



ATTACHMENTS

**Accountability, Performance &
Finance Committee meeting
Separate Attachments 1**

Tuesday, 5 November 2024

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9.5 Action & Investment Plans and Long-Term Plan Actions Monitoring
 Attachment 1 LTP and AIP Actions Reporting as at 30 September 2024..... 4

Action Tracking

Long-term Plan Decisions and Action and Investment Plans

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Introduction

This report outlines the stage, status and expected delivery date of projects and actions resulting from long-term plan decisions and action and investment plans. Where relevant, a narrative update has been provided.

Where the lead agency responsible for an action is not Tauranga City Council, the action has not been included. Where an action is determined as business as usual (funded and part of the usual work programme), it has not been included. The actions are focused on the 2024/25 financial year (1 July 2024 to 30 June 2025).

Actions that have a status of complete or are recommended for removal will be removed from future reporting unless otherwise advised.

Stage

Colour & Stage	What it means
0. Not started	The action or task has not yet begun.
1. Initiation	Initial activities have begun, such as kick-off meetings or preliminary planning.
2. Planning	The action or task is in the detailed planning phase, including scope definition and scheduling. Resource allocation, and development of necessary documentation or procedures are underway.
3. Implementation	The action or task is actively being worked on or executed.
4. Complete/BAU	The action or task is either complete or in the final stages, including review, final adjustments, and completion of documentation.

Status

Colour	Status	Where it's used
	On track	<ul style="list-style-type: none"> The action is progressing within the agreed timeframes and budget. Everything is proceeding according to plan. Set to start as scheduled with no anticipated issues. Key stakeholders are informed and satisfied with progress. Milestones and deliverables are being met as planned. Risks have been identified, but none are currently impacting progress.
	Under control	<ul style="list-style-type: none"> The delivery date or budget is not aligned with the original plan but has been approved, and the action is moving forward.

Colour	Status	Where it's used
		<ul style="list-style-type: none"> • The action is behind the original schedule or over budget but is expected to be back on track soon. • Adjustments to timelines or budget are being effectively managed. • Changes in scope, missed timeframes, or increased costs have occurred, but corrective actions are underway. • A decision is required to regain alignment, and this is currently being pursued. • Regular updates are provided to stakeholders to ensure alignment. • Contingency plans are in place to address potential setbacks.
	Off track	<ul style="list-style-type: none"> • External factors beyond our control have caused significant delays. • The action is not meeting agreed timeframes or budget, with little chance of recovery. • The action lacks a budget or priority, posing a high risk of non-delivery. • Significant obstacles are present, requiring intervention or escalation. • The project team is re-evaluating feasibility and next steps. • The action has been directed to cease or be removed.
	Complete/BAU	<ul style="list-style-type: none"> • The action or project is completed. • The action or project has transitioned to business as usual. • Previously reported with a decision to remove the action. • All deliverables have been handed over and accepted. • No further actions are required beyond standard operations. • Any remaining issues have been resolved or documented for future reference.

Long-Term Plan Decision Tracking

2021-31 LTP Decisions and 2022/23 LTPA and Annual Plan Decisions

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
(e) Agrees to undertake further work on possible amendment to rates postponement involving both a review of Tauranga's rates postponement policy including financial implications, and support for the development of a national rates postponement scheme or other third party schemes before February 2022.	Chief Financial Office Strategy, Growth & Governance	Initiation	Unknown	Off track	This has now been tasked to the Department of Internal Affairs to undertake further investigation and provide report to Minister. From staff discussions, it appears that this will not be progressed for rates postponement in the short term.
(a) Resolves that Pitau Road village and Hinau Street village are separated from the elder housing portfolio and sold for private redevelopment	Chief Financial Office	Complete/BAU	Feb-24	Complete/BAU	Sale Price: \$23,265,000 plus GST Settlement Date: 29/2/2024 Status: Settlement completed on due date.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Memorial Park Aquatics and Recreation Hub</u> (b) Retains the current proposed capital expenditure programme and assess opportunities to bring forward the indoor courts project, as the development of the aquatics project progresses (Option 2)	Civic Development	Implementation	Feb-25	On track	Following seismic testing of the QEYC building, options were developed to build a combined recreation hub on Memorial Park or split the aquatic and indoor court provision. The identification and strategic purchase of the property at 483 Cameron Road was subsequently identified as the best option to effectively deliver ongoing indoor court provision. This was approved in December 2023. The project is currently scheduled for completion in February 2025.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
					Report to Council 29 October on this project – decision not made at the date of writing this report.
<u>Dive Crescent and the Tauranga Waterfront</u> a) Approves the inclusion of the following budgets in the 2022/23 financial year: i. \$1.45m for the Dive Crescent at-grade carpark project	Civic Development	Complete/BAU	Complete	Complete/BAU	The project is now complete. Dive Crescent Carpark Stage 1 (North) opened on 14 August 2023 with Dive Crescent Carpark Stage 2 (South) opening in December 2023.
<u>Tourism Funding from the Airport Activity</u> d) The remaining balance of \$379,000 would go towards funding beautification projects across key tourism hotspots/gateway and tourism activation, e.g. Mount North and Tauranga CBD, including \$68,000 to be allocated to the Tauranga Art Gallery to contribute towards programme and exhibition costs for 2022/2023 (see Issues and Options – Tauranga Art Gallery Funding.) (Option 1).	City Partnerships	Implementation		On track	Improvements to Tauranga's city centre (Devonport/Grey Street/Red Square/part Willow Street) are being implemented in collaboration with Spaces and Places, and Transportation (asset owner): - Refurbishment of 64 seats completed late September - \$65K. - Pavement cleaning complete - \$35,250. - Repairs/replacement of pavers in Grey Street scheduled for late October, to include new design change in front of library entrance/exit - \$55K - Cleaning of sculpture, with new plaque in Grey Street, plus new planting in raised beds complete - \$12K. - Light pole cleaning pushed out to November due to Elizabeth Street closure and multiple TMP works - \$95K. To date, a total of \$262,250 has been allocated to city centre beautification projects.
<u>Dive Crescent and the Tauranga Waterfront</u> ii. \$2.6m for the Beacon Wharf remediation and upgrade project	Civic Development	Complete/BAU	Complete	Complete/BAU	The Beacon Wharf remediation and upgrade project is complete and was formally opened with a blessing on 4 June 2024.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Dive Crescent and the Tauranga Waterfront</u> iii. \$5m for the Waterfront Reserve development project, noting the balance of funds needed to complete the project (\$7m) need to be added to the 2023/24 financial year.	Civic Development	Implementation	2025	On track	Funding has been finalised with the project well underway and on-track for completion of the Strand Park North in November 2024, and Waterfront Playground in December 2024.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Te Ranga Reserve</u> (e) Increases and brings forward budget to support the enhancement of Te Ranga Reserve (Option 1)	Community Services	Implementation	Dec-25	On track	Awaiting land ownership clarification, and consents for the project have been lodged.
<u>Kāinga Tupu – resilience</u> Tauranga Community Wellbeing Hub (i) Revisits the decision to provide an in-principle financial commitment to the Kāinga Ora Community Wellbeing Hub project, once the commercial and financial feasibility tests are completed (Option 2)	Community Services	Planning	Ongoing	Under control	A Wellbeing Hub steering group has been established, with membership from TCC, WBoP PHO, Te Whatu Ora, Salvation Army and MSD, to determine the commercial and financial feasibility of a wellbeing hub and most suitable model. Within scope is a mobile outreach model, as well as a model that supports existing services who are currently providing a level of service that could be expanded upon, and lastly, a static, standalone site. This project is ongoing as per the revised 2023 Kāinga Tupu action plan, action 4.2. This is being led by the Kāinga Tupu Taskforce and supported by TCC.
<u>Equestrian strategy funding</u> q) Better outcomes can be achieved for the Bay of Plenty region if the National Equestrian Strategy work and BOP regional facilities work is	Community Services	Complete/BAU	Complete	Complete/BAU	Council agreed to fund the work in May 2022. The plan is done and all decisions in regard to open space align with this plan. Ongoing unknowns include the Racecourse and potential hospital build.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
undertaken prior to a Tauranga Equestrian Strategy being developed. Rather the relocation site options study for day-to-day equestrian activities will feed into these processes (Option 1).					

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Gloucester Road link</u> (b) Approves the request to bring forward funding for the Gloucester Road link, subject to land transfer and with revised conditions for funding contributions (Option 2)	Transport Strategic Investment	Planning	Dec-24	Off track	No progress expected hence no funding in 2024-2025 year
<u>Te Reti B&C Residue Trust</u> (o) Agrees to fund \$84,790 in year 1 of the LTP to construct the widening of the entrance to papakāinga housing between Cambridge Road and Waihi Road (Option 1)	Transport	Not started		On track	Funding is available and we are waiting for the group to approach Council.
<u>Arataki Community Liaison Group (ACLG)</u> (g) Continues to support the Arataki Community Liaison Group and the associated short - and medium-term work noted in the attachment that is underway	Transportation Community Relations Strategy	Initiation	Dec-23	Off track	In March 2023, council staff met with the remaining members of the Arataki Community Liaison Group (ACLG) to discuss next steps. It was mutually agreed to conclude the ACLG pilot at that time. In April 2023, all ACLG members were invited to share their insights for inclusion in a council report. The report

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
					and the meeting minutes can be accessed via the provided link for reference. Agenda – the ACLG item is at 12.7 https://infocouncil.tauranga.govt.nz/Open/2023/06/CO_20230619_AGN_2507_AT.P Minutes – the ACLG item is at 12.6 https://infocouncil.tauranga.govt.nz/Open/2023/06/CO_20230619_MIN_2507.PDF
<u>Te Maunga Redevelopment (Waste)</u> s) Approves the increased scope and increased Council contribution of \$6m, with a report on a funding plan to follow if MfE funding to bridge the funding gap is not secured (Option 1).	Sustainability & Waste	Initiation	Dec-25	Off track	The project is now on hold due to continued cost escalation and feasibility. A Regional Waste Infrastructure Analysis is currently being undertaken in conjunction with all Bay of Plenty local council's and the regional council to identify infrastructure gaps and potential opportunities for collaboration throughout the region. Decision regarding this is covered off in the item below 1.6 Issues & Options Waste Infrastructure

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Crown-owned land in Greerton</u> (m) Engages with the Tauranga community, existing users, mana whenua, government partners and key stakeholders to undertake an options study to explore the most appropriate and efficient use of the Recreation Reserve – Tauranga Racecourse land	Strategy, Growth & Governance Corporate Services	Complete	2025	Complete	The hearings were held early April and deliberations were held in August 2023. Decisions have now been made by Council in respect of the Greerton Maarawaewae study. The Te Whatu Ora business case was scheduled for mid-2025. This completion of the business case will impact on the long-term outcome.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
in the short, medium and long term (Option 1)					
<u>Equestrian strategy funding</u> n) Continues to work with the TESA group to complete a concurrent relocation site options study for day-to-day equestrian activities.	Strategy, Growth & Governance	Implementation	2025	On track	The hearings were held early April. Deliberations were held in August 2023. Decisions have now been made by Council in respect of the Greerton Maarawaewae study. The Te Whatu Ora business case is scheduled for mid-2025. This will impact on the long term outcome.

2024-34 LTP Decisions

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Car Parking Buildings</u> (b) Utilises the projected cash surpluses from the Parking Management Activity to fund interest and principal repayments sufficient to provide up to \$46M funding for the Te Manawataki o Te Papa programme of works; and (c) Notes the need for the projected price increases as outlined in paragraph 25 of this report are required to generate the surpluses outlined in resolution (b); and (d) Should sufficient surpluses not be or are determined at any point to be unlikely to be achieved, revisit the potential to sell the Spring Street and Elizabeth Street parking buildings with a lease-back at the appropriate time, but in any case, during the 2024-2034 Long Term Plan period.	Paul Davidson	Not started		On track	No update available on this at this stage. Monitoring commercial performance of the buildings in conjunction with Parking Management activity.
<u>Industrial Rating Category</u> (b) Approves the introduction of a new rating category for industrial properties in the 2024-34 Long-term Plan (LTP). (c) Agrees the evidence around roading costs and other wellbeing impacts including congestion and safety provides justification for considering a higher differential charge for the industrial category. (d) Agrees the following approach for the industrial category. (1) set a rating differential for the industrial category at 2.7:1 over the residential rate from year 1 of the LTP. (e) Agree to retain the commercial differential	Paul Davidson	Complete/BAU		Complete/BAU	New Industrial Rating Category implemented.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
category to 2.1:1 over the residential rate in year 1 of the LTP. (f) Agree to phase-in further differential changes to reach a percentage share of general rates by category of approximately 65% residential, 15% commercial and 20% industrial.					
<u>Establishment of an Urban Growth Targeted Rate (Te Tumu Related Investment)</u> (b) Approves establishment of three new targeted rates, titled Urban Growth Targeted Rate. This 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: (i) A Citywide charge across all ratepayers within TCC that are not in the Full Benefit area or Wider Benefit area; and (ii) A charge across all ratepayers within the Wider Benefit area equal to double the Citywide charge; and (iii) A charge across all ratepayers in the Full Benefit area equal to triple the Citywide charge.	Paul Davidson	Complete/BAU		Complete/BAU	New targeted rate implemented
<u>Establishment of a Local Urban Infrastructure Targeted Rate</u> (b) Approves establishment of a new targeted rates, titled Pyes Pa West Urban Growth Targeted Rate. This rate is calculated as being 50% of the development contribution backlog associated with the Pyes Pa West growth area. We note the following: (i) The targeted rate will commence from	Paul Davidson	Complete/BAU		Complete/BAU	New targeted rate implemented

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
2025/26 (Year 2 of the LTP). (ii) The rate will be collected over 30 years. (iii) The remaining 50% of the Pyes Pa West backlog will be collected from the rest of the city (as part of the ongoing transfer of development contribution related debt to rates funded debt). (iv) This targeted rate (and for Bethlehem West and Pāpāmoa growth areas) may need to be reconsidered in future with the inclusion of three waters or if Parau Farms is not developed into residential housing.					

Action	Lead	Stage	Expected delivery date	Status	September 2024 update
<u>Tauranga Māori Business Association (Attachment 3)</u> (e) Approves a staged approach, providing Tauranga Māori Business Association with new operational funding in the 2024-2034 Long-term Plan of \$50,000 in 2024/25, \$40,000 in year 2025/26, and \$30,000 in 2026/27 (an amended Option 3).	Gareth Wallis	Complete/BAU	Complete	Complete/BAU	The Funding agreement is now in place for three years 2024/25, 2025/26 and 2026/27.
<u>Community Stadium</u> (c) Approves community stadium Stage 1, providing an event capacity of 15,000+, commencing construction in 2033/34 at a total cost of \$90m. Noting Stage 1 is planned to include: • new grassed verge seating (capacity – 1,500); • new embankment seating (capacity – 2,000); • temporary modular seating/hardstand	Gareth Wallis	Not started		On track	Funding for Stage 1 of the Community Stadium at Tauranga Domain was approved in the Long-term Plan, but also moved to the final two years. Any work to commence designing and building a community stadium will not start for at least five years, so the project is on track but also hasn't progressed passed the work that was done for the Long-term Plan because it hasn't needed to.

Action	Lead	Stage	Expected delivery date	Status	September 2024 update
<p>(capacity – 2,000);</p> <ul style="list-style-type: none"> • 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. <p>(d) Notes that 50% of the \$90m delivery cost for Stage 1 of the community stadium is to be met by external funding sources.</p> <p>(e) Notes that the cost of Tauranga Domain improvements, over and above and independent of the community stadium project, are estimated at \$5m and are currently unbudgeted. These costs are to be funded by external funding sources and/or re-prioritisation of other Council projects.</p> <p>(f) Notes that to deliver both the community stadium and improvement projects included in the Tauranga Domain Masterplan, some existing community sports clubs that use Tauranga Domain require relocation (over time), at a total cost of \$21m (inflated to 2029).</p> <p>(g) Notes that the planned improvements for Tauranga and Wharepai Domains, including relocation of existing community sports clubs, are independent to the community stadium and scheduled for implementation regardless of the stadium being approved for delivery.</p>					Discussions are ongoing with relevant sports clubs that will need to move to facilitate the construction of a community stadium on Tauranga Domain.
<p><u>City Centre Hotel and Conference Centre</u></p> <p>(b) Approves the preparation of a business case that examines the case for investment,</p>	Gareth Wallis	Initiation		Under control	Delivery of a full business case is on hold while staff explore external funding options. If any genuine external funding

Action	Lead	Stage	Expected delivery date	Status	September 2024 update
including if the proposal will deliver the best value for our communities; (c) Notes that findings from the business case will be reported to Council in the second half of 2024; and (d) Notes that in making any future decision to progress with the proposed city centre Hotel and Conference Centre project, Council may be required to undertake a Long-term Plan Amendment, subject to section 97 of the Local Government Act 2002.					sources are identified, the information those parties require to facilitate an application for funding support, will form the basis of work undertaken as part of next steps on this project.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Additional Public Toilets (Attachment 1)</u> (b) Approves \$1.5m for installation of new toilets at major neighbourhood play spaces and beach access points funded by reallocation from existing Spaces and Places budgets (Option 1).	Community Services	Planning	Ongoing	On track	Plan for toilet provision across LTP is developed. First project is at Te Papa o Nga Manu Porotakataka.
<u>Mount Sports Club (Squash) Building Development (Attachment 2)</u> (c): Approves a loan-funded grant of one-third of the Mount Sports Club refurbishment and expansion costs up to \$1.65M using existing budgets (\$1.93M inflated), subject to: (c)(i) Mount Sports Club securing the total funding required to complete the project. (c)(ii) Council staff being satisfied with the detailed design and business case, and the extent of public access and multi-use.	Community Services	Planning	2030	On track	Responsibility sits with club to progress funding strategy for facility expansion.
<u>Ngāi Tamarāwaho and Pukehinahina Charitable Trust (Attachment 3)</u> (e) Does not fund or make provision for a public	Community Services	2. Planning	Ongoing	On track	Ongoing conversations with the Trust.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
car park on Gate Pā recreation reserve for use by Te Pūtake o Te Riri and instead contributes to a wider discussion on the funding and development of the centre through a business case process (Option 1).					
<u>Bay Oval Trust (Attachment 4)</u> (g): The Bay Oval Trust grant is subject to the following conditions: (g)(i) Bay Oval Trust demonstrates to TCC that all potential funding opportunities have been pursued and secured wherever possible and appropriate. (g)(ii) There is project budget and general accounting transparency to Council through to completion of construction. (g)(iii) TCC is able to nominate a person to be a member of the project steering group. (g)(iv) Bay Oval Trust provides TCC use of the Pavilion facility for a minimum of 10 days per year at no charge, for Council-related activities/functions. (g)(v) Conditions (g)(ii), (iii), and (iv) being reflected in a signed funding agreement. (h): Does not allocate funding to the Bay Oval indoor Training Centre at this time. (i): Requests staff work with Bay Oval Trust to determine an appropriate ongoing operational funding level and associated priorities before the development of the Annual Plan 2025/2026.	Community Services	3. Implementation	Jun-25	On track	Building construction underway. Dialogue with Trust on other matters is underway.
<u>Tauranga Hockey Centre Facility Development (Attachment 5)</u> (j) Agrees to fund the feasibility study at \$39,000 (Option 1). (k) Supports 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.	Community Services	Implementation	TBD	On track	Hockey Centre feasibility is underway, led by club which will take 3-6 months, following which there should be formal consultation through the annual plan.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Mount Maunganui College Pool (Attachment 6)</u> (l) Provides a one-off grant up to a maximum of \$1.65 million to support the redevelopment of the Mt Maunganui College pool in FY30 of the draft Long-term Plan (\$1.93M inflated), subject to Council being satisfied that: i) A review of the pool depth from 2m to 1.8m is undertaken and concluded. ii) A business case is satisfactorily completed. iii) There is certainty that the pool will continue to be available for community use and consideration is given to extended public hours of use. iv) An independent condition assessment on the facility is completed (and suggest this be updated every three year). v) A long term (ten year) maintenance and capital and renewals plan is prepared. vi) Current financial statements and a long term (ten year) operating budget prove financial viability of the pool and its operation. (m) Approves the one-off grant (opex) to be funded by a loan repaid over a ten year period and notes that the financing costs are an average of \$250k per annum from FY30 onwards, a total of \$1.25M financing costs over the ten year period of the loan.	Community Services	Planning	2030	On track	Dialogue with Trust is underway. Responsibility for project development sits with them.
<u>Pōtiki ā Tamapahore Trust and Manawa Development Holdings Limited Partnership - Community Spaces and Facilities in Manawa development (Attachment 7)</u> (n) Does not provide funding for the development of Te Atea Reserve and work with the developer to agree a plan for Te Atea (Option 1). (o) Provides funding of up to \$100,000 from existing Spaces and Places budget to fence the Maungarongo walkway from the Manawa	Community Services	Implementation	2024-2026	On track	Shade project to be delivered this financial year. Pathway feasibility is under development in partnership with iwi.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
development to Simpson Road, subject to agreement on additional access (Option 1). (p) Allocates up to \$50,000 from the shade budget for artificial shade at Hine Kahu Reserve (Option 1).					
<u>Pump Track and Other Play and Active Recreation Infrastructure (Attachment 10)</u> (t) Reallocates \$650,000 of existing Spaces and Places budget for a pump track in the west of the city (Option 1).	Community Services	Complete/BAU	2028	Complete/BAU	Funding allocated. No further action required at this stage. Recommendation to remove this from the action tracker.
<u>Future of Ōtūmoetai Pool (Attachment 12)</u> (v) Endeavours to keep Ōtūmoetai Pool open at least until the new Memorial Park facility is open at the end of 2027. (w) Establishes a working group made up of Council and Bay Venues staff, representatives from the Ōtūmoetai community and College and an external aquatics expert to explore options to keep the Ōtūmoetai Pool available to the community in some form, including options of the pool being outside of Council ownership and maintenance responsibility. (x) Options will be brought back to Council for a final decision on the way forward. (Option 1)	Community Services	Implementation	Mar-25	On track	Group established. Technical assessments undertaken. Reporting to Council in early 2025.
<u>Tsunami Evacuation Pathways (Attachment 1)</u> (b) Engages 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. (c) Establishes a Tauranga City Council facilitated working group with community and key stakeholders to devise additional evacuation alternatives. (Option 1).	Community Services	Completed		Complete	WSP has completed the review and produced 2 reports. Paper will be presented to Community, Engagement and Transparency Committee on 18 November 2024.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<p><u>Incubator Creative Hub (Attachment 5 and 6)</u> (g) Adheres to the newly adopted Community Funding Policy and moves The Incubator to a multi-year contestable funding agreement. (h) Does not fund the other initiatives outlined in the submission (Option 1).</p>	Community Services	Not started		On track	<p>Multi-year funding agreements: Four year Agreements in place by the end of August 2024</p> <ol style="list-style-type: none"> 1. For those groups who have received regular community funding, but are not one of the cornerstone partners, a transition will be put in place to move those groups onto contestable multi-year funding. Those groups are defined as; The Incubator, The Elms, Foodbank, Good Neighbour, Here to Help U, and Citizen's Advice Bureau. 2. The transition will involve a four-year funding agreement, with a condition that defined and agreed objectives are met after year two. Future funding will be conditional on a mutual agreement at the end of year two, regarding new terms for years three and four. From 2028/29, these groups will become part of the contestable multi-year funding. 3. First two years (2024/25 & 2025/26) to continue the funding amount and performance measures from 2023/24. A clear signal in the agreement that during 2025/26, agreement will be reached regarding the funding and performance measures for years three and four (2026/27 and 2027/28). 4. The performance measures for years three and four will be defined to align

