An inclusive city - Tauranga Mataraunui	The community as a whole benefit from social equity, a sense of community pride and belonging, connection, and improved social wellbeing and outcomes.	Benefit is expected to arise in the year funding is sourced. Some benefits are short to long term, benefitting future generations.	Community organisations and businesses requiring support. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	This activity is high public benefit. The costs of funding the activity separately to general rates would not outweigh the transparency benefit.	✗	✓	✗	✓	✗	General rates are the appropriate funding source for households and businesses as they are easy to administer and recognises the benefit from community development. There may be potential for external funding in the future from social development and government agencies.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Community Services												
Libraries	Provides a hub for community connection.	An inclusive city - Tauranga Matarauui	The primary benefit is to those that borrow and use library material and resources.	Benefit is expected to arise in the year funding is sourced.	The actions of individuals and groups have a minor impact on this activity.	This activity is high public benefit.	✓	✓	✓	✓	✗	The private good component of the library activity is recovered through user charges and fines. High levels of user charging will in many cases, restrict accessibility to those who currently benefit the most for the activity.
	Provides accessible educational opportunities, supports literacy and encourages lifelong learning, research and innovation.	Well-planned city - Tauranga - Tatai Whenua	Benefits also accrue to the wider community through the availability of library resources.	Educational and community belonging benefits are short to long term, benefitting future generations.	The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	The costs of funding the activity separately to general rates would not outweigh the transparency benefit.						General rates are the appropriate funding source for households as they are easy to administer and recognise the benefits and availability of the libraries.
	Preservation and sharing of Tauranga history and taonga.	Supports business and education - Tauranga a te kura	Tauranga Airport benefits from patronage due to visitors being attracted to Tauranga as a destination with vibrant arts, culture, and community hub facilities.			User charges assist in fair and equitable cost recovery of Council's expenditure for this activity.						There is potential for external funding to be available from time to time to fund certain activities.
	Programmes, events and learning opportunities engage the community.											

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Community Services												
Venues and Events	Economic and social benefits including encouraging visitors to Tauranga, contributing to community pride, and belonging.	An inclusive city - Tauranga Mataraunui	Individuals, visitors, film makers, tourism industry, non-profit and community groups, businesses, and the community as a whole. Tauranga Airport benefits from patronage due to visitors attending Tauranga's vibrant venues and events.	Benefit is expected to arise in the year funding is sourced. The community pride and economic benefits are short to long term, benefitting future generations.	The actions of most individuals and groups have a minor impact on this activity, particularly those organising events and requiring venues. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	This activity is high public benefit. The costs of funding the activity separately to general rates would not outweigh the transparency benefit. User charges assist in fair and equitable cost recovery of Council's expenditure for this activity.	✓	✓	✗	✓	✗	The use of the general rate to fund Events and venues recognises the benefits to the whole community. Fees and charges recognise the immediate benefit to people or groups hosting events using Council venues, and leasing property space. External funding is available for some events and venues, and through the Friends of Baycourt Trust. Other funding may be available from time to time.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Economic Development												
Airport	Provides a facility for air transport services to connect Tauranga with the rest of the country and the world.	Supports business and education - Tauranga a te kura Easy to move around - Tauranga Ara Rau	Users of the airport, lessees of Airport land, business community, recreational aviators, commercial aviation industry, taxi and rental car operators. Visitors who are attracted to Tauranga's vibrant spaces, places, arts, culture, venues and events benefit from access to these places for recreation and tourism.	Benefit is expected to arise in the year funding is sourced.	Individuals using the airport as passengers, to transport goods and for aviation education. Those who lease Airport land to operate their businesses. Attractive spaces and destinations such as Te Manawataki o Te Papa, Mauao, attract visitors and holiday makers, creating the need for regional air travel.	User charges assist in accountability and transparency cost recovery of Council's expenditure for this activity.	✓	✗	✗	✓	✗	Fees and charges recognise that the benefits of the airport activity occur to individual users of the airport, lessees of land. These are well established methods for charging airport users. A small portion of interest revenue contributes to the funding of this activity.

396 | 06 POLICIES

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Economic Development												
Economic Development	Facilitates value creation and employment opportunities to enable our economy to become more competitive, resilient and sustainable.	Supports business and education - Tauranga a te kura An inclusive city – Tauranga Mataraunui	Businesses, visitors, investors, educational institutions, and the community as a whole from the efforts to grow the economy.	Benefit is expected to arise in the year funding is sourced. Economic and education benefits are short to long term, benefitting future generations.	The actions of individuals and groups impact on this activity. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying a separate targeted rate for commercial properties assists in the fairness, accountability and transparency of Council's expenditure on this activity.	x	x	✓	✓	x	A targeted rate for commercial properties acknowledges that the benefit of this activity goes to commercial ratepayers.
Marine Precinct												
Marine Precinct	Delivers a purpose built marine servicing facility.	Supports business and education - Tauranga a te kura Values and protects the environment - Tauranga Taurikura	Those using the marine precinct – predominately the marine and fishing industries.	Benefit is expected to arise in the year funding is sourced.	Individuals and commercial business using the marine precinct create a need for this activity.	Identifying separate fees and charges assists in the accountability of Council's expenditure and charges those who cause the need for the activity.	✓	✓	x	✓	x	User charges recognise the benefits for people who use marine precinct

Long-term Plan 2024-2034

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Emergency Management												
Emergency Management	Reduces the risk from hazards by ensuring a coordinated effective response during civil emergencies and business continuity incidents.	Values and protects the environment - Tauranga Taurikura An inclusive city – Tauranga Mataraunui	The community as a whole, businesses, partners and stakeholders (e.g. emergency services) and the Council itself benefits from preparedness, response to, and recovery from events.	Benefit is expected to arise in the year funding is sourced. Planning and recovery provides short to long term benefits of a resilient community.	All individuals and groups create a need for this activity. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	This activity is high public benefit. The costs of funding the activity separately to general rates would not outweigh the transparency benefit. A separate targeted rate provides accountability for our resilience planning funding.	✗	✓	✓	✓	✗	The high general rates allocation recognises the whole community benefits from resilience, planning, response, and recovery from emergency events. A targeted rate for resilience provides accountability for funding emergency preparedness and making our city more resilient to disaster and climate change. There is potential for some external resilience funding for specific projects.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Regulatory and Compliance												
Animal Services	Maintains animal control. People feel safe. Dog registration benefits dog owners by allowing legal ownership and enabling impounded dogs to be traced.	Values and protects the environment - Tauranga Taurikura An inclusive city – Tauranga Mataraunui	Owners of dogs and other animals such as poultry and bees. Schools and workplaces receiving education. The community as a whole benefit from an environment free from nuisance animal behaviours, and safety from dangerous dogs.	Benefit is expected to arise in the year funding is sourced.	Owners or keepers of animals create the need for this activity. People who breach the Keeping of Animals Bylaw and allow dogs to roam create a need for monitoring.	Identifying separate fees and charges for dog registration assists in the accountability of Council's expenditure on the dog control part of this activity. General rates funding recognises the public benefit of animal control and the reduction of animal nuisance.	✓	✓	✗	✓	✗	User charges recognise that dog owners create the need for this activity, and irresponsible ownership behaviours result in infringements. General rates are the appropriate funding source for the public safety, protection from nuisance, and education benefits. There is external funding available from time to time depending on national direction and strategies, e.g. dog neutering campaigns.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Regulatory and Compliance												
Building Services	Implements processes to ensure buildings are safe and legally compliant and inspects swimming pool fencing as per the Building Act 2004.	Well-planned city - Tauranga - Tatai Whenua Values and protects the environment - Tauranga Taurikura An inclusive city – Tauranga Mataraunui	Building consent applicants, owners, future owners, commercial owners benefit from safe and sanitary buildings. The community benefit from assured safety of buildings, (public and private), fenced swimming pools.	Benefit is expected to arise in the year funding is sourced. Some benefits will be received by future owners and future generations.	The actions of most individuals and groups have a minor impact on this activity. People carrying out building work or with a swimming pool on their property create a need for this activity.	Identifying separate user pays funding assists in the accountability and transparency of Council's expenditure on this activity. Using targeted rates for swimming pool inspections assists in fairness and are easy to administer. General rates funding recognises the public safety benefits.	✓	✓	✓	✓	✗	User charges recognise that the need for building services is created by people carrying out building work, and it being required to be certified legally compliant. A targeted rate for private swimming pool inspections recognises the benefits owners receive by in having safely fenced pools. General rates are an appropriate funding source for the community to recognise the benefits of safe and sanitary buildings and pools, and public access to queries and complaints. Subsidies for building consents relating to the installation of solar panels are completely funded by general rates, given the environmental benefit.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Regulatory and Compliance												
Environmental Planning	Enables sustainable growth and development throughout the city. Delivers assts associated with the subdivision and land development processes that are fit for purpose.	Well-planned city - Tauranga - Tatai Whenua Supports business and education - Tauranga a te kura	Individuals who apply for resource consents and use the other services of this activity such as accessing information relating to planning issues. Affected parties benefit from having views considered in relation to land use and subdivision activities. The whole community benefits from sustainable growth, protection of amenity.	Benefit is expected to arise in the year funding is sourced. Longer term sustainable growth and protection of amenity benefits future generations.	The actions of most individuals and groups have a minor impact on this activity. People carrying out certain activities and developing land create the need for this activity. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity. General rates funding recognises the public benefit of sustainable growth and protection of amenity.	✓	✓	✗	✓	✗	User charges recognise that the need for this activity arises from those who carry out activities requiring resource consents. General rates are an appropriate funding source for the community to recognise the benefits of sustainable growth and protection of amenity through ensuring adverse effects of development are mitigated or remedied. Additionally, the public benefit from being able to query activities and receive response to complaints.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Regulatory and Compliance												
Environmental Health and Licensing	Protecting public health through education, registration and monitoring of food, health, and alcohol related businesses	An inclusive city – Tauranga Matarauui Well-planned city - Tauranga - Tatai Whenua Supports business and education - Tauranga a te kura	The benefit of inspection and licensing of premises occurs mostly to the public. Premises requiring licensing receive reputation benefits from having a licence.	Benefit is expected to arise in the year funding is sourced. Long term public health and education benefits future generations.	The actions of most individuals and groups have a minor impact on this activity. Premises requiring licensing and monitoring create the need for this activity. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity. General rates funding recognises the public health benefit of safe and sanitary food premises and the reduction of alcohol related harm.	✓	✓	✗	✓	✗	User charges recognise that the need for this activity is created by premises requiring licensing and reflect the public reputation benefits of being a licensed premises, providing some assurance to customers. General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the public health benefits of safe food premises, reducing alcohol related harm, and ensuring other premises requiring registration are operating in a hygienic manner.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Regulatory and Compliance												
Regulation Monitoring	Ensures and encourages compliance with the city's bylaws and various Land Transport legislation. Contributes to community well-being by responding to social issues and promoting road safety.	As an activity monitoring various rules spanning different activities, Regulation Monitoring contributes to all community outcomes.	The whole community benefits from the efficient monitoring of bylaws, some groups benefit from specific bylaw monitoring relevant to their business, activities, or personal circumstance.	Benefit is expected to arise in the year funding is sourced.	The actions of most individuals and groups have an impact on this activity. People who do not comply with rules create a need for monitoring and enforcement action. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	This activity is of high public benefit. The costs of funding the activity separately to general rates would not outweigh the transparency benefit. Identifying separate user pays funding assists in the accountability of Council's expenditure on this activity.	✓	✓	✗	✓	✗	User charges and infringements recover costs from those using the services and breaching the bylaws. General rates are the appropriate funding source for households and businesses as they are easy to administer. General rates recognise the benefit to the community of having rules monitored and enforced, and benefits received by businesses regarding parking availability and customer turnover.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Spaces and Places												
Cemeteries	The provision of cemetery and cremation services, a place to preserve history of the deceased and a place for remembrance and connection.	A well planned city - He taone i āta maheretia An inclusive city – Tauranga Mataraunui	Those using the services of the cemetery and crematorium. The Community also benefit through the protection of public health and the maintenance of cemeteries and cemetery records for future generations to locate their ancestor's burial plot/site.	Expected to arise in the year funding is sourced. However, some benefits to future generations occur in the future.	The actions of most individuals create a need for this activity. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying separate user pays funding assists in the accountability and transparency of Council's expenditure on this activity.	✓	✗	✗	✓	✗	User charges recognise that the need for this activity is from those who use the service. Some external funding is available in the way of hardship grants for individuals or families that cannot afford the cost of service.
Beachside Holiday Park	Provides accommodation and on onsite visitor information centre at the base of Mauao. Encourages tourism and a social atmosphere in the Mount North area.	Supports business and education - Tauranga a te kura	Visitors benefit from use of the facility; businesses benefit from visitor spending and information services. The wider community also benefits from economic activity.	Occurs in the year funding is sourced.	People requiring accommodation and visitor support create the need for this activity. The actions of individuals and business attracting visitors to the city have an impact on this activity.	User pays funding assists in the accountability and transparency of Council's expenditure on this activity.	✓	✗	✗	✗	✗	User charges recognise that the need for this activity is from people who require accommodation and visitor information services, and they are largely the ones who benefit. External funds are available from time to time such as the Tourism Infrastructure Fund.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Spaces and Places												
Marine Facilities	Provides both recreational and commercial marine facilities. Leases land and commercial premises in marine areas.	Well-planned city - Tauranga - Tatai Whenua Easy to move around - Tauranga Ara Rau Supports business and education - Tauranga a te kura	Commercial users benefit from convenient facilities to operate their business from. Recreational users benefit from use of facilities for recreation, including carparking. Leaseholders of land and premises benefit from the use of the land and accessible storage options for boats and tractors.	Benefit is expected to arise in the year funding is sourced.	Commercial and recreational wharf users create the need for this activity. The actions of individuals and business who attract visitors to the city have an impact on this activity.	User pays funding assists in the accountability and transparency of Council's expenditure on this activity.	✓	✓	✗	✓	✗	User charges recognise that the need for this activity is from commercial and recreational users. Benefits received by users include berthing vessels at wharves, social benefits of recreation, convenient carparking for vehicles and trailers. Businesses receive benefits of a convenient location for pick up and drop off for cruises and boat tours. General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the public availability of marine facilities for community use as well as the wider economic benefits of marine activities.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Spaces and Places												
Spaces and Places	Protects and enhances a network of quality reserves and community facilities, that enable a range of experiences and services to the community. Protects the environmental, cultural, heritage, ecological and biodiversity values of the varied open spaces.	A well planned city - He taone i āta maheretia An inclusive city – Tauranga Mataraunui	Users of facilities and spaces, the whole community for availability of spaces for recreation and enjoyment. Businesses benefit from commercial use of spaces, and visitors from outside the city also benefit from use, including carparking near recreation facilities. Tauranga Airport benefits from patronage due to visitors being attracted to Tauranga as a desirable destination.	Benefit is expected to arise in the year funding is sourced.	Individual and groups requiring space and places for events and sports create a need for this activity. High performance sports expect a higher level of service. The actions of individuals and business (commercial and industrial) who are planning, or who attract, growth to the city, have an impact on this activity.	Identifying separate user charges assists in the accountability and transparency of Council's expenditure on this activity.	✓	✓	✓	✓	✗	User charges recognise that the need for this activity arises from individuals and groups using the spaces and places for both recreation and commercial activity. Paying users have the use of spaces and places to the exclusion of others. Targeted rates acknowledge the higher level of service for some areas and can also ring fence revenue for investment on particular amenities over time General rates are the appropriate funding source for households and businesses as they are easy to administer and recognise the social, physical, and mental benefits of passive and active recreation.

