



# **AGENDA**

## **Project Planning & Monitoring Committee meeting Tuesday, 17 September 2024**

**I hereby give notice that a Project Planning & Monitoring Committee meeting will be held on:**

**Date: Tuesday, 17 September 2024**

**Time: 9.30am**

**Location: Tauranga City Council  
Ground Floor Meeting Rooms 1 & 1b  
306 Cameron Road  
Tauranga**

*Please note that this meeting will be livestreamed and the recording will be publicly available on Tauranga City Council's website: [www.tauranga.govt.nz](http://www.tauranga.govt.nz).*

**Marty Grenfell  
Chief Executive**



# Terms of reference – Project Planning and Monitoring Committee

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## Common responsibility and delegations

The following common responsibilities and delegations apply to all standing committees.

### Responsibilities of standing committees

- Establish priorities and guidance on programmes relevant to the Role and Scope of the committee.
- Provide guidance to staff on the development of investment options to inform the Long Term Plan and Annual Plans.
- Report to Council on matters of strategic importance.
- Recommend to Council investment priorities and lead Council considerations of relevant strategic and high significance decisions.
- Provide guidance to staff on levels of service relevant to the role and scope of the committee.
- Establish and participate in relevant task forces and working groups.
- Engage in dialogue with strategic partners, such as Smart Growth partners, to ensure alignment of objectives and implementation of agreed actions.
- Confirmation of committee minutes.
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### Delegations to standing committees

- To make recommendations to Council outside of the delegated responsibility as agreed by Council relevant to the role and scope of the Committee.
- To make all decisions necessary to fulfil the role and scope of the Committee subject to the delegations/limitations imposed.
- To develop and consider, receive submissions on and adopt strategies, policies and plans relevant to the role and scope of the committee, except where these may only be legally adopted by Council.
- To consider, consult on, hear and make determinations on relevant strategies, policies and bylaws (including adoption of drafts), making recommendations to Council on adoption, rescinding and modification, where these must be legally adopted by Council.
- To approve relevant submissions to central government, its agencies and other bodies beyond any specific delegation to any particular committee.
- Engage external parties as required.

# Terms of reference – Project Planning and Monitoring Committee

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## Membership

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<b>Chairperson</b>	Cr Rod Taylor
<b>Deputy chairperson</b>	Cr Rick Curach
<b>Members</b>	Deputy Mayor Jen Scoular Cr Hautapu Baker Cr Glen Crowther Cr Steve Morris Cr Marten Rozeboom Cr Kevin Schuler Cr Mikaere Sydney <i>Mayor Mahé Drysdale (ex officio)</i>
<b>Non-voting members</b>	(if any)
<b>Quorum</b>	<u>Half</u> of the members present, where the number of members (including vacancies) is <u>even</u> ; and a <u>majority</u> of the members present, where the number of members (including vacancies) is <u>odd</u> .
<b>Meeting frequency</b>	Five weekly

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## Role

The role of the Project Planning and Monitoring Committee is:

- To ensure that approved projects are effectively planned and delivered on a timely basis and in a way that provides good social, economic and environmental outcomes, including value-for-money, for the community.

## Scope

- Provide input to operational proposals, options, and costs of projects as considered appropriate by the Committee having taken into account value, risk, and public interest (within scope and budgets approved through the Annual Plan or Long-term Plan process or separately by Council).
- Provide input to the proposed approach and options for procurement processes that the Committee considers significant having taken into account value, risk, and public interest.
- Take necessary steps to ensure that procurement processes provide value-for-money.
- Approval of tenders and contracts that are outside of approved staff delegations.
- Ensure that the design and delivery of projects reflect Council's strategic framework ("Our Direction") as appropriate including, but not limited to, the adopted community outcomes and Council's four lead strategies (Tauranga Taurikura – Environment Strategy; Tauranga Matarauui – Inclusive City Strategy; Connected Centres Programme; Western Bay Economic Strategy).

- Ensure that where projects have a potential negative environmental impact, appropriate mitigation is considered in design, delivery, and eventual operations.
- Monitor the delivery of projects. (Note that the 'Five Transportation Projects' will be reported to the Vision, Planning, Growth and Environment Committee, and the projects managed by Te Manawataki o Te Papa Ltd will be reported, alongside other council-controlled organisation reporting, to Council).

### **Power to Act**

- To make all decisions necessary to fulfil the role, scope and responsibilities of the Committee subject to the limitations imposed.
- To establish sub-committees, working parties and forums as required.