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
					with delivery against the strategic vision and the Action and Investment Plans (AIPs). 5. The agreements will be determined and agreed by the Community Services Managers, with final approval from the General Manager Community Services. During 2025/26, there will be a call for proposals from the six multi-year funding recipients, to demonstrate how they will deliver specifically on the strategic vision and AIPs from 2026/27 onwards.
<u>2028 Confidential Event</u> (k) Approve additional operational funding for the event over years 2026/27 – 2028/29 of the 2024-2034 Long-term Plan (Option 1).	Community Services	Initiation		Under control	Staff working closely with the event organiser conducting further feasibility in the bid process. Further reports to be brought back to Council for decisions associated with this event and funding.
<u>User Fees for Sportsfields</u> (b) Approves the following changes to the fees proposed in the draft Long-Term Plan 2024/34 for the use of sportsfields by organised sport, with charges commencing for the 2025 Winter sports season: (i) No match fee; (ii) Basis of the charge is one full adult football/rugby/cricket field or relevant equivalent field size for the sport in question; (iii) A 'season' relates generally to a season of greater than 3 months; (iv) Proportionate fees apply for use of half a field, or a season of less than 3 months; (v) 50% discount is available to 'emerging sports' with less than 100 participants, that is less than 5	Community Services	Implementation		On track	Sportfield charges to be implemented from Winter 2025, communication with the clubs and user groups is ongoing.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<p>years established and where over 10% of participants are from low socio-economic backgrounds; and</p> <p>(c) Approves fees for the use of sportsfields by organised sport, with charges commencing for the 2025 Winter sports season based on the following principles:</p> <ul style="list-style-type: none"> • Balancing revenue needs and affordability - Recognising the value of the community groups and strive a balance between generating non-rates revenue, ensuring affordability for community sports groups and promoting equity across the various sports codes. • Promotion of continued growth - Connecting with and working alongside Sport BOP and sporting codes to monitor ongoing participation rates post implementation of fees to ensure ongoing participation rates are maintained at a minimum. • Stakeholder engagement – Direct engagement with clubs to ensure a clear understanding of the fees and to ensure that emerging clubs and small community service providers (such as community gardens) can benefit from appropriate fee reductions that reflect the scale and nature of their operation. • Provide equity to all users ensuring there is a logical, affordable and transparent process. • The importance of community sports – recognising the importance of community sports and valuing the input from the volunteers who support our community; and <p>(d) Continues to work with sports field users to refine the approach with any further changes to be proposed through the Annual Plan 2025/26; and</p> <p>(e) Agrees to review the fees annually; and</p>					

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
(f) Notes that the fees are inconsistent with Council's Active Reserves Level of Service Policy and requests staff make revisions to the policy for consideration by the incoming Council.					
<p>User Fees - Community Leases on Reserves</p> <p>(b) Approves lease and licence fees for use of land within Council owned or managed reserves by community organisations of (GST exclusive):</p> <p>(i) \$3 per m2 for the first 1,000m2 (25% of the assessed average Reserve land value); and</p> <p>(ii) no additional charge for 1,001m2 to 9,999m2; and</p> <p>(iii) for leases over 10,000m2, at \$0.30 per m2 for the next 50,000m2.</p> <p>(c) Approves lease and licence fees for buildings on Council owned or managed reserves by community organisations of \$25 per m2 flat fee.</p> <p>(d) Retains the current fee/rent level on leases where the lessee is paying a greater sum than would be charged under the fees recommended above.</p> <p>(e) Approves lease and licence fees for use of land within Council owned or managed Reserves and/or Council owned buildings on those Reserves by community organisations on the following principles:</p> <ul style="list-style-type: none"> • Balancing revenue needs and affordability - Recognising the value of the community groups and strive a balance between generating non-rates revenue, ensuring affordability for community sports groups and promoting equity across the various sports codes. • Promotion of continued growth - Connecting with and working alongside Sport BOP and sporting codes to monitor ongoing participation rates post implementation of fees to ensure ongoing 	Community Services	Complete/BAU	Ongoing	Complete/BAU	Now a business as usual action with the property and leasing team.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<p>participation rates are maintained at a minimum.</p> <ul style="list-style-type: none"> Stakeholder engagement – Direct engagement with clubs to ensure a clear understanding of the fees and to ensure that emerging clubs and small community service providers (such as community gardens) can benefit from appropriate fee reductions that reflect the scale and nature of their operation. Provide equity to all users ensuring there is a logical, affordable and transparent process. The importance of community sports – recognising the importance of community sports and valuing the input from the volunteers who support our community; and (f) Delegates to the General Manager, Community Services, 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 at an upcoming meeting. 					
<p><u>Historic Village User Fees and Charges</u></p> <p>(b) Approves the Historic Village Commercial and Community user fees and charge for leases at the greater of:</p> <p>(i) Current charges; or</p> <p>(ii) At the bands identified below.</p> <p>[SEE TABLE IN MINUTES 4 MARCH 2024]</p> <p>(c) Approves the Commercial and Community user fees and charge for leases based on the following principles:</p> <ul style="list-style-type: none"> recognises the social value of the non-profit/community groups to the city through delivering on the strategic action of "continuing to support community organisations to recognise the role they play in providing valuable services in our 	Community Services	Complete/BAU		Complete/BAU	User Fees & Charges were reviewed as part of LTP process. Reductions in OPEX costs, capping of spaces and community discounts have all be adopted for our community tenants. A grandfathering approach to rental rates has also been adopted to provide a consistent approach to lease rates across all tenants.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
city” • Fees and Charges are fair and deliver on the strategic action of “applying a level of consistency to the user fees and charges” • provide equity to all tenants ensuring there is a logical, affordable and transparent process; and (d) Approves the Historic Village Community operating charge of: • \$50pa water charge for basins in each tenanted space and • \$100pa water charge for toilets in each tenanted space and • Electricity charged on consumption.					
<u>User Fees - Boat Ramps</u> (b) Adopts the fees proposed in the draft Long Term Plan 2024/34 for boat and trailer parking at Pilot Bay, Sulphur Point (located in Marine Park) and Whareroa ramps (option 1).	Community Services	Complete/BAU		Complete/BAU	As per resolution we are no longer charging for the use of boat ramps. All refunds of the annual pass are complete. This is now complete and can be removed.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Waste Infrastructure</u> (b) Discontinues the original Te Maunga Redevelopment Project. (c) Confirms that Tip Lane at Te Maunga is considered unsuitable for organic waste processing. (d) Collaborates with Western Bay of Plenty District Council (WBOPDC) to identify opportunities to connect WBOPDC recycling centres to the sub-regional waste infrastructure network. (e) Undertakes investigations, funded by the waste levy, to identify the best method to process	Infrastructure	Not started		On track	Following the Regional Waste Infrastructure Analysis findings and the significant costs involved, TCC is developing a business case to identify long-term infrastructure solutions for the city and the Western BOP sub-region. The team will present options to Elected Members on 14 October 2024 for endorsement on the next steps.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<p>organic waste (food and garden waste) in conjunction with WBOPDC 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.</p> <p>(f) Approves investment in the 2024-34 LTP to:</p> <p>(i) Undertake minor critical upgrades to Te Maunga Transfer Station to ensure health and safety compliance - \$819,040.</p> <p>(ii) Undertake schematic design (\$1.14m), securing land (\$15m) and development of the sub-regional waste infrastructure network - \$34.6m, which enables:</p> <ul style="list-style-type: none"> • Transition of Te Maunga waste site into a Resource Recovery Park including the Material Recycling Facility; and • Development of a new Resource Recovery Park in the north-west of Tauranga to service residents in the western Tauranga and potentially the Western Bay of Plenty District. <p>(g) Notes the investments in (f) above result in an overall waste capex LTP investment of \$51.59m, which is a reduction from the draft LTP of \$7,394,876. Further notes that staff will seek to maximise funding from external sources for the waste investments.</p>					
<p><u>Waiāri Cultural Recognition Programme (Attachment 4)</u></p> <p>(f) Approves additional budget in the 2024-2034 Long-term Plan 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 (Option 1).</p>	Infrastructure	Implementation	Jun-26	On track	This is being delivered in conjunction with the WBoPDC and the iwi / hapu groups, associated with the Waiāri Kaitiaki Advisory Group.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>Wednesday Challenge (Attachment 7)</u> (i) Pays the licence fee only for one year for The Wednesday Challenge Business Module through rate payers funds and the Wednesday Challenge provide the resource to deliver it (Option 2).	Infrastructure	Not started		On track	Licence fee of \$25,000 for this financial year has been made. Provision needs to be made in the annual plan if the contribution is to continue.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<u>SmartTrip Variable Road Pricing</u> (b) Notes the feedback received through LTP engagement and does not proceed with a full business case for Variable Road Pricing at this stage. (c) Notes that, subsequent to the draft LTP consultation document being issued: (i) Road charging is now being progressed by the new Government (as per the Act Coalition Agreement) to reduce congestion and improve travel reliability. (ii) NZTA – Waka Kotahi have invited TCC to work together with them, the Ministry of Transport and other councils such as Auckland Council (and Auckland Transport) to support a nationally consistent approach on road pricing. (d) Proceeds to: (i) Investigate key areas of community feedback received, including the cost of road pricing charges, the quality and available of alternative transport modes, location and time of charge, equity concerns and wider network impact (particularly diversion impacts). (ii) Engage with NZTA-Waka Kotahi, the Ministry of Transport, and other interested councils including Auckland Council / Auckland Transport	Strategy, Growth & Governance	Initiation	End FY27	On track	Currently in discussions with NZTA regarding local concepts, although unable to discuss national legislation due to current policy development process (NZTA involved with MoT). Obtaining updates on national policy direction as and when possible. Connecting with Auckland Transport to understand the development of their proposed scheme, mainly through a technology discussion. Responding to NZTA tolling consultation (regarding TNL), to include wider time of use charging/ road pricing references - submission due early Oct 2024. Local budget further investigations spend on hold, pending legislation decisions/direction.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
to explore nationally consistent approaches to road pricing. (e) Includes a budget of \$1.5m spread evenly over the first three years of the LTP (with timing reviewed at the next Annual Plan) and requires staff to apply for any applicable subsidy or external funding to reduce the cost to the ratepayer. (f) Notes that the approved road pricing budget will position TCC to be able to participate at a national level and help to ensure that topics raised by the Tauranga community are embedded in nationwide investigations into road pricing.					
<u>Reinvestment of Sales Proceeds - Elder Housing and Smiths Farm</u> (b) Approves the remaining sale proceeds of the Elder Housing portfolio (estimated circa \$16m) being invested as follows: i. \$5.4M into a package of projects which will enable increased housing density of and development in Te Papa and subject to further conditions as noted in the public excluded section of the meeting; and ii. A further \$5M into the Housing Equity Fund (noting this takes the total Tauranga City Council's investment into the Housing Equity Fund to \$20M; and iii. retain the remaining available proceeds in a housing reserve to be applied in accordance with the principles approved by Council in July 2022. (c) Requests a further report: i. refining the reinvestment principles that Council adopted in July 2022 to guide use of the Elder Housing Sale Proceeds and ii. identifying opportunities to invest into infrastructure needed to enable delivery of	Strategy, Growth & Governance	Not started		On track	(b) (i) Discussions underway with Accessible Properties Limited on how to maximise the development opportunities from the investment primarily in stormwater. (b)(ii) Complete – agreements entered into. (c) It was considered that a further report to Council was not needed at this stage, as there is currently no funding available for reinvestment until Hinau Street is sold, and this sale is on hold for now. A report to Council will be presented when Hinau sells. (d) Smiths Farm agreement finalised.

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
Papakāinga Housing. (d) Approves the net proceeds from Smiths Farm, which are being managed by the Asset Realisation Reserve, to be applied to funding of the capital cost of Te Manawataki o Te Papa.					
<u>Ngāi Tūkairangi Hapū Trust (Attachment 8)</u> (j) Increases funding for Hapu Management Plans by \$40,000 per annum (Option 1).	Strategy, Growth & Governance	Complete/BAU		Complete/BAU	Budget increased in the LTP.
<u>2024/25 Development Contributions Policy</u> (b) Approves the 2024/25 Development Contributions Policy 2024/25 to include: (i) Updated, reduced Housing Unit Equivalent divisors for registered retirement villages and aged care facilities; and (ii) A 'large residence' category of charges for 4+ bedroom dwellings; and (iii) A new Te Papa Infill local development contributions catchment for the transport activity and a new sub-catchment within the Te Papa Infill catchment for the reserves activity; and (iv) Consequential updates to development contributions charges to reflect decisions made by Council through deliberations on the Long-Term Plan 24-34. (c) Notes that the proposed final 2024/25 Development Contributions Policy will be reported to Council in March for consideration; and (d) Approves the responses to external submissions received on the draft Development Contributions Policy 2024/25 (report paragraphs 15, 22, 28 and 38 and Attachment A).	Strategy, Growth & Governance	Complete/BAU		Complete/BAU	Decisions reflected in the Development Contributions Policy and published.
<u>Te Tumu Development Timing</u> (b) Receives the external submission points in support of the Te Tumu urban growth area,	Strategy, Growth &	Complete/BAU	Early 2026	Complete/BAU	Completion of the structure plan and preparation of the plan change for notification continues. Work on the Kaituna Overflow to

Action	Owner	Stage	Expected delivery date	Status	September 2024 update
<p>including requests to accelerate rezoning, secure external funding and bring forward infrastructure investment.</p> <p>(c) Endorses the aspiration expressed in these submissions to bring forward the development of Te Tumu but notes the challenges to achieving this, in particular Council's broader affordability challenges.</p> <p>(d) Approves the comment responses to Te Tumu related submission points (paragraph 27).</p> <p>(e) Agrees to Option 2B: Do not amend the draft LTP to incorporate construction budgets for all Te Tumu projects that are required for development to commence and adjust budgets further with a total of \$243m in the LTP period in order to manage Council's broader affordability challenges.</p> <p>(f) Approves a rephrasing of the Kaituna Overflow planning budget of \$1.245m over the LTP period with \$645,000 in 2024/25 and \$600,000 in 2025/26. This is to enable work to be completed such that the Kaituna Overflow resource consent is ready for lodgment in alignment with the plan change being ready for notification.</p> <p>(g) Agrees to increase funding for the development of the structure plans by \$300,000 in 2024/25. This expenditure to be loan funded with rates funded debt retirement of the loan over 5 years.</p>	Governance				<p>prepare a consent application is underway. A key workstream that will affect the ability to progress the Te Tumu project is the valuation and negotiation of Infrastructure corridors through the TK14 multiple owned Māori land. This is entering a critical stage and is on track to be reported to Council by the end of 2024</p>

Action and Investment Plan Reporting

Tauranga Matarauui - An Inclusive City

Welcoming Communities Action and Investment Plan



Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Facilitate iwi representatives to be engaged in a leadership capacity in developing Welcoming Plan initiatives Inform Tangata Whenua forums on the programme Consult and partner with Tangata Whenua to develop and implement Welcoming initiatives	Ongoing	Planning	May 2025	Under control	Te Rangapū mana whenua o Tauranga moana will be consulted when refreshing the Welcome Plan early 2025.
Develop opportunities for mutual understanding between newcomers and Tangata Whenua Set up action group to investigate and scope options for possible implementation	2018/19	Implementation	Ongoing	On track	Support the Migrant Pohiri event annually led by Ngai Te Rangi and Multicultural Tauranga, next one scheduled for 16 November 2024. Also supporting Te Tiriti Education for migrants as part of Welcoming Week initiatives and mana whenua engagement in Welcoming Initiatives such as the Welcoming Planting Day for new citizens.
Increase cultural diversity in leadership roles in the region Facilitate inclusion of migrant community leaders at key consultations/forums Source and share success stories of diverse leadership has through media channels	2018-21	3. Implementation	Ongoing	On track	We facilitate a board internship programme with the CCO's to increase board diversity and to provide a platform for migrant leaders to participate in governance and networking opportunities.
Facilitate engagement of newcomer youth in leadership opportunities in the region Investigate International Student Ambassador programme	2018-20	3. Implementation	Ongoing	On track	The team continues to partner with Enigmatic Global and now in process of finalising an additional partnership with Stand Tall to deliver the Global Ambassadors Programme which

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
					engages both domestic and international students and is now in its third year, recruitment underway for next cohort of ambassadors, with 12 applications received and 4 previous ambassadors continuing as programme alumni.
Strengthen relationships between funders and migrant communities Deliver annual funding workshop for migrant community groups	2018/19	3. Implementation	Ongoing	On track	The team have hosted local funders through the Multi-Ethnic Forums and also have had a role of connector for a number of migrant communities with funders for specific projects they are undertaking and looking to host specific funding workshops for ethnic communities and social sector organisations. We also promote the funding opportunities from Ministry of Ethnic Communities through team communication channels
Welcoming Communities Coalition Established Provide, clear and regular communication and collaboration opportunities to encourage participation from a broad range of local community groups across the region	ongoing	4. Complete/BAU	Complete	Complete/BAU	This community stakeholder network is communicated with through regular email newsletters and invitations to engage and participate in initiatives.
Scope the development of a council diversity and inclusion policy Work with strategy teams at council to scope development	2020/21	4. Complete/BAU	Complete	Complete/BAU	This policy and an associated action plan were adopted in August 2023 and is being implemented by the Strategic Advisor: Diversity & Inclusion in the Inclusive Cities Team.
Conduct policy review over the next five year cycle to include consideration of cultural diversity as applicable Work with strategy teams at council to review	TBD	2. Planning	Ongoing	On track	This is done on an 'opportunity' basis but a more regular approach to reviewing policies for inclusion of diversity would be beneficial and will be explored with Policy Team.

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Share stories to highlight the positive contributions of newcomers to the region Encourage local organisations to share success stories and highlight newcomer contributions	ongoing	4. Complete/BAU	Ongoing	Complete/BAU	The team continue to support positive stories about newcomers through our stakeholder networks, and events such as the Western Bay of Plenty Community Awards. In addition, the Community Development Team create an annual Outcomes Report which highlights collective impact and working with agencies supporting newcomer initiatives.
Inform local residents about the Welcoming Communities programme Regularly facilitate coverage of welcoming initiatives in the media and council channels	2018/19	4. Complete/BAU	Ongoing	Complete/BAU	Updates are continuing to be shared through TCC updates and platforms. We will be writing a communication and engagement plan to ensure we showcase our re-accreditation due to MBIE in November 2024 and refresh of Welcome Plan in 2025.
Council maintains strong partnerships with key stakeholders who provide data on who newcomers are to the region Active participant in Migrant Settlement Network Partner in International Strategy 2016 - 2019	2018-20	4. Complete/BAU	Ongoing	Complete/BAU	The team now lead the Tauranga Migrant Settlement Network meetings held quarterly and continue to be a partner in the international strategy which Priority One lead, around the Welcoming Communities work programme.
Develop framework for council engagement with migrant communities Work with the council communications team to develop comprehensive database of migrant community groups Deliver cultural competency training for council staff: pilot with customer service, library and community development staff Include information about newcomers and cultural diversity, and promote use of staff interpreters and language line in staff inductions Investigate the translation of selected council documents into key languages	2018-20	3. Implementation	March 2025	On track	The team has completed an engagement toolkit for ethnic and faith-based communities and now working to complete an engagement toolkit for Pacific communities to support more targeted engagement. The Internal Engagers Forum is being restarted by Community Development in October 2024 and will be an opportunity for further cultural competency training and we will be kept updated on Insider that can support staff across the organisation. We have translated more information into

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
					other languages at Council most recently with Kerbside, the local Elections and Vital Update 2023.
Create multilingual “Welcome to Tauranga/Western Bay of Plenty” newcomers web page Work with council communications teams Provide newcomers with links to local information, activities and key services and translated information already produced by government, and other agencies	2018/19	1. Initiation	December 25	Under control	Due for completion December 2025.
Develop and promote best practice for engaging with culturally diverse communities Scope development of ‘Diversity Toolkit’ which can be utilised by the wider community	Ongoing	3. Implementation	December 25	On track	Engagement Toolkit for priority communities being developed by Community Development and will be launched in October 2024 alongside DEI staff survey and revised Internal Engagers Forum.
Existing council service contracts are extended to include projects/ outcomes which support newcomers Addition of key performance indicators related to newcomers during contract negotiations	2018-23	1. Initiation	Ongoing	On track	The Community Development team is supporting with the procurement social outcomes project.
Develop a ‘Get to Know Your City’ orientation for newcomers	2018/19	4. Complete/BAU	Annually	Complete/BAU	The team facilitate the Cultural Connections Bus Tour for Newcomers as part of Welcoming Week 2024 and will become an annual event.
Identify and profile local Welcoming Community champions across the region	2018/19	4. Complete/BAU	June 2025	Complete/BAU	The team completed this in our first year of implementation of the Welcome Plan and intend to revisit this to continue to promote positive success stories through media channels.
Develop initiative to encourage local residents to engage positively with newcomers in the region Form a working group to develop an initiative	2019-23	4. Complete/BAU	Complete	Complete/BAU	Welcoming Week is a national initiative we are participating in that fulfils this action in the plan, we utilise their toolkit to promote messaging around welcoming

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
					and inclusion for the Tauranga community and profile a range of community events that foster inclusion and understanding.
Facilitate business leaders to speak on diversity and inclusion at appropriate events	2018-20	2. Planning		Under control	Working with Priority One and the Welcoming Communities Steering Group on how we can best support this action. and will be identified as a priority of refreshed welcome plan in 2025
Increase newcomers knowledge about local government and how they can be involved Orientation to local government to be included in 'Get to Know Your City' orientations Participation in local government encouraged at citizenship ceremonies	2019-23	4. Complete/BAU		Complete/BAU	The team engages communities well around Council processes through the Multi-Ethnic Forums held quarterly and will look at re-starting the Local Government 101 facilitated workshops next year, which highlight the role of Council, how funding decisions are made and how and when to engage with Council on topics of interest or to highlight community aspirations.
Investigate showcasing the regions cultural diversity through the public art, including in public buildings Explore opportunities e.g through Tauranga Paradox Street Art Festival, Open Air Art Katikati Encourage culturally diverse art and images within public buildings	2018/19	2. Planning	Ongoing	On track	The team has not started to actively look at Public Art in showcasing diversity but see this as an opportunity moving forward to work with the Arts & Culture Team. Migrant communities who have ideas to celebrate diversity through art are encouraged and supported to seek funding and work with events team such as supporting the 100 tigers exhibition in conjunction with NZ China Friendship Society.
Develop multilingual welcoming resources/posters for key community focus points such as community centres and libraries Identify key languages in the sub-region	2019-23	4. Complete/BAU	Complete	Complete/BAU	This is completed and being shared as part of Welcoming Week 2024, including being utilized by Bay Venues.

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Develop opportunities for newcomers to learn how to use public transport Include newcomers in 'Have a Go' day – bus orientation in Tauranga City Explore similar initiative in western Bay of Plenty districts	2019-23	4. Complete/BAU	Complete	Complete/BAU	As part of Welcoming Week 2024 we have included a session for newcomers on how to use public transport facilitated by BOP Regional Council
Scope 'Cultural Diversity Week' Form working group to develop initiative and scope funding opportunities for 2020	2018-23	4. Complete/BAU	Complete	Complete/BAU	The team is no longer delivering Cultural Diversity Week in March but is now prioritising Welcoming Week in September as an MBIE initiative that Tauranga City Council is involved with and consistently celebrated by Councils involved in the Welcoming Communities programme.
Council supports migrant communities to run cultural events in the region Council guides communities through processes and to funding opportunities that can support cultural events for the wider community to enjoy	2018-26	4. Complete/BAU	Complete	Complete/BAU	The team continue to support migrant communities with planning their cultural events, and work alongside our events team and external stakeholders to provide support when required. We are seeing more cultural events being held in Tauranga which is a great outcome.