Policies - Funding Needs Analysis

Activity	Nature of benefit	Primary Community Outcome(s)	Beneficiaries	Period of benefit	Who creates need?	Separate funding	Proposed Funding Sources					Rationale for Funding
							Fees & Charges	General Rates	Targeted Rates	Subsidies, grants, etc	Overheads	
Support Services												
Includes Asset Services, Strategic Property & Commercial Facilitation, Digital Services, Finance, Capital Programme Assurance Division, Legal, Risk and Procurement, People, Performance & Culture, Strategy & Corporate Planning.	Contribute to all of Council's activities by enabling them. The nature of benefit for each activity are captured in each individual funding needs analysis.	Support Services work collaboratively with all other Council activities which contribute to all community outcomes.	The whole community benefits as Support Services enable all other Council activities to provide services to the community. The beneficiaries for each activity are captured in each individual funding needs analysis.	Benefit is expected to arise in the year funding is sourced. Some benefits are longer term, allowing appropriate renewal of assets, financial forecasting, and business continuity.	There is limited impact from specific individuals, as the whole community creates the need for Support Services.	Council considers that there is little transparency or accountability benefit of separate funding for this activity.	✓	✓	✓	✓	✓	Operating costs are allocated as an overhead through the Council's other activities, or specific functions can be recovered through other activities. Digital capital expenditure (for example computer programs and systems developed for council use) are accounted for as operation expenditure and can be funded by loans.

Policies - Rates Postponement

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

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

Policies - Rates Postponement

- 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 subdivided 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

Policies - Remission and Postponement of Rates on Māori Freehold Land

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

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 is housing and related amenities located on Māori land for the benefit of its shareholders and/or beneficial owners.

Related amenities include shared facilities that might otherwise be located within individual dwellings, such as shared ablution areas or shared kitchen facilities.

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.

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.

Policies - Remission and Postponement of Rates on Māori Freehold Land

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.

Policies - Remission and Postponement of Rates on Māori Freehold Land

- 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

Policies - Remission and Postponement of Rates on Māori Freehold Land

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

Policies - Rates Remission

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

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.

Policies - Rates Remission

- 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.

Policies - Rates Remission

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.

Policies - Rates Remission

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 Māori Act 1993

8. ASSOCIATED POLICIES/ PROCEDURES

- Revenue and Financing Policy
- Rates Postponement Policy

Policies - Significance and Engagement

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 Māori.

3. DEFINITIONS

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 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, —

- a) the current and future social, economic, environmental, or cultural well-being of the district or region:

- b) any persons who are likely to be particularly affected by, or interested in, the issue, proposal, decision, or matter:
- c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

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, Pāpāmoa, 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.

Policies - Significance and Engagement

- 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
 - Roading 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

Policies - Significance and Engagement

- Hear views with open mind
- Provide access to clear record of decisions and explanatory material
- Have processes in place for consulting with Māori

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 MĀORI

Māori 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 Māori contributions to Council's decision-making processes.

In summary, the Act requires local authorities to:

- Take into account Māori interests where any significant decisions are to be made affecting 'land or a body of water'
- Establish and maintain processes to provide opportunities for Māori to contribute to decision-making processes
- Consider ways to foster the development of Māori capacity to contribute to decision-making processes

- Put in place processes to consult with Māori
- Assist Māori 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 Māori 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.

Policies - Significance and 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.

8. SCHEDULES

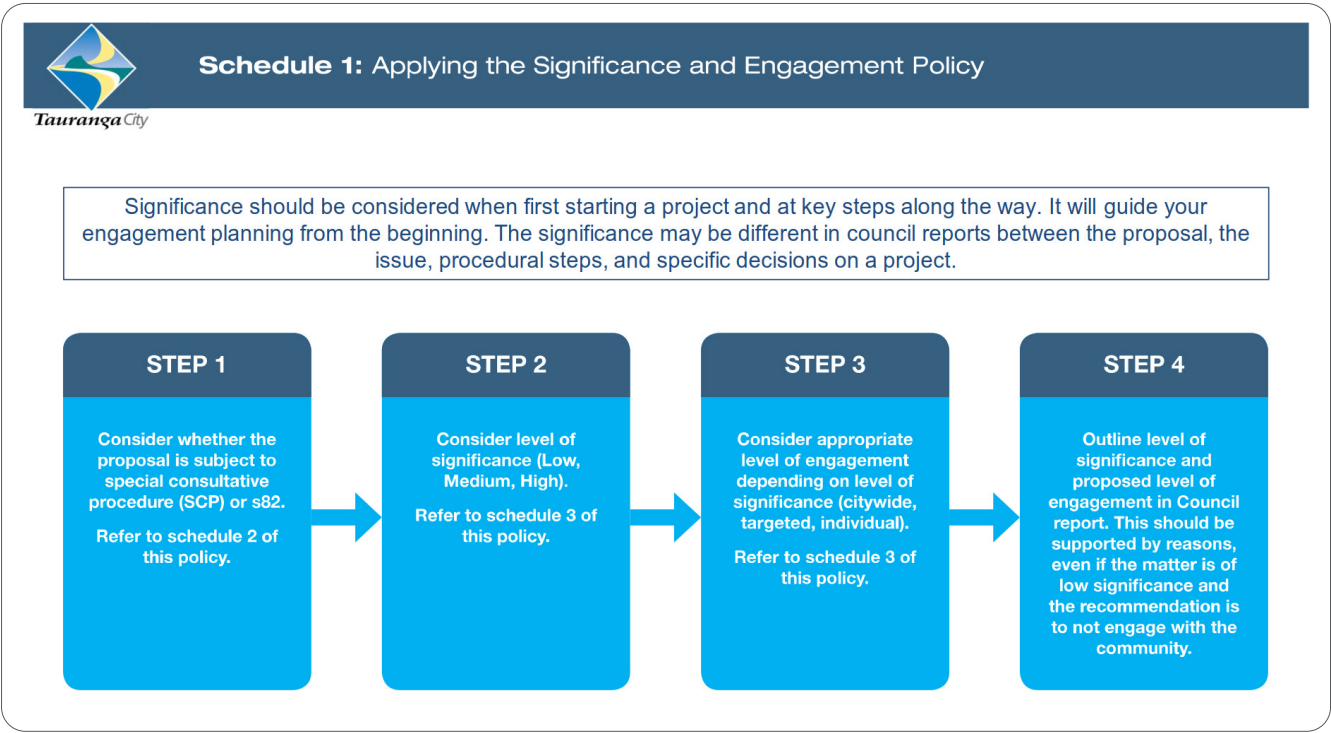
6. RELEVANT DELEGATIONS

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.