### **Power to Recommend**

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



## Order of Business

<b>1</b>	<b>Opening karakia</b> .....	<b>9</b>
<b>2</b>	<b>Apologies</b> .....	<b>9</b>
<b>3</b>	<b>Public forum</b> .....	<b>9</b>
<b>4</b>	<b>Acceptance of late items</b> .....	<b>9</b>
<b>5</b>	<b>Confidential business to be transferred into the open</b> .....	<b>9</b>
<b>6</b>	<b>Change to order of business</b> .....	<b>9</b>
<b>7</b>	<b>Declaration of conflicts of interest</b> .....	<b>9</b>
<b>8</b>	<b>Business</b> .....	<b>10</b>
8.1	Projects Update July 2024 .....	10
8.2	Links Avenue Update .....	13
8.3	Outline Work Programme for Project Planning & Monitoring Committee for the 2024/25 Financial Year .....	19
<b>9</b>	<b>Discussion of late items</b> .....	<b>22</b>
<b>10</b>	<b>Closing karakia</b> .....	<b>22</b>





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

## 8 BUSINESS

### 8.1 Projects Update July 2024

**File Number:** A16493339

**Author:** James Woodward, **Manager:** Performance, Monitoring & Assurance

**Authoriser:** Nic Johansson, **General Manager:** Infrastructure

#### PURPOSE OF THE REPORT

- To provide an update to the Committee on the progress of capital and operational projects.

#### RECOMMENDATIONS

That the Project Planning & Monitoring Committee:

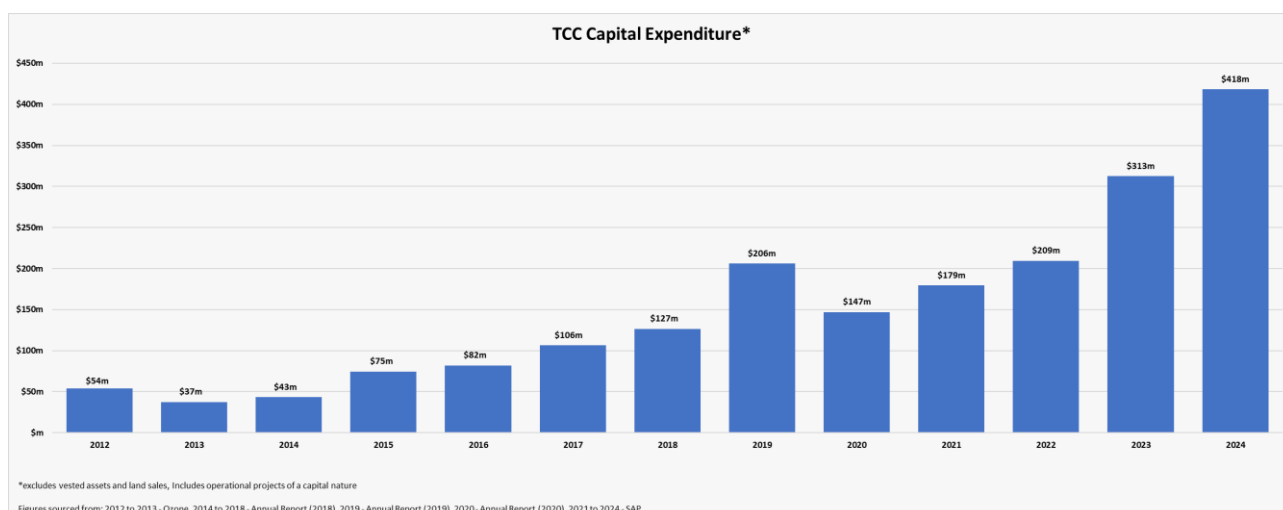
- Receives the report "Projects Update July 2024".

#### EXECUTIVE SUMMARY

- Delivery of projects is a significant function of Council. This report and accompanying attachments are presented to the Project Planning & Monitoring Committee as an update on progress to the end of July and the focus areas for the 2024/25 financial year. It also includes a summary of the financial results for the year 2023/24.

#### BACKGROUND

- Over the past 3 years the programme has grown from \$179m to \$418m to support both the growth of the city and investment into new community assets and ensuring existing assets are fit for purpose.