Historic Village Strategic Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Identifying various ways to tell the story that are interactive and engaging.	Not stated	3. Implementation		On track	The Grounds Master Plan is in the final stages of completion. The plan includes story telling signage, to be incorporated into Grounds Project work.
Providing information on each building about its origins.	Not stated	3. Implementation	2025	On Track	As part of the Grounds Master Plan an audit was done of origins of the buildings, information will be included as part of the storytelling signage.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Continuing to invest in building improvements for both venues and tenancy opportunities.	Not stated	3. Implementation	February 2025	On track	A Capex Prioritisation plan was completed as part of the 2024-34 LTP detailing building renewals and occupancy opportunities. The Village's most significant project Complex 2 has had all structural elements complete, and on scheduled to open in February 2025.
Working together to restore the mana rangatiranga of Te Papa, through protecting, enhancing, commemorating and celebrating those areas of significance to mana whenua	Not stated	3. Implementation		Complete/BAU	Mana whenua were engaged on the Grounds Master Plan and are now currently engagement is underway for work on The Chapel renewal project.
Reflecting the Te Papa Spatial Plan principles and actions specific to this location	Not stated	3. Implementation		Complete/BAU	10yr Grounds Master Plan in final stages of completion. Roll out commences 2025.
Developing a marketing and promotion approach that reflects the uniqueness of the village and the diversity of experiences on offer.	Not stated	3. Implementation		On Track	Marketing campaign "Only at the Village" is being rolled out to as part of this action to reflect our identity as a diverse community hub full of interesting and progressive people. A 'Meet the Villagers' social media marketing campaign has been successfully implemented to celebrate the unique range of tenants at the Village. It's contributed to a 200% surge in engagement with the Village Facebook page when comparing this year to previous.
Applying a level of consistency to the user fees and charges approach to reflect the different types of community and commercial activity that operate in the village, and the different characteristics of each user group.	Not stated	4. Complete/BAU	Complete	Complete/BAU	User Fees & Charges were reviewed as part of LTP process. Reductions in OPEX costs, and community discounts have all be adopted for our community tenants. A grandfathering approach to rental rates has also been adopted to provide a consistent approach to lease rates across all tenants.
Exploring the opportunity to provide a wider range of hospitality venues on offer that are	Not stated	2. Planning	January 2025	On track	Complex 2 will open in February 25 with a purpose built 60 seat Café Malka a licenced vegan restaurant featuring Israeli cuisine opened earlier this year.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
complementary and/or respond to market demand.					We will look to the feasibility of further hospitality options for the Village post Complex 2 completion
Developing a regular and coordinated programme of events, activities, festivals and markets that attract people to the village, day and night, on week days and weekends.	Not stated	2. Planning	Complete	On Track	Full festival season including 9 festivals completed 23/24, Full festival season booked including 9 festivals completed 24/25. We are working on a scope for further programming of activity that will drive visitation to The Village
Establish and put into effect activity zones so that the different experiences are located in the most appropriate area to maximise their and the village's success. Use key objectives for each to determine criteria for appropriate tenancies.	Not stated	3. Implementation		Complete/BAU	Tenant programming continues. All tenant activity is occurring in the correct zones.
Working with surrounding businesses and Tauranga City Council transportation team to better manage parking demand and supply	Not stated	1. Initiation	Mid 2025	Under control	Parking sub strategy for this area is not yet complete and parking remains a serious issue for The Village and its neighbours. The Grounds Master Plan accommodates additional onsite parking for tenants. Detailed design for this parking is underway with a view commencing construction of the car parks in March 2025
Establishing stronger linkages to the walking and cycling network, especially Kopurererua Valley.	Not stated	2. Planning		On track	Linkages to Kopurererua Valley and other networks included in the grounds master plan to be completed as the plan rolls out.
Undertaking an audit to determine required accessibility improvements, and implementation of the outcomes. Determine if there are specific goals or standards that the village could aspire to	Not stated	2. Planning	Complete	On Track	An accessibility audit has been completed and is an appendix to the Grounds master plan and will guide Building capex and renewals plans.
Developing good connections to the multi-model Cameron Road project.	Not stated	2. Planning		On track	
Development of electric bike charging stations	Not stated	1. Initiation		Under control	.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Promoting accessibility to the village through a variety of means including an online presence, social media, and appropriate signage at key locations.	Not stated	1. Initiation		Under control	
Implementing and promoting consistent operating hours for specific zones.	Not stated	3. Implementation		On track	Tenant programming continues. All tenant activity is occurring in the correct zones.
Undertaking a sustainability audit to determine where improvements can be made, and implementation of the outcomes. Determine if there are specific goals or standards that the village could aspire to.	Not stated	3. Implementation	Complete	On track	An Energy audit report has been completed on the Village which work being done with the tenants to be more energy efficient. Waste audit has also been completed, THV has now joined the Resource Wise Program with TCC Sustainability and waste team and achieved bronze status. We are now working through recommendations and tenant training.
Development of a natural playground for children either in a specific area or through a trail of experiences.	Not stated	2. Planning		On track	Childrens playground experiences integrated into the Grounds Master Plan to be implemented as we role the plan out over ten years.
Establish a grounds gardens and forest committee of interested stakeholders to help guide and collaborate with Village Management.	Not stated	2. Planning		On track	City Operations came online at The Village in July. Management working together to facilitate seamless transition, and this will include Mowing, Gardens, paths and revegetation programs which are also integrated in the Village Grounds Master Plan.

Tauranga Events Action and Investment Plan

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Develop a major events framework to provide a clear and coordinated framework for event prioritisation and investment for the city. This will need to consider: <ul style="list-style-type: none"> • Development of major events portfolio that aligns with the city's strategic direction. • Competitor analysis to understand event markets and inform future opportunities. • Considerations to include seasonality, the opportunity for innovation, creativity and unique event propositions, and prioritisation of use of council and council controlled venues. • Building the evidence base to support increased investment in fit for purpose venues. • Understanding the capacity and diversity of accommodation options available and gaps against event market requirements. 	2023-26	1. Initiation	End 2025	On track	Refreshed Event Funding Framework approved by the Community, Transparency & Engagement Committee on 10 September 2024, and Horizon 1 launched on Oct 1, 2024. Horizon 2 work programme will commence in 2025. This work encompasses the development of a Major Event Framework to align with city branding and facility development.
Build the capacity and capability of the events industry through providing access to a range of programmes and learning opportunities. Share resources and knowledge within the events sector to strengthen support for those involved in delivering events. Continue to support the sector to restart, regenerate, and reinvent as an outcome of COVID-19 implications.	Ongoing	3. Implementation		On track	Regular Event Industry Workshops held throughout the year. The last workshop held on the 5 September 2024 was Digital Marketing for Events, this was very well attended (70). Resources shared following provided practical tools for the industry to use.

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Ensure adequate resource is provided for council's event facilitation and support services to continue to provide event friendly and enabling experiences to event organisers. Develop a process to determine the required levels of event facilitation provided for different types of events so that resources are targeted to areas where support is needed the most.	2023-26, ongoing	4. Complete/BAU		On track	Workload levels have been developed and will be added to the teams booking system to enable forecasting workloads and levels of support provided to events. Review of resourcing and levels of service to be looked at annually based on growth of events in the city.
Continue to play a proactive leadership role in the local and national events landscape, maintaining and developing industry relationships, advocating central government and industry associations to ensure Tauranga is well represented in national direction and funding for events.	Ongoing	4. Complete/BAU		On track	Regional quarterly hui involving Councils events representatives from across the motu with the last one held in June 24. Ongoing meetings with MBIE, NZ Major Events to ensure Tauranga is considered for future bids. Meeting held with the central North Island local govt venues and events teams. Hosted in Taupo, TCC joined online with Ruapehu, Taupo, New Plymouth, Whakatane. Venues and Events team members attended the annual events industry conference and awards night in August. During this conference they attended an all of Councils meeting.
Develop a robust system for the full portfolio of events to measure the benefit of events to the community and report regularly on this, including continued use of Event Economics for major events. Use this as a catalyst to celebrate hosting successful events and tell the story of how events benefit the city. Track the economic and social value of events, trends over time and the extent to which the strategic outcomes are achieved.	2023-26	3. Implementation	2025	On track	Event Economics is continuing to be utilised for pre and post evaluations to understand and report on the social and economic benefits of the events we support. Collaborated with Fresh Info to develop a streamlined "lite" version of Event Economics that can be applied to all funded events and will be rolled out Q2 2024/25.

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Revise the event funding framework to prioritise events that align with our city's strategic direction (see delivering on strategic direction).	2023-26	4. Complete/BAU	Complete	Complete/BAU	Refreshed Event Funding Framework approved by the Community, Transparency & Engagement Committee on 10 September 2024, and Horizon 1 launched on Oct 1, 2024. Horizon 2 work programme will commence in 2025. This work encompasses the development of a Major Event Framework to align with city branding and facility development.
Work in partnership with community funders to identify collaborative funding opportunities where mutually beneficial outcomes can be achieved.	Underway	3. Implementation	Ongoing	On track	The joint event fund - Tauranga Western Bay Community Event Fund is working well. Potential for further joint funding opportunities.
Work with iwi and hāpu to identify opportunities to grow and develop events that reflect our culture and history, including Te Wiki o Te Reo, Matariki and other key cultural events that increase knowledge and understanding of te ao Māori and our unique local stories.	2023-26	1. Initiation	2025	Under control	This programme of work will be undertaken in Horizon 2 of the Event strategy commencing in 2025.
Identify programmes to activate centres and spaces and places. Initial focus is on the city centre in line with strategic direction.	2023-26, ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Continuing to work with the city centre team and supporting the mainstreets. Continue to support events through the Event Funding Framework to activate centres and spaces and places. Continue to support the city centre team by delivering the Manu Comp and Children's Day.
Develop a Tauranga place brand that builds on the city's strategic direction. Co-brand with key partner organisations where appropriate and use as a host city brand for events in Tauranga.	2023-26	3. Implementation		Under control	TBOP have employed a staff member to deliver this piece of work.

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
<p>Develop an events marketing plan to promote events to Tauranga residents. Include an audience development plan to build a connection with harder to reach communities to develop and grow new audiences. Provide event organisers access to marketing platforms to promote their events.</p> <p>Develop a coordinated website of events in Tauranga. Website linked to partner sites including Tauranga City Council and Tourism Bay of Plenty.</p>	2023-26	4. Complete/BAU	Complete	Complete/BAU	<p>A new events website, <i>What's On Tauranga</i>, launched on August 1, 2024, replacing the previous <i>My Tauranga</i> site. Since its launch, website traffic has nearly doubled compared to the same period last year on <i>My Tauranga</i>.</p> <p>The new site is being actively promoted through a new monthly <i>What's On Tauranga</i> email newsletter, <i>What's On Tauranga</i> social media channels, paid advertising, and targeted marketing campaigns.</p>
Promote Tauranga as a premier event destination for visitors nationally and internationally. Adopt a collaborative approach to the promotion of events.	2023-26	4. Complete/BAU	Complete	Complete/BAU	As above. Ongoing work with TBOP.
Hold wānanga with iwi and hāpu to identify opportunities to incorporate Manaakitanga as an authentic and deliberate part of an event experience.	2023-26	3. Implementation	Ongoing	Under control	Continuing to work closely with Te Pou Takawaenga and local rūpū kapa haka to welcome participants to Tauranga Moana and express our manaakitanga as an authentic and deliberate part of the event experience. (e.g. the BLACKCAPS and South Africa Pōhiri and Waitangi Day performance, Beach Pro Tour Futures Volleyball pōhiri and Surf Life Saving Nationals 2024 opening ceremony kapa haka performance).
Support a city-wide approach where we all celebrate and embrace events. This includes Mainstreet organisations and local businesses, stakeholders acting as event champions, and the community playing a number of roles.	2023-26	3. Implementation	Ongoing	On track	Ongoing work with the city partnerships team to understand the Mainstreets role, how our business area can support this and work with the mainstreets to collaborate and continue to work towards achieving this goal.

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Utilise the masterplan process for strategic sports and events sites (Blake Park, Baypark and Tauranga Domain) to determine the positioning of events across these sites. This will ensure the right type of events are located in the right place across this network, to maximise event/ destination outcomes and provide clarity on fit for purpose venue requirements.	Underway and complete by October 2022	4. Complete/BAU		On track	Ongoing work with Spaces and Places with master planning implementation underway for Blake Park and Baypark. Concept designs complete for Tauranga Domain.
Work with Bay of Plenty Regional Council to develop integrated transport solutions for major events. Identify opportunities to reduce congestion around major event hubs and provide a more reliable and safer journey to encourage people to walk, cycle or use public transport to attend an event.	2023-26	1. Initiation		Under control	A working group will be established before the end of the 2025. engaging with Bay of Plenty Regional Council staff.
Identify key gaps in accommodation provision for major events and business events and determine options for addressing these gaps.	2023-26	0. Not started		Under control	Working with TBOP to understand when this work can be undertaken.

Kainga Tupu – WBOP Homelessness Strategy

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Brief BOP Housing Equity Fund (BOP HEF) on the housing needs of people who are homeless and those in housing stress. Recommend they consider this in their investment framework.	2024-28	0. Not started		Under control	Request invite to BOP Housing Equity Fund meeting to initiate this conversation.

Action	Original delivery	Stage	Expected delivery	Status	September 2024 update
Investigate the feasibility of providing safe places for people to sleep and/or park vehicles (until night shelters are established), that include toilets and washroom facilities available during the night and lockers for storage of possessions. This is to be done in consultation with those with lived experience, to understand their greatest needs.	2023-28	2. Planning		On track	An internal working group has been set up between Policy, City Partnerships, Environmental Regulation, Strategic Property, Spaces and Places, and Community Development teams to investigate the feasibility of creating a fit-for-purpose safe car sleeping spot in Tauranga. The working group has identified 2 sites based on initial scoping and will be putting together a business case to discuss the most viable option for the organisation, the users, and the wider community.

Accessible Tauranga Action and Investment Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Ensuring all Council documents and information are up to date, easy to understand and suited and accessible to varying audiences	2024-2026	3. Implementation	Ongoing	On track	Accessible Communications training sessions run for staff by NZ Disability Employers' Network (NZDEN) - signed up for Accessible Tick programme, which includes an external review of brand and tone of voice guidelines alongside Community Relations Team.
Invest in tools and technology that improve the accessibility of places and spaces - Increase provision of, and information about specialist accessible equipment (trailrider, liberty swings, accessible toilets	2023/24	3. Implementation	Dec 25	On track	Working with Skillet on design and launch of Tauranga Access Map, over 180 locations (parks and facilities) have been mapped with an accessibility audit completed. Next stage is to include Bay Venues facilities and invite local businesses to participate via a free 1 year subscription. On track for public launch before 1 December 2024.
Age ranges and definitions widened in council surveys beyond 65+ to recognize increasing diversity of older people	2023/24	3. Implementation	Ongoing	On track	Internal engagement toolkits developed, which include language preferences for this priority community to be launched by 30 October 2024.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
					Branding and Tone of Voice Guidelines being reviewed by Community Relations Team currently, with input from community stakeholders.
Develop Tauranga Universal Design Guidelines	2024-2026	1. Initiation	April - 25	Under control	Proposal received from HDT Architects Limited to facilitate this project. Currently in discussions with Auckland City Council to see if we can access their toolkit as a starting point as it covers similar facilities and preferences and imagery promoting accessibility.
Employ a lived-experience expert in accessibility to provide internal support and guidance to staff on projects	2023/24	4. Complete/BAU	Complete	Complete/BAU	Accessibility Advisor with lived experience has been employed for 28 hours per week from 15 January 2024 in Community Development Team.
Work with hapu to support accessibility audits and upgrades to improve the accessibility of Marae	2024-2029	2. Planning	Ongoing	On track	Marae Accessibility Guidelines in process of being finalised by 30 November 2024, Wairoa Marae has received an accessibility audit, facilitated by TCC Accessibility Advisor.
Develop and design reserves to ensure that amenity improvements	2024-2026	2. Planning	Early 2025	On track	The Universal Design Toolkit is being co-designed with Spaces and Places Team and there will be specific actions that address this action. We anticipate the toolkit will be available in early 2025.
Ensure reserves and open space are inclusive of all in our community, including on-going development of 'accessible hotspots'.	2023/24 , ongoing	2. Planning	Ongoing	On track	Community Development Team have an advisory role alongside the Open Spaces - Strategic Planning and Partnerships Team as per Reserves and Open Space AIP – ROS17.
Ensure new or repurposed facilities are developed to best practice standards for accessibility	2024-2026	4. Complete/BAU	Ongoing	Complete/BAU	Community Development Team have an advisory role alongside the Open Spaces - Strategic Planning and Partnerships Team - Community Centres AIP.
Implement the Tauranga Universal Design Guidelines to increase the accessibility and universal design standards of Council owned public spaces and buildings to improve the experience for all users.	2024-2026, Ongoing	1. Initiation	June 2025	Under control	Ongoing Action received proposal from HDT Architecture to help facilitate the development of Universal Design Guidelines and this includes staff training on implementation. Internal discussion has been facilitated to ensure guidelines are complimentary to IDC, Public
Include Universal design requirements as					

Action	Original date	Stage	Expected delivery	Status	September 2024 update
part of design briefs and project costs on future council builds.					Realm Design Guidelines and Urban Design AIP as these all inform public design elements.
Accessibility Audits are completed as part of all future Spatial and Neighbourhood Plans undertaken by TCC	Ongoing	2. Planning	Ongoing	On track	We have regular dialogue with Urban Planning Team on opportunities to embed accessibility in spatial planning. Budget allocated for implementation of accessibility reviews included in MSP bulk funding and implementation of specific allocated to Community Development.
Explore accessibility Initiatives across all Bay Venues facilities	Ongoing	1. Initiation	Ongoing	Under control	BVL network of facilities will be included in Tauranga Access Map. BVL staff have attended our 3 accessibility training sessions, and we are supporting a new initiative, offering of swim lessons in NZSL.
Provide opportunities to experience nature in an urban setting through the development of walkways, appropriate planting, and seating	2024-2026	2. Planning	Ongoing	On track	Programme of work identified in the Reserves and Open Space AIP - Community Development have an advisory role, via Accessibility Advisor.
Replace and update signage across all reserves in Tauranga to ensure that reserve signage is welcoming, provides direction and wayfinding for visitors, and reduces visual clutter.	2024-2026, Ongoing	2. Planning	Early 2025	On track	Spaces and Places and City Development have commissioned Dallow Boss to prepare a strategy for all future wayfinding and signage in parks and reserves and CBD developments. Accessible signage provisions will also be covered in development of Universal Design Guidelines.
Ensure older people and people with disabilities are present and visible in council publications and website.	2024-2026	3. Implementation	Ongoing	On track	Image library being collected via Young At Heart Festival (Old is the new black) photo competition being run in collaboration with The Incubator in October 2024. A range of images of disability community collected as part of delivery of 2023 Vital Updates and 2023 Community Development Outcomes Report. all available for use across wider organisation.
Review Accessible Events toolkit to ensure it is fit for purpose, and support event organisers to apply to their event	2027-29	3. Implementation	Dec 24	On track	Accessible Events Toolkit has been reviewed by provider network and feedback provided to Events team for inhouse review and new toolkit anticipated being online by 30 November 24. In addition the new What's On Tauranga events

Action	Original date	Stage	Expected delivery	Status	September 2024 update
					page has included definitions around accessibility to support awareness of external event organisers.
Beach access – enhance investment in beach access for all	2024-2026	3. Implementation	Ongoing	On track	A new beach mat location being added this summer and working with Accessible City Interest Group on other initiatives to increase access to beach environments. Currently exploring options in Papamoa as new accessible beach access location and additional investment in beach (access) mats included in Mount Spatial Plan - bulk funding.
Increase and expand programming at Tauranga City Libraries that support older people and people with disabilities	2024-2026	3. Implementation	Ongoing	On track	Ongoing conversation with Library Programming team on opportunities to deliver new initiatives that increase access for the disabled and older community. Working together to deliver a week of events to celebrate International Day of Disabled People on 3rd December - profiling sensory friendly play spaces, training on digital and accessible communication channels, panel discussions on neurodiversity and showing captioned movies. Library Team actively participated in Young at Heart - celebration of International Day of Older Persons during 1 - 7 October and hosted events in branch libraries.
Ensure new, and ongoing footpath upgrades and renewals are accessible. This includes kerb cuts, crossings and raised platforms where applicable.	2024-2026, Ongoing	0. Not Started	Not prioritised	Off track	Transportation action to deliver. Discussion with the transport team revealed no allocated budget for this action.
Establish collaborative programmes with housing providers and property managers to develop best practice tools and information for the provision of rental accommodation for older people	2024-2026	0. Not started		On track	This is being done through the relationship with the Housing Provider Network and the Kainga Tupu Taskforce.
Upskill Council staff in accessibility considerations	2023/24	2. Planning	Ongoing	On track	3 training sessions already held in 2024, with NZ Disability Employers Network for internal staff and BVL Team, this included accessible

Action	Original date	Stage	Expected delivery	Status	September 2024 update
					communications, running accessible events and providing an accessible customer experience.
Council to actively encourage new build private homeowners to incorporate accessibility through information provision and consenting processes.	2023/24	0. Not started	June 2025	Not started	An awareness campaign will be developed and led by Community Development.
Advocate to central government for more accessible and age friendly housing options in Tauranga	2023/24	0. Not started	Ongoing	No started	Internal discussion to be had with City Planning & Growth team.
Investigate the ability to provide on street amenity parking and management for services like home help, medical visits and for visitors.	2024-2026	0. Not started	Ongoing	Not started	Internal discussion to be had with Transportation.
Ensure internal council policies support a vision to be an inclusive employer, with a goal to increase the number of people with disabilities who work at Council	2023/24	1. Initiation	Ongoing	On track	Working with Talent Acquisitions Team (PP&C Team) to review recruitment processes and as part of application for accessible tick accreditation, NZ Disability Employers Network will do a review and stocktake of current policy and practice and provide an action plan to address any areas of opportunity.
Work with the Tauranga business community to advocate and market the benefits and value of the older worker and people with disabilities.	2024-2026	1. Initiation	March 2025	On track	An initial conversation with Tauranga Business Chamber has been held to identify best approach to engage with business community, currently exploring promotion and participation in Tauranga Access Map, offering simple accessibility audit tool and guidelines for small businesses and exploring re-establishing accessibility business award.