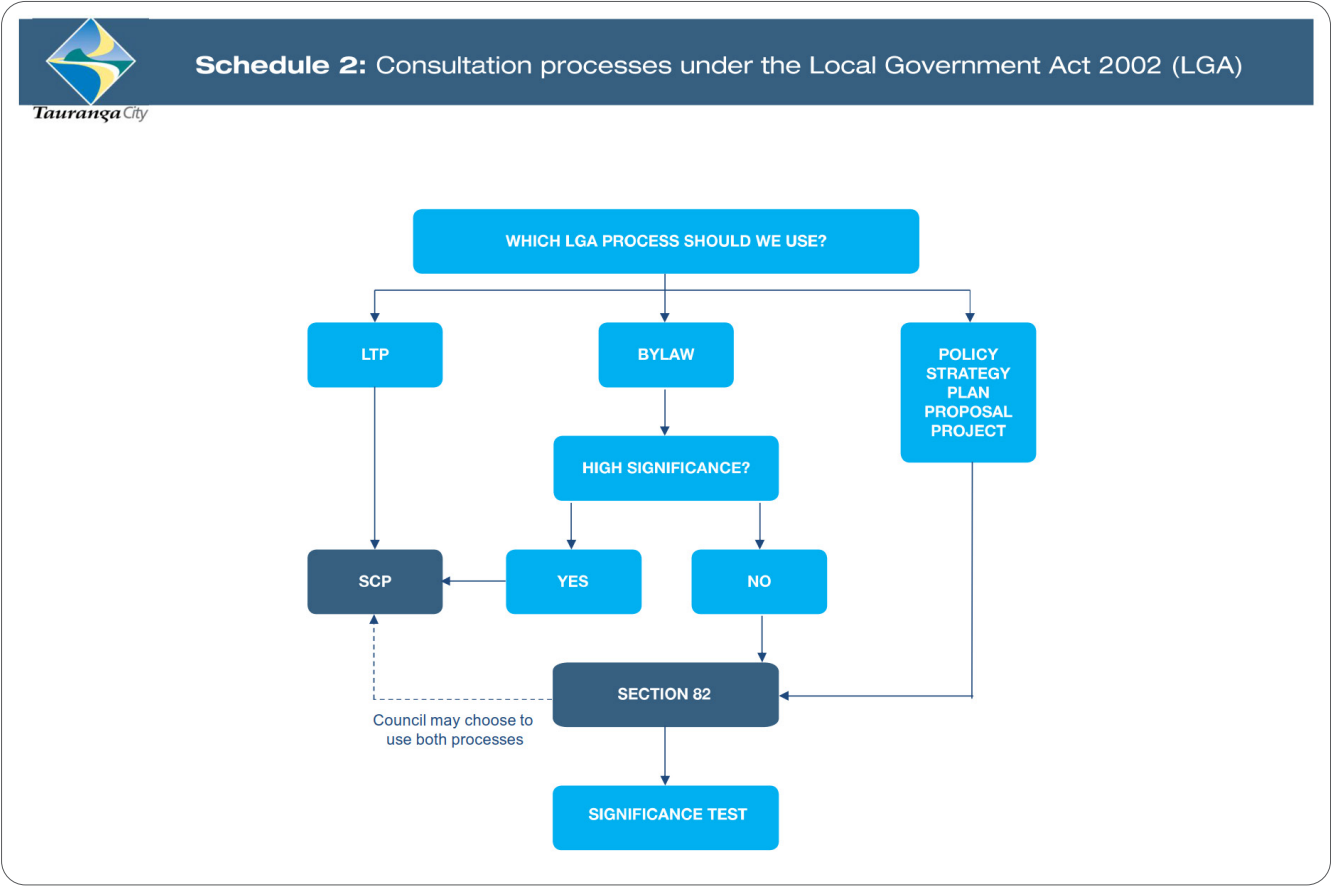
7. REFERENCES AND RELEVANT LEGISLATION

- 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


Policies - Significance and Engagement



Policies - Significance and Engagement



Policies - Significance and Engagement

 Schedule 3: Guide to Significance and Engagement			
Rating	Key Considerations	Examples	Engagement
High	<ul style="list-style-type: none"> Affects wide range of people Has high public interest Large consequences for the city or region Large impact on Council being able to perform its role Unbudgeted capex of more than \$4 million Unbudgeted opex of more than \$1.7 million Highly difficult to reverse Does not have a strong and logical flow from a prior decision 	<ul style="list-style-type: none"> Adopting a significant bylaw (e.g. Street Use & Public Places Bylaw) Adopting a policy that has wide community interest (e.g. Local Alcohol Policy) A large investment (e.g. building a new wastewater treatment plant) A change to Council user fees and charges that affects a wide range of people (e.g. increase in water rates) Ceasing a Council activity Adoption of Long Term Plan Transfer of strategic asset 	<p>If a matter is of high significance, Council must engage with the community under this policy.</p> <p>This will likely involve large scale publicity and promotion. There could be an informal engagement / discussion phase plus a formal phase of consultation. There is likely to need to be consideration of different cultural styles and needs for engagement. Likely to include a range of events and a focus on online activities.</p>
Medium	<ul style="list-style-type: none"> Affects subgroup Has moderate public interest Moderate consequences for the city or region Moderate impact on Council being able to perform its role Unbudgeted capex \$1-\$4m Unbudgeted opex \$500k - \$1.7m Moderately difficult to reverse Flows from a prior decision, but with some notable variations 	<ul style="list-style-type: none"> An amendment or adoption of a bylaw that will affect a subgroup or have moderate public interest (e.g. Freedom Camping Bylaw) Adoption of a policy that has medium community interest (e.g. Public Art Policy) A moderate investment (e.g. investment in Greerton Library) A change to Council user fees and charges that affects a subgroup (e.g. increase in dog registration fees) A moderate change in the way an activity operates (e.g. the length of grass in reserves) Adoption of Annual Plan 	<p>If a matter is of medium significance Council may decide it is not appropriate or necessary to engage.</p> <p>If Council does engage, it may involve targeted engagement with the affected audience, online engagement which may include a survey and social media. Information available through libraries and service centres. Promotion through e-newsletters, the local media or through Our City News.</p>
Low	<ul style="list-style-type: none"> Affects individuals Has very little public interest Low consequences for the city or region Low impact on Council being able to perform its role Less than \$1m capex Less than \$500k opex Able to be reversed Has a strong and logical flow from a prior decision 	<ul style="list-style-type: none"> A minor amendment to a bylaw Adoption of a policy that has low public interest and does not affect the wider community or a subgroup (e.g. Significance and Engagement Policy) A minor investment (e.g. to fund an increase in a maintenance contract) A minor change to user fees and charges (e.g. adjusted for CPI) A minor change in the way the activity operates (e.g. undertakes a tender with a different contractor) 	<p>If a matter is of low significance the Council can choose to not engage unless required by legislation, otherwise may choose to adopt some of the methods above.</p>

More Time
More Resources



Less Time
Less Resources





07

**Significant forecasting
assumptions**

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

428 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

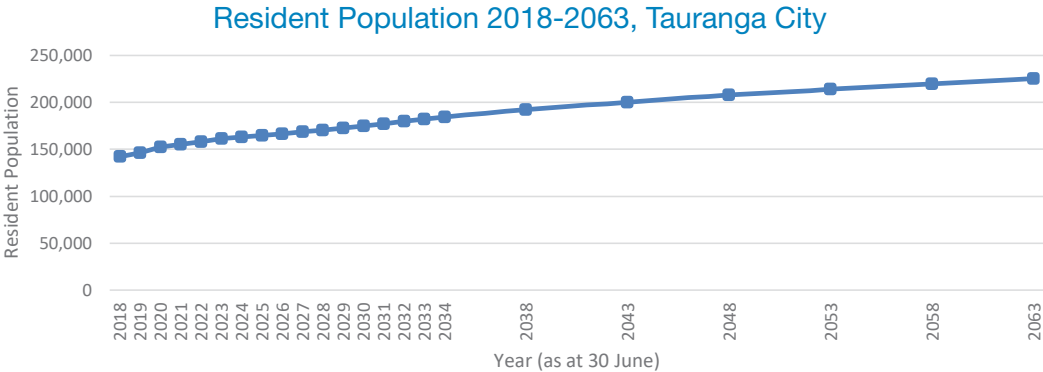
No.	Assumption	Effect
14	Inflation – Your costs	Low - High
15	Interest rates - Borrowing and interest rates	High
16	Interest rates - Investment interest rates	Low
17	Development Contributions	High
18	Waka Kotahi NZ Transport Agency Funding	High
19	Sale of assets	Low
20	Ownership of water infrastructure 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

Long-term Plan 2024-2034

No.	Assumption	Effect
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	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.



2023 LTP Revisions	Resident Population	Occupied Dwellings	Total Dwellings
2018	142,100	51,312	56,272
2019	146,400	52,509	57,577
2020	152,200	53,646	58,816
2021	155,200	55,003	60,295
2022	158,200	56,152	61,547
2023	161,206	57,139	62,624
2024	163,038	57,961	63,520
2025	164,549	58,639	64,259
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

		Population by age group (years) at 30 June					Components of population change, five years ended 30 June		
Data Source	Year	0-14	15-39	40-64	65+	Total (as at 30 June)	Natural increase	Net migration	Additional People
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

3. Demographic changes - Ethnicity

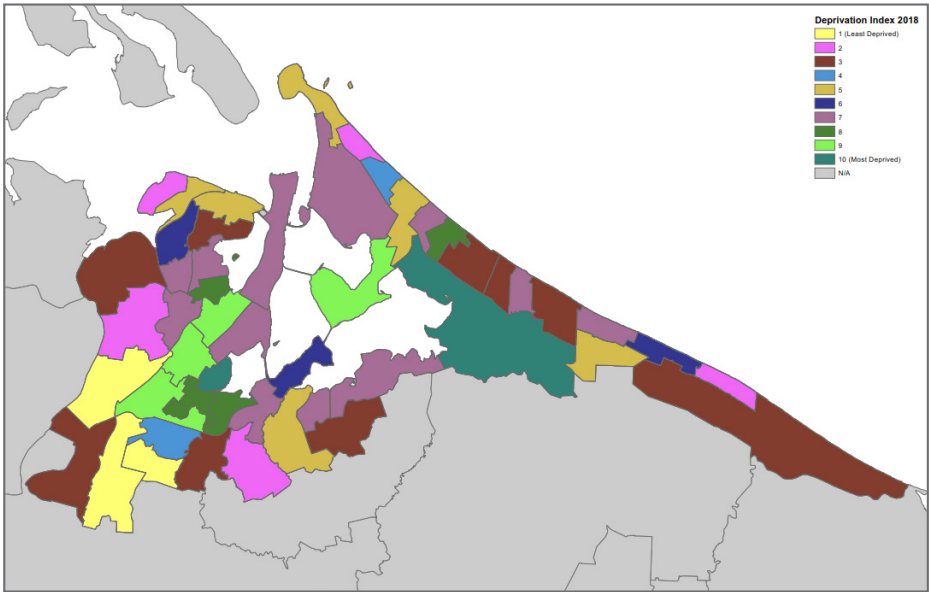
Detail	Data Source (and rationale)	Risks	Level of uncertainty	Effect	Mitigation
That the city's ethnic profile will continue to change, following the pattern in Stats NZ projections, which will see an increase in the Māori, Pacific and Asian proportion of the city population, and a decline in European 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 by age group (years) at 30 June					Population at 30 June				Percentage of Tauranga population who are¹:				
	Year	European or Other	Māori	Asian	Pacific	Total	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%	100%	89%	16%	2%	2%
	2001	81700	15550	2380	1550	93,500	87%	17%	3%	2%	100%	87%	17%	3%	2%
	2006	92600	18000	3810	2020	107,000	87%	17%	4%	2%	100%	87%	17%	4%	2%
	2013	101000	21300	7130	3010	119,800	84%	18%	6%	3%	100%	84%	18%	6%	3%
	2018 (base)	116,500	26,300	11,400	4,310	142,100	82%	19%	8%	3%	100%	82%	19%	8%	3%
	2023	129,200	29,400	13,850	5,250	156,900	82%	19%	9%	3%	100%	82%	19%	9%	3%
	2028	137,700	32,400	16,150	6,130	166,300	83%	19%	10%	4%	100%	83%	19%	10%	4%
	2033	145,500	35,600	18,550	7,070	175,000	83%	20%	11%	4%	100%	83%	20%	11%	4%
	2038	152,800	39,000	21,000	8,120	183,300	83%	21%	11%	4%	100%	83%	21%	11%	4%
	2043	160,000	42,800	23,700	9,310	191,400	84%	22%	12%	5%	100%	84%	22%	12%	5%

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.

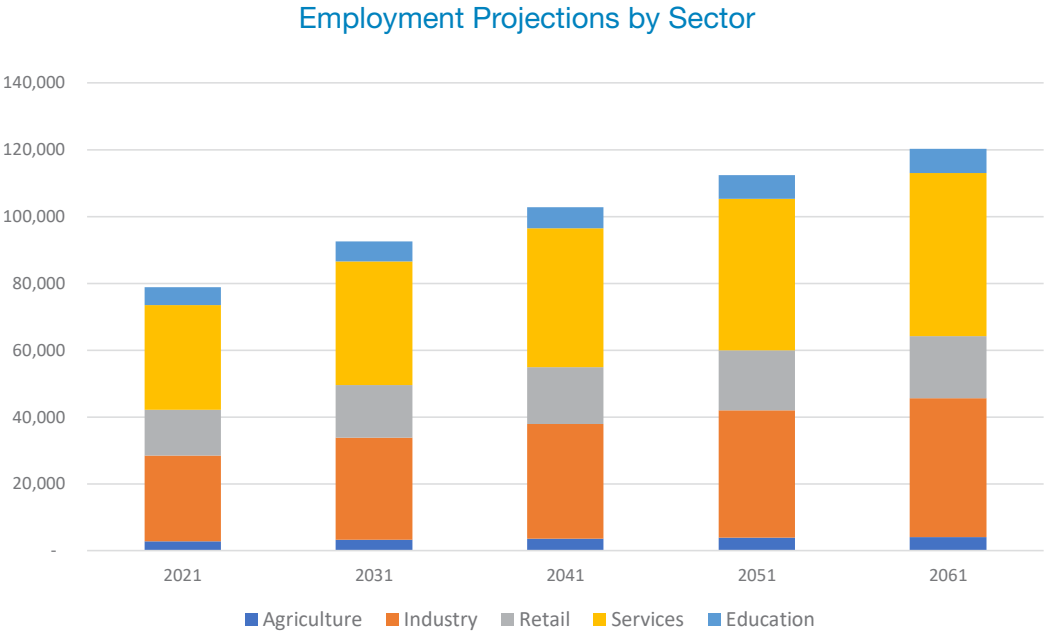
4. Demographic changes - Socioeconomic

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.



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 sectors will however lift the identified deficit.</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>



438 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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.</p> <p>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.</p> <p>Inner harbour inundation modelling was completed in 2019 and incorporates sea-level rise to 2130.</p> <p>Open coast inundation modelling was completed in 2023 by BoPRC and will be incorporated into TCC dataset.</p> <p>TCC Coastal erosion modelling was completed in 2019 for inner harbour and 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>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 updated as hazard databases and infrastructure databases are updated.</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.</p> <p>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>

Long-term Plan 2024-2034

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.	<p>TCC adopted Flood Risk Approach (to intense rainfall events).</p> <p>TCC adopted Level of Service.</p> <p>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.</p>	Flooding events occur to a greater extent than predicted or in areas we have not predicted.	<p>Medium.</p> <p>Modelling is underway to better understand the risk of 1 in 500 year flooding.</p>	<p>Medium – High.</p> <p>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.</p>	<p>Complete projects identified by the Resilience Management of Reactive Reserve Fund, and progression of site-specific projects to reduce risk.</p> <p>Project Management of flood risk approach and implementation during flood events.</p> <p>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).</p>

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. 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
<p>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, Ohauiti 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.</p>	<p>SmartGrowth; UFTI, NPS-UD; Te Papa and Ōtūmoetai Spatial Planning; intensification modelling</p>	<p>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.</p>	<p>Medium.</p> <p>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.</p>	<p>Medium.</p> <p>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.</p>	<p>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.</p> <p>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).</p> <p>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.</p>

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
That the Government will change Resource Management legislation to make it easier to develop new housing and infrastructure, enable primary industry, and better balance environmental protection. Until further direction is received, almost all resource management matters will continue to apply as set out in the Resource Management Act 1991 (RMA).	Ministry for the Environment	That future reform impacts council's delivery of services such as developing policy (city planning). That due to the legislative changes, the Council is unable to effectively plan for growth, resulting in ineffective investment in infrastructure and services.	High. The Natural and Built Environment Act and the Spatial Planning Act have been repealed. The details of the reform are unknown.	High. Changes could have a significant impact on the way we operate, however the effects are unknown until further information is released by the Government.	We will continue to keep a watching brief on the review and any resulting legislative changes.