4. The growth and complexity of the programme has also required a change in approach to how projects are delivered. Both in the internal structure of how Council delivers programmes of work, approaches to procurement and managing the supply chain. This has created a structure of five teams delivering the majority of the programme.
  - (a) Spaces & Places – Delivering community facing assets
  - (b) Waters – Delivery of stormwater, water supply and wastewater infrastructure
  - (c) Transport Major Projects – Delivery of large complex transport projects, and supporting infrastructure
  - (d) Transport – Balance of the transport programme, including safety improvements and network renewals
  - (e) TMOTP and City Centre – The CCO led delivery arm for the Te Manawataki o Te Papa programme of work, and the council delivery team for the balance of city centre based projects
5. The remainder of the programme which makes up the remaining \$48M is delivered by other parts of the organisation, for instance Digital and Property Acquisitions.

### STRATEGIC ALIGNMENT

6. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city	✓
We can move around our city easily	✓
We are a city that supports business and education	✓

7. While approval of this recommendation itself does not go towards achieving the outcomes, within **Attachment 1** it describes how Council contributes to achieving the strategic community outcomes. All outcomes are covered in this respect.

### OPTIONS ANALYSIS

8. There are no options presented in this report. The Committee is able to provide feedback on the presentation at this meeting.

### TE AO MĀORI APPROACH

9. Delivery teams take a deliberate approach to collaborate and engage with Tangata Whenua as part of planning projects to ensure we understand Māori views and can reflect this in our projects using the Te Ao Māori approach.

### CLIMATE IMPACT

10. Climate change is a significant issue that is considered in the business case development of a project or programme of work, and how projects are delivered. Resilience of the infrastructure network, impacts of sea level rise and reducing emissions are key factors that are considered in the scope of projects.

### SIGNIFICANCE

11. While the capital programme is a significant function of Council and has a significant impact on the community. This report does not require any decisions and is not significant in itself.

### **NEXT STEPS**

12. Updates will be provided on the progress of the programme on a quarterly basis. The next quarterly update for progress to the end of September will be presented at the November Committee meeting.

### **ATTACHMENTS**

**Nil**

## 8.2 Links Avenue Update

**File Number:** A16532669

**Author:** Karen Hay, Acting Manager: Safety and Sustainability

**Authoriser:** Nic Johansson, General Manager: Infrastructure

### PURPOSE OF THE REPORT

1. To provide an outline of events associated with Links Avenue and current status of the project.
2. To seek early feedback from Councillors prior to tabling a report on the future of the cul-de-sac later this year.

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### RECOMMENDATIONS

That the Project Planning & Monitoring Committee:

- (a) Receives the report "Links Avenue Update".
- (b) Notes that a report on the future of the cul-de-sac is to be tabled at the Councils November 2024 meeting.

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### EXECUTIVE SUMMARY

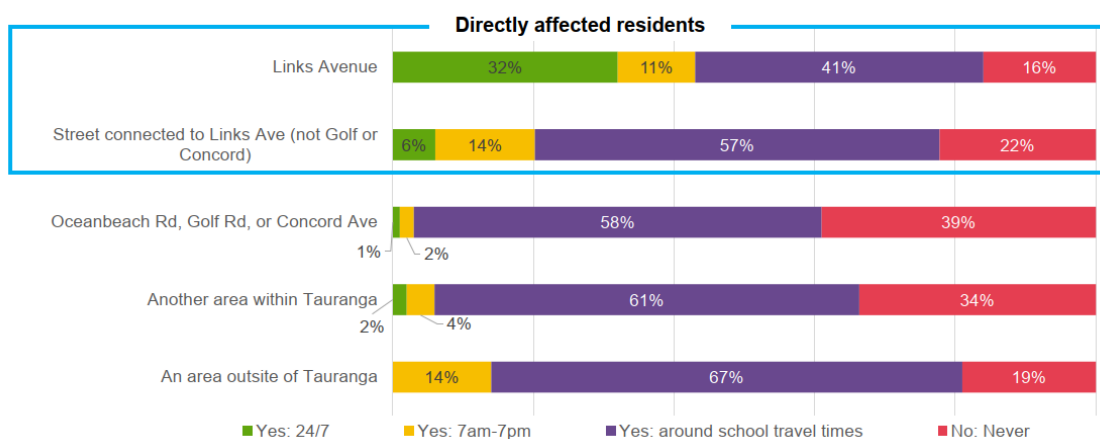
3. In March 2022, a combination of events resulted in a cul-de-sac being implemented on Links Avenue to support safety of students.
4. Links Avenue offers an appealing alternative for traffic to SH2. Turning left from Links Avenue onto Golf Road to join Hewlett's Road near Aerodrome Road, allows drivers to bypass the queues on SH2.
5. Due to increased traffic volumes and congestion on Links Avenue, bus lanes were installed to improve travel time for bus users.
6. After an independent safety review, the bus lanes were removed, and a 24/7 cul-de-sac was established in March 2022 at the Concorde/Links Avenue intersection.
7. The Links Avenue Panel was established in October 2022 and were mandated with developing community-led solutions. Staff wish to acknowledge the dedication, passion and commitment from the panel. It has been a privilege to work with them to achieve better outcomes for Links Avenue and its community.
8. The final initiatives for Links Avenue, completed in June 2024 as part of the road pavement rehabilitation, were designed to fulfil the objectives set by the Links Avenue Panel.
9. Staff acknowledges the lessons learned from working with the panel, noting initial frustrations due to slow progress and missed milestones. In response, a clear program of deliverables was established in 2023, with ongoing efforts focused on achieving the desired outcomes.
10. In July 2024, a new approach to enable access to and from Links Avenue was implemented. This approach enables residents, visitors or businesses to enter and leave Links Avenue during restricted times while avoiding the potential for the road to be used as thoroughfare.
11. The future of the cul-de-sac on Links Avenue is anticipated to be presented to the Councils November 2024 meeting for consideration.