Arts, Culture & Heritage Action and Investment Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Implement the public art policy, framework, and associated public art fund.	2023/24	4. Complete/BAU	Complete	Complete/BAU	Portal for Public Art Fund now open and accepting applications; Chair of Public Art Panel appointed; communications plan for publicising fund in place.
Proactively use frameworks designed to integrate Māori place naming within new projects (including any rectification of existing incorrect place naming)	2023/24	4. Complete/BAU	Ongoing	Complete/BAU	Every project includes hapu consultation to integrate Māori names.
Identify programmes to activate centres and spaces and places. Initial focus is on the city centre in line with strategic direction	2023/24	4. Complete/BAU	Ongoing	Complete/BAU	Continual focus and specific actions sit in the Community Centres AIP.
Work with Ngā Pōtiki, Ngāi te Rangi and Waitaha to implement the landscape plan for Wairakei Taylors Reserve, including opportunities for the reserve to provide for community gathering	2024-26	2. Planning	2026	On track	Part of this action was funded by stormwater. This is currently in the planning phase, and we will be moving to the design phase within the next quarter.
Continue to develop the co-management relationship with Ngāti Hangarau for Omanawa Falls through the development of an agreed work programme and support for cultural ranger role	2023/24	4. Complete/BAU	Ongoing	Complete/BAU	An update of the MOU is proposed at the next steps and will go to Council soon.
Investigate partnership options for the storage of heritage archives and artefacts on a sub-regional basis. Potential opportunities for shared storage facility with WBOPDC, Western Bay Museum, The Elms, Iwi and Hapu.	2027	0. Not started		Off Track	As this action is not funded, we are not doing any work with WBOPRC and Western Bay Museum. Iwi and Hapu conversations are always ongoing.
Undertake a cultural stocktake of existing taonga and public art in the city	2024-29	4. Complete/BAU	Complete	Complete/BAU	Stocktake has been completed.
Work with mana whenua to undertake improvements to Matiu Kauri Grove	2024-26	3. Implementation	2026	On track	Cultural signage has been done on site. Next steps will be done in FY25-26.
Strengthen relationships with CNZ and MCH, to advocate for increased investment into Tauranga arts, culture and heritage sector	2023/24	4. Complete/BAU		On track	Arts and Culture Advisor working to strengthen relationship with CNZ alongside Creative BOP.
Develop and implement a 'creative partnerships' programme, connecting Tauranga business sector with arts, culture and heritage sector. Provide	2024-26	0. Not started		Off Track	No progress has been made on this as there is no resource allocated.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
incentives for business to invest into the local creative sector, increasing the level of commercial sponsorship to Tauranga arts, culture and heritage.					
Profile and celebrate creative output in public spaces, publications, social channels and through media coverage	2023/24	4. Complete/BAU	Ongoing	On track	Arts and Culture Advisor seeking opportunities to promote and celebrate community arts in publications, social media etc. Recent article in Uno magazine an example.
Support leadership initiatives, sector advocacy groups and awards that raise the profile of arts, culture and heritage practitioners	2023/24	4. Complete/BAU	Ongoing	On track	TCC sponsoring Ngā Tohu Toi Awards with Arts and Culture staff presenting two awards.
Work with iwi and hāpu to identify opportunities to grow and develop events that reflect our culture and history, including Te Wiki o Te Reo, Matariki and other key cultural events that increase knowledge and understanding of te ao Māori and our unique local stories	2023/24	0. Not started		Off track	No progress has been made on this as there is no resource allocated.
Provide targeted support to communities to navigate art and culture processes to ensure there is enhanced opportunities for participation for everyone	2023/24	4. Complete/BAU	Ongoing	On track	This is primarily achieved through TCC support for Creative BOP. Creative BOP has this action as one of its core missions.
Create a team of arts, culture and heritage professionals that has the capacity and resources to support, advise and develop the local sector.	2023/24	4. Complete/BAU		Under control	Limited progress due to budget constraints. Focus is on supporting the Arts and Culture Advisor utilising existing staff and outsourcing projects to Creative BOP and other agencies.
Support and encourage capacity and capability building initiatives for the arts, culture and heritage sector through the community grants funding framework.	2023/24	4. Complete/BAU	Ongoing	Complete/BAU	Ongoing. Two rounds of Community Grants have been successfully completed this FY.
Identify opportunities to partner with the arts, culture and heritage sector to undertake research into the value of the sector, including the Social return on investment (SROI) delivered by local arts, culture and heritage organisations.	2024-26	4. Complete/BAU	Ongoing	Complete/BAU	This has been achieved through TCC's support of Creative BOP to undertake a Youth Mapping Survey, including questions about participation in the Arts and also questions about the new Museum.

Safer Communities Action and Investment Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Support promotion and messaging around safe swimming at city beaches	2024-26	2. Planning		On track	TCC supported World Drowning Prevention Day, by displaying blue lights at dawn. Supporting Water Skills for life with funding applications and looking at opportunities to partners with other agencies to deliver education and awareness raising campaigns for the 2024/25 summer period. The team are working on a collaborative plan internally to ensure water safety recommendations around signage, safe swimming and kai gathering are addressed.
Support local events and activities that improve neighbourhood cohesion and connection	2024-26, ongoing	3. Implementation		On track	Partnering with Neighbourhood Support to deliver safety expos quarterly.
<i>Trial new recreational facilities e.g. outdoor public table tennis, volleyball, exercise / gym equipment. Install and monitor usage and user satisfaction.</i>	2023-26	1. Initiation		On track	Approach to monitoring is being established. Sites will be identified through existing projects. Com Dev will set up a regular meeting with S&P to further report on this action.
Upskill TCC staff in CPTED principles through increased training (5-10 staff per year). Investigate including CPTED reviews into the work of the Urban Design Panel	2024-26, ongoing	1. Initiation		On track	Although outside FY discussions on potential Crime Prevention Through Environmental Design (CPTED) delivery options are being explored. This action also links to the Mount Spatial Plan.
Undertake intentional engagement with young people to improve relevance of public spaces.	2027-29	3. Implementation		On track	This action is being supported through the establishment of a Youth Special Interest Group and Youth Stakeholder Steering Group.
Increased investment in CCTV and lighting in the central city	2024-26	2. Planning		On track	Our Strategic Advisor: Safer Communities is working with TTOC, Police and City Partnerships to identify appropriate spots.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Support a trial of kaitiaki safety ambassadors in the central city and retail spaces	2024-26	3. Implementation		On track	A new role to work alongside the City Safety and Engagement Advisor, in the City Partnerships team is currently being established.
Support ongoing safety initiatives for mainstreet organisations in the central city, Mount Maunganui, Papamoa and Greerton	2024-26	3. Implementation		On track	Delivery of safety seminars with Police. CPTED, general safety education and comms. Hospitality safety workshops are being looked at too. Link with Enviro Reg team workshops in October too. Links with Action 8 & 12 - there are already established monthly mainstreet meeting between mainstreet managers and City Partnership team. We are looking to re-establish City Centre Safety Group meetings to support re-engagement of stakeholders and ensure a collaborative approach is taken to CBD safety.
Strengthen relationships with safety ambassador groups, notably Māori Wardens	2024-26	3. Implementation		On track	Engagement with NZ Police iwi liaison and Māori Wardens underway. First workshop took place in July, alongside Police
Work alongside Police and the hospitality sector to support training and workshops for licensed premises and bar staff to reduce alcohol related harm	2024-26	3. Implementation		On track	Workshops planned for October. Delivery of safety seminars with Police. CPTED, general safety education and comms. Hospitality safety workshops are being looked at too.
Develop a programme of ongoing activities and amenities focused on engaging city users, including youth, families, residents, students and workers, including: <ul style="list-style-type: none"> • Providing opportunities for youth through active recreation, youth-friendly facilities, and youth-oriented programming and activation of public spaces • Including a variety of activities of interest to families in public 	2024-26	1. Initiation		On track	Community Development team supporting programmes, activations and initiatives

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
space improvements, including play spaces, arts and culture, experiences, family-friendly hospitality, picnic spaces, accessible toilets, etc (as per City Centre AIP).					
Establish a working group of Council and key-stakeholders to ensure a coordinated and proactive approach to encourage use of the city centre during construction and regeneration of civic spaces	2024-29	3. Implementation		On track	Activations are already taking place through the City Partnerships team. Currently linking with council departments individually with the aim to re-establish City Centre Safety Group meetings to support re-engagement of stakeholders and ensure a collaborative approach is taken to CBD safety.
Establish regular mainstreet meetings to discuss and address safety concerns in the central city	2024-26	4. Complete/BAU		Complete/BAU	Delivery of works being completed through the City Partnerships team.
Advocate to Central Government for increased investment and support for local safety initiatives	2024-26	1. Initiation		On track	The team are having ongoing discussions locally with key safety stakeholders. Initial discussions have taken place with NZ Police and Oranga Tamariki.
Reset the Tauranga City Safety Group, to build greater coordination and collaboration with the many agencies who have a role in improving safety in Tauranga.	2023	1. Initiation		On track	Discussions with key stakeholders are underway to reestablish at a strategic/governance level. Will look to hold a meeting in Sept/Oct.
Deliver an ongoing programme of City Safety Expos, coordinating a range of community safety providers to showcase what is available for the community	2023, ongoing	3. Implementation		On track	We have partnered with partner with Neighbourhood Support to deliver safety expos quarterly.

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Create opportunities for youth sector organisations to collaborate on different issues, to have a community led response to youth issues.	2024-26	4. Complete/BAU		Complete/BAU	This action is being supported through the establishment of a Youth Special Interest Group and a work programme being developed by a Youth Stakeholder Steering Group. This action is being supported through the BAU Youth Development role within the Community Development team.
Development of new community spaces and facilities have a strong focus on community safety	2024-26	3. Implementation		On track	The team are supporting via community engagement of the renovation of Merivale Community Centre and new build of Gate Pa Community Centre. The next resident and stakeholder meeting is set for Oct 16.
Develop contracts with relevant agencies to deliver a neighbourhood surveillance network that supports local communities to increase safety in their area	2024-26, ongoing	3. Implementation		On track	Our Strategic Advisor: Safer Communities is facilitating discussions around partnering with Neighbourhood Support to support establishing a network between the various voluntary organisations already working in this space - ie community patrols, lions, Māori wardens.
Increase communication and information about safety projects in Tauranga	2023	3. Implementation		On track	This is being achieved through Actions 13 and 15 once established.
Support personal safety campaigns to produce information (ie posters) in a range of languages	2024-26	3. Implementation		On track	Summer Safety planning is underway. Fluro Fest (mental wellbeing) event supported. White Ribbon event being supported.
Increase support to community agencies who are promoting and educating on personal safety and family harm (ie white ribbon day events etc)	2024-26, ongoing	3. Implementation		On track	Community Development team supporting programmes, activations and initiatives. Currently funding Tautoko Mai Sexual Harm Support to deliver a pilot programme in ECEs, Zonta for their 16 Days of Activism project and are on the 2024 White Ribbon working group.
Support targeted campaigns toward emerging safety related issues within the community,	Ongoing	3. Implementation		On track	Work underway through the newly established DEI policy. Our Hapori Māori Advisor has started internal conversations with L&D around the Courageous Conversations training module.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
such as racism, homophobia, biphobia and transphobia					
Increased collaboration and advocacy of organisations who are proactively targeting family harm reduction, youth mental health, suicide prevention, as well as parental support, alcohol and drug harm reduction.	Ongoing	3. Implementation		On track	A new role has been established to work with children and families, addressing these issues, the new incumbent will collaborate with the identified agencies and organisations to support better outcomes. This can also be achieved through Actions 13 and 15 once established. The Com Dev team is supporting com-led projects and events in this space.

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

Tauranga Harbour Recreation Strategy



Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Boat Stacks Encourage simple, secure boat stacks/trailer stacks for small vessels and ensure existing parking opportunities maximise the use of existing space. Consider options for dry stand areas .	Not stated	4. Complete/BAU	Complete	Complete/BAU	Refer Update report "Implementation and Review of the Tauranga Harbour Recreation Strategy", dated 23 April 2012.
Lighting at ramps Assess the need for further night lighting at ramps (being sensitive to residential areas), to assist boats returning at night.	Not stated	4. Complete/BAU	Complete	Complete/BAU	Premier boat ramps have lighting installed.
Berthage for deep keeled yachts Consider options to accommodate berthage for deep-keeled yachts (both temporary and permanent options).	Not stated	4. Complete/BAU	Complete	Complete/BAU	Refer Update report "Implementation and Review of the Tauranga Harbour Recreation Strategy", dated 23 April 2012.
Moored Rafts Consider the option of erecting public-use moored rafts for recreational swimming and diving use in areas where there may be conflicts from such activities and where there are no other navigation safety issues.	Not stated	4. Complete/BAU	Complete	Complete/BAU	Refer Update report "Implementation and Review of the Tauranga Harbour Recreation Strategy", dated 23 April 2012.
Pilot Bay Facilitate discussions between all users of Pilot Bay and	Not stated	0. Not started		Off track	Not commenced - Marine Facilities Framework promotes this task during place based planning. This is related to the task about establishing a

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management agencies to explore and decide on a way to minimise conflicts in Pilot Bay.					forum made up of relevant agencies to discuss issues facing the harbour. It appears that the forums that were established in approx 2011 are no longer functioning - review required.
Limiting vehicle access to the foreshore Identify specific areas where 'on land' access restrictions, such as bollards, fencing etc are required to stop vehicles driving onto the foreshore, where they are disturbing shellfish beds. In consultation with the community, put these structures in place.	Not stated	4. Complete/BAU	Complete	Complete/BAU	TCC Beaches Bylaw 2018 restricts vehicle access to the beach.
Horse and vehicle bylaws Enforce the Bylaws.	Not stated	4. Complete/BAU	Complete	Complete/BAU	Refer Update report "Implementation and Review of the Tauranga Harbour Recreation Strategy", dated 23 April 2012
The Strand water recreation event zone Create a recreation event zone on the water adjacent to the Strand.	Not stated	4. Complete/BAU	Complete	Complete/BAU	Refer Update report "Implementation and Review of the Tauranga Harbour Recreation Strategy", dated 23 April 2012
Investigate joint planning for areas where there are obvious land-water compatibility implications: • The Strand waterfront development area (including the proposed recreation event area off-shore from the Strand). • Tauranga Bridge-Cross Road ramp redevelopment area. • Pilot Bay. • Marinas and associated land	Not stated	3. Implementation	Ongoing	Complete/BAU	Refer Update report "Implementation and Review of the Tauranga Harbour Recreation Strategy", dated 23 April 2012. Work is ongoing through a number of projects.

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based infrastructure. • Hovercraft landing and use areas. • High-use areas for interactive land-water recreation opportunities. • Passive recreation opportunities. • Reclamations associated with boat ramps and associated facilities. • Harbour development zones.					

Waiora River Valley Strategy

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Research: Include consideration of the provision of a river regional park in the review of the joint TCC/WBOPDC subregional parks policy	To occur as part of (policy) review process	0. Not started		Off track	Not an action we'd progress, not considered a priority.
Research: Investigate the feasibility of providing for watercraft launching at this location. This includes a review of the preliminary concept plan for Miles Lane reserve	2013-16	4. Complete/BAU	Complete	Complete/BAU	Structures installed to improve water access at Miles Lane, aid in access watercraft (kayaks and SUP)
Statutory: Provide an esplanade reserve walkway linking the end of Miles Lane to State Highway 2. This will be to the potential	Ongoing	2. Planning	2028	On track	As part of Parau Farms development, and when Takitimu North Link is completed, walkway linkage will be complete.

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walkways links at both Parau Farms and Taniwha Place identified in the Bethlehem LMA.					
Research: Explore the opportunity for road access to the Wairoa River and/or a suitable park/reserve site.	Ongoing	2. Planning		On track	Have added road access/reserve space at Taniwha & part of Miles Lane. Also potential to do so at Tauriko West - current focus.
Develop additional linkages from the Wairoa River into Bethlehem township through Bethlehem College and Parau Farms	Ongoing	2. Planning	2028	On track	Through Bethlehem College into Parau Farms, this will happen when northern link is completed.
Statutory: To identify and protect (or acquire) open space 'green corridors' to both connect and define the visual and recreational space within the Wairoa River Valley. <i>This includes esplanades reserves.</i>	Ongoing	4. Complete/BAU		Complete/BAU	Completed as part of T/west Planning/Development
Develop a vegetation management plan for LMA. This is to include riparian management that facilitates public walkways, whilst enhancing the ecological values of the Bethlehem LMA and buffers the river banks.	Ongoing	4. Complete/BAU		Complete/BAU	Referenced in Reserves Mgt Plan, Veg Strategy
Investigate the feasibility of using the proposed Northern Arterial Bridge to provide a pedestrian loop. <i>This is to include investigating the addition of a footbridge under/adjacent to the bridge</i>	2006-13	4. Complete/BAU		Complete/BAU	Is part of the TNL implementation

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Research: To recognise the importance of the Wairoa River Valley in the development of strategies for biodiversity	2006-13	4. Complete/BAU		Complete/BAU	Included in TCC Environment Strategy and Nat & Biod AIP
Voluntary: Look at ways to decrease sedimentation of this area	Ongoing	4. Complete/BAU		Complete/BAU	Acting as buffer between private land development potential & river; partly why kept as mown grass & planted on river side. Also to look at what wetlands could keep in T/West to filter water, & as s/water ponds
Education: Work closely with landowners to mitigate effects of inappropriate septic tank use	Ongoing	4. Complete/BAU		Complete/BAU	Septic tanks likely in Miles Lane area - Waters Team (& BOPRC who monitor; consents are with them)
Research: Monitor a range of recreation activities along the WRV and the residents' and visitors' issues in regard to the scope of recreational activities.	2006-09	4. Complete/BAU		Complete/BAU	Only to extent of putting up structures to reduce damage to river (dogs, swimming etc). Concessions would be under BOPRC control, not something we can manage unless operation is accessing the river from our land.

Nature and Biodiversity Action and Investment Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Review and investigate potential updates to the City Plan to include objectives, policies and rules to: - give effect to the NPS-IB once gazetted to increase indigenous vegetation cover - identify Ecological Linkage Opportunities on the planning maps and requirements to restore indigenous vegetation in these areas (e.g. in riparian margins) - provide incentives to retire or plant land not suitable for development - Update City Plan maps to include a new overlay for Ecological Linkage Opportunities in areas identified in	2024-26	2. Planning	Ongoing	On track	Ongoing conversations with the City Planning team.

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the Ecological Connectivity Plan (to be developed, refer action 15).					
Increase overall canopy cover equitably across city, including along street corridors, ideally in line with the 3:30:300 rule (regardless of whether native or exotic).	2024-26, ongoing	3. Implementation		On track	2024 planting season is well underway, planting finished end of August. Current canopy cover is an average of 22% across the city. This metric will be updated every 3yrs. This planting season we are adding 2900 trees to the canopy.
Pursue accreditation for Tauranga under the Biophilic Cities Partnership, and potentially as a Tree City of the World.	2023/24, ongoing	3. Implementation	Ongoing	On track	TCC is now a Tree City of the World, Still require Biophilic Cities Partnership.
Implement wider restoration of areas identified in the Ecological Connectivity Plan (to be developed, refer action 15), commencing with restoration and planting outlined in Reserve Restoration Plans and Landscape Concept Plans and prioritising neighbourhoods where there is currently less urban cover.	2024-26, ongoing	2. Planning	2024	On track	In the planning stage and this will be completed in 2024.
Collaborate with BOPRC to undertake a detailed assessment of the impact of climate change on the integrity of natural ecosystems within Tauranga, and prepare an adaptation plan for priority risks of ecosystems on public land. Taking a staged approach, focusing on significant ecological areas (SEAs) first. Note: action is about protecting ecosystems themselves from climate change: assessment, then developing GIS maps (3 yearly consultancy report & maps)	2024-26, ongoing	3. Implementation	Ongoing	On track	Work across the organisation and BOPRC to have these discussions. These discussions are led by BOPRC. TCC to have the right discussion, at the right time.
Review the Tauranga Reserves Management Plan, and update where required, to ensure alignment and consistency with Tauranga Taurikura 2022-2032, the Nature and Biodiversity AIP and outcomes of the	2024-26	3. Implementation	2025	On track	Review currently underway.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Ecological Connectivity Plan (to be developed, refer action 15).					
Review current planting guides specific to Tauranga City in consultation with mana whenua and relevant council departments to: - clearly identify target habitat types across the city - include restoration plant lists for different planting zones (e.g. wetlands, coastal, riparian) - Include species for rongoa (medicine), carving, and raranga (weaving) - include suitable plant lists for different areas such as roads, industrial, neighbourhoods and street tree replacement planting (clarify that palms are to be excluded). <i>This action to be done at the same time as action 38.</i>	2024-26	3. Implementation	2025	On track	Review has started, taking in to account existing guidelines as appropriate
Develop and implement a vegetation monitoring framework and programme with spatial monitoring and ground truthing, including investigating options for new tree data collection methods, to ascertain current urban forest cover (native, exotic or mixed) across the whole city and track changes over time. <i>[Note not in AIP: provides baselining for Measure 3]</i>	2024-26, ongoing	1. Initiation	Ongoing	On track	Ongoing conversations, will be prioritised in 2025-2026
Consider innovative ways to incentivise developers to provide green outcomes and integrate Biophilic principles in their developments.	2024-26	2. Planning	2026	On track	Work has started with a number on university student studies to look at proof of concept for green roofs, green walls. Conversation needed around IDC with city planning.
Review the Infrastructure Development Code (IDC) and Urban Design Guidelines to align with City Plan update/plan change and: - Require more space for trees to mature within developments - Include biophilic principles	2024-26, ongoing	1. Initiation	Ongoing	On track	Spaces and Places staff are talking with the Asset Management Team and City Planning. Council has already complete significant work towards Biophilic City

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					status, we have the last push to complete the application.
Identify and plan for the acquisition of strategic areas of new land for parks and places with the aim of increasing nature and biodiversity within the City.	2027-30+ (acquisition included)	2. Planning	Ongoing	On track	Properties of interest are brought to Spaces and Places team for discussion and consideration about whether there should be further consideration or purchase. Starting with a check in with General Managers for prioritisation.
Develop an Ecological Connectivity Plan for Tauranga , covering both public and private land, to: - identify locations of existing taonga (treasures) or threatened flora and fauna species, places of importance to mana whenua, areas where groups are active, and - identify potential routes and methods to improve connections between and ecological values of these areas. Use the Ecological Connectivity Plan for Tauranga to inform areas to be identified in new Ecological Linkages Overlay in the City Plan.	2023/24	2. Planning	2025	On track	Work underway with a consultant 4Sight Ltd.
With mana whenua, assess potential new Special Ecological Areas (SEAs) within Tauranga as part of City Plan reviews in accordance with the significance criteria and principles set out in the proposed NPS-IB and also update the boundaries of existing SEAs using up to date aerial photography.	2023/24	2. Planning	Ongoing	On track	Currently defining scope.
Establish pest management and monitoring programme for council land including identifying additional pest species not already managed at a regional level (e.g. Canada geese).	2023/24	4. Complete/BAU		Complete/BAU	We have a city wide pest animal strategy, which aligns with pest control operations.

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Update the Dog Management Bylaw for Tauranga City to review existing, and include additional, dog prohibited areas in order to protect threatened species.	2024-26 (with ongoing enforcement requirements) - not prioritised	1. Initiation		On track	Unfunded in the LTP. Staff time involved in discussions in Policy Team.
Publicise council funding for community environmental action, such as the Community Grant Fund, and also work with other local funders to explore co-funding initiatives which promote the enhancement and restoration of nature and biodiversity.	2024-26, ongoing	0. Not started		On track	Unfunded Staff time
Establish a biodiversity working group for the Western Bay of Plenty	2024-26, ongoing	2. Planning		On track	Currently scoping.
Facilitate sustainable harvesting of cultural materials (e.g. Harakeke and rongoā Māori (medicinal plants)) on Council land. <i>This action to be done at the same time as action 8.</i>	2024-26, ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Staff time, investing in relationships with Iwi/Hapu

Waste Management and Minimisation Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Investigate, consider, and prepare a Tauranga Waste Strategy and road map with a long-term 30-year horizon to set out a path for better resource recovery in the City and wider region. The key objective will be to drive and support the transition to a circular economy. This will be supported by the preparation of a city and regional infrastructure plan for waste that recognises our waste facilities as a strategic network that is critical to the functioning and growth of our city	FY 22/23 - 23/24	3. Implementation	ongoing	On track	In September 2023, Bay of Plenty councils completed a Regional Waste Infrastructure Analysis. This led to a decision to update the Regional Waste Strategy, with BOP Regional Council (BOPRC) committing \$50k annually, and a two-year coordinator role approved, pending external funding. Waikato Regional Council is seeking Ministry for the Environment funding for a Central

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					North Island Waste Strategy, and BOP may either join or pursue its own strategy due to shared waste TCC is developing a business case for long-term waste infrastructure and will present options to Elected Members on 9th Dec 2024. TCC is also creating a Disaster Waste Management Plan for managing waste from natural disasters
Investigate, consider, and prepare a Disaster Waste Management Plan that identifies hazards and risks and outlines how waste generated because of a disaster (i.e., earthquake, flood, volcanic eruption) will be managed across the region. This may include establishing facilities for the safe storage, disposal, recovery, and treatment of waste in such events.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - In September 2023, TCC engaged a consultant to develop a Disaster Waste Plan for the city. The consultant, who has been heavily involved in the Hawke's Bay flood recovery, has also supported the Sustainability and Waste (S&W) team with their Asset Management Plan. - S&W approached Western Bay of Plenty District Council (WBOPDC) about creating a sub-regional Disaster Waste Plan, but WBOPDC chose to develop their own. - TCC's Disaster Waste Plan draft was completed in July 2024, however is a live document. TCC is now working with EnviroNZ (ENZ) to review the plan and align it with ENZ's business continuity model, particularly regarding waste haulage to Hampton Downs. Additionally, TCC and ENZ will assign emergency management roles to ensure preparedness for any future events.