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
<p>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.</p> <p>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.</p>	<p>GHD report to Tauranga City Council on Capital Cost Inflation Forecasts</p>	<p>The actual price of inputs and outputs will not increase at the rate assumed.</p>	<p>High.</p>	<p>Low – High.</p> <p>Changes could have a significant financial impact on our costs.</p>	<p>The indices used for the inflation of capital expenditure were reviewed against both BERL and an update from GHD and were not judged to be significantly different from either. The operating expenditure inflation assumptions were also reviewed against BERL and were also not significantly different. Both capital and operating expenditure are updated annually through the annual and long-term planning processes to reflect the latest information.</p>

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%

Long-term Plan 2024-2034

446 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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
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%

Long-term Plan 2024-2034

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 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.	Maintaining around 70% of fixed interest rates for debt and interest costs are 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 3.0% to 7.0% 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.</p> <p>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>

450 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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>The Minister of Transport released the draft Government Policy Statement on land transport (GPS) 2024 for feedback in March. Following consultation, the Ministry of Transport will use the feedback to provide advice to the Minister of Transport on the final GPS 2024. The final GPS will come into effect by July 2024.</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>

Long-term Plan 2024-2034

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 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.	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>Council will retain ownership and service delivery of water supply, wastewater, and stormwater infrastructure assets.</p> <p>Central government is currently reviewing the way that three waters (wastewater, water supply and stormwater) are managed in New Zealand. The new Government has repealed the Three Waters reforms of the previous government and has plans to pass two laws to replace it.</p> <p>Due to the legislation not yet being passed there is still high uncertainty around what form the new Government's local water done well policy will take. It has been indicated that part of this legislation will include streamlined rules for setting up council-controlled organisations (CCOs) to allow councils to easily move the delivery of water services to CCOs.</p> <p>This LTP document has been prepared on the basis that Council's management of water supply, wastewater, and stormwater will continue.</p>	<p>Department of Internal Affairs, Three Waters, post cabinet press conference (12 February 2024)</p>	<p>There may be material changes to the legislative landscape that cause significant changes to what we do and how we pay for it.</p>	<p>High.</p>	<p>High - changes could have a financial impact on the way we operate.</p> <p>TCC's debt would reduce significantly if three waters assets and associated debt were transferred to a CCO in the future.</p>	<p>The capital programme proposed aims to meet the required investment outcomes to enable housing supply, build communities and meet environmental standards particularly within three waters. The LTP presents the increased revenue requirements across three waters funding and transportation to meet these infrastructure requirements.</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 the nature of change.	Legislative change is often progressed with a long lead time, allowing council to respond accordingly.

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.</p> <p>Our policy includes:</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. 	<p>TCC</p> <p>Asset realisation report and Revenue and Finance Policy</p>	<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>Low.</p>	<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.</p> <p>Council can access borrowings at levels forecast within the LTP.</p> <p>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).	Depreciation method and estimated useful life of assets – see tables below Transportation asset lives are as per the Tauranga City Council Roading Asset Valuation Report 2022 (FINAL) – 18 August 2022.	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.	Low. Asset lives are based on estimates made by suppliers, manufacturers, asset managers, engineers and registered valuers.	Medium. 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.	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.

456 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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

Asset type	Useful life (years)
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

Long-term Plan 2024-2034

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

Asset type	Useful life (years)
Flood protection and treatment	
Soak hole	60
Soakage modules	50
Sump filters	100
Manhole filters	100

Social Infrastructure

Parks Asset type	Min initial useful life (years)	Max initial useful life (years)
Barbecue housing	30	30
Barbecue unit	10	10
Boardwalk	20	20
Bore	80	80
Electrical point	20	20
Fence wall bollard	10	50
Fitness structure	15	15
Gate access point	10	50
Irragation - line	24	24
Irrigation - point	12	24
Miscellaneous line	20	80
Miscellaneous point	5	40
Parks furniture	10	40
Parks pump	15	15
Parks retaining wall	15	50

Parks Asset type	Min initial useful life (years)	Max initial useful life (years)
Parks sign	10	15
Parks structure	20	50
Parks equipment	10	20
Property light	20	20
Safety surface	7	10
Safety surface edging	20	20
Sports equipment	20	20
Steps	5	50
Surface	5	50
Tools and equipment	10	10
Utility line	15	50
Utility point	10	20
Vehicle	20	25
Water feature	45	50

Transport

Asset type	Useful life (years)
Bins	
Centennial	15
Edgewater	40
Scud	30
St Louis, Temp Summer Drum	12
Tilley	10
Tilt stainless, unknown, Vogue	12
Bridge deck	
Multispan, pedestrian underpass, ped clip-on, pedestrian, single span	100 years
Public transport	
Bus shelters	30
Concrete Block	50
Footpaths	
Asphaltic concrete (black)	25
Concrete	80
Interlocking blocks	60
Metal	10
Seal	20
Timber	20

Asset type	Useful life (years)
Footpath base	
Asphaltic concrete (black)	50
Concrete	80
Interlocking blocks	60
Metal	20
Seal	40
Timber	75
Railing	
Barriers	35
Handrail – metal	30
Handrail – timber	20
Sight rail	20
W section guard	35
Streetlights	
Streetlight bracket	50
Streetlight light	20
Streetlight pole	50
Surface Water Channel	
Kerb and/or channel (asphalt)	30
Kerb and/or channel (sealed)	15
Kerb and/or channel (concrete, half pipe)	80

460 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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

Asset type	Useful life (years)
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)
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)

Long-term Plan 2024-2034

Transport

Asset type	Useful life (years)
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

Asset type	Useful life (years)
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
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

Long-term Plan 2024-2034

462 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

Transport

Asset type	Useful life (years)
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
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

Asset type	Useful life (years)
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

Long-term Plan 2024-2034

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:</p> <ul style="list-style-type: none"> • Transportation and Land & Buildings 30 June 2024, 30 June 2027, 30 June 2030 & 30 June 2033. • Arts & Heritage and Marine, Jetties & Wharves will be revalued 30 June 2025, 30 June 2028, 30 June 2031 & 30 June 2034. • Water Supply, Wastewater, Stormwater, Airport, Parks, Libraries will be revalued 30 June 2026, 30 June 2029, 30 June 2032 & 30 June 2035. <p>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>	<p>Low.</p>	<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>

Long-term Plan 2024-2034

26. Environmental Standards - Resource consent requirements

Detail	Data Source (and rationale)	Risks	Level of uncertainty	Effect	Mitigation
<p>That resource consents required for capital works are granted and that this process does not significantly impact timing of projects.</p> <p>That all existing resource consents will be renewed where appropriate.</p> <p>It is expected that the environmental standards requirements will increase, with corresponding requirements imposed through resource consents.</p>	TCC	<p>That significant delays to capital works projects are experienced due to the resource consent process.</p> <p>That existing consents are not renewed or require us to meet significantly changed conditions.</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>	Medium.	<p>High.</p> <p>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.</p>	<p>Budget revisions will take place where there are anticipated changes to consent requirements.</p> <p>Early communication with affected parties and resource consent issuing bodies may enable early identification of issues.</p>

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.

466 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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
<p>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.</p> <p>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.</p>	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.

Long-term Plan 2024-2034

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	<p>That Council's ability to function is severely disrupted in the event of a disaster, we will be unable to:</p> <p>a) protect the community, from hazards or events which compromise their physical and emotional wellbeing</p> <p>b) provide essential services to the fullest extent possible within appropriate timeframes.</p>	Medium.	<p>High.</p> <p>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.</p> <p>Council may be required to make considerable resourcing and financial investment to return essential services to pre-impact capacity.</p>	<p>The Council has:</p> <p>a. business continuity plans and business continuity enhancement program</p> <p>b. emergency management response plans and enhancement programme</p> <p>c. community resilience education</p> <p>d. established protocols for public alerting and issuing of warnings</p> <p>e. lifelines plans</p> <p>f. partnership structures with emergency service and social sector partners.</p> <p>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.</p>

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.

470 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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.</p> <p>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) 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>	<p>LGNZ 'The 2050 Challenge - Future Proofing our Communities'</p> <p>SOLGM 'Fit for the Digital Future' *</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.</p> <p>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>

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

Long-term Plan 2024-2034

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.

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>Government policy statements are still outstanding which provide local government with direction on the type of projects/outcomes that are more likely to receive funding. Particularly the transport programme.</p> <p>Waters reform changes are likely to require waters infrastructure to be included in all 10 years of the LTP.</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>Draft capital programme will require to be reviewed against government direction, with changes likely required.</p> <p>Waters infrastructure added back into capital programme will put further pressure on financial limits requiring draft capital programme to be adjusted.</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> <p>Maintain communication channels and relationship with central government.</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
<p>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.)</p> <p>Key Ratios are: Net Debt to Operating Revenue, Net Interest to Operating Revenue and Net Interest to Rates Revenue.</p>	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
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. The assumption used in the LTP is that the proposed assets will be transferred to BVL for operation upon completion.	Finance	A future decision is made to not transfer the ownership to BVL upon completion of these projects.	Low.	High. TCC would need to develop its own operating model at undefined but likely significant cost.	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 \$154.5m generated from sources other than rates including various government and community grants, growth funding (development contributions), corporate partnerships, asset realisation reserves, and individual, philanthropic donations.	Regular financial strategy and funding updates provided to Council and Te Manawataki o Te Papa Limited Board.	Insufficient grant income is obtained.	High.	High. If there is a significant shortfall in grant/external funding 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.	<p>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. This plan has been updated in early 2024 to reflect the current external funding environment.</p> <p>In addition, we have appointed high calibre directors in the Te Manawataki o Te Papa Limited Board to govern the delivery of the programme.</p>

476 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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>	<p>Tauranga Traffic Model Outputs – Beca (A14445926)</p>	<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.</p> <p>This could negatively impact timing and costs for transport network improvements.</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 infrastructure based on modelling of the external traffic movements 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 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>

Long-term Plan 2024-2034

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 $[2 \times \text{AM} + 7 \times \text{IP} + 2 \times \text{PM}] / 0.79$

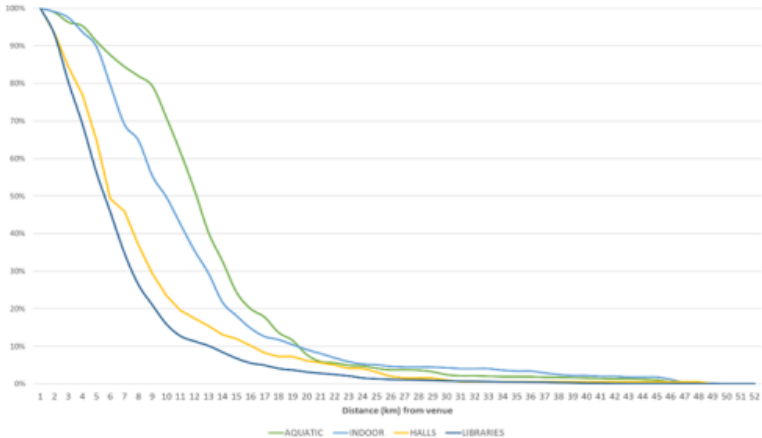
478 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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 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.</p>	Community Facilities Current State Assessment for Aquatic, Community Centres/ Halls, Indoor Courts & Libraries (Feb 2020)	That demand from external sub-regions and districts exacerbates the need for infrastructure beyond what is planned.	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 community facilities infrastructure based on the needs analysis 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 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 acknowledging that there is wider sub-regional use.</p>

Long-term Plan 2024-2034

Figure 3.4 Distance Decay Curves per Facility Types



480 | 07 SIGNIFICANT FORECASTING ASSUMPTIONS

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 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>	<p>Medium.</p>	<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.</p> <p>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.</p> <p>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.

Long-term Plan 2024-2034



Tauranga City

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Tauranga City

2024/25 Fees and Charges

in effect from 1 July 2024

Airport	3
Alcohol Licensing.....	6
Animal Services.....	8
Asset Protection Bond and Service Connection Fees.....	12
Baycourt.....	13
Bay Venues Limited	15
Building Services	19
Cemetery Parks and Crematorium	25
Development Contributions.....	28
Development Works	28
Digital Services.....	31
Food Premises.....	31
Health Act functions.....	33
Historic Village.....	34
Land Information	35
Legal Services	37
Libraries	38
Marine Facilities.....	40
Miscellaneous.....	41
Mount Maunganui Beachside Holiday Park.....	42
Official Information Requests	43
Parking	44
Parks and Recreation.....	47
Planning	49
Regulation Monitoring.....	55
Road Reserve Occupation (Corridor Access Requests)	56
Stormwater.....	59
Street Dining	60
Sustainability and Waste	61
Temporary Leasing of Road Space	63
Trade Waste	64
Use of Council Land.....	65
Venues and Events.....	67
Water Supply	68



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.

All fees are GST inclusive, unless otherwise stated.