**BACKGROUND**

12. In 2017, Links Avenue saw a rise in traffic volumes from 2,500 to 7,500 vehicles per day, causing 15-20 minute delays with queues extending between Ascot Road and the reserve.
13. In 2019, bus lanes were implemented on Links Avenue, resulting in improved bus journey times of approximately 3 minutes.
14. In March 2021, a third petition was submitted, citing concerns that the road was too narrow for the variety of users and frustration over inadequate responses to these issues. These concerns were amplified when a student's bicycle went under a bus following conflict on the shared path.
15. There is a high level of active mode use of students accessing three schools in the area with shared path often congested or blocked in the morning and afternoon peaks.
16. Mount Intermediate has a school role of 673 combined with Mount Maunganui College and Omanu School that totals more than 2900 students, of which many use Links Avenue to bike, walk or scooter to and from school.
17. Council introduced a 24 hour, seven day a week trial cul-de-sac in early 2022, following an independent safety review which identified that there was an unacceptable level of risk for vulnerable users along Links Avenue. These users are predominately school children that walk and bike to get to and from the schools in the area.
18. The trial reduced traffic and allowed for the removal of bus lanes. Travel times improved to under 1 minute in the morning peak and 2-4 minutes in the evening peak.
19. In the meantime, two petitions were received where drivers wanted to use Links Avenue as its closure impacted local traffic flows, increased travel times and inconvenience and the other petitioned against fines being issued.
20. In 2022, 677 responses to a survey showed strong support for managing traffic during school times, as detailed in Figure 1

Figure 1: Summary of feedback on restricting traffic on Links Avenue.

**What best describes your views on whether traffic volumes should managed/restricted on Links Avenue?**



21. In October 2022, an independent community panel, comprising local residents and others not residing on Links Avenue was established and were mandated to seek community led solutions with associated budget. The panel aimed to:
  - (a) create an even safer environment for Links Ave pedestrians, cyclists and children by changing the street environment to prioritise these groups, slowing traffic and maintaining low numbers of vehicles.

- (b) easing resident accessibility to and from Links Ave.
  - (c) reducing the desirability of Links Ave as an alternative route for commuter traffic.
  - (d) collect data on road use, bus use and on community priorities.
22. The panel expressed frustration with the slow progress and lengthy timelines in achieving the desired outcomes, as well as the complexities of navigating Council bureaucracy. Outside of the panel, tension between various stakeholders and diverse views on the cul-de-sac and its operation, did make it challenging to strike a balance between a variety of needs.
23. The panel developed a three-phased plan, with all short term initiatives implemented, including pedestrian crossings, protecting of the existing cycle lane, speed tables, reduced weekday cul-de-sac hours (from 6pm to 4pm), weekend road openings, speed limit adjustments, rationalisation of bus stops, changes to the Spur Avenue intersection and electronic signs showing when the bus lane is in operation.
24. In July 2024, council was able to further enhance access arrangements using point to point technology which gives residents and visitors more ways to move around without an exemption or risk of a fine during restricted hours.
25. Drivers can enter and exit Links Avenue through the same point at any time. For example, if a driver enters through Concord Avenue, they can also exit through Concord Avenue. If 15 minutes have passed since entering Links Avenue, drivers are able to exit through a different point during restricted times.
26. A very unfortunate crash involving a forklift, sparked concern relating to the protected cycle lane and that the separators were unsafe. Council is in process of finalising the post construction snag list and intend adding additional paint on the nose of the separators and including additional reflectors.