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Investigate, consider, and respond to the potential effects of climate change on waste services and facilities. This may require adaptation, such as relocation of facilities if deemed necessary, to help drive resilience in managing waste.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - The S&W Asset Management Plan outlines all services, facilities, and the potential effects of climate change. All new infrastructure projects will incorporate climate change impacts into decision-making. - At the 4 March 2024 Council Meeting, it was decided that the old composting site on Tip Lane would no longer be used, partly due to predicted harbour inundation. - The team is also assessing climate change impacts on the future of the flood-prone Maleme Street Transfer Station, which will be part of the Waste Infrastructure Network design. - Additionally, climate change considerations are being factored into the reconsenting process for the Te Maunga Closed Landfill.
Develop a cross-Council carbon emissions reporting methodology to reflect progress against targets within the Aotearoa New Zealand Emissions Reduction Plan.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	Together with 19 other councils in Aotearoa, we have started the development of a standardised platform to enable a consistent and cost-effective approach for TCC and local government to understand and report on local emissions profiles and to support evidence-based decisions on emissions reduction priorities. The platform will also provide central government with a more granular breakdown of local emissions baselines and projections.

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					The project is divided into two phases. Phase 1 involves a pilot of 19 councils that will work collaboratively to set up the platform, estimated to take around 12 months. If successful, the project can proceed into Phase 2 which will cover ongoing funding and wider rollout in New Zealand. As of September 2024, the necessary contracts and agreements for Phase 1 have been finalised and we are now waiting for all participating councils to sign. If successful, the project launch and onboarding will begin in October. The next step will be loading of data, alignment on methodology, and configuration of emissions pathways.
Investigate, consider, trial, and implement solutions that will reduce greenhouse gas emissions associated with the provision of Council-led waste services and facilities. This could include: <ul style="list-style-type: none"> lowering emissions from services by utilising low emitting carbon vehicles, lowering emissions from buildings by improving the operational efficiencies of buildings, reducing energy and water use, and improving ventilation and building temperatures), and reducing the whole of life embodied carbon 	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> The Waste Infrastructure Network presents an opportunity to integrate low-emission designs and solutions that address this action. S&W will ensure future contracts with service providers include clear expectations and strategies to lower emissions and improve sustainability. A trial of 'Smart Bins' is planned, aiming to optimise collection routes and reduce the frequency of bin servicing, lowering fuel consumption. S&W is exploring options to process organic waste locally, reducing emissions from

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footprint of buildings.					transportation to Hampton Downs. - There is potential to implement energy-efficient technologies in waste facility buildings, such as solar panels and water-saving systems, further aligning with the action's objectives.
<p>Support the development of a TCC sustainable procurement action plan and strategy with a focus on a circular economy to eliminate and reduce waste. This could include:</p> <ul style="list-style-type: none"> • taking a life-cycle approach to consider the whole life cycle of a product or service so that products do not produce waste that ends up in landfill, • ensuring that any potential negative environmental and social impacts of a product or service to be procured are prevented, and where these cannot be completely prevented, minimised, or mitigated, and • promoting and implementing a Recycled First Policy that would require that for such projects, bidders must demonstrate how they will optimise the use of recycled and reused materials. Successful contractors must then monitor and report on the types and vol 	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<p>- The Sustainability Plan (formally the Corporate Sustainability Plan) was endorsed by the Executive Team in July 2023. It addresses sustainable procurement and includes actions to diversify our supplier base, review our supplier engagement approaches, and include broader outcomes in our procurements.</p> <p>- TCC's Procurement Team is responsible for these actions and has already achieved successes for diversifying our supplier base. In October 2023, Council approved a target of at least 5% of the value of all influenceable spend to be awarded to Māori and Pasifika businesses and supporting work to significantly increase engagement of social enterprises. Council also approved mandating the inclusion of broader outcomes in all tenders going out to market – this can be either incorporating as a mandatory requirement in lowest price conforming tenders or as a compulsory attribute to be included in weighted attributes processes (minimum 10% weighting).</p>

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					<p>- S&W helped develop waste related content for The Broader Outcomes Toolkit to ensure it advances the goals and targets of the WMMP by including questions for Council staff to ask suppliers around their ability to deliver on waste diversion, waste reduction, and other circular economy principles. The toolkit also includes tips on how to assess what a good answer from suppliers may look like.</p> <p>- S&W will continue to monitor the Broader Outcomes Toolkit's influence on procurement over the next financial year, specifically regarding its ability to encourage waste reduction strategies and diversion of waste from landfill.</p> <p>- S&W are also encouraging TCC staff to support our transition towards a circular economy by considering the use of circular materials in projects. Successful examples include:</p> <ol style="list-style-type: none"> 1. Goodwood Playground Woodchips Partnership - Using recycled woodchips (Goodfall) from old BOP orchard bins in playgrounds. This initiative has saved 30 tonnes of waste from landfill since July 2024, and 276 tonnes in the previous financial year, equivalent to 140 elephants. 2. Rock Stocks Recycled Concrete Aggregate - Rock Stocks

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					processes waste concrete into recycled aggregate. We are currently working with them to accredit their best concrete aggregate product for use in TCC projects. Once certified, it will replace virgin aggregate and reduce the environmental impact of construction materials. 3.Internal Use of Saveboard - TCC has adopted Saveboard, made from recycled materials like tetrapak, for internal projects.
Investigate and extend the existing Waste Management and Minimisation Bylaw to support implementation of this WMMP. Including future controls and supporting material to implement the new bylaw.	FY 21/22 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - In May 2024, a report was presented to Council proposing controls to improve the implementation and enforcement of the Waste Management and Minimisation Bylaw. The key changes included: <ul style="list-style-type: none"> - Collections from a public place: Introduced stricter rules for kerbside collections to ensure bins are placed correctly and reduce contamination of recyclables. - Waste management facilities: Set guidelines for users, especially private waste operators, on proper usage and operation times of waste facilities. - Multi-unit developments (MUDs): Ensured waste management is factored into the design and planning of multi-unit properties to minimise community impact and improve operational efficiency.

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					- Construction and demolition waste management plan: Supported construction and demolition companies in reducing waste responsibly.
Undertake enforcement actions under the Waste Management and Minimisation Bylaw.	Ongoing	2. Planning	ongoing	On track	No enforcement actions were undertaken in the past year. S&W team is looking into possible updates to non-compliance processes enforceable under the bylaw
Continue to actively enforce litter and illegal dumping infringements under the Litter Act (and any new legislation).	Ongoing	3. Implementation	ongoing	On track	There have been no infringements enforced but S&W works with TCC Bylaw Officers to enforce litter and illegal dumping infringements when required. There are plans to look at any steps that may be introduced with enforcement to help reduce the rise in illegal dumping incidents.
Conduct waste audits, including but not limited to at our Resource Recovery Parks, within our kerbside services, and in partnership with private licensed waste operators. Undertake monitoring, research, evaluation, and communication of waste audit results.	Ongoing	3. Implementation	ongoing	On track	- TCC conducts two types of Solid Waste Analysis Protocol (SWAP) surveys: one at transfer stations to assess the amount and types of waste going to landfill from the sub-region, and another for kerbside bins to analyse the composition of rubbish bins and contamination rates in recycling bins. Transfer Station Results: - The latest transfer station SWAP was undertaken in April 2023, which showed a total of 106,800 tonnes of waste was sent to landfill via our transfer stations per annum. With 69% of this waste going through Maleme Street (mainly

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
					<p>kerbside) and 31% going through Te Maunga.</p> <ul style="list-style-type: none"> - Of the 32,550 tonnes of waste sent to Te Maunga Transfer Station per annum, 47% could be either recycled or recovered (treated timber alone comprised 30% of this total) and 33% could be composted. Noting that the main activity sources were construction and demolition and industrial/commercial waste. No kerbside waste is processed at Te Maunga. - Of the 74,250 tonnes of waste sent to Maleme Street Transfer Station per annum, 19.5% could be either recycled or recovered and 36% could be composted (includes 17% food waste and 10% garden waste). Noting that the main activity sources were kerbside rubbish (60%) and industrial/commercial waste (26%). <p>Kerbside Results:</p> <ul style="list-style-type: none"> - The May 2024 kerbside SWAP audit showed an average rubbish bin weight of 9.83 kg, an 8% increase from April 2023. - Rubbish bin composition revealed that nearly 9% could have been recycled and 42% could have been composted (with 31% being food scraps) through available kerbside bins. This means 50.5% of bin contents could have been diverted, a slight decrease from 51.8% in

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					<p>April 2023. Notably, food scraps in rubbish bins increased from 26.6% (2.17 kg per bin) to 31.4% (3.09 kg per bin).</p> <ul style="list-style-type: none"> - The May 2024 kerbside audit also showed that the average recycling bin contained 18.5% of contaminated materials that should have been placed in the rubbish bin. This was up from 14% in April 2023. The audit also showed that the average weight of recycling in bins was 4.17kg in April 2023 compared to 3.73kg in May 2024, an 11% decrease. - The S&W team are currently identifying dates for future audits so we can continue to monitor our overall waste management and minimisation performance.
Research community values, attitudes, and behaviour regarding waste to support programme development, information and education campaigns, and ongoing evaluation of the effectiveness of TCC interventions.	Ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - Team are currently gathering insights that will help us create best-practice behaviour change campaigns to increase usage of our food scraps collections, and reduce contamination in our recycling bins, which will take place throughout 2024. - The Team also undertook an evaluation of the Resource Wise programme to identify how to incorporate more circular principles. They also have taken on feedback from schools and developed another classroom education unit to trial.

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Monitor, report on, and update the Action Plan within the Waste Management and Minimisation Plan 2022- 2028.	Ongoing	3. Implementation	ongoing	On track	Ongoing monitoring/reporting on action plan due October 2024 through Action Investment Plan reporting to the Accountability, Performance & Finance Committee in November
Identify areas for improvement in TCC-led services and behaviour change programmes and implement changes to improve data collection and analysis.	Ongoing	3. Implementation	ongoing	On track	"- The S&W team are undertaking a project to improve the way our team collects, stores and analyses data. This project will result in data that can be analysed more effectively to identify trends and to help with forward planning, which will help to achieve this action. This project is currently focussing on data that is linked to tracking our WMMP targets and optimising operational data relating to the kerbside collection service"
Investigate, consider, trial, and implement innovative smart technology solutions for waste management. Smart technologies could include smart public realm bins, RFID tagging (use of pay-by-weight mechanisms), rubbish collection vehicle GPS tracking, automated waste collection, and mechanical separation of waste.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	- TCC is trialling solar-powered Smart bins (Big Belly Bins) at Pilot Bay for 12 months that hold three times more rubbish than standard bins. They have sensors for fill levels, odour masks, hands-free operation, and are designed to reduce litter and save costs.
Investigate, consider, trial, and implement a comprehensive waste data and licensing system in collaboration with other Territorial Authorities and the Central Government.	Ongoing	3. Implementation	second half 2025	On track	The Waste Operator Licencing and Data System (WOLDS) project is underway, and we are hopeful it will be operational by June 2025. TCC were involved in the tender process with BOPLASS, who is now leading the implementation of the system.
Continue to deliver and optimise household kerbside collection service that supports	Ongoing	3. Implementation	ongoing	On track	The kerbside service continues to be delivered to all Tauranga

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increased diversion and a cost-effective service for households.					<p>households in a manner that supports increased diversion and is cost-effective to residents. In the third year of kerbside collections we:</p> <p>Diverted 52.4% of our waste from landfill – that's 19,553 tonnes! (0.4% increase from 2023) consisting of: 4,090t of glass 6,228t of recyclables 3,065t of food waste 6,121t of garden waste</p> <p>Converted our food scraps and garden waste into nutrient-rich compost for gardens, farms, and orchards across the Bay of Plenty ...and afar</p> <p>Reduced 33% of Tauranga City Council's scopes 1 & 2 emissions compared to 2019 base year levels. (Includes emissions from Bay Venues Ltd and excludes emissions from wastewater, stormwater, and water supply operations).</p> <p>Had approximately 148 households that chose to downsize their bins and 8880 households sign up for fortnightly garden waste service while 8803 households signed up for the 4-weekly service.</p>

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Investigate, consider, trial, and implement solutions that will increase the diversion of waste from landfill. These could include but not be limited to the provision of waste collection services for rubbish, recycling, garden waste, and food waste to small and medium enterprises, businesses, organisations, community organisations, and education facilities.	FY 22/23 and ongoing	2. Planning	ongoing	On track	S&W are regularly looking into solutions that will increase the diversion of waste from landfill. Examples include projects funded as part of the Resource Wise Community Fund (RWCF) and Circular Economy initiatives. Currently there is no plan to look into offering any additional services to small/medium enterprises or other groups.
Investigate, consider, trial, and implement solutions for the diversion of construction and demolition waste in collaboration with private industry. Investigations could include but not be limited to audits of waste from prefabrication vs traditional builds, assessments on the whole of life embodied carbon from on-site construction activities, examining the potential impacts of materials once a building has reached the end of its useful life, and designing for re-use and recycling rather than disposal.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - The Regional Waste Infrastructure Analysis and the Western BOP Circular Economy Project has identified some opportunities to increase the diversion of C&D waste from landfill as well as recommendations on how to reduce the amount of C&D waste through circular economy principles. - Green Gorilla are planning to open their transfer station mid-2025, which will provide a solution for C&D material (in addition to Te Maunga). - TCC has supported the start of the Circular Construction Collective in partnership with Priority One. This is a group of 47 members from within the C&D sector who have an interest in waste minimisation and supporting the transition to a circular economy. - The expansion of TCC's existing Resource Wise programme into a Construction and Demolition

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					specific programme has been making good progress with resources developed and work done to start the process for assessing Site Waste Management Plans from relevant Construction projects alongside the TCC Building Team, which will allow businesses to think about waste before they start building and have plans in place to reduce waste where possible and set targets. - TCC have funded the Mutu app trial, which is a platform where construction companies can resell or share excess materials within their own companies (selling to community will come at a later phase of the project). To date 8 companies are taking part in the trial, collectively they have diverted 36.17 tonnes of waste from landfill saving them \$130,587 in capex expenditure. The platform also tracks CO2 emissions avoided which is 14.47 CO2-e to date. H51
Investigate, consider, trial, and implement services for targeted waste streams, particularly hard-to-recycle items such as soft plastics, small lids, textiles, and batteries. This will include collaborating with Local Government organisations, non-governmental organisations, and other key stakeholders to support Government-regulated product stewardship schemes as well as voluntary, industry-led product	FY 23/24 and ongoing	3. Implementation	ongoing	On track	- S&W team are investigating household battery recycling and researching the companies able to collect and store the batteries safely. Once research and investigation is complete we will be able to trial any recommended options. - Have introduced the collection of drink cartons (e.g. TetraPak) at the Te Maunga Transfer Station.

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stewardship schemes that meet best practice.					<ul style="list-style-type: none"> - Funded the creation of the Green Team app through EnviroHub which includes a directory to all Tauranga charity shops, which will be kept up to date by EnviroHub. - Engaged with the community to support the MfE phase out of plastics from 1 July 2023 by visiting 130 takeaway stores, restaurants and supermarkets. Activations were done at 8 supermarkets talking with shoppers and giving away 1,500 reusable produce bags. - Funded EnviroHub to identify the main types of waste going to landfill from charity stores, which was found to be textiles and e-waste. The team are now investigating options for textile recycling. - Te Maunga will also be a public drop off location for used tyres, which is part of the Tyre Product Stewardship scheme. - Council subsidises the fee that is passed on to customers who want to recycle their car seats at participating stores (Baby on the move) so ensure this is an affordable service. Through this programme 480 car seats have been collected for recycling. With the subsidy we have saved customers \$6000 in recycling fees (TCC pays \$25 out of the \$35 cost per seat)

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Investigate, consider, trial, and implement solutions to reduce waste associated with tourism in Tauranga and across the region (i.e., establishing recycling stations for cruise ship docking areas).	FY 24/25 and ongoing	3. Implementation	ongoing	On track	<p>- S&W Team is aware of a sustainability programme that has been supported by Tourism NZ called the Green Room, this takes businesses through waste as a core part of sustainability. TCC attended the Tauranga group session to promote the Resource Wise programme for any businesses wanting to take their waste reduction further.</p> <p>- In December 2023, the council launched a project in partnership with the Port of Tauranga and Tourism Bay of Plenty to support incoming cruise passengers. A waste station was set up at Pilot Bay, providing recycling and educational services. The initiative engaged 1,473 passengers, capturing 98kg of recycling, primarily plastic beverage containers.</p>
Investigate, consider, trial, and implement initiatives to support, promote and facilitate diversion of food from landfill. This could help support the Mana Kai Mana Ora Draft Food Sovereignty and Security Plan, of which one of the aims is to ensure sustainability of local food hubs, food banks, and food rescue, including the Tauranga Food Security Hub.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<p>Council partnered with Good Neighbour at the Home Show 2024. We held a stand promoting the kerbside service and promoting food rescue and reducing food waste. This collaboration gave Good Neighbour free space at the Home Show allowing them recruit for new volunteers and showcase the great work they do.</p> <p>Mana Kai Mana Ora The S&W team are a member of the Mana Kai Mana Ora Steering</p>

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					Group which aims to ensure that by 2030, Western Bay of Plenty communities are secure in their food sources, have access to healthy and culturally appropriate food, and are connected through a thriving, environmentally responsible food network. The group provides strategic direction, oversight, and leadership for the Mana Kai Mana Ora plan, including approving deliverables and monitoring progress.
Promote food waste prevention, food rescue initiatives, and home and community composting alongside the kerbside food collection service.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<p>In December 2023 FoodPrint food rescue app launched in Tauranga supporting cafes and restaurants to prevent edible food from going to landfill. Council supported the launch of this in time for summer to help promote the app to the community and support local businesses. To date 6,500 customers have engaged with the app locally, 34 eateries are involved and 656KGs of food has been rescued.</p> <p>To support the national Love Food Hate Waste programme, council ran a campaign for the Eat Me First Campaign placing stickers in Libraries and council buildings. We also promoted the initiative through placing posters around the city promoting the Eat Me First message. The national campaign has seen awareness of Love Food</p>

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					<p>Hate Waste increase significantly from 17% to 23% and 75% of people who took stickers are still using this as a tool to reduce food waste at home</p> <p>In March 2023 we ran an organics workshop for community and RW programme members to attend, this replaced the previous worm farm workshops and now includes, compost, worm farm and bokashi in the presentation. Attendees then received a \$100 voucher to put towards buying their own composting system from Mitre10 Mega Greerton. The uptake in this was good for the first workshop with 40 people attending and a total of 30 products purchased using the vouchers. (we would only get charged for the voucher if it was actually used).</p> <p>S&W are currently planning a project aimed at increasing the use of food scrap bins, to be rolled out before June 2025.</p>
Consider information, investigate, and develop a position for Council on energy from waste schemes. This includes bioenergy from biomass, which is energy largely derived from the by-products and residues of plants and animals.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<p>- The Waste to Energy Technology Implications in Aotearoa report that was commissioned by TCC and the Waikato Regional Council was completed and published in August 2023.</p> <p>- S&W need to add a link to this on the TCC website and identify</p>

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					whether TCC want to develop a position on this or stay neutral.
Collaborate with Te Whatu Ora - Heath NZ and the medical/health industry to inform residents and medical/ dental professions about disposal options available for medical and dental waste. Gaps will be identified where further work is required to find solutions which effectively divert this waste.	FY 23/24 and ongoing	3. Implementation	ongoing	On track	- The Western BOP Circular Economy Study provided recommendations for how TCC can work with the healthcare sector to help them to reduce waste and work towards a circular economy. There are no plans to further investigate into disposal options for dental waste, however the S&W are in contact with Te Whatu Ora around divertible waste streams, including food waste.
Collaborate with Te Whatu Ora - Heath NZ, childcare facilities, rest homes, and industry to develop options to increase diversion of nappies and sanitary products from landfill.	FY 23/24 and ongoing	3. Implementation	ongoing	On track	- S&W Team have been building relationships with a variety of retirement villages in Tauranga through the Resource Wise programme and kerbside collection service. - TCC has just granted funding to the Pacific Coast Retirement Village to trial reusable incontinence products in high care retirement village facility. The results from this will be very useful when deciding if we would like to expand a project like this in the sector.
Investigate, consider, trial, and implement changes to support a circular economy, where businesses and community enterprises use innovative reduce, reuse, repair, rent, share, and recycle models of working.	FY 23/24 and ongoing	3. Implementation	ongoing	On track	- The Western BOP Circular Economy Study was completed in March 2024, offering recommendations for TCC to achieve circular economy goals. - A Circular Economy Lead joined the team in September 2024 to

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					<p>develop a plan to implement the study's recommendations.</p> <ul style="list-style-type: none"> - Two workshops with Circularity are scheduled for October 2024 to explore innovative circular economy options for participating businesses. The aim is to have 100 attendees representing 50 local businesses, including the TCC procurement team. - The Resource Wise programme has been updated to align with circular principles, with measurable results to be reported next FY. Positive progress includes NZ Windows now recycling their glass waste through 5R, a process they recently adopted. - Goodwood Playground Woodchips Partnership: TCC partnered with Goodwood to use recycled woodchips (Goodfall) from old BOP orchard bins in playgrounds. This initiative has saved 30 tonnes of waste from landfill since July 2024, and 276 tonnes in the previous financial year, equivalent to 140 elephants. The project promotes the Recycled First Policy and showcases the use of circular products in council projects. - Rock Stocks Recycled Concrete Aggregate: Rock Stocks processes waste concrete into recycled aggregate. We are currently working with them to accredit their

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					<p>best product for use in TCC projects. Once certified, it will replace virgin aggregate, further supporting TCC's Recycled First Policy and reducing the environmental impact of construction materials.</p> <ul style="list-style-type: none"> - Internal Use of Saveboard: TCC has adopted Saveboard, made from recycled materials like tetrapak, for internal projects, demonstrating leadership in integrating circular products. - Waters Team Considering ImpactTex: TCC's Waters team is exploring the use of ImpactTex, a recycled textile product, as an alternative to Coreflute signage, promoting sustainable material use. - We are implementing systems to collect internal cable waste, such as charger cables, data leads, and old power cords. This waste will be processed by A&J's new cable granulator, which separates valuable materials like copper from plastic to keep them in use. The granulator was funded by the Resource Wise Community Fund, supporting our circular economy efforts.
Investigate, consider, trial, and implement changes associated with public place litter and recycling bins and collection services with effective communication. This could include introducing new services at specific, targeted locations.	Ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - We're trialling new solar-powered compactor rubbish bins ('SMART bins') that can fit three times as much rubbish as a normal rubbish bin along Pilot Bay. Ten compactor bins have replaced 22 centennial