Airport

Landing charges for Non Regular Passenger Transport Aircraft	2024/25
Helicopters and all aircraft < 800kgs	\$12.65
All Aircraft 800 - 1,650kgs	\$18.40
All Aircraft 1,650 - 2,500kgs	\$24.72
All Aircraft 2,500 - 4,000kgs	\$31.05
All Aircraft 4,000 - 5,000kgs	\$51.75
All Aircraft 5,000 - 10,000kgs	\$74.75
All Aircraft 10,000 - 15,000kgs	\$138.00
All Aircraft 15,000 - 25,000kgs	\$218.50
All Aircraft > 25,000kgs	\$506.00

Landing Charges for Regular Passenger Transport Aircraft above 5,000kg	2024/25
Base Terminal Charge (per passenger)	\$10.77
Terminal Development Charge (per passenger)	\$3.02

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)	2024/25
Up to 1hr	\$3.00
1-2hr	\$6.00
2-3hr	\$9.00
3-4hr	\$12.00
4-5hr	\$15.00
5-6hr	\$18.00
6-7hr	\$20.00
7-8hr	\$20.00



Airport Carpark Charges (Short Term)	2024/25
1 day	\$20.00
2 days or part thereof	\$40.00
3 days or part thereof	\$60.00
4 days or part thereof	\$80.00
5 days or part thereof	\$100.00
6 days or part thereof	\$120.00
7 days or part thereof	\$140.00
Maximum	\$160.00
Lost Ticket	\$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)	2024/25
Up to 1hr	\$3.00
1-2hr	\$6.00
2-3hr	\$9.00
3-4hr	\$12.00
4-5hr	\$15.00
5-6hr	\$15.00
6-7hr	\$15.00
7-8hr	\$20.00
1 day	\$20.00
2 days or part thereof	\$35.00
3 days or part thereof	\$50.00
4 days or part thereof	\$65.00
5 days or part thereof	\$80.00
6 days or part thereof	\$95.00
7 days or part thereof	\$95.00
Maximum	\$95.00
Lost Ticket	\$95.00



Airport Taxi Fees	2024/25
Annual Licence per taxi	\$20.00
Per use of rank	\$3.00
Bulk billing arrangements available.	



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 of 1 July 2020.

Alcohol licencing	2024/25
Website public notification of liquor application	\$189.00
Miscellaneous	2024/25
Extract of any record or register	\$70.00

Liquor Licensing Applications (as set by legislation)	2024/25
On Licence	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	



Liquor Licensing Applications (as set by legislation)	2024/25
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	2024/25
New Application	\$1,248.00
Relocation Application	\$1,187.00
Subsequent or increase in number	\$941.00



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		2024/25
	Registration Fee (if paid before 1 August)	Penalty Fee
Normal	\$121.50	\$182.00
Dangerous Dogs (classified)	\$182.00	\$273.00
	Voluntary	Impounded Dog
Microchip fee	\$32.00	\$32.00
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
Director of Civil Defence and Emergency Management (whilst those dogs are on active duty)



Impounding		2024/25	
		Non Registered	Registered
First impounding		\$104.00	\$70.00
Second impounding		\$149.00	\$149.00
Third impounding		\$214.00	\$214.00
Fourth and subsequent impounding		\$298.00	\$298.00
Sustenance fee (per day or part of)		\$13.00	\$13.00
Dogs released after hours		\$56.00	\$56.00

Infringement Offences (as set by legislation)		2024/25	
Wilful obstruction of a Dog Control Officer			\$750.00
Failure or refusal to supply information or wilfully providing false particulars			\$750.00
Failure to supply information or wilfully providing false particulars about a dog			\$750.00
Failure to comply with any Dog Control Bylaw			\$300.00
Failure to comply with effects of disqualification			\$300.00
Failure to comply with requirements of dangerous dog classification			\$300.00
Fraudulent sale or transfer of a dangerous dog			\$500.00
Failure to comply with requirements of menacing classification			\$300.00
Failure to implant a microchip transponder in dog			\$300.00
False statement relating to dog registration			\$750.00
Failure to register dog			\$300.00
Fraudulent procurement or attempt to procure replacement dog registration label or disc			\$500.00
Failure to advise change of dog ownership			\$100.00
Failure to advise change of address			\$100.00
Removal, swapping or counterfeiting of registration label/disc			\$500.00
Failure to keep dog controlled or confined on private land			\$200.00
Failure to keep dog under control			\$200.00
Failure to provide proper care and attention, to supply proper or sufficient food, water, shelter, or adequate exercise			\$300.00
Failure to carry leash in public			\$100.00



Infringement Offences (as set by legislation)	2024/25
Failure to undertake dog owner education programme or dog obedience course (or both)	\$300.00
Failure to comply with obligations of probationary owner	\$750.00
Failure to comply with barking dog abatement notice	\$200.00
Failure to advise of muzzle and leashing requirements	\$100.00
Falsely notifying death of dog	\$750.00
Allowing dog known to be dangerous to be at large unmuzzled or unleashed	\$300.00
Releasing dog from custody	\$750.00

Other dog fees	2024/25
Surrender fee	\$106.00
Seizure fee	\$112.00
Replacement Registration Tag	\$11.00

Adoption Fees	2024/25
Male dogs	\$371.00
Female dogs	\$424.00

Stock control fees	2024/25
For every: Horse, cattle, deer, ass or mule	
Impounding	\$159.00
Conveying	Actual cost
Sustenance (per day or part thereof)	Actual cost
Sheep, goat or pig	
Impounding	\$65.00
Conveying	Actual cost
Sustenance (per day or part thereof)	Actual cost
Service of Notices	
Service of Notices	\$17.00
Insertion of Notice in Newspaper (plus actual cost of insertion)	\$17.00
Call Out Fee	\$152.00



Stock control fees	2024/25
Mileage (kms)	\$0.88



Asset Protection Bond and Service Connection Fees

1. Asset protection bonds are deposits only.
2. 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.
3. 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
4. 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	2024/25
Refundable asset protection bond (where double check value or RPZ not required) - residential	\$1,202.00
Refundable asset protection bond (where double check value or RPZ not required) - 3 or more dwelling units	\$1,202.00 per dwelling unit (up to a maximum of \$20,000)
Refundable asset protection bond (where double check valve or RPZ required) - residential	\$2,528.00
Refundable asset protection bond (where double check value or RPZ not required) - commercial	\$2,303.00
Refundable asset protection bond (where double check valve or RPZ) - commercial	\$5,730.00

Bond Processing and Inspection Fees	2024/25
Bond processing and inspection fee (no vehicle crossing)	\$298.00
Bond processing and inspection fee (with a vehicle crossing)	\$410.00
Water, wastewater and stormwater connection inspection fee	\$174.00

Service Connection Fees	2024/25
Service connection application fee	\$274.00
Streetlight relocation fee	\$571.00
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	2024/25
Removal and replacement of juvenile street trees - per tree	\$889.00



Baycourt

2024/25						
Venue hire fees - <u>Commercial</u>	Complex	Auditorium	X Space	Terrace Room	Greenroom	Terraces
Performances*	\$4,370.00	\$2,875.00	\$1,035.00	\$264.50	\$264.50	\$460.00
Non-performance e.g. meetings / conference / private function - full day rate	\$4,600.00	\$3,220.00	\$1,150.00	\$368.00	\$368.00	\$690.00
Non-performance e.g. meetings / conference / private function - half day rate (60% of full day rate) - 5 hours or less	\$2,760.00	\$1,932.00	\$690.00	\$220.80	\$220.80	\$414.00
Exhibitions	\$4,370.00	\$2,875.00	\$713.00	\$264.50	\$264.50	\$460.00
Pre/post show function	N/A	N/A	\$460.00	\$264.50	\$264.50	\$460.00
* or 12% of net box office, whichever is greater.						

2024/25						
Venue hire fees – <u>Community</u>	Complex	Auditorium	X Space	Terrace Room	Greenroom	Terraces
Performances*	\$2,185.00	\$1,437.50	\$517.50	\$132.25	\$132.25	\$230.00
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	\$2,185.00	\$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



2024/25						
Venue hire fees – Community	Complex	Auditorium	X Space	Terrace Room	Greenroom	Terraces
* or 12% of net box office, whichever is greater.						
NOTE: COMMUNITY RATE applies to performances and exhibitions only						

Surcharges	2024/25
Statutory Days	50%
Additional Performance per Day	50%

Cargo Shed	2024/25
Venue hire per day (regardless of event type)^	\$672.75
Venue hire half day rate - 4 hours or less	\$402.50



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	2024/25
Baywave	
Adult	\$9.50
Senior	\$6.00
Child	\$6.00
Child 2-4	\$4.60
Family	\$26.70
Hydroslide	\$6.80
Greerton	
Adult	\$7.00
Senior	\$4.90
Child	\$4.20
Child 2-4	\$3.50
Family	\$20.80
Memorial/Ōtūmoetai	
Adult	\$7.00
Senior	\$4.90
Child	\$4.20
Child 2-4	\$3.50
Family	\$20.80

Aquatics Lane Hire	2024/25
Standard Lane Hire	\$13.80
Adult Squad Baywave	\$4.70
Adult Squad Greerton/Memorial/Ōtūmoetai	\$2.80
Child Squad Baywave	\$4.60



Aquatics Lane Hire	2024/25
Child Squad Greerton/Memorial/Ōtūmoetai	\$2.10

Aquatics Memberships	2024/25
Baywave	\$620.10
Greerton/Memorial/Ōtūmoetai	\$397.50

Indoor Sports	2024/25
Mercury Arena	
Adult - Standard	\$63.20
Adult - Community Regular	\$53.70
Youth/Senior - Standard	\$53.70
Youth/Senior - Community Regular	\$44.20
QEYC	
Adult - Standard	\$50.60
Adult - Community Regular	\$42.90
Youth/Senior - Standard	\$42.90
Youth/Senior - Community Regular	\$35.40
Aquinas Action Centre	
Adult - Standard	\$44.20
Adult - Community Regular	\$37.60
Youth/Senior - Standard	\$37.60
Youth/Senior - Community Regular	\$31.00
Merivale Action Centre	
Adult - Standard	\$44.20
Adult - Community Regular	\$37.60
Youth/Senior - Standard	\$37.60
Youth/Senior - Community Regular	\$31.00
Mount Sports Centre	
Adult - Standard	\$44.20
Adult - Community Regular	\$37.60



Indoor Sports	2024/25
Youth/Senior - Standard	\$37.60
Youth/Senior - Community Regular	\$31.00

Community Halls	2024/25
Bethlehem / Greerton / Matua / Welcome Bay	
Adult - Standard	\$35.00
Adult - Community Regular	\$29.70
Youth/Senior - Standard	\$29.70
Youth/Senior - Community Regular	\$24.50
Cliff Rd / Elizabeth Street	
Adult - Standard	\$24.50
Adult - Community Regular	\$20.80
Youth/Senior - Standard	\$20.80
Youth/Senior - Community Regular	\$17.20
Tauriko Settlers Hall / Waipuna	
Adult - Standard	\$28.00
Adult - Community Regular	\$23.70
Youth/Senior - Standard	\$23.70
Youth/Senior - Community Regular	\$19.60

Arataki / Papamoa Sport & Recreation Centre	2024/25
XL Room (Heron/Dotterel or Surfbreaker/Dunes Rooms Combined)	
Adult - Standard	\$55.80
Adult - Community Regular	\$44.60
Youth/Senior - Standard	\$44.60
Youth/Senior - Community Regular	\$36.30
Large Room (Heron, Dotterel, Surfbreaker, Dunes, Beachside)	
Adult - Standard	\$44.60
Adult - Community Regular	\$35.70
Youth/Senior - Standard	\$35.70



Arataki / Papamoa Sport & Recreation Centre	2024/25
Youth/Senior - Community Regular	\$29.00
Medium Room (Kingfisher, Penguin, Driftwood)	
Adult - Standard	\$35.70
Adult - Community Regular	\$28.60
Youth/Senior - Standard	\$28.60
Youth/Senior - Community Regular	\$23.20
Small Room (Sandpiper, Oystercatcher, Seashell, Shoreline)	
Adult - Standard	\$25.20
Adult - Community Regular	\$20.10
Youth/Senior - Standard	\$20.10
Youth/Senior - Community Regular	\$16.40

Papamoa Community Centre	2024/25
Large Room (Tohora, Aihe)	
Adult - Standard	\$44.60
Adult - Community Regular	\$35.70
Youth/Senior - Standard	\$35.70
Youth/Senior - Community Regular	\$29.00
Medium Room (Mako)	
Adult - Standard	\$35.70
Adult - Community Regular	\$28.60
Youth/Senior - Standard	\$28.60
Youth/Senior - Community Regular	\$23.20
Small Room (Tamure, Tarakihi, Patiki, Atrium)	
Adult - Standard	\$25.20
Adult - Community Regular	\$20.10
Youth/Senior - Standard	\$20.10
Youth/Senior - Community Regular	\$16.40



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	2024/25
Staff hourly rates (including GST)	Per hour
Administration	\$131.25
Code Compliance Assessors	\$183.75
Building Control Officer (Residential 1 and 2 projects)	\$229.95
Building Compliance Officers	\$229.95
Building Control Officers (Residential 3 and Commercial projects)	\$243.60
Specialists - Development Engineers	\$267.75
Senior Specialists - Structural Engineer and Senior Development Engineer	\$299.25
Team Leader/Manager/Project Manager/ Lead Technical Specialist	\$313.95
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

Online System Fee - charged on all new Building Consent, Certificate of Acceptance and Exemption applications	2024/25
Project value up to \$124,999	\$90.30
Project value \$125,000 to \$499,999	\$271.95
Project value \$500,000 to \$999,999	\$452.55
Project value over \$999,999	\$945.00