## STATUTORY CONTEXT

27. The cul-de-sac operation is supported by the central government legislative framework called Reshaping Streets. Council can filter and restrict traffic for the purposes of:
- (a) Improving access and mobility of active mode users e.g. a school street.
  - (b) To improve the operation of public transport.
  - (c) To protect and promote public health and safety.

## STRATEGIC ALIGNMENT

28. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	<input type="checkbox"/>
We value, protect and enhance the environment	<input type="checkbox"/>
We are a well-planned city	<input type="checkbox"/>
We can move around our city easily	<input checked="" type="checkbox"/>
We are a city that supports business and education	<input type="checkbox"/>

29. The Links Avenue project supports the outcome for people to move around in and with a range of sustainable transport choices by providing passenger transport connections that supports economic growth by reducing congestion and travel times and enhances safety for a range of users of varying abilities and ages, in particular school students.

## OPTIONS ANALYSIS

30. Options were discussed with the Links Ave Panel to seek initial views on proposed transitional/temporary changes for Links Avenue. Feedback from students said that the cycle path needed to be protected as people were driving within the lane.
31. One of the options was to provide a transitional two-way cycleway between Golf Road and Concorde Road but would remove all parking along Links Avenue (Figure 2) and have all bus stops in lane.
32. The removal of all parking and all in lane bus stops was not acceptable, hence an alternative option was developed. Transformational (permanent) solutions such as increased path widths, were not part of the scope of the project and hence the focus on low-cost interventions.

*Figure 2: Artist impression of the option of providing a two way cycleway between Golf Road and Concorde Avenue.*



33. A revised option was presented to local residents and schools that included planter boxes between the existing cycleway and traffic lane, noting that the existing cycle lane is only one direction and does not extend to entire length to Concorde Road.
34. Feedback on the proposed plans related to concerns of the planter box maintenance, potential for vandalism/graffiti and access to properties. Planter boxes were not progressed as a result.

*Figure 3: Artist impression - preferred option for implementation on Links Avenue.*



## FINANCIAL CONSIDERATIONS

35. Council had allocated a total of \$2M for the improvements on Links Avenue (including establishment of the trial initially). The total expenditure to date is \$1.930M.



## LEGAL IMPLICATIONS / RISKS

36. There are no current legal implications noted. Future risks include the potential for increased congestion if the cul-de-sac is removed, which could impact bus journey times and overall safety on Links Avenue. Balancing these concerns with the need for access to Links Avenue is important.

## TE AO MĀORI APPROACH

37. The project is transitional or temporary in nature. A future business case proposal will include engagement with mana whenua to ensure cultural considerations are included in any proposal.

## CLIMATE IMPACT

38. The trial of Links Avenue supports the Councils Climate and Investment plan for transport that includes:
- (a) Tauranga residents use a variety of public transport, walking, biking, and micro-mobility transport modes and;
  - (b) supports the Tauranga's public transport network which is low-carbon, convenient and well-connected.

## CONSULTATION / ENGAGEMENT

39. Seeking community views on the cul-de-sac were undertaken in 2022. Focussed consultation on changes to Links Avenue were undertaken during the course of the project. Prior to installation of the recent changes on Links Avenue, 779 letters sent to owners and occupiers in Links Avenue and the plans shared with Mount Intermediate School and on Council website.
40. Council also heard from both college students and primary school students in relation the proposal on Links Avenue who were pleased with the protected cycleway but wanted it to be extended and widened. Concerns related to vehicles encroaching into the existing cycleway making it unsafe.
41. Of the seventeen responses, seven supported the changes and provided feedback into the design. The remaining either did not support the project (7) or had concerns with aspects of the proposal (3) such as planter boxes. As a result of feedback, changes to the design were made.
42. Mount Maunganui Intermediate preference was to extend the cycleway to Concorde, acknowledging options will be considered and consulted upon within the context of a wider business case for the area.