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					<p>litter bins, and the two recycling stations that were in place at each end of Pilot Bay have been converted into recycling hubs with single stream bins (cans, paper/cardboard, and glass) to trial this approach to maximising recycling in public bins by reducing the contamination rate.</p> <p>The new SMART bins and recycling hubs also have a sensor inside that lets us know when they need to be emptied, meaning we won't need to check them as often. Plus, they will have 'odour mask' inside them to reduce any smells from rubbish staying in the bin for long periods of time.</p> <p>The new compactor bins are also fully enclosed which will reduce the risk of litter blowing into the harbour, and they have a foot pedal allowing hands-free use.</p> <p>We're hoping these new bins will help keep our city beautiful as well as save our city money if they prove to be as efficient for us as they have been in other towns and cities around New Zealand.</p> <p>The trial started officially in August 2024 and will last for 12 months, after which we will share the results of it with our community, along with any next steps we propose taking.</p> <p>- An audit was completed on public place recycling bins in December 2023, which showed 65.4%</p>

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					contamination in mixed recycling bins, 3.6% contamination in glass recycling bins, 6.7% recycling in the rubbish bins. As a result, we are trialling single stream recycle hubs at Pilot Bay as mentioned above, and also the glass is now being sent for recycling at the MRF. - A 'We're doing more' marketing campaign was trialled during Labour Weekend and over the summer holidays to try and improve the community's perception of how litter is managed in our city. Satisfaction with public litter bins increased by 15% (from 61% to 70%) as a result. - A litter bin strategy is being developed by June 2025 to provide guidelines on the type of litter/recycling bins used in Tauranga, and how and where to install them. This will ensure a consistent approach to litter bin installation across the city.
Continue to provide services for a wide range of materials at the Te Maunga Resource Recovery Park	Ongoing	3. Implementation	ongoing	On track	The following materials are now able to be accepted for recycling at the Te Maunga Transfer Station with the past year tonnage being: - Wood waste (treated and untreated) - 3600 Tonnes - Gib - 3100 Tonnes - Batteries - 45 Tonnes - E-waste - 90 Tonnes - Drink cartons e.g. Tetra Paks /De-gassing of fridges (no data available yet)

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Investigate, consider, trial, and implement changes at the Te Maunga Resource Recovery Park and on other land in Tauranga to offer improved waste management and minimisation, including: <ul style="list-style-type: none"> • a waste minimisation education centre, • construction and demolition diversion trials, such as deconstruction of dwellings on/off-site, • organic composting and compostable packaging trials, • alternative disposal/treatment of residual waste, • supporting community-led resource recovery, and supporting legislative and Central Government changes, such as, facilities for accredited product stewardship schemes, circular 	Ongoing	2. Planning	ongoing	On track	- This will form part of the work plan for 2024/25 where options for the waste infrastructure network will be considered and incorporated into future designs.
Safely monitor and manage closed landfills in accordance with resource consent conditions and best practice.	Ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - Regular Monitoring: Closed landfills are monitored in accordance with their resource consent conditions. Cambridge Park Landfill: <ul style="list-style-type: none"> - Integrating recently acquired neighbouring land into existing resource consents. - Application Deadline: Submit to BOPRC by mid-November 2024. - Planned Works: To commence in February 2025, including: <ul style="list-style-type: none"> - Installation of stormwater diversion and leachate capture infrastructure on neighbouring land - Remediation of leachate seepage on the BMX track and side

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					<p>drain on the access road.</p> <ul style="list-style-type: none"> - Remote Monitoring: Leachate pump will be connected to telemetry for real-time issue detection and support resource consent condition monitoring. - Best Practice Monitoring: Review of existing monitoring programme and implement improvements while maintaining compliance. Establish baseline data for reconsenting starting in 2027/28. - Site Survey and Asset Assessment (including establishment of regular asset monitoring program) to be completed by March 2025 to update asset data and management systems. <p>Te Maunga Closed Landfill:</p> <ul style="list-style-type: none"> - Resource Consents: Three resource consents for leachate, stormwater and air all expire in January 2025. - Reconsenting Process: Application for the renewal of these resource consents needs to be lodged by 31 October 2024.
Consider and respond to Government legislative changes associated with reducing methane emissions from closed landfills. This could require assessing and monitoring the volumes of methane being discharged to air from any closed landfills and implementing gas capture, where appropriate.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - Legislative changes from Government have not yet been announced. - We will be renewing the air discharge consent for the Te Maunga Closed Landfill.

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Investigate, consider, trial, and implement solutions for regional waste processing facilities. This will include collaboration with MfE, Regional Council, other Territorial Authorities, private waste operators, and the community. The key focus could be targeting specialist plastic streams, such as those from the construction, aquaculture, and agricultural sectors.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - The Regional Waste Infrastructure Analysis outlines regional opportunities. - The design of the waste infrastructure network will investigate regional collaboration opportunities. - Waikato Regional Council has applied to the Ministry for the Environment (MfE) for funding to develop a Central North Island (CNI) Waste Strategy, with a decision expected in November. It is still undecided whether BOP will have a separate strategy or join the CNI Waste Strategy. Given that much of the BOP's waste flows through Waikato, a combined strategy could offer economies of scale.
Investigate, consider, trial, and implement innovative solutions for the recovery and reuse of biosolids.	Ongoing	4. Complete/BAU	ongoing (monitoring)	On track	Originally, 60% of biosolids were being diverted from Te Maunga, with the remaining 40% and 100% of biosolids from Chapel St going to landfill. Contract now in place with MyNoke to divert the remaining 40% from Te Maunga and 100% from Chapel Street, which means that 100% of all biosolids will be diverted from landfill.
Deliver targeted behaviour change programmes on waste minimisation (reduce, reuse, recycle, compost), litter, and illegal dumping. Target audiences may include but are not limited to households, businesses, schools, community organisations, events, and the wider community	Ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> • Free waste education was provided to 7,613 students across 361 classrooms in 2023/24, covering composting, recycling, and resource sustainability. • 135 schools participated in the Paper4Trees programme (partly

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					<p>funded by TCC), recycling 334 tonnes of paper and cardboard, and receiving 736 native trees as rewards.</p> <ul style="list-style-type: none"> • Ten workshops/events were held, educating 410 people through both online webinars and in-person events. • The Resource Wise programme engaged 80 businesses and schools/ECEs, with 28 audits and 1 workshop delivered this year. • Waste Free Period workshops were held in 6 schools, reaching 1,686 students and distributing 1,025 reusable products. • TCC partnered with the Ōtūmoetai Social Supermarket to provide 262 reusable pads and 66 menstrual cups at low cost, which was well received by the community. • Council support the Event Facilitation team by approving Waste Minimisation Questionnaires, these give us the opportunity to feed back any improvements for events held on council owned land to the event organisers. In the last year we have approved 120 waste plans for markets and events. • The S&W team have supported the WBOP council and the Oropi Water catchment by collaborating on signage to improve identified illegal dumping hot spots.

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Ensure the community are informed of and utilise both existing and new waste/recycling services and facilities through effective communications, resources, and behavioural change programmes.	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - The team gave 25 community talks and presentations, engaging 1,800 people at retirement villages, community groups, and events like STEM Fest and Home Shows, with positive feedback and increasing requests. - The team translated recycling flyers in 6 languages, which have enabled the team to attend more multicultural events and distribute materials to diverse groups. - The team have developed a marketing plan for FY24/25 that clarifies our priorities and has identified increasing food scraps usage and reducing contamination in recycling bins as two of our main priorities. We have planned both research and behaviour change campaigns in order to help achieve these goals. - S&W team worked with Waste-Ed to support a national roll out of Tik-Tok videos which had short messages about recycling 'dos' and 'don'ts'. 65 videos were produced and reached 192,500 people, with engagement (comments) from 11,460 people
Regularly evaluate behavioural change programmes and research community values, attitudes, and behaviours to support waste programme development and communications.	FY 22/23 and ongoing	4. Complete/BAU		On track	<ul style="list-style-type: none"> - Resource Wise Programme Review: reviewed the programme to include more reference to Circularity for our new and existing members based on the findings from the circularity study, as well as expand to better suit the needs of

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					<p>the Construction & Demolition industry with a new branch of the programme.</p> <p>- Kerbside Food Scraps Service Usage: Undertook research within our community to uncover attitudes, behaviours and barriers to use of our food scraps collection service. The insights gained will be used in future behaviour change marketing communications and campaigns to further reduce the amount of food scraps ending up in landfill. The research included over 1,000 responses to an online survey (quantitative) and 15 1-1 interviews (qualitative).</p> <p>- TCC currently deliver the Zero Waste Education programme in schools, this is a national programme, but TCC was able to develop two of its own school units for a Year3-4 and Year5-6 age group by a specialist education developer to ensure it is aligned with education standards. The unit will be trialled in schools in early 2025 then evaluated to assess its success.</p> <p>- Kerbside Food Scraps Service Usage: Research was undertaken within our community to uncover attitudes, behaviours and barriers to use of our food scraps collection service. The insights gained will be used in future behaviour change marketing communications and</p>

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
					campaigns to further reduce the amount of food scraps ending up in landfill. The research included over 1,000 responses to an online survey (quantitative) and 15 1-1 interviews (qualitative).
Create partnerships within the community to encourage a more consistent approach to education and behaviour change programmes throughout the community	FY 22/23 and ongoing	3. Implementation	ongoing	On track	<p>- TCC and Priority One have a strong partnership in engaging businesses, having co-founded the Circular Construction Collective. By sharing costs and resources, we streamline efforts to reduce and avoid waste. Priority One has been instrumental in hosting the Circular Construction meetings, while TCC contributes content and expertise. Recently, we co-presented the Designing Out Waste Workshop, where both TCC and Priority One members showcased their specialties. Looking ahead, TCC will host the Circularity workshops in October, with Priority One helping to market the event to a wider audience. This collaborative approach minimises duplication, expands sector knowledge, and enhances business engagement across Tauranga.</p> <p>- S&W has one staff member on the WasteMINZ Behaviour change sector group and the Love Food Hate Waste Governance group to gather firsthand knowledge on initiatives that are being led from these groups. They also have a staff member on the Recycling &</p>

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					Resource Recovery WasteMINZ sector group, which concentrate on growing resource recovery initiatives throughout the country, such as the Zero Waste Network. - The team works with many well known local waste contractors including Marty Hoffart (Waste Watchers), Kate Fenwick (WasteEd with Kate), Vincent Calister (Waste Wizards), Nicola Turner (Mainstream Green), House of Science, and Kim Renshaw (Beyond the Bin and Reuse Aotearoa). Having these relationships helps us to make more informed decisions on what work programmes we should focus our time and funding on.
Investigate, consider, trial, and implement opportunities to enhance economic development through waste management and minimisation solutions in collaboration with: • other councils (regional and local) in the Bay of Plenty and nationally, • private sector and community groups, and • tangata whenua.	Ongoing	3. Implementation	ongoing	On track	- The Circular Economy study identified local waste minimisation opportunities that can support economic development. - TCC is part of the Central North Island Waste Liaison Group (CNIWLG), meeting quarterly to explore collaborative waste initiatives, with a potential Central North Island Waste Strategy.- - TCC is actively exploring partnerships with the private sector, including: - Green Bottle, collaborating with BOP and WEBOP to identify a plant site. - 5R to increase glass recycling in the region.

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					<ul style="list-style-type: none"> - ImpacTex for potential trials and internal use of their products. - Rock Stocks for using aggregate in TCC projects. - GoodWood, integrating their products into our parks. - EnviroCon to support their concrete product stewardship team setup in Tauranga. - TCC funds and collaborates with six local waste minimisation education providers to raise public awareness and participation. - We partner with community organisations, such as EnviroHub, to deliver waste reduction projects, including initiatives with local charity stores. - The annual Resource Wise Community Fund supports innovative local waste minimisation projects. - Ongoing work with the Waste Infrastructure Network supports the development of local markets for recycled materials and other waste management opportunities.
Be a role model to other organisations by: <ul style="list-style-type: none"> • ensuring that TCC is sustainably managing its own waste as effectively as possible, and • implementing changes in TCC buildings, including Council Controlled Organisations, that result in further waste reduction and diversion from landfill. 	Ongoing	3. Implementation	ongoing	On track	TCC has appointed a full-time Waste Minimisation Officer, with part of their role being to lead internal waste reduction efforts. <ul style="list-style-type: none"> - Waste audits were completed at the two major CBD office buildings. - Executive approval was obtained for the waste reduction action plan. - A cup library was launched in collaboration with Waste Wizards

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					<p>using the AgainAgain cup system. This is in addition to having recycling options for lids, batteries, mobile phones and dental care.</p> <p>-To support our waste diversion efforts the main TCC offices (Spring Street and Cameron Rd) have food scraps collection for staff and catering food scraps. In the Cameron Rd office we also offer specialised recycling stations for materials including; milk bottle lids, metal lids, batteries, colgate products and soft plastics. In October we will be doing an activation for Recycling week where we offer drop offs for materials from the office and a limited about from people's homes (cables only).</p> <p>The digital print and distribution team collect soft plastics from office waste in collection trays spread across the office which are then sent to a soft plastics collection bin located at the Devonport Rd customer service centre.</p> <p>- TCC achieved Gold in the Resource Wise (RW) programme for the main CBD offices.</p> <p>- No further audits will be conducted at Spring Street or Cameron Road offices due to the upcoming move to 90 Devonport Road, which offers an opportunity for better waste management systems.</p>

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					- The S&W team is supporting the move by providing recycling boxes and systems to ensure remaining materials are recovered and recycled.
Maximise diversion of waste from landfill for TCC and Council Controlled Organisation projects and operations, such as: <ul style="list-style-type: none"> • reducing, reusing, recycling, and recovering construction and demolition waste associated with the Civic Centre redevelopment, • composting garden waste from TCC parks maintenance projects, • composting food waste from TCC and Council Controlled Organisation buildings, and • recycling textiles such as from TCC uniforms. 	Ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - The Team has supported Baycourt to set up glass recycling and bin systems for recycling and plans to connect further and try to sign them up to Resourcewise. - They have also been in contact with the Park Team to identify opportunities to divert their garden waste that is not accepted for composting at the transfer station. -The Historic Village has rejoined Resource Wise and had its first waste audit showing the areas for improvement and have achieved Bronze (Stage 1) in the programme. The S&W team are now working with the team there to support their tenants with education and bin systems to reduce their waste .
Continue to advocate to Central Government for the introduction of mandatory product stewardship schemes.	Ongoing	0. Not started	ongoing	Under control	- The Team have not identified any central government product stewardship schemes to advocate for to date but will continue to monitor this area
Continue with an annual community contestable fund offered by Council that supports projects that minimise waste to landfill. Each year, TCC will advertise the specific priority outcomes which align with our Action Plan when applications open. This	Ongoing	3. Implementation	ongoing	On track	- The Resource Wise Community Fund (RWCF) is an annual contestable fund for the community to apply for projects that minimise waste to landfill and help achieve actions of the WMMP.

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will also include the terms and conditions of any grants.					<ul style="list-style-type: none"> - The July 2024 round awarded \$119,000 to ten projects, reflecting a 100% increase in applications from the previous year. Successful applicants are listed below: - Bin Inn Pāpāmoa: Waste minimisation and circular economy - A&J Demolition: Cable waste recovery project - Confidential Document Destruction Ltd: Soft plastic recycling initiative - Emroce Ltd: Designing out textile waste - Sustainability Options: Reducing household waste at source - Envirohub BOP: Specialist recycling - Again Again Limited: Reusable beverage container solution for events - Good Neighbour Aotearoa Trust: Food rescue and repurposing - Pacific Coast Village Partnership: Waste reduction programme - Restaurant Association of New Zealand Inc: Food waste behaviour change programme
Consider and respond to Government legislative changes, including but not limited to the Aotearoa New Zealand Waste Strategy, Waste Minimisation Act and Litter Act, and Resource Management Reforms. Any new requirements or changes can be implemented as a new action within this WMMP action plan annually	Ongoing	3. Implementation	ongoing	On track	<ul style="list-style-type: none"> - In Aug 2024 TCC submitted a response to the ERP 2 (Emissions Reduction Plan 2) to address Government legislative changes. - TCC keep up to date with the Waste Strategy, Waste Minimisation Act, Litter Act and Resource Management Reforms and will consider responding when

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					the need arises. - TCC are incorporating objectives and directions from the Aotearoa Waste Strategy into work our programmes, infrastructure planning, and waste management strategies.
Investigate and develop objectives, policies, and rules to be included within the Tauranga City Plan, which is currently being reviewed. These provisions will support waste management and minimisation activities by, for example, recognising the functional and operational requirements of activities and development as well as by providing adequate space and location for storage and waste management facilities on residential, commercial, and industrial sites.	Ongoing	0. Not started		On track	S&W team continues to liaise with the city planning team to identify any waste management/minimisation opportunities

Tauranga Climate Action and Investment Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Develop a localised Climate Change Risk and Vulnerability Assessment (to work out what the risks are and who will be vulnerable) to build on the regional assessment developed by Bay of Plenty Regional Council ("BoPRC").	2023	2. Planning	FY25	Under control	Due to commence in FY25. Currently the scope is being defined based on cross-council input and engagement, and alignment with other council's work.
Enable better risk-informed decision-making by individuals by continuing to advise land risk information to the community and by addressing gaps in natural hazard modelling.	2023	3. Implementation	N/A	On track	Continuous updates to natural hazard datasets, made available via TCC website.

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Explore options for reducing the vulnerability of the community and iwi through advice and identifying funding opportunities on disaster response and climate adaptation.	2023	3. Implementation	Ongoing	On track	TCC's Climate Action Fund was launched in 2024 to support the climate response of communities (see Action 49). Further advice on climate adaptation will be assessed after completion of Tauranga Climate Risk & Vulnerability Assessment (Action 1).
Support community and iwi-led adaptation planning through funding (see action 48), access to hazard/exposure information (and relevant guidance such as national adaptation toolkits, etc) and exploration of further support needed.	2027-29	3. Implementation	Ongoing	On track	As of 2024, TCC is providing financial and advisory support to community organisations, iwi, hapū or marae within the district through BOPRC's Community-Led Adaptation Funding initiative.
TCC to coordinate and partner with Te Whatu Ora to take a 'health in all policies' approach to maximise the co-benefits of climate action on health and wellbeing outcomes and vice versa.	2023	1. Initiation	Ongoing	On track	Regular meetings with Te Whatu Ora staff to discuss ways to incorporate a 'health in all policies' approach at TCC.
Provide support and funding as appropriate (through the Community Grants Fund) to the implementation of Mana Kai Mana Ora – WBoP Food Sovereignty & Food Security Plan and/or other organisations working toward growing food locally and ensuring food security. This may include helping communities to establish community gardens and community pantries as well as exploring other actions such as planter boxes to encourage and educate around growing food.	2024-26	4. Complete/BAU	Ongoing	Complete/BAU	As of 2024, community groups and nonprofit organisations are able to apply for funding via the Climate Action Fund. TCC has also built a new community garden in Omanu.
Develop an understanding of potential consequences of climate migration for Tauranga City and assess the readiness of Tauranga to allow for incoming climate migrants.	2030 onwards	3. Implementation	FY25	On track	With help from University of Waikato's Bachelor of Climate Change students, a paper on this topic will be delivered in 2024.

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Develop business support programmes for carbon reduction and climate adaptation.	2023	3. Implementation	Ongoing	Under control	Throughout 2023-24, Priority One delivered decarbonisation workshops for local businesses to support them in informing and developing their business climate adaptation plans.
Stocktake circular economies in Bay of Plenty and identify gaps and opportunities for collaboration across the region.	2023	2. Planning	Unknown	Under control	An investigation of circular practices in the Western BOP sub region has been completed. Assessment of opportunities going forward is underway.
Education and events to help build awareness, capability, and engagement with strategic projects. • Project specific workshops and events to build business capability. • Project specific research reports. • Industry collaboration to support the development of regional roadmaps. • Implement a Learning Management System to increase the scale of education within regional businesses.	2023	3. Implementation	Ongoing	On track	140 businesses attended, informed and engaged with programmes across Priority One's four key environmental sustainability work areas of Energy, Transport, Waste & Land over the 2023-24 financial year.
Transport – mode shift – project to educate audiences around mode shift and encourage alternative modes of transport through a collaboration with local businesses and councils. Delivered through a pop-up hub to showcase 'mode shift' via micro-mobility innovations and associated infrastructure that are accessible now, to influence large impact and safe multi-modal behaviour shift across communities in the region.	2023	4. Complete/BAU	July 2023	Complete/BAU	Priority One Shift Hub project delivered in July 2024. The project was a collaboration which saw over 85 organisations and 1000 people register to experience and learn about the multiple micro-mobility modes available to the community in Tauranga currently.
Transport - Hydrogen X - development of a consortium of companies to develop and	2023	3. Implementation	Ongoing	Under control	Strategy has broadened to decarbonisation of transport and logistics which incorporates all low

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
implement a Hydrogen fuel strategy for heavy vehicle transport adoption for Tauranga.					carbon alternative fuels covering road, air, marine.
Waste - Circular Economy Project (CEP) – TCC to continue investigation, in partnership with BOPRC and WBOPDC, around opportunities to develop circular approaches to waste for three key sectors: <ul style="list-style-type: none"> • Construction and Demolition. • Healthcare. • Food and Beverage manufacturing. This project will allow all councils to better understand future waste infrastructure needs for the sub-region and build a baseline of the present and future needs to develop greater circularity in WBOP.	2023	4. Complete/BAU	FY24	Complete/BAU	Actions have been identified to take forward and work on these actions have commenced, including work on C&D materials like concrete and also discussions with Te Whatu Ora regarding food waste prevention and diversion. There is also a current feasibility study into a milk delivery system without waste.
Energy - Regional Energy Transition Accelerator (RETA). The RETA programme involves working across medium and large energy users and those who supply energy to reduce the carbon footprint of industrial processes. Supporting the WBOP region to inform the EECA (Energy Efficiency and Conservation Authority) RETA BOP programme to drive carbon reductions through decarbonisation projects that enable industry to switch fossil fuel operations. <ul style="list-style-type: none"> • High quality information gathering. • Connecting to GIDI (Government Investment in Decarbonising Industry) Fund and a regional decarbonisation roadmap for industrial process heat users. 	2023	4. Complete/BAU	March 2024	Complete/BAU	

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Explore developments such as Rangiuru Business Park and the CBD Blueprint which present opportunities to apply circular economy and decarbonisation principles to our region, and also explore the opportunity to link Te Ao Māori principles under Land Use and Built Environment.	2023	2. Planning	Ongoing	Under control	
Work with BOPRC to promote the assessment of the carbon sink potential of the Tauranga harbour that improves biodiversity and carbon capture (blue carbon).	2024-26	3. Implementation	FY26	On track	BOPRC are working with NIWA to study carbon storage in saltmarsh around Tauranga Harbour. This work will make a valuable contribution to improving saltmarsh blue carbon inventory estimates for NZ.
Increase the utilisation of publicly owned land for Nature Based Solutions such as enhancing existing, and creating new, wetlands.	2024-26	1. Initiation	FY27	On track	Early investigations have commenced. Action due to gear up in 2025.
Review open spaces, wetlands and plantings in the city through the lens of carbon capture, adaptation, resilience and environmental services (re-evaluation could protect wetlands, soils, and open spaces, and lead to discussions about the future needs of the city in regard to climate change).	2027-29	1. Initiation	FY29	On track	Early investigations have commenced. Action due to gear up in 2025.