Administration charges - charged on Building Consent applications where required	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)	\$247.80
Building Act Section 37 (planning) Certificate fee	\$250.95
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.	\$250.95
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.	\$597.45
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.	\$1,176.00
Report Filing Fee* - for receiving third party specialist building reports or other information to place on the property file at owner's request.	\$267.75
Waiver or Modification of the building code	\$154.35
Notice to Fix - residential	\$229.95
Notice to Fix - commercial	\$243.60
Notice to Fix extension of time	\$229.95
Obtaining a Certificate of Title	\$39.90
Fire Emergency NZ (FENZ) Review when charged to TCC	Actual cost

Building Consent Levies	2024/25
Building Consent lodgement Checking Fee (per hour)	\$131.25
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)
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)
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)



Site Inspections	2024/25
Residential - per hour	\$229.95
Commercial - per hour	\$243.60
Residential Building Inspections same day cancellation (fixed fee) - applicable where inspection is cancelled within 24 hours of booked inspection	\$229.95
Commercial Building Inspections same day cancellation (fixed fee) - applicable where inspection is cancelled within 24 hours of booked inspection	\$243.60

Code Compliance Certificate (CCC) - fixed fee plus hourly charge as applicable	2024/25
Project value up to \$19,999	\$170.10
Project value \$20,000 to \$99,999	\$438.90
Project value \$100,000 to \$499,999	\$644.70
Project value \$500,000 and over	\$1,179.15
CCC reactivation fee	\$286.65

Historic CCCs	2024/25
Historic code compliance certificate (over 5 years old) for drainage, solid fuel heaters, solar, retaining walls - fixed fee	\$438.90
Historic Residential code compliance certificate (over 5 years old) - fixed fee	\$880.95
Historic Commercial code compliance certificate (over 5 years old) - fixed fee	\$1,734.60
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	2024/25
Monitoring Fee - this provides for one hour of monitoring. If non-compliance is identified further hourly rates may apply	\$243.60



Pre- Application Advice	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
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

Amendments and Minor Variations - Fixed fee plus hourly charge as applicable	2024/25
Amended building consent applications – project value (amendment) up to \$9,999	\$81.90
Amended building consent applications – project value (amendment) - \$10,000 to \$19,999	\$166.95
Amended building consent applications – project value (amendment) - \$20,000 to \$99,999	\$239.40
Amended building consent applications – project value (amendment) - \$100,000 and over	\$420.00
On-site minor variation (residential) - per hour	\$229.95
On-site minor variation (commercial) - per hour	\$243.60

Building Consent Extension of time (to extend the period to commence building work)	2024/25
Residential	\$173.25
Commercial	\$217.35

PIM only fixed fees	2024/25
Residential	\$724.50
Commercial	\$914.55
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	2024/25
Solid or liquid fuel heaters (freestanding one inspection)	\$525.00
Solid or liquid fuel heaters (Inbuilt two inspections)	\$735.00
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	2024/25
Solar water heater - processing costs covered by rates	\$0.00
Retrofit insulation in exterior walls (exemption application)	\$0.00

Certificate of Acceptance (COA) Application	2024/25
Residential Fixed Fee	\$870.45
Commercial Fixed Fee	\$1,139.25
COA Administration Fee	\$216.30
Residential Site Visit (COA) - per hour	\$229.95
Commercial Site Visit (COA) - per hour	\$243.60
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	2024/25
Schedule Application Base Fee	\$148.05
Amendment to Compliance Schedule	\$134.40
Additional fee per feature identified in schedule	\$35.70
Building Warrant of Fitness Site Audit per hour	\$243.60
Expired BWOFF charge	\$220.50
Process Building Warrant of Fitness	\$122.85



Certificate of Public use - fixed fee plus hourly charge as applicable	2024/25
CPU - Commercial 1 & 2	\$772.80
CPU - Commercial 3	\$1,189.65
Certificate of Public Use extension of time	\$346.50

Building Reports	2024/25
Subscription of Building Consent Approval Information - Weekly service - fee per week	\$28.35
Subscription of Building Consent Approval Information - Monthly service - fee per month	\$57.75
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	2024/25
Swimming pool barrier inspection fee (each inspection)	\$174.90
Note the first inspection is included in property rates as a targeted rate from 2024/25.	



Cemetery Parks and Crematorium

Cremations		2024/25
Adults 13 years and over - standard size casket		\$950.00
Children 5 - 12 years		\$459.00
Children under 5 years		\$207.00
Children under 6 months		\$0.00
Ashes Urn small - each		\$18.00
Ashes Urn large - each		\$35.00
Animal Cremations up to 30kg		\$350.00
Animal Cremations over 31kg		\$500.00
Adults weighing more than 150kg (additional to above)		\$201.00
Oversized Casket (additional to standard size casket fee and weight fee above)		\$150.00

Burial of Ashes		2024/25
Rose garden area	Plot and Maintenance	\$1,321.00
Ashes berm area	Plot and Maintenance	\$563.00
Memorial Garden 14 and 15	Plot and Maintenance	\$706.00
Memorial Garden 16, 17, and 18	Plot and Maintenance	\$1,094.00
Scatter ashes in Tauranga Cemetery Park	Plot and Maintenance	\$108.00
Ashes burial	Plot and Maintenance	\$152.00
Ashes Plot Catholic & Presbyterian	Plot and Maintenance	\$780.00

Burials		2024/25
Pyes Pa Cemetery - Adults 13 years and over ¹	Plot and Maintenance	\$4,132.00
Pyes Pa Cemetery - Specialised burial	Plot and Maintenance	\$4,705.00
City Cemeteries Plot (Presbyterian) ²	Plot and Maintenance	\$4,132.00
Standard Casket	Burial Fee	\$1,318.00
Pyes Pa RSA burial	Burial Fee	\$1,318.00
Specialised burial (including materials)	Burial Fee	\$2,061.00

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		2024/25
Oversize Casket - any casket longer than 208cm x 72cm (6'10" x 28") or rectangular is considered oversize and extra depth.	Additional	\$359.00
Pyes Pa children's Row 5 - 12 years	Plot and Maintenance	\$1,245.00
	Burial Fee	\$225.00
Pyes Pa children's Row under 5 years	Plot and Maintenance	\$925.00
	Burial Fee	\$152.00
Second burial - Adult (includes reopen fee)		\$1,708.00
Second burial - Child under 13 years (includes reopen fee)		\$484.00
Fee to disinterment in addition to burial fees		\$6,211.00
Late fee³		\$434.00
Additional charge for burial on Saturday or after 5pm Monday-Friday		\$405.00
Travel Fee for burials at City Cemeteries		\$935.00
Non Resident Fee (additional to plot, maintenance, and burial fees above)		\$1,000.00

Memorial Only	2024/25
Granite Book of Memory and Plaque	\$1,094.00
Book of Memory Inscription (Chapel Display)	\$128.00

Chapel and Lounge	2024/25
Chapel hire - 1 hour Chapel time plus 30 mins set up	\$347.00
Chapel hire - Maximum 30 mins Chapel time plus 10 mins set up	\$182.00
Tui Lounge⁴	\$327.00

Funeral Directors	2024/25
Discount for the processing of customer invoices and prompt payment	10%

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)



Additional charges	2024/25
Public Holiday Surcharge	\$606.00
Couriering ashes, national (international by negotiation)	\$108.00
Administration Fee (For funerals without a Funeral Director)	\$182.00

Burial Service Package - Based on 1 hour use of Chapel and Lounge⁵	2024/25
Burial Service Package for First casket interment - based on 1 Hour Use of chapel and lounge	\$1,845.00
Burial Service Package for Second casket interment - based on 1 Hour Use of chapel and lounge	\$2,271.50

Cremation Service Package - Based on 1 hour use of Chapel and Lounge	2024/25
(Includes - Cremation - Adult, Large Urn, Chapel Hire and Function Facility)	\$1,612.00

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.

	2024/25
Minimum monthly charge for active Development Works Approval application	\$236.38
Project value less than \$10,000	\$1,836.98
Project value between \$10,000 and \$100,000	\$1,753 plus 1.5% of the value of the development works and professional fees
Project value greater than \$100,000	\$4,088 plus 0.7% of the value of the development works and professional fees

CCTV Inspections of gravity drainage lines	2024/25
CCTV Inspections of Gravity Drainage Lines	Actual Cost plus 10% administration fee
CCTV technical review and data conversion (approximately \$2.40 per metre plus GST)	Actual costs charged
CCTV processing fee	\$108.16



Category 1 and 2 Geo-professional Pre-Qualification	2024/25
Application for Category 1 or 2 accreditation	\$1,224.30
Application for renewal - continuance at same level	\$735.64

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	2024/25
Type 7 Mowing - Grass Height 30mm-60mm	\$0.13
Type 8 Mowing - Grass Height 30mm-100mm	\$0.07
G2 Gardens	\$0.65
G3 Gardens	\$0.26
G4 Gardens	\$0.16
H1 Hedges - below 600mm high	\$2.62
H2 Hedges - below 1800mm high	\$2.62
E1 Reveg - year 0-2	\$0.39
E2 Reveg - year 2-4	\$0.26
E3 Reveg - year 4-6	\$0.07
E4 Reveg - over mature site	\$0.09
Tree Maintenance	\$100.79

Incomplete Works and Landscaping Bonds (see infrastructure development code section QA7)	2024/25
Minimum bond amount	\$5,000.00
Landscape maintenance bond	Plus 25% for Engineering supervision/Escalation, Plus GST Allowance
Incomplete works bond	Plus 25% for Engineering supervision/Escalation, Plus GST
Administration fee (non-refundable)	\$606.96
Bond registration/deregistration fee (non-refundable)	\$750.00

Potentially refundable components	2024/25
Landscape maintenance bond	Cost plus 25% contingency plus GST



Potentially refundable components	2024/25
Incomplete works bond	Cost plus 25% contingency plus GST

As-Built Information received in Paper Form	2024/25
Base Fee	\$246.43
Cost per allotment	\$129.82
Digital Conversion Fee - applied per allotment when a PDF of the as-built information is not provided with the electronic record as-builts	\$73.42

As-Built Information received in Electronic Form	2024/25
Base Fee	\$246.43
Cost per allotment	\$80.55
Digital Conversion Fee - applied per allotment when a PDF of the as-built information is not provided with the electronic record as-builts	\$73.42
The electronic version must comply with the Infrastructure Development Code (IDC)	

As-Built Information received in Paper Form - 2 lot subdivision only	2024/25
Fixed fee	\$355.78

Incorrect As-built Information	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.
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.	



Digital Services

Dark Fibre	2024/25	2024/25
	2024/25 Term: 2-4 years	2024/25 Term: > 5 years
Per pair per month	\$1,145.11	\$912.73
Per core per month	\$799.36	\$566.89
Rack Lease	2024/25	2024/25
1 Rack in Cameron Road Data Centre per month (Local Government/Government)	\$1,700.65	\$1,700.65
1 Rack in Cameron Road Data Centre per month (Commercial)	\$2,040.78	\$2,040.78
1 Rack Unit in Spring Street per month (Local Government/Government)	\$45.35	\$45.35
1 Rack Unit in Spring Street per month (Commercial)	\$51.07	\$51.07

Food Premises

Registration	2024/25
New Single site Registration - Food Control Plan or National Programme	\$362.00
New Multisite Registration - Food Control Plan or National Programme	
initial site	\$362.00
subsequent sites (for each additional site)	\$181.00

Renewal of Registration	2024/25
Processing renewal of an existing single site registration for Food Control Plan or National Programme	\$190.00
Processing renewal of an existing multi-site registration for Food Control Plan or National Programme	
initial site	\$190.00
subsequent sites (for each additional site)	\$181.00



Amendment to Registration	2024/25
Processing a significant amendment to registration of a single site Food Control Plan or National Programme	\$200.00
Processing a minor amendment to registration of a multisite Food Control Plan or National Programme	\$120.00
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	2024/25
Verification fee for up to 3 hrs of staff time	\$536.00
Fee (per hour) for additional verification time exceeding 3 hours	\$179.00
Follow up site visit subsequent to verification (per hour)	\$179.00
Overdue Corrective Action Follow up. Charges include time spent on email, phone, site visits, assessment, outcome changes and administration (per hour of officer time)	\$179.00
Cancelling a verification less than 24 hours of the scheduled date and time or non-attendance by essential personnel preventing completion of verification.	\$179.00
Technical specialist required	At cost
Charges include time spent on scheduling, preparation, on site or remote verification, reporting, administration and follow up	

Compliance and monitoring	2024/25
Unregistered food business warnings and enforcement	\$179.00
Conduct complaint driven investigation resulting in the issue of a warning letter, improvement notice or notice of direction.	\$179.00
Conduct investigation of a critical non-compliance assigned during a verification, resulting in the issue of an improvement notice or notice of direction.	\$179.00
Storage costs related to seized food or food related accessories	At cost
Disposal costs related to seized food or food related accessories	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.	