## SIGNIFICANCE

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

45. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of medium significance.
46. While the significance of the matter is low given this report is an update on Links Avenue, and a decision will be sought later, it is acknowledged that:
  - (a) The Links Avenue community, students the school community and TCC have a high interest in safety of students. The local community engagement was targeted at those directly affected to present their views.
  - (b) The operation of the cul-de-sac is considered of high interest to Links Avenue and the surrounding road users. The re-evaluation of the traffic volumes following opening of B2B is being progressed and will be reported separately.

### **ENGAGEMENT**

47. Taking into consideration the above assessment, that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council deciding on the future of the cul-de-sac later this year.

### **NEXT STEPS**

48. Council report on the decision of the cul-de-sac's future at its November meeting.

### **ATTACHMENTS**

**Nil**

### 8.3 Outline Work Programme for Project Planning & Monitoring Committee for the 2024/25 Financial Year

**File Number:** A16533283

**Author:** James Woodward, **Manager:** Performance, Monitoring & Assurance

**Authoriser:** Nic Johansson, **General Manager:** Infrastructure

#### PURPOSE OF THE REPORT

1. To present an outline work programme to the Project Planning & Monitoring Committee for the financial year to 30 June 2025 for the Committees information and feedback.

#### RECOMMENDATIONS

That the Project Planning & Monitoring Committee:

- (a) Receives the report "Outline Work Programme for Project Planning & Monitoring Committee for the 2024/25 Financial Year".
- (b) Notes the outline work programme for the Committee as per Attachment One of this report

#### BACKGROUND

2. Based on the scope of the Project Planning & Monitoring Committee, a high-level work programme has been outlined based on the key headings for the remainder of the 2024/25 financial year for this committee.
3. The proposed work programme for the Committee is outlined in Attachment 1.
4. The proposed work programme will continually be updated and discussed with the Chair and Deputy Chair of the Committee on an ongoing basis. It is expected that it will be reported on a six-monthly basis to the Committee.

#### STRATEGIC ALIGNMENT

5. This contributes to the promotion or achievement of the following strategic community outcome(s):

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city	✓
We can move around our city easily	✓
We are a city that supports business and education	✓

Collectively, the matters considered by the Project Planning & Monitoring Committee will contribute to all the Strategic Community Outcomes.

#### LEGAL IMPLICATIONS / RISKS

6. There are no legal or risk matters associated with this report.

## TE AO MĀORI APPROACH

7. Individual matters on the work programme that have a Te Ao Māori impact will be addressed in those respective reports.

## CLIMATE IMPACT

8. Individual matters on the work programme that have a climate impact will be addressed in those respective reports.

## CONSULTATION / ENGAGEMENT

9. It is not proposed that consultation be undertaken on the work programme itself. Matters will be identified for inclusion in the work programme through a range of sources including connection with the community. Individual matters on the work programme will require consultation / engagement, and that will be addressed in those respective reports.

## SIGNIFICANCE

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


## ENGAGEMENT

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

## NEXT STEPS

14. The outline work programme for the Committee will continue to be reviewed and updated over time.

## ATTACHMENTS

1. **Attachment 1 - Outline Work Programme for Project Planning & Monitoring Committee - A16641822** [↓](#) 

Outline work programme for Project Planning & Monitoring Committee										
(agenda items in normal font; <i>workshop items in red italics</i> )										
	17-Sep-24	21-Oct-24	25-Nov-24	Dec-24 - Jan-25	Feb-25	Mar-25	Apr-25	May-25	Jun-25	To be determined
<b>Project Planning</b>	Links Avenue – Next Steps		Temporary Traffic Management							Grenada Street Multi-Modal Upgrade – Project Update  Arataki Bus Hub – Contract Variation (PX)  Links Ave Update
<b>Procurement</b>		Procurement and Commercial Strategies								<i>Procurement Policy and Delegations</i>
<b>Monitoring</b>	Project Performance – Projects Update July 2024		Project Performance - Quarter One Monitoring Report		Project Performance - Quarter Two Monitoring Report			Project Performance - Quarter Three Monitoring Report		<i>Process around transparency</i>
<b>Other</b>	Outline Work Programme for Committee					Outline Work Programme for Committee				<i>Continuous improvement</i>

**9 DISCUSSION OF LATE ITEMS**

**10 CLOSING KARAKIA**