Tauranga Tātai Whenua - A Well-Planned City

City Centre Action and Investment Plan



Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Continue to implement a programme to attract, coordinate and incentivise new residential development, including: <ul style="list-style-type: none"> • Publishing and utilising the Priority One Blueprint as a marketing tool for redevelopment opportunities • Prioritising public realm investment in appropriate locations that will support residential development • Supporting measures to improve efficiency for consenting for residential development • Exploring measures to improve financial viability for residential development, including access to funding • Exploring affordable housing opportunities through the SmartGrowth Housing Working Group and with other stakeholders. 	2022/23, and as development occurs	3. Implementation		On track	The CBD Blueprint is actively updated by Priority One and provides the market with up to date information on the progress of private developments in the city centre. Elizabeth Towers is now completed opening up 97 apartments and 23 townhouses in the city centre. A dedicated account management team is available to assist with consenting requirements.
Support the University of Waikato and Priority One to market Tauranga as a tertiary destination of choice and attract knowledge-based commercial enterprises.	2022/23	3. Implementation		On track	Priority One have a partnership agreement in place with University of Waikato. The growth of the campus is actively supported via regular collaboration.
Facilitate the development of new student housing by supporting key stakeholders (including through the broader programme for residential development – refer action above).	2022/23, and as development occurs	3. Implementation		On track	Two feasibility studies to explore student accommodation opportunities have been funded through City Centre Development Incentive Fund. Other opportunities continue to be investigated and support as they arise.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Participate in the development of a business case for the delivery of a new community stadium.	2022-24	4. Complete/BAU	Complete	Complete/BAU	A feasibility study and lite business case for this project have both been completed.
Develop and deliver a programme of upgrades to existing parks and open spaces, considering the needs of both visitors and residents, including: <ul style="list-style-type: none"> • In the short term, establishing 'sanctuary spaces' as construction occurs in other parts of the city centre • Creating new pocket parks and open spaces where gaps in amenity or level of service exist • Tying in with a programme for streetscape upgrades (refer below). 	2022-27	3. Implementation	Ongoing	On track	This activity is ongoing. The first 'sanctuary space' to be completed is at Red Square, due November 2024. The next space to have a minor upgrade is the Waterfront Connection between Tunks Reserve and the new boardwalk in November 2025. The Aspen Reserve project is in initiation/early design.
Support the development of the new Ministry of Justice courthouse and campus, and comprehensive mixed-use redevelopment of the existing site.	2022-27	2. Planning	2028	On track	The streetscape upgrade programme has begun, with plans to upgrade the streets surrounding the new Ministry of Justice site aligning with the MoJ timelines.
Upgrade Aspen Reserve, to support the Ministry of Justice courthouse and campus and as a 'sanctuary space' in the short term.	2022-24	1. Initiation	2026	Under control	The Aspen Reserve upgrade is in early stages of design options, managed through the Spaces and Places project planning team.
Deliver a programme of immediate actions to improve universal access (including micro mobility), safety and amenity; include an audit of barriers to access and inclusion.	2022-24	2. Planning	2024 and ongoing	Under control	An accessibility audit was completed in late 2023. The programme of actions to improve universal access will be incorporated into the streetscape upgrade programme. Some 'quick wins' have been identified, which will be prioritised ahead of that more comprehensive programme of works.
Provide pedestrian crossing on Cameron Road between the Tauranga and	2022/23	0. Not started		Off track	Pedestrian access between the Wharepai Domain and the city

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Wharepai Domains and the central city centre, enhancing event access and safety and pedestrian and cycle access across the Te Papa peninsula					centre was removed from the scope of works for Cameron Road Stage 1 project, leaving no clear implementation plan for this action.
Improve public transport services and facilities through the city centre, including: <ul style="list-style-type: none"> • Providing a simple and legible route for buses through the city centre • Subject to the outcome of the Business Case investigation implement a series of superstops in the city centre, with enhanced user amenity • Improving the perception of travelling by bus through brand enhancement and improved customer experience • Providing pick up and drop off areas for other public transport modes, such as taxis, in close vicinity to key destinations. 	2022-27	2. Planning	2025	On track	The bus route and location of a Public Transport hub was agreed by council in April 2024. Work progresses to deliver this project as quickly as possible.
Establish an active mid-block laneway connection between Durham and Grey Streets, to support access between precincts and connections with public transport and pedestrian access between Grey and Durham Streets.	2022-24	2. Planning	2025	Under control	Sites have been purchased at 79 Grey St (June 2023) and 134 Durham St (Sep 2024) to establish the mid-block connection. A design has been proposed for 79 Grey to create the first part of the laneway in 2025, with a design for 134 Durham to follow the site purchase.
Improve pedestrian and personal safety around Tauranga and Wharepai Domains, including passive surveillance.	2022-24	0. Not started		Off track	No work on this action has been undertaken at this stage.
Upgrade Willow Street, south of Hamilton Street to Spring Street, as a pedestrian priority street.	2022-27	2. Planning	2028	Under control	The timeline for this project has been moved to align with the opening of the museum site in 2028.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Develop and deliver a programme of streetscape and laneway improvements (aligned with priorities in this plan, including the public realm programme), including: <ul style="list-style-type: none"> • A streetscape and public realm guideline for a consistent city centre-wide approach to design • Short-term temporary and permanent street closures • Decluttering of streets, e.g., The Strand • Upgraded and pedestrian-oriented street lighting • The Te Manawa Huanui pathway, a high quality, north-south walking route that connects key destinations and places through the core of the city centre • Strategic mid-block laneway connections to reduce walking distances between streets • Universal design standards • Identified low speed areas across the core of the city centre 	2022-27	2. Planning	2024 and ongoing	On track	Public Realm Design guidelines have been established and will soon include a Sustainable design addition. The Urban Design framework is in progress with the City Planning and Growth team. The Enabling Movement project delivered by the Transportation team in April 2024 is a trial of the future transport movement design and supports many of the objectives captured in this action.
Investigate options and deliver on short term parking enhancements to support Retail Precinct access, particularly during times of construction.	2022-24	3. Implementation	2024	On track	A new carpark has been opened at 160 Devonport Road, providing more than 100 new carparks in the city centre. Improvements have been completed to the carpark building payment systems and rates, and the Spring St carpark building has had an interior refresh (painting, lighting, CCTV etc.) to improve desirability and legibility.
Move to a demand-based approach to parking management and transition to more limited parking provision as alternatives to driving	2022-27	3. Implementation		On track	Barrier arms have been removed in parking buildings and a movement away from leased parking to a demand approach

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
					implemented. Priority One has completed some work with city centre businesses through their Shift Hub initiative with the intention of driving modal shift thinking. Ongoing discussions are taking place with BOPRC regarding support for the buses.
Upgrade Tunks Reserve and reserves at the end of the Avenues, and enhance access to Te Hononga ki Te Awanui/Memorial Pathway	2022-27	4. Complete/BAU	Complete	Complete/BAU	The Tunks Reserve upgrade was completed and opened to the public in December 2023.
Reduce traffic in the core of the city centre by: • Implementing 'traffic cells' through physical interventions and vehicle wayfinding to facilitate a park-and-walk approach to city centre visitation, encouraging through-traffic to use Cameron Road and SH2 • Implementing Special Vehicle Areas (SVAs) in busy pedestrian areas to limit access by private vehicles but retain access for goods and public transport.	2025-27	2. Planning	2026	On track	The Enabling Movement project delivered in April 2024 is a two-year trial of proposed vehicle movements through the city centre.
Future-proof for future passenger ferry (short term) and rail (medium- to longterm).	2022-27	2. Planning		On track	Future passenger ferry and passenger rail options will be incorporated into the Streetscape upgrade programme planning.
Replace the northern Strand waterfront car parking with an extended waterfront park and events space; provide alternate at-grade carpark and associated landscaping on the western/landward side of Dive Crescent.	2022/23	3. Implementation	2024	On track	The Northern Strand carpark has been removed and the Northern Events Space is due to open in mid-November 2024

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Upgrade and remediate wharves for commercial and recreational use.	2022/23	2. Planning		On track	Future works are planned for Fisherman's wharf and a new Central wharf development and planning work on both of these is progressing.
Reopen the Cargo Shed for a range of community and commercial activities	2022/23	4. Complete/BAU	Complete	Complete/BAU	The Cargo Shed was refurbished and re-opened to the public in 2022. Its ongoing use is being managed by the Baycourt team and current levels of utilisation are high.
Working with mana whenua, Otamataha Trust and other partners, prepare a longterm masterplan for the waterfront: • Plan and pursue medium- to long-term commercial, cultural and community opportunities at Taumata Kahawai/Dive Crescent in partnership with Otamataha Trust • Redevelop Waterfront North to include an events space, including lawns and hardscaped spaces, considering the potential for small-scale commercial activity to activate the space, e.g., hire stores, kiosks, etc. • Extend the Civic Precinct public realm in the adjacent Civic Precinct waterfront area, creating multi-functional public space for ceremonial functions, destination play, and access to the water • Redevelop Waterfront South as a green park, providing more intimate spaces, tree and shrub planting, local play, recreational water access • Identify and protect space for a future ferry wharf and terminal opportunity	2022-24	3. Implementation		On track	The long-term masterplan for the waterfront is in progress. Waterfront North is currently in implementation and due for completion in mid-November 2024. The Central and Southern waterfront spaces are in the design stage and their timeline for delivery is currently under review.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Develop and implement a lighting plan for the waterfront including the harbour bridge and/or Matapihi Rail Bridge and other parts of the city centre including laneways.	2022/23	1. Initiation	2026	Off track	A lighting strategy was developed with multiple opportunities identified, however there are no projects currently underway as no funding has been allocated for this project.
Deliver Te Hononga ki Te Awanui / Memorial Pathway Stage 1, City Centre area north of Matapihi Rail Bridge	2022-24	3. Implementation	2024	On track	The waterfront south boardwalk is in implementation and is scheduled to be completed and open to the public in October 2024.
Facilitate and support a diverse programme of waterfront events and activities, for all ages, including tactical interventions and appropriate infrastructure to support the programme, including power, water, wifi, etc.	2022-24	4. Complete/BAU	Ongoing	Complete/BAU	This activity is ongoing, supported by multiple teams across Community Services and City Development and Partnerships. A digital blueprint is being developed that will inform the need for public wifi.
Identify and protect space for a future 'working' wharewaka, including potential for waka ama training and carving.	2022-27	1. Initiation		On track	This project is in the early stages of planning and design, and the timeline for delivery is currently under review.
Implement the four pou as part of public and private projects, building on the Tauranga Moana Design Principles.	As projects are delivered	0. Not started		Off track	No work has started on this action to date.
Deliver a programme of art, sculpture, interpretation and wayfinding across the city centre, elevating the visibility and tangibility of Māori history and relationship to the city centre, European history and contemporary culture, as appropriate.	2022/23, and as part of public realm project delivery	1. Initiation		On track	A project has been initiated by the Spaces and Places team to develop a programme of interpretation and storytelling across the city centre. Mahi Toi has been incorporated into a number of recent projects in the city centre and will be an ongoing priority.
Integrate Māori place naming within new projects (including any rectification of existing incorrect place naming).	2022/23, and as	1. Initiation		Under control	Several preliminary meetings have been held to discuss this opportunity, however no recent

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
	projects are delivered				work has been undertaken. This will be re-visited in the coming months.
Develop the city centre precincts as unique character areas within the broader city centre, by: • Facilitating and encouraging clustering of similar and complementary uses to create destinations within the city centre through promotion of precinct vision and outcomes, and discouraging incompatible uses through City Plan controls • Work with University of Waikato to review the City Plan to assist in supporting knowledge based outcomes in and around the Knowledge Precinct.	2022/23, and as development occurs	2. Planning		Under control	We are actively working with University of Waikato on their campus development including actions around the Knowledge Precinct. Other opportunities to cluster activities in the city centre will be explored as part of the development of the Retail, Commercial and Residential Strategy for the city centre.
Support investigation into a cultural centre in the Robbins Park area.	2022/23	0. Not started		Off track	No work has been undertaken on this action to date.
Support safe access to the Elms, including wayfinding.	2022-24	0. Not started		Off track	No work has been undertaken on this action to date.
Complete implementation of the conservation plan for Monmouth Reserve, to preserve the site's historic significance.	2022-24	2. Planning	2025	On track	The Monmouth Redoubt project is in progress. The design is completed and awaiting consent approval to ideally begin works in late-2024.
Deliver the Te Manawataki O Te Papa civic precinct redevelopment including the Civic Whare and Atea.	2022-27	3. Implementation	2028	On track	The Te Manawataki o Te Papa programme of work is well underway, including ground preparation works on the Museum, Exhibition Gallery and Civic Whare building.
Build on the public realm-based campus being developed around the Knowledge Precinct, providing breakout spaces, linked with food and beverage offerings.	2022-27	1. Initiation		Under control	Work continuing with the University of Waikato, particularly centred around the laneway development

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
					connecting Durham and Grey Streets.
Work with the tertiary education providers to develop a student events programme integrated with the Events Action and Investment Plan, including identification of appropriate spaces for holding events, including graduation ceremonies and processions.	2022-24	2. Planning		On track	This activity is ongoing alongside the recent University of Waikato appointment of a new Activation and Events Manager.
Preserve views of Mauao, over the moana and to Mangatawa and Kopukairoa from the Robbins Park and Monmouth Redoubt areas	2022/23 – Plan Change 33	4. Complete/BAU	Complete	Complete/BAU	Plan Change 33 has included the provision to preserve these views.
Deliver the Te Manawataki O Te Papa civic precinct redevelopment including the new library, museum, exhibition/gallery and performing arts centre.	2022-27	3. Implementation	2028	On track	The Te Manawataki o Te Papa programme is well underway including the recently opened Masonic Park upgrade.
Deliver on the Events Action and Investment Plan programming, including: <ul style="list-style-type: none"> • Provide a range of public spaces and facilities across the city centre that support a diverse range of events in line with the Events Action and Investment Plan, delivering upgrades where required • Coordinate planning for street closure events with network planning across the city to avoid conflicts • Review City Plan rules to identify and address any constraints to delivering events in the city centre, in particular on the waterfront and adjacent streets and public spaces. 	2022/23	4. Complete/BAU	Ongoing	Complete/BAU	This activity is ongoing. The Review of the City Plan rules will be considered through Plan Change 38 Temporary Activities project stream.
Develop a temporary activation programme, utilising public spaces, streets and vacant development sites,	2022-27	4. Complete/BAU	Ongoing	Complete/BAU	This activity is ongoing through the new campaign "It's on in the City Centre" with highlights including

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
<p> tied in with the Events Action and Investment Plan programming. Include an activation programme within Retail and Commercial Precinct during redevelopment of the Civic Precinct </p>					<p> the "Shapes of Summer" activation in December 2023, Pocket-sized play, Night Owl Cinemas, Little Big Markets throughout the year, and Children's Day and "Lights On Tauranga" encouraging people to come into the city during the period of redevelopment. </p>
<p> Provide a framework to facilitate best practice urban design outcomes, including: <ul style="list-style-type: none"> • Working closely with the private sector to encourage best practice design outcomes that contribute to the wider city centre • Establishing an urban design panel to review private and public developments • Preparing a city centre public realm design guide that establishes a framework for consistent, high-quality public space design, including public streets • Prepare City Centre Urban Design Guidelines, to support good quality development through the Urban Design Panel and consenting processes (supported by appropriate urban design policy in the city plan). </p>	2022/23	3. Implementation	2024 and ongoing	On track	<p> The Urban Design Panel is stood up and functioning effectively. The Public Realm Design Guidelines have been finalised including a peer review through a sustainability focus. The preparation of the City Centre Urban Design Guidelines is being considered through Plan Change 38 (City Plan and Business Land Framework). </p>
<p> Develop a Nature and Biodiversity Action and Investment Plan to support a greener and more biodiverse city, including specific actions for the city centre: <ul style="list-style-type: none"> • Greening streets as part of streetscape projects • Developing the Te Manawa Huanui pathway as a green corridor </p>	2022-24	2. Planning		On track	<p> The Nature and Biodiversity AIP has been prepared. Greening the streets is captured as a key requirement for the Streetscape Upgrade Programme and as part of this, an audit of the city centre trees will be undertaken shortly. The recent upgrade of Masonic Park and the Waterfront North </p>

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
<ul style="list-style-type: none"> Transforming First, Second and Third Avenues to tree-lined planted boulevards Increasing tree planting in existing open spaces. 					Park area have increased tree planting in these new open spaces.
Integrate stormwater management features as part of proposed public realm upgrades, including: <ul style="list-style-type: none"> Integrating stormwater management features and devices into the city centre streets and open spaces where there are high overland flow paths Creating new mid-block connections in the Avenues in locations that allow to address stormwater issues Introducing rain gardens within Grey Street and Spring Street as part of the Te Manawa Huanui pathway (and potentially integrated with historic springs, where achievable) Capturing, treating and, where possible, reusing water on the waterfront as an urban wetland feature, prior to discharge to the harbour. 	As projects occur	2. Planning	Ongoing	On track	Stormwater management is considered in all city centre projects and is a key requirement in the Streetscape Upgrade Programme. Recent projects at Elizabeth Street, Mareanui Lane, and 79 Grey Street consider overland flow paths and stormwater management in the design.
Reveal and enhance natural features both within and visible from the city centre, including: <ul style="list-style-type: none"> Revealing the natural springs across the city centre, integrating them into open spaces where feasible and celebrating through artwork, interpretation or other interventions Improving place quality of viewpoints along the clifftops (north and south of the city centre). 	As projects occur	3. Implementation		On track	This will be an ongoing action as projects occur. Three water features have been included in the new design of Masonic Park, which interpret the network of historic puna/springs in this area of the city. The project to upgrade Tunks Reserve at the high point of Elizabeth Street and Devonport Road, has strengthened the connections to key views to and across the Moana.

Community Centres Action and Investment Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Apply a network and geographic catchment approach to the provision of community centres (refer to section 4.3), including using partnerships where appropriate to maximise accessibility and community outcomes.	Ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Merivale and Gate Pa currently under way as a part of this approach.
Use this plan to guide required land provision for community centres in new growth areas, in line with the direction provided in section 4.5.3. The timing of new developments will be influenced by when each area is developed and potential partnership opportunities in these areas are in place.	Ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Continuously ongoing with new growth area planning.
Review Council's Prioritising Use of Indoor Facilities policy to ensure that the policy objectives, principles and specific policy statements for community centres and halls align with the direction of this strategic plan.	2024-26	0. Not started	2025	On track	To be started in March 2025.
Use a mixed governance and management approach across the network. This means that some facilities will continue to be managed by Bay Venues, and others by community-led organisations. Work with existing centres, and with new communities to identify the model that best suits different communities and situations (such as facility partnerships). In line with the role and function of Council and each facility (see diagram page 21).	Ongoing	4. Complete/BAU	Complete	Complete/BAU	
Work in partnership with Bay Venues to develop clear objectives and key	2024-26	4. Complete/BAU		Complete/BAU	Bay Venues have set objectives in there CCO agreements and where

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
performance indicators for each centre, taking community needs and desires into consideration.					appropriate other community centres have set objectives directly with Council.
Use community-led design approaches to directly involve the community in design, development and operational programming of centres. Where appropriate, work in partnership with Bay Venues on this.	Ongoing	3. Implementation	Ongoing	On track	Currently with Gate Pa & Merivale Community Centres.
Actively identify ways to improve transport network links to community centres (including public transport and active transport routes).	Ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Addressed in new building designs and refurbishments
Recognise the important role Marae play in the community through the co-development of a Marae Support Plan and targeted Marae fund, developed in consultation with Marae Trusts.	2024-26	1. Initiation		Off track	We are not progressing this action at this time based on Te Rangapu feedback however this will be picked up if there is interest in bringing it back.
Work with community centres to develop a staff training and development programme that can be implemented across the network of centres. Areas to focus on include community-led development and engagement, managing safety and risk, de-escalation, unconscious bias training, marketing, programming, relationship and facility management.	2024-26	4. Complete/BAU		Complete/BAU	The Community Development team support Community Centre's with training opportunities via Socialink. We do not development training programmes specifically, we connect into existing opportunities and training providers. With the new set up of Gate Pa Community Centre and the renovation of Merivale Community Centre we are supporting via advice to the Spaces and Places Partnerships team on the best practice training required to set up their new governance structure.
Provide resources (staff, contractors or funding for external providers) who operate across the network, such as a community programmer to increase	2024-26	4. Complete/BAU		Complete/BAU	BVL has this resource who works to activate across the range of BVL & community facilities.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
activation and provide some consistency across the network while still being responsive to individual community need.					
Ensure new or repurposed facilities are developed to best practice standards (including multi-use features, spatial compatibility for provision of social outreach services and bookable space, technology, accessibility, cultural and gender inclusivity).	Ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Undertaken with new builds and refurbishments.
Undertake feasibility assessment(s) for special purpose centres (and consequent opportunities to repurpose existing facilities). Including, for example: a. Youth Hub b. Cultural Hub c. Ageing Hub d. Arts Hub e. Food Security Hub	2024-26, ongoing	4. Complete/BAU	Complete	Complete/BAU	The following feasibility studies have been completed: Youth HubCultural Hub The Ageing Hub feasibility study was to be led by the sector, with Age Concern taking the lead. This does not seem to have come to fruition. The Food Security Hub was not a feasibility study but a paper that was presented that motivated for the collaboration of Food Bank and Good Neighbour. Discussions were had with these providers and both advised they were not in a position to commit to this joined up approach to provide such a hub, but would continue supporting with their respective, current support. This position has not changed.
Undertake feasibility assessment(s) to explore potential suburban hub centre provision. Consider using one feasibility study process for multiple locations	2024-33	2. Planning	Ongoing	On track	Ongoing consideration in planning of new centres.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
based on the following indicative feasibility groupings: a. Tauriko West, Greerton (racecourse) b. Brookfield, City Centre c. Wairākei, Te Tumu					
Explore the potential to partner with other facility providers to increase community access and programme delivery. Some possible partnerships to explore include: Ngāi Te Rangi; Omanu and Mount Maunganui Surf Clubs; Club Mount Maunganui Inc. Mauao Trust and Ngā Poutiriao ō Mauao are currently investigating the feasibility of providing a cultural centre at the base of Mauao which may also provide an opportunity for some community space in this area.	2024-26	3. Implementation	Ongoing	On track	Ongoing as opportunities arise.
Work with the Matapihi community, Bay Venues and Family Works Tauranga to explore programming initiatives that may enhance the value that the Arataki and Hillier Community Centres provide to the Matapihi community	2024-26	1. Initiation		Not started	BVL has a resource who works to activate across their venues, ie. Arataki Centre. Hillier Centre is in the process of seeking a new venue and thus work to establish programme initiatives will be determined once their new site/location is known
Work with the Matapihi community to explore travel initiatives that may enhance access to the Arataki and Hillier Community Centres.	2024-26	0. Not started		On track	
Review the previous proposal to expand the Arataki Community Centre with a specific focus on how the additional space can better provide for youth and the sporting organisations based at Arataki Park.	2024-26	0. Not started		On track	Budget and priority dependent.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Work with Mangatawa Trust to expand the opportunities and programmes they deliver through their cultural centre.	2024-26	1. Initiation		On track	Strategic Advisor: Hapori Māori is currently working with Mangatawa Trust on a number of areas, this will be included.
Consider the long-term future purpose and role of the Pāpāmoa Sport and Recreation Centre in relation to the proposed shared clubroom facility at Gordon Spratt Reserve, as well as future development of community centre space in Wairakei. In the interim, continue to provide bookable space to a wide range of user groups	2024-33	0. Not started	Ongoing	On track	To be considered at the time of budget allocation for Wairakei community centre
Investigate the feasibility of developing two facilities to serve the growing population in Wairakei (suburban hub) and Te Tumu (neighbourhood facility). As part of this process explore opportunities to partner with other agencies for both facility and service provision	2022-24 (feasibility), 2027-33 (Wairakei implementation), 2034+ (Te Tumu implementation)	0. Not started	Ongoing	On track	To be considered at the time of budget allocation for Wairakei community centre
Explore the potential to partner with other facility providers to increase community access to these facilities. For example, the Pāpāmoa Surf Club and local schools.	2024-26	3. Implementation		On track	A framework is currently underway to increase community access and function, to be trialled at a surf club soon.
Explore alternative programming and travel initiatives (including mobile service) that may enhance access for these communities to the Arataki, Hillier, Pāpāmoa and Welcome Bay Community Centres.	2024-33	0. Not started		On track	