Health Act functions

Hairdressers	2024/25
New	\$298.00
Annual Registration	\$148.00

Camping Grounds	2024/25
Annual Registration	\$392.00

Funeral Directors (funeral services only)	2024/25
Annual Registration	\$148.00

Mortuary	2024/25
Annual Registration	\$298.00

Swimming Pools	2024/25
Bacteriological Test if required - per test	Base on time & cost incurred
Transfer of registration (premises registered under the Health Act)	\$88.00
Health Act - Monitoring and enforcement (per hour) follow up and investigation related to a Health Act Notice	\$178.00

Other Health Act Fees	2024/25
Offensive Trades	
Annual registration	\$277.00
Inspection fee relating to any matter not provided for in this schedule (per hour)	\$180.00

Inspection and Enforcement Fees	2024/25
Request for health inspection and report prior to transfer, or any other reason	\$189.00
Inspections as a result of non-compliance with any regulations under the Health Act 1956	\$189.00



Historic Village

Indoor Venue Hire Rates		2024/25		
	Per hour	Half Day	Full day	
Village Hall	N/A	\$560.00	\$1,120.00	
Village Cinema	N/A	\$430.00	\$850.00	
Balcony Room	N/A	\$610.00	\$1,220.00	
Durham Barracks	N/A	\$320.00	\$625.00	
Schoolhouse	N/A	\$310.00	\$615.00	
Chapel	N/A	\$340.00	\$680.00	
Chapel Amphitheatre	N/A	\$340.00	\$680.00	
Outdoor Venue Hire Rates				
Village Square	N/A	\$325.00	\$650.00	
Forresters Lawn	N/A	\$325.00	\$650.00	
Front Lawn	N/A	\$325.00	\$650.00	
Hard surfaces	N/A	\$325.00	\$650.00	
Village Grounds A - Main Street, Market Street, Village Square, Forresters Lawn, Front Lawn	N/A	\$615.00	\$1,230.00	
Village Grounds B - Village Green	N/A	\$865.00	\$1,875.00	
Colonial Greers Cottage (stand alone)	N/A	\$285.00	\$465.00	
Full Village (A+B)	N/A	\$1,045.00	\$2,100.00	
Registered Charitable Organisations and Historic Village Tenants receive a 20% discount. Half day = 4 hours, Full day = 8 hours Fee includes duty manager on site.				

The Historic Village Commercial and Community user fees and charge for leases are charged at the greater of:

- (i) Current charges (as at 2023/24); or
- (ii) At the bands identified below.

Historic Village Licence to Occupy (LTO) Rates*		2024/25		
		Per square metre per annum		
Licence to Occupy Rates	Rate Band 1	Rate Band 2	Rate Band 3	
Retail	\$230.00	\$207.00	\$201.25	
Retail Community*	\$149.50	\$134.55	\$130.81	



Historic Village Licence to Occupy (LTO) Rates*		2024/25	
Office	\$195.50	\$172.50	\$161.00
Office Community*	\$127.08	\$112.13	\$104.65
Warehouse	\$166.67	\$149.50	\$135.13
Warehouse Community*	\$108.34	\$97.18	\$87.83
Venue (leased)	\$166.67	\$149.50	N/A
Venue (leased) Community*	\$108.34	\$97.18	N/A

* Tenant spaces are capped at 100sqm per building space for community tenants.

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

Historic Village Community Operating Charges		2024/25
Water charge for basins in each tenanted space		\$50 per annum
Water charge for toilets in each tenanted space		\$100 per annum
Electricity charge		On consumption



Land Information

Property Files	2024/25
Property file request via email/USB picked up from Service Centre	\$92.00
Courier charges within NZ (property files on USB and paper copy LIMs)	\$7.50
As-Built Plan - single plan printed	\$15.00
Code of compliance certificate - single page printed	\$15.00
Resource consent decisions - single decision document printed	\$15.00

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	2024/25
Residential - 10 day email service	\$395.00
Residential - 5 day email service	\$680.00
Commercial and Industrial - 10 day email service	\$738.00
Paper copy of electronic LIM	\$45 + cost of electronic LIM

Cancellation Fees	2024/25
Property Files	\$20.00
Land Information Memoranda	\$50.00



Legal Services

Legal Services fees	2024/25
Legal Services - hourly rate	\$365.42



Libraries

Loans	Term	Renewal	2024/25
Majority of items for loan	3 weeks	Renewable twice	Free
Majority of magazines for loan	2 weeks	Renewable twice	Free
Top titles – Books	2 weeks	Renewable twice	\$3.00
Note: General Manager has discretion to set promotional special pricing from time to time.			

	2024/25
Reserves (holds) - Adult	Free
Reserves (holds) - Child or Teen	Free
Unreturned items	Replacement cost + debt recovery charges
Cancelled or Donated Items	As marked
No charge for overdue items.	

Memberships		2024/25
Replacement Card - Adult	Permanent	\$5.00
Replacement Card - Child or Teen	Permanent	\$2.00

Other charges		2024/25
Interloan requests	Term as stipulated by lending Library	\$10.00 per item
Extra charges may be incurred for urgent or international interloans		
Research		\$65.00 per hour
Printing from Library PCs	A4 black and white copies	\$0.30
Learning Centre Classes		As advertised
Black and White Photocopies	A4	\$0.30
	A3	\$0.70
Colour Photocopies	A4	\$1.90
	A3	\$2.50



Room Bookings		2024/25
Community Rate Room hire	Per hour	\$24.00
Commercial Rate Room hire	Per hour	\$48.00



Marine Facilities

Wharf Licences Charges	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)
Fisherman's wharf	\$2.08 plus GST
Railway Wharf	\$2.17 plus GST
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	2024/25
10 metre spaces \$2,568.00 per annum or monthly \$214.00 both <u>including</u> GST	\$214.00
9 metre spaces \$2,448.00 per annum or monthly \$204.00 both <u>including</u> GST	\$204.00
8 metre spaces \$2,304.00 per annum or monthly \$192.00 both <u>including</u> GST	\$192.00
7 metre spaces \$2,184.00 per annum or monthly \$182.00 both <u>including</u> GST	\$182.00
Tractor Park \$144.00 per annum or monthly \$12.00 both <u>including</u> GST	\$12.00
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	2024/25
Daily parking fee <u>including</u> GST	\$20.00
Annual fee <u>including</u> GST - available to Tauranga residents only	\$200.00

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.



Miscellaneous

Consultancy Fee	2024/25
Hourly rate - minimum charge of one hour, then charged per 1/2 hour	\$152.66

Street Naming and Numbering Service	2024/25
Street Numbering Notification - Annual Subscription	\$560.08
Street Naming Notification - Annual Subscription	\$250.00

Photocopying/Printing	2024/25
Black and White	
A4 - original - per copy	\$0.30
A3 - original - per copy	\$0.70
Colour	
A4	\$1.90
A3	\$2.50
Deposited Plans	\$6.20
Aerial Photographs	\$6.20
Printing and data extraction will incur effort at the list hourly rate. Provision of data is subject to TCC data policy.	

Strategic Property Fees	2024/25
Road stopping application - non-refundable deposit	\$612.91
Property - Professional Services Staff Time (per hour)	\$273.68

Ōmokoroa Wastewater Volumetric Charge	2024/25
Conveyance, treatment and disposal fee (per cubic metre)	\$2.61



Mount Maunganui Beachside Holiday Park

Caravan and Tent Sites		2024/25		
	Peak season*	Shoulder 1	Off Peak	Shoulder 2
Premium site	\$94.00	N/A	N/A	N/A
Site (standard)	\$86.00	\$72.00	\$60.00	\$66.00
Additional Person - adult	\$34.00	\$31.00	\$31.00	\$31.00
Additional Person - child	\$19.00	\$13.00	\$13.00	\$13.00
Single rate	N/A	\$37.00	\$37.00	\$37.00
Day stay - per person	N/A	\$37.00	\$37.00	\$37.00
Onsite caravans	\$113.00	\$95.00	\$83.00	\$95.00
Cabins - Twin share	\$178.00	\$155.00	\$125.00	\$150.00
Ensuite cabins	\$240.00	\$200.00	\$165.00	\$190.00
* Peak season is between 20 December through to 6 February				

Other charges	2024/25
Washing machine	\$7.00
Dryers	\$7.00
Storage (per day)	\$20.00
Deposits	
For one night stay	50%
For two night stay	50%
For more than two night stay	\$110.00
Maximum Refund	50%

Annual Licence to Occupy (per annum)	2024/25
All Sites	\$10,000.00
- Minimum Site Fee 25 Dec - 2nd Sunday in January \$90.00 (Includes 2 Adults and 2 Children)	



Information Centre Fees	2024/25
Brochure Display	\$214.00
Poster Display in Amenity Facilities	
A1	\$691.00
A3	\$440.00
A4	\$252.00
Digital Advertising	
Advertising in the info centre for 3 months	\$754.00
Advertising in the info centre for 6 months	\$1,131.00
Advertising in the info centre for 12 months	\$2,012.00

Official Information Requests

Staff time	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.

Photocopying	2024/25
Copying or printing on standard A4 or foolscap paper where the total number of pages is in excess of 20 pages.	\$0.30 per page after the first 20 pages.

All other charges	2024/25
Shall be fixed at an amount which recovers the actual cost incurred. This includes:	Actual cost
- the provision of documents on computer disks;	
- the retrieval of information off-site	
- reproducing a film, video or audio recording	
- 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	



Parking

Off Street Paid Parking Area	2024/25
Paid Parking Area - Dive Crescent	\$8.00
Paid Parking Area - Cliff Road	\$6.50
Paid Parking Area (Off Street)	\$12.50
Paid Parking Area - per hour (off street)	\$3.50
On Street Paid Parking Area	2024/25
0-1 hours	\$2.00
1-2 hours	\$2.00
3+ hours - per hour	\$5.00
Contractors Only	2024/25
Daily permit in paid parking area	\$34.00
Daily permit in time-restricted parking space	\$34.00

Parking Buildings - Casual	2024/25
0-1 hours	\$3.00
1-2 hours	\$4.50
2-3 hours	\$6.50
3-4 hours	\$9.00
4-5 hours	\$12.00
5-6 hours	\$14.00
6-7 hours	\$15.00
7-8 hours	\$17.50
8+ hours	\$17.50
Overnight	\$6.50
Lost ticket	\$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	2024/25
Spring Street Lease - Covered (monthly)	\$350.00
Spring Street Lease - Uncovered (monthly)	\$295.00
Spring Street Lease - Basement (monthly)	\$400.00
Elizabeth Street Lease - Covered (monthly)	\$350.00
Elizabeth Street Lease - Uncovered (monthly)	\$280.00
Off-street leased carparks	2024/25
TV 3 Lease	\$320.00
Devonport - Lease	\$295.00
Dive Crescent - Lease	\$320.00

Precedent Codes (as set by legislation)	2024/25
C101 Failing to display current Warrant of Fitness	\$200.00
C201 No Certificate of Fitness (HMF)	\$600.00
P101 Parked within an intersection	\$60.00
P102 Parked within 6 metres of an intersection	\$60.00
P103 Parked near corner bend rise or intersection	\$40.00
P104 Parked on or near a Pedestrian Crossing	\$60.00
P105 Parked in a Prohibited Area	\$40.00
P106 Parked over time limit	\$12 >*
P107 Parked on a broken yellow line	\$60.00
P108 Parked in area reserved for hire or reward vehicle	\$60.00
P109 Parked within 6 metres of a bus stop sign	\$40.00
P110 Parked obstructing vehicle entrance	\$40.00
P111 Parked within 500mm of fire hydrant	\$40.00
P112 Parked between fire hydrant and road marking	\$40.00
P113 Double parking	\$60.00
P114 Incorrect kerb parking - left hand side of road (R818)	\$40.00
P115 Parked on a footpath or cycle path	\$40.00
P116 Parked a trailer on a road over seven days	\$40.00
P117 Inconsiderate parking	\$60.00



Precedent Codes (as set by legislation)		2024/25
P119	Parked on a loading zone	\$40.00
P120	Incorrect angle parking	\$40.00
P127	Parked on a flush median/traffic island	\$40.00
P128	Parked in a special vehicle lane	\$60.00
P129	Parked on a level crossing	\$150.00
P130	Parked near a level crossing	\$150.00
P132	Left passenger service vehicle unattended in a reserved stopping space	\$60.00
P386	Parked in a Pay Area without paying applicable fee	\$40.00
P212	Parked a vehicle for purposes display or promotion	\$40.00
P385	Parked in a Pay Area longer than paid for	\$12 >*
P344	Parked a heavy motor vehicle in a residential zone for more than 1 hour	\$40.00
P402	Using an unlicensed vehicle	\$200.00
P405	Displayed other than authorised motor vehicle licence	\$200.00
P410	Used vehicle with exemption from continuous licence	\$200.00
P936	Parked displaying a Vehicle for sale	\$40.00
P969	Parked on a mobility park - No card displayed	\$150.00
D719	Unauthorised use of a special vehicle lane	\$150.00
*Incremental increase up to \$57.00		



Parks and Recreation

Sports fields- Sports field training including artificial turf	2024/25
Senior groups/clubs only	
Training - per hour, per field, per day in a standard week (for senior sport), with that cost then being the seasonal charge ⁶	\$259.00
Athletics	2024/25
Regular Junior Athletics Club Use per person (0-14 years) - Summer season	\$12.50
Regular Junior Athletics Club Use per person (0-14 years) - Winter season	\$8.00
Regular Senior Athletics Club Use per person (15+) - Summer season	\$19.00
Regular Senior Athletics Club Use per person (15+) - Winter season	\$16.00
Use of Storage facilities	\$82.00
Note: 50% discount applies on above rates for Local Club use with seasonal memberships (i.e. club events)	

Events on Parks	2024/25
Commercial, ticket price less than \$60.00 - per event day	\$500.00
Commercial, ticket price more than \$60.00 - per day	\$4,200.00
Amenities charge – per site, weekdays, 9.00am to 5.00pm	\$40.00
Amenities charge – per site, after hours, weekends and public holidays	\$80.00
Markets on public open space per market - commercial operator	\$500.00
Markets on public open space per market - not for profit organisation	\$115.00
Wharepai event resource consent fee	\$600.00
Venue liaison fee (per day)	\$600.00

Other fees	2024/25
Commemorative Trees	\$650.00
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.	
Roadside Signs Frame or Site per day (Frames will be allocated first if available)	\$4.00

⁶Charges commencing for the 2025 winter sports season. Basis of the charge is one full adult football/rugby/cricket field or relevant equivalent field size for the sport in question. A 'season' relates generally to a season of greater than 3 months. Proportionate fees apply for use of half a field, or a season of less than 3 months. 50% discount is available to 'emerging sports' with less than 100 participants, that is less than 5 years established and where over 10% of participants are from low socio-economic backgrounds.