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Explore ways Council can more proactively support and enhance the governance capability of Welcome Bay Community Centre Inc.	2024-26	4. Complete/BAU		Complete/BAU	Strategic Advisor: Children & Family holds the relationship with WBCC and support is encompassed within this team member's work programme, so is ongoing as part of BAU delivery.
Investigate opportunities to increase community use of the Ila Park Scout Hall.	2024-26	3. Implementation		Under control	Underway.
Investigate the development of a suburban hub centre co-located with a library in Tauriko West. Ideally this will be co-located with other community facilities and/or other amenities.	2024-26 (investigation) 2027-33 (implementation)	2. Planning	2027-2033	On track	Indicative space allocated in the master plan, discussions happening with landowners for purchase.
Retain the Tauriko Hall for the next 1-3 years while access to Tauriko West is enabled. Only undertake necessary, minor maintenance during this period due to its upcoming closure.	2024-26	4. Complete/BAU	Complete	Complete/BAU	It has been demolished.
Develop a local community centre in Gate Pā Pukehinahina. Establish a governance and management partnership between Council and the local community for the new facility.	2024-26	3. Implementation	2025-2026	On track	Under way, currently in engagement phase.
Proceed with the proposed development of a new local community centre in Merivale. The space will not duplicate the function that the Merivale Action Centre provides. Ways to enhance access to and improve affordability of the Action Centre to the Merivale Community Centre to be explored by Bay Venues.	2024-26	3. Implementation	2025	On track	Underway. Old centre demolished. Currently awaiting consents to start new centre.
Explore the potential to partner with Blue Rovers Football Club to increase community use of the Meredith Hall (clubrooms) at Pemberton Park.	2024-26	4. Complete/BAU	Complete	Complete/BAU	Meredith Hall now at maximum capacity.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Explore the potential to partner with other facility providers to increase community access to these facilities. Some possible partnerships to explore include: Te Wharekura o Mauao, Bethlehem College and Bethlehem Primary, Bethlehem Rugby Club /Hangarau.	2024-26	4. Complete/BAU	Ongoing	Complete/BAU	Activated when opportunities arise.
Retain the Bethlehem Hall in the medium-long term, to provide accessible neighbourhood facility space in the area. Consider the future role and function of this facility when purpose-built space is developed. This may include repurposing or disposal. The Hall will need to be maintained appropriately until new facilities become available.	2027-34+	4. Complete/BAU	Complete	Complete/BAU	Hall to be maintained.
Explore partnership opportunities for the provision of neighbourhood facility or support facility space in the area.	2024-26 (investigation) 2027-32 (implementation)	1. Initiation		Off track	Ongoing exploration of possibilities through planning work
Bay Venues will consider activation changes at Matua Hall, including programming initiatives to increase community use of the space.	2024-26	4. Complete/BAU	Ongoing	Complete/BAU	Underway.
Retain the Matua Hall to provide accessible neighbourhood bookable space in the area, as a support facility to the proposed suburban hub centre in Brookfield.	2024-32	4. Complete/BAU	Complete	Complete/BAU	To be retained.
Develop multi-use community space within the Civic Precinct development. This will largely serve a bookable space function, but will have an element of	2024-26	2. Planning	2024-2026	On track	Design confirmed, will have community space.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
programming to cater to specific groups and community needs in the area.					
Ensure that master planning for city centre facility provision (Civic Precinct, Baycourt, Memorial Park, reserve sites) considers the full range of community space needs and how those can be provided for in this area. <ul style="list-style-type: none"> • Social outreach services • Active recreation • Passive recreation, leisure and community meetings • Arts • Special Purpose Hubs 	2024-26	2. Planning	2024-2026	On track	Design confirmed, will have community space.
Remove the Cliff Road Building as new community space is being provided within the city centre.	2024-26	2. Planning	2025	On track	Under investigation

Our Public Places Strategic Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Key Moves: Partner with Ngāti Hangarau and Tourism Bay of Plenty to deliver safety and accessibility enhancements at Omanawa Falls.	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Project completed and is now open. The next stage is updating the MOU to continue working together.
Key Moves: Partner with Ngai Tamarawaho and BOPRC to deliver a new wetland area to better protect, celebrate, and enhance the ecological and cultural qualities of the Kopurererua Valley.	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Work has been started on creating better habitat in the Koromiko Wetland and the flood plain of the Kopurererua Reserve (Kopurererua river realignment). This work has been implemented in close partnership with Ngai Tamarawaho and BOPRC.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Key Moves: Deliver a city-wide programme of urban greening, with an initial focus on Pāpāmoa East.	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Underway with several projects in Papāmoa, including enhancing existing reserves with greening, and also bigger projects of just greening (as opposed to playground as well)
Key Moves: Explore options to increase public open space through strategic acquisitions over time, particularly places of a high ecological or cultural value or not highly suitable for housing development	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Happens consistently as business as usual, in collaboration with the property team and the spatial plans.
Key Moves: Bring responsibility for the maintenance and care of some of our reserves and open spaces 'in-house', demonstrating Council's commitment to keeping Tauranga beautiful	Not stated	4. Complete/BAU	Complete	Complete/BAU	Now in city operations.
Key Moves: Conduct a study to develop a connected network of ecological corridors utilising parks, reserves and streets that people can connect with.	Not stated	2. Planning		On track	Currently been developed.
Key Moves: Supporting the Pukehinahina Charitable Trust with their plans to develop a cultural centre at Pukehinahina, and working with mana whenua at Te Ranga to raise awareness of local stories of the New Zealand Wars	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Helping as much as we can and as appropriate based on the Trust's requests of us.
Key Moves: Apply the Tauranga Moana Design Principles to projects	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Incorporated in all projects to some degree but we are now working to include more.
Key Moves: A programme of cultural interpretation and mahi toi in our reserves and public spaces, delivered by Council in partnership with mana whenua.	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Underway with a number of projects across the 2024-2025 delivery of projects.
Key Moves: Bilingual wayfinding and signage	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Underway across multiple projects in 2024-2025.
Key Moves: Improve the quality, quantity and variety of local and neighbourhood play	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Just finished Matua Park. Liston park in this FY.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
opportunities in intensifying parts of our city like Te Papa and Ōtūmoetai.					
Key Moves: Undertake master planning for Sulphur Point, Pilot Bay and the harbour areas from Ōtūmoetai through to Welcome Bay to identify what actions and investments are needed in our marine facilities	Not stated	2. Planning		On track	Underway.
Key Moves: Expand our accessible hot spots programme, offering more public places that people can confidently go, knowing it is an accessible place	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Underway across multiple projects in 2024-2025. Majority of projects have an added accessibility element(s).
Key Moves: Deliver on the Master Plans for Wharepai and Tauranga Domains, Baypark, and Blake Park to provide a network of quality sports, recreation and event spaces within Tauranga	Not stated	2. Planning		On track	In the planning and design stages. Baypark ready for delivery in 2025 pending Council decision in October
Key Moves: Develop new aquatics and recreation facilities at Memorial Park to replace the existing ones that have passed their used-by date	Not stated	1. Initiation	2028	On track	Underway - being delivered by the city partnerships team.
Key Moves: Create a new destination skate park at Mount Maunganui and make improvements to neighbourhood skate facilities	Not stated	4. Complete/BAU	Complete	Complete/BAU	Project completed and opened June 2024.
Key Moves: Deliver new sports fields, swimming pools and indoor sports facilities for our new communities in the western and eastern corridors, with an initial focus on securing suitable land	Not stated	4. Complete/BAU	Ongoing	Complete/BAU	Significant capacity improvements delivered in 2024-2025. Planning underway for eastern corridor future growth projects.

Play, Active Recreation and Sport Action and Investment Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Baypark - a community sports hub, with a particular focus on indoor sports and outdoor non-field-based sports, and a secondary focus on events and highperformance sport.	Planning: 2023 Implementation: 2024-30 onwards	3. Implementation		On track	Master plan complete, in design and delivery pipeline, pending Council decision in October
Blake Park - a field sports hub, with primary focus on community and high performance sport, and a secondary focus on events.	Planning: 2023 Implementation: 2024-30 onwards	3. Implementation	2030	On track	Delivery of the master plan about to start, pending Council decision in October.
Gordon Spratt Reserve and Alice Johnson Oval - field reconfiguration, increase capacity of sports fields, new cricket pavilion and multi-purpose clubrooms.	Planning: 2023 Implementation: 2024-26	4. Complete/BAU	Ongoing.	Complete/BAU	Some work complete, others ongoing.
Pōterīwhi (future active reserve in Bethlehem) - development of sports fields, hard courts, clubrooms and playground	Planning: 2023 Implementation: 2027-29	2. Planning	2027-2029	On track	Underway and currently engaging with hapu to identify where the Pa site is. Pōterīwhi discussions happening in Council. Geotech work currently on hold until Council have considered the work.
Memorial Park - reserve development to consider interface of the park with the Memorial Park Recreation Hub, including playground redevelopment and consideration of other play and active recreation opportunities (including potential junior bike skills path, skate park and hard courts).	2027-29	2. Planning		On track	Concept design agreed. Funding for implementation commencing in 2026/2027. Not all active recreation elements noting in PARS AIP are included in the concept, alternative sites to be investigated.
Greerton Maarawaewae – depending on the decision made on future option for this site, detailed site planning	TBC depending on the decision made on future options for this site.	2. Planning		On track	Dependent on the hospital business case decision, however also looking at options with stormwater requirements happening.
Carlton Reserve - reserve development to consider opportunities to improve play and	Planning: 2024-26	2. Planning	2027-2029	On track	Feasibility work about to start on use of the land (water issues).

Action	Original date	Stage	Expected delivery	Status	September 2024 update
active recreation offerings, including additional or improved facilities for roller and wheely sports, and upgraded playground	Implementation: 2027-29				
McLaren Falls Park - undertake reserve management plan review and develop new implementation plan, considering opportunities for play, active recreation and sports including walking, biking, disc golf, equestrian, water sports and play	Planning: 2023 Implementation: 2024-30 onwards	1. Initiation	2030	On track	In initiation phase with discussions happening. Next steps include master plan and management plan approach and PMP
TECT Park - support WBOPDC with park strategic plan and funding implementation.	Planning: 2023 Implementation: 2024-30 onwards	2. Planning	2024-2030	On track	Staff have been involved with the development of this plan.
Arataki Park – site planning considering potential future pathway, community centre expansion, playground upgrade and sporting use.	Planning: 2023 Implementation: 2024-30 onwards	2. Planning	2024-2030	On track	Concept plan completed early 2024. Working with Arataki Sports on development of a sports facility. Arataki Sports have engaged a consultant on a feasibility study
Increase the capacity of existing sports fields: Arataki Park - lighting; Fergusson Park – irrigation, turf, lighting; Pemberton Park – drainage, turf, lighting; Mitchell Park – turf, drainage, lighting; Morland Fox Park – drainage, turf; Te Wati Reserve – lighting; Waipuna Park – turf, drainage, lighting; Macville Park – turf	2023-30 onwards	4. Complete/BAU	Ongoing	Complete/BAU	Capacity improvements delivered across multiple active reserves: drainage, lighting, turf. Ongoing initiatives to increase capacity.
Gordon Spratt Reserve - complete master planning, and implement. Increase capacity of field space, additional lighting, cricket pavilion and multipurpose clubrooms. <i>Cross-Reference Master Planning Key Sites Section.</i>	2023-26	3. Implementation	2024-2026	On track	Field realignment complete and new shared facility currently under construction. Plans for additional amenity building and storage to be delivered in next year.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Blake Park - Complete master planning, and implement, including creation of additional field capacity.	Planning: 2023 Implementation: 2024-30 onwards	3. Implementation	2024-2030	On track	Agreed master plan. Carparking and #1 field works underway. Further implementation of master plan once netball has relocated to Baypark. Pending council decision in October.
Pōterīwhi (future active reserve in Bethlehem) - new sports fields. <i>Cross-Reference Master Planning Key Sites Section.</i>	2024-26	2. Planning	2025+	On track	Currently in feasibility phase of planning with strategy and growth team.
Western Corridor - new sports fields. Options include Tauriko West, Greerton Maarawaewae and Merrick Farm. <i>Cross-Reference Master Planning Key Sites Section.</i>	2030 onwards	2. Planning		On track	Currently planning Tauriko. Merricks and Greerton just starting.
Links Ave Reserve redevelopment, including replacing a grass training field with an artificial turf, re-turfing match field to sand-based 'warm season grass', new extra half turf, plus improved lighting, including providing facilities for talent development pathways.	2023-26	3. Implementation	Late 2025	On track	Phase 1 of implementation complete (new carpark). Phase 2 (artificial turf) will start in early 2025.
Ohauti Reserve – potential future sports field development.	2030 onwards	2. Planning	2030 onwards	On track	Considering in conjunction with Merricks Farm project.
Redevelopment of Memorial Hall (QEYC) and provision of additional courts as part of Memorial Park Recreation Hub.	2024-26	2. Planning	2024-2026	On track	QEYC to be demolished. Staff working with team developing new indoor courts to ensure community recreation outcomes.
Western Corridor Indoor Sports Centre Development.	2030 onwards	2. Planning	2030+	On track	Pōterīwhi, Tauriko, Merricks Farm.
Consider options to free-up court space or expand at Mercury Arena (link to Baypark Master Plan).	To be determined through	3. Implementation	TBD	On track	Six Court extension planned for through LTP.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
	planning process.				
Potential removal of Mount Sports Centre as part of Blake Park master planning.	To be determined through planning process.	2. Planning		On track	Consideration being given to keeping Mount Sports Centre for short - medium term until indoor courts deficit is complete. Building assessments just completed to inform decision about what investment would be required to retain the building for 5+ years.
Find alternative space for displaced users from three courts while Memorial Hall is redeveloped and Mount Sports Centre if it is removed (e.g. school gyms, vacant industrial building, outdoor courts).	2023-26	4. Complete/BAU	Complete	Complete/BAU	Complete (483 Cameron Road)
Regional badminton development at Tatua Reserve.	2027-29	4. Complete/BAU	Ongoing	Complete/BAU	Badminton is seeking funding to deliver this. Council committed third funding to the development of the facility (decision made end of 2023).
Replacement of Memorial Pool with Memorial Park Recreation Hub (indoor and outdoor pools).	2024-26	2. Planning		On track	Underway. Pending decision from Council in October. Being delivered by city partnerships team.
Review future of Ōtūmoetai Pool.	2024-26	1. Initiation	2027-2030	On track	Review underway.
Reflect outcome of the review in future LTP's as appropriate (per Ōtūmoetai Spatial Plan).	2027-30 onwards				
New destination playground at the waterfront on The Strand.	2023	3. Implementation		On track	Currently being built. Project with City Centre team.
Replace destination playground at Hopukioire – Mount Drury when due for renewal. Create an inclusive play space, enhancing the number of existing accessibility features in the area.	2024-26	2. Planning	2025-2026	On track	Currently in planning and design phase.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Replace destination playground at Memorial Park when due for renewal through site master planning. Refer Memorial Park Master Planning Action.	2027-29	2. Planning	2027-2029	On track	Concept plan for Memorial Park includes new play space.
Progressive upgrades to existing reserves to fulfil the function of a 'major neighbourhood play space'. This may include additional or new play equipment, artificial shade, trees and vegetation, toilets, drinking fountains, bike parking, pathways (e.g. Moa Park, Parkdale Reserve).	2023, ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Continuously ongoing to meet Levels of service policy.
Trial new recreational facilities e.g. outdoor public table tennis, volleyball, exercise/gym equipment. Install and monitor usage and user satisfaction.	2023-26	2. Planning	2026	On track	Approach to monitoring is being established. Sites will be identified through existing projects. Com Dev will set up a regular meeting with S&P to further report on this action. Sport NZ have fully funded a new 'Play Advocate' position for 2 years - this role will contribute to outcomes such as this.
Ensuring budgets for appropriate projects incorporate 'play along the way' in the design.	Ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Considered through development of reserve enhancement and play renewal programme funded through bulk funds. Sport NZ have fully funded a new 'Play Advocate' position for 2 years - this role will contribute to outcomes such as this.
Onsite activation – e.g. apps/QR codes / signage with ideas for ways to play.	2024-26	1. Initiation		On track	Anticipated 24/25 action for Sport NZ funded Play Advocate role.
New destination playground in Papamoa (to be investigated – funding historically removed).	2030 onwards	2. Planning	2027	On track	Currently looking at the feasibility of Simpson reserve for this.
Improve opportunities to access open space and play opportunities in	2024-26	4. Complete/BAU	Ongoing	Complete/BAU	New bike park completed at Maungatapu School in April 2024.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Maungatapu through partnering with non-council organisations. Develop a meaningful relationship with Rangataua Sports Club to address community recreational needs in a way that acknowledges and maintains the rangatiratanga and mana motuhake over the whenua (refer Reserves and Open Space AIP).					School developing plans for pump track as this may require consent due to location in a floodable area.
New play spaces in existing residential areas including Taylor Reserve (as per Te Ara o Wairakei Landscape Plan), Ohauti Neighbourhood Reserve.	Ongoing	2. Planning	Ongoing	On track	New local play space to be constructed at Emerald Shores Reserve in Papamoa in FY25. New Destination Playground proposed in Papamoa in FY26/27. These both fill 'gaps' in playground provision. Ohauti Reserve planning also underway.
New neighbourhood and major neighbourhood play spaces in greenfield growth areas (Wairakei, Taukiro West, upper Ohauti, Te Tumu).	Ongoing	2. Planning	Ongoing	On track	Tauriko west underway, Te Tumu currently on hold.
Undertake and implement Neighbourhood Play System Reviews (commencing with Merivale School) - led by Sport BOP the concept involves looking at a 1km radius around a school and exploring play at the home, school, neighbourhood and suburb level and making recommendations.	2023	0. Not started	2025	On track	Anticipated 24/25 action for Sport NZ funded Play Advocate role.
Progressively develop additional pump tracks across the city. The final locations will be dependent on site assessments, community engagement and the scale of facilities deemed to be suitable. Gaps identified are: • Bethlehem – Cambridge Park • Otumoetai/Bethlehem – options include	2024-30 onwards	3. Implementation	Ongoing	On track	Bulk fund budget allocation to Welcome Bay School 24/25, Carlton Reserve 25/26 and specific funding allocated through LTP24 for potential development of a facility in Western Corridor / Cambridge Park in 2030.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
<p>Carlton Reserve and Pōteruhi future active reserve.</p> <ul style="list-style-type: none"> • Western Corridor - options include Orangapani Reserve – depending on the outcome of the review, install a permanent pump track. • Welcome Bay/Ohauiti/Maungatapu – Owens Park is identified for consideration. • Te Tumu – to be considered through structure planning. • Mobilise the modular pump track to trial, activate different locations. It is recognised that other opportunities may arise, such as partnerships with schools, and Council's contribution will be considered on a case-by-case basis considering other provision within the community, the demographics and the case for investment. 					
Complete the destination skate park at Hull Road.	2023	4. Complete/BAU	Complete	Complete/BAU	Opened June 2024.
Progressively install sealed pathways around existing reserves that are suitable for roller and junior wheely activities, including bike skills and roller skating. Provision at a minimum of a suburb area.	2024-30 onwards	4. Complete/BAU	Ongoing	Complete/BAU	Considered through scope and design for specific reserve upgrades e.g.: being considered as part of Beaumaris Boulevard Reserve playspace redevelopment and reserve enhancement.
Bike Skills Park – develop a destination children's bike skills/learn to ride park (with roading layout, traffic lights). Site assessment to be undertaken – consider through master planning (e.g. Memorial Park, Carlton Reserve)	2024-29	1. Initiation	2024-2029	On track	This has not been included in the approved Memorial Park concept. Possibility to include as part of future Destination Playground (e.g. Papamoa, Western Corridor) or Greerton Maarawaewae.
Mountain Biking (MTB) – through Merrick Farm master planning consider enhancing bike/pedestrian access to (and through)	2024-26	1. Initiation	2026	On track	Being considered through Merrick Farm planning work underway

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Oropi Grove Mountain Bike Park. Ensure MTB track redevelopment postlogging, investigate installation of a MTB skills park at Cambridge Park.					
BMX – support the BMX club with funding for surface maintenance.	2024-26	0. Not started		Off track	No funding allocated through LTP24.
Skate Parks - consider redevelopment of existing skate parks at Memorial Park, Carlton Street Reserve and Waitaha Reserve through master planning.	2024-30 onwards	1. Initiation	2030	On track	Opportunity to upgrade Carlton Reserve skatepark & Waitaha Reserve skatepark being considered. To be considered through LTP24 Years 4-10 bulk fund allocations. Reserve plans to provide scope for future skate park changes when funding becomes available (eg at Waitaha)
Skate Parks – progressively undertake upgrades to existing skate parks.	2024-30 onwards	1. Initiation	2030	On track	No specific funding for skate park development. Reserve plans to provide scope for future skate park changes when funding becomes available eg at Waitaha & Carlton Reserve.
Street skating - identify locations for urban/street skating. Incorporate design elements that encourage or facilitate skating in those locations.	2024-26	1. Initiation	2026	On track	Ongoing consideration through reserves upgrade.
Develop multipurpose hard-court spaces (e.g. roller sports and basketball).	2024-30 onwards	4. Complete/BAU	Ongoing	Complete/BAU	Being considered on a case-by-case basis through site specific project designs - e.g. Waitaha Reserve.
Outdoor basketball – progressively ensure access to basketball hoops (3x3 or full court) within each community area (line marked and managed for multi-purpose use when appropriate).	Phased – 2024-30 onwards	1. Initiation	2030	On track	Considered through the scope and design of particular reserves. Not likely to be included in scope for reserve enhancement projects in 24/25 due to the local scale of the reserves.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Outdoor netball – pursue potential relocation of the Tauranga Netball Centre from Blake Park to Baypark through the master planning processes. <i>Cross-reference Baypark and Blake Park master planning.</i>	To be determined through Blake Park and Baypark master planning	3. Implementation	TBD	On track	Masterplan identifies Bay Park as new home for netball. Work underway to support this move. In consenting process. Pending Council decision in October.
Develop multipurpose hardcourt spaces (e.g. roller sports and basketball)	Phased 2024-30 onwards	4. Complete/BAU	Ongoing	Complete/BAU	Being considered on a case-by-case basis through site specific project designs - e.g. Waitaha Reserve.
Install toilets (including space for changing facilities), showers, shelter/shade, bike racks and drinking fountains at key water access points.	Planning: 2023 Delivery: 2024-30 onwards	2. Planning	2024-2030	Under control	No funding for this period in Years 1 - 3. Funding for toilets in Y4,5 & 7 across the reserves network which may be prioritised for water access points - planning work underway.
Provide for recreational access to the river at Tauriko West and Te Tumu Urban Growth Areas, and from the Pōteriwahi future active reserve, including provision of supporting infrastructure.	Planning: 2023 Delivery: 2024-30 onwards	2. Planning	2030	On track	In the planning and feasibility phase. Master plan nearly complete. Currently land acquisition conversations started.
Identify and develop suitable sites to enable beach and water views from walkways and/or car parks.	Planning: 2023 Delivery: 2024-30 onwards	0. Not started		Under control	Not commenced yet.
Complete the Marine Parade Coastal Pathway	2023	4. Complete/BAU	Complete	Complete/BAU	Complete, but additional signage being added soon to assist multiple user groups
Complete the Papamoa Coastal Pathway. <i>Supporting amenities not funded.</i>	2023-26	4. Complete/BAU	Complete	Complete/BAU	Stage