McLaren Falls	2024/25
Hire Charges	
Group Bookings (per night 3pm to 10am)	
Hostel - sleeps 10	\$270.00
Group Bookings (day fee 10am to 3pm)	
Hostel - sleeps 10	\$90.00
Camping (per person per night)	
Adults	\$25.00
Children (aged 5 - 16)	\$15.00
Children under 5	Free
Showers (time limited)	Free
Events	
Events - over 100 participants	\$590.00
Wedding and corporate bookings	\$200 for 2 hours, \$50 each hour thereafter

Spaces and places parking fees	2024/25
Mooring Holders (The Strand) annual car parking fee	\$1,000.00
Base Fee Marine Parade Tender sites per parking space (Christmas Day to Waitangi Day)	\$887.22

Electricity	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	\$14.60
Up to and including 32 amp 3 phase supply - daily charge	\$30.10
Any other supply from parks or reserves*	\$0.24
*Based on meter reading	



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	2024/25
Non-notified Application Deposit Fees	
Controlled, Restricted Discretionary, Discretionary and Non-complying Activities	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	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)	\$893
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 *	\$893
Amendment or Cancellation of a Consent notice^ * Application for Esplanade Waiver^ *	As per Hourly rate/actual cost



Other Applications - fixed fee unless otherwise stated	2024/25
Outline plan of work and waivers[^] Notice of requirement for Designation[^] All Designation alterations Designation Removals[^]	As per Hourly rate/actual cost
E-Dealing Authority and Instruction/Resigning	\$225
<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	2024/25
Freehold (including boundary adjustments) Unit Title Subdivisions - Section 223 and 224 Section 32(2)(a) certification	As per Hourly rate/actual cost
Direct Referral	
Direct referral on Notified Application and Requirements	As per Hourly rate/actual cost

General	2024/25
Combined land use and subdivision consents lodged non-notified (processed as a combined application)	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



General	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.	\$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.	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	2024/25
Monitoring administration associated consent ^	\$131
Initial site visit/monitoring ^	\$357
Additional site inspections, investigation, monitoring administration, specialist, consultant fees, travel etc.* ^	As per hourly rate/actual cost
Issuing of an Abatement notice in relation to an activity subject to a Resource Consent*	\$350
^ To be charged on land use and subdivision consents separately, including variation/change to consent conditions	



All Applications	2024/25
* 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	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	\$249.00
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	\$298.00
Noise measurement/monitoring (per hour)	\$260.00
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	\$249.00
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.	\$298.00
Noise measurement/monitoring (per hour)	\$260.00

General	2024/25
Compliance with any National Environmental Standard (where provided for)	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
* 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	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

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	2024/25
Technical Level 3 - Manager, Legal services	\$314
Technical Level 2 - Intermediate/Senior/Development Planner, Principal Planner, Team Leader, Development Planner, Specialist, Advisor	\$244
Technical Level 1 - Graduate Planner, Planner, Intermediate Planner, Environmental Monitoring Officers	\$230
Administration - Administrators, technicians, co-ordinators	\$131
Development Engineer	\$268

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	2024/25
	per hour
Planners	\$225
Policy Planners	\$225
Senior Planning Engineers & Modellers	\$264
Team Leader: Planning & Modelling	\$303
Manager City Infrastructure Planning	\$357



Regulation Monitoring

Mobile Shops	2024/25
Annual Licence Fee	\$690
Amusement Devices	2024/25
One device for the first seven days or part thereof	\$10.00
For each additional device operated by same owner, for the first seven days or part thereof	\$2.00
For each device, for each further period of seven days or part thereof	\$1.00
Other	2024/25
Recovery of signage	\$154.00
- 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	\$48.00
General Bylaws	2024/25
Busking Permit	
Fee per day	\$6.00
Fee per annum	\$30.00
Activity in Public Place - Permit Fee for stall in public place (raffle sale, craft markets and non profit organisations) - per stall per day	\$13.00
Other	2024/25
Transfer of all Annual Licences and Registrations	\$61.00



Road Reserve Occupation (Corridor Access Requests)

Permit Type		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.		\$225.00
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
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. 	\$202.50
Minor Works		
In general, these works create low risk to Road Reserve users and infrastructure. This permit type will include the cost of 1 site inspection for active works and 1 inspection for completed works.	<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. 	\$348.60



Permit Type		2024/25
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 trench 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 	\$612.50
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 application). - Events with a full road closure in excess of 8 hours or during the hours of 7am to 7pm 	\$1,118.00
Maintenance Works		
<p>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)</p>	<ul style="list-style-type: none"> - 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
Emergency Works		



Permit Type	2024/25
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
'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



Stormwater

Dewatering Authorisations	2024/25
Lodgement Fee - incorporates application review, authorisation preparation and time and costs associated with one site visit and one round of discharge monitoring.	\$450 or actual costs if initial monitoring round analytical fees exceed \$20.00

Stormwater Authorisations	2024/25
Lodgement Fee - incorporates application review, authorisation preparation and time and costs associated with one site visit and one round of discharge monitoring.	\$670 or actual costs if initial monitoring round analytical fees exceed \$50.00
(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).	



Street Dining

Street dining	2024/25
Zone A – Inner City Centre, South of Marsh Street to First Ave (inclusive)	\$16 per square metre annually
Zone B – South City Centre, Second Ave to Eleventh Ave (inclusive)	\$8 per square metre annually
Zone C – Mount Mainstreet, Maunganui Road from Grace Road to Salisbury Avenue (inclusive)	\$30 per square metre annually
Zone D – Mount Central, North of SH2, Hewletts Road and Golf Road (inclusive)	\$15 per square metre annually
Administration fee (new or reassignment)	<p>Waived for businesses required to transition to the new user fee and charges system in the 2024/25 financial year.</p> <p>From 2025/26: \$500</p>



Sustainability and Waste

Residential Kerbside Collection Service**	2024/25
Garden waste service – four weekly 240L bin	\$80.00
Garden waste service – fortnightly 240L bin	\$110.00
Additional 45L bin for glass collection service	\$27.00
Additional 23L bin for food scraps collection service	\$38.00
Additional 240L bin for garden waste collection service - four weekly	\$80.00
Additional 240L bin for garden waste collection service - fortnightly	\$110.00
Replacement fee for lost or damaged rubbish or recycling bin	\$60.00
Replacement fee for lost or damaged 45L glass bin or 23L food bin	\$25.00
Replacement fee for lost or damaged rubbish or recycling 660L bin (MUDs)	\$494.00
Replacement fee for lost or damaged rubbish or recycling 1100L bin (MUDs)	\$574.00
Contamination servicing fee (MUDs) 660L-1100L bin	\$53.00
Contamination servicing fee (MUDs) 120L-240L bin	\$33.00
Repeated service attempt fee	\$90.00
** 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	2024/25
Licence to Collect Waste from Private Land (including one waste collection vehicle)	\$420.00
Additional Waste Collection Vehicle (per vehicle)	\$62.00
Licence for Kerbside Waste Collection (including one waste collection vehicle)	\$420.00
Additional Waste Collection Vehicle (per vehicle)	\$62.00
Licence to Operate Waste Facility	\$420.00



Sundry Income		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
Public Events		
Post event clean-up of litter of streets surrounding an event (on charged from Council's Cleansing Contractor)		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 speaker's fees, production of handouts, materials, hire of bus etc.		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



Temporary Leasing of Road Space

The basis for charges associated with temporary leasing of road space include: 2024/25	
Apply to property developers only.	5.75% pa excl GST
Apply to the occupation of carriageway only.	
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



Trade Waste

	2024/25
Flow	\$1.93
Suspended Solids	\$2.46
Chemical Oxygen Demand	\$0.94
Trade Waste Applications (New consent with conditions - 3 yr term)	\$1,054.81
Trade Waste Applications (New consent with conditions - 1 yr term)	\$360.00
Trade Waste Applications (Renewal of consent with conditions - 3 yr term)	\$799.61
Trade Waste Applications (Renewal of consent with conditions - 1 yr term)	\$275.00
Trade Waste Applications Permitted Activity (New - 3 yr term)	\$1,059.34
Trade Waste Applications Permitted Activity (New - 1 yr term)	\$360.00
Trade Waste Applications Permitted Activity (Renewal of permitted consent - 3 yr term)	\$570.50
Trade Waste Applications Permitted Activity (Renewal of permitted consent - 1 yr term)	\$200.00
Trade Waste Monitoring/Inspection Fee - (Non Compliance)	\$159.92

Staff Hourly Rates	2024/25
Trade Waste Officer	\$210.00
Trade Waste Administrator	\$140.00

Trade Waste Testing	2024/25
Laboratory Testing Fees (see Laboratory fees and charges)	At Cost



Use of Council Land

Casual or One-off Use	2024/25
Community Group using land with no facilities	No charge
Community Group using facility such as carpark	Recovery of costs incurred
Short term commercial activation - per day (including pack in pack out)	\$2,000.00
Short-term, ongoing use with revenue generating activities, charge per day	\$500.00
Casual or short/intermittent duration, pack in/pack out, use with revenue generating activities, per hour, minimum charge of two hours	\$50.00
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	2024/25
Lease or Licence Administration fee - Commercial ⁷	\$1,000.00
Lease or Licence per m ² - Commercial	Market rent valuation
Lease or Licence Administration fee - Community ⁸	\$500.00
TCC owned building lease or licence per m ² - Community use only ^{9,10}	\$25 per m ² per year
Community Ground Lease ¹¹ per m ²	25% of the assessed average Reserve land value (\$3 per m ²) for the first 1,000m ² No additional charge for 1,001m ² to 9,999m ² For leases over 10,000m ² , \$0.30 per m ² for the next 50,000m ²

⁷ Legal and any valuation costs are additional.

⁸ Legal fees are additional, valuations to be done every three years to determine market rate.

⁹ 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.

¹⁰ Rates and utilities are additional.

¹¹ 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. Where an existing lessee is paying a greater rent level that rent level will be retained. General Manager, Community Services, has authority to amend individual rent levels where a community organisation can demonstrate inability to pay leading to a significant negative effect on Council's Community Outcomes, with criteria to be agreed by Council.



Longer-term Use	2024/25
Sublease agreements within lease area with any non-Community organisation¹²	Market Rent Valuation charged to this area.

Activity Manager Approval (activities on Council land requiring assessment as landowner)	2024/25
Activities on council-managed land requiring activity manager approval application fee, for first 2.5 hours of assessment	\$500.00
Activities on council-managed land requiring activity manager approval per hour not covered by application fee	\$200.00
<p>These fees and charges do not apply to the Historic Village activity which has a separate fees and charges schedule.</p> <p>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.</p>	

¹² 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.



Venues and Events

Filming		2024/25
Filming facilitation fee	Half day (up to 4hrs)	Full day
Low impact	\$115.00	\$115.00
Medium impact	\$170.00	\$340.00
High impact	\$340.00	\$675.00

Outdoor Venue Hire Rates	2024/25
Audit fee – one off	\$115.00



Water Supply

General	2024/25
Unmetered Water Annual Charge	\$938.08
Consumption Charge per m ³	\$3.54
Meter reading by appointment	\$47.84
Restrictor fee - install (domestic)	\$268.32
Restrictor fee - remove (domestic)	\$268.32
Disconnection fee (industrial/commercial)	\$369.20
Reconnection fee (industrial/commercial)	\$369.20
Backflow Prevention Installation	At Cost

Contractor Supplied Standpipe / Hydrant Use	2024/25
Administration cost per invoice per month	\$43.68
Repairs and maintenance	Own cost
Damage to hydrants	Contract rate to user
Water charge per m ³ (extra ordinary hydrant use)	\$4.54
Non permitted hydrant use	\$1,526.72

Meter testing	2024/25
Up to and including 25mm meters	\$343.20
Above 25mm to 50mm meters	\$624.00
Over 50mm meters	\$877.76

Base charge meter size (mm)	2024/25
20	\$38
25	\$73
32	\$73
40	\$301
50	\$595
80	\$1,189
100	\$1,463



Base charge meter size (mm)	2024/25
150	\$1,463
200	\$1,463
250	\$1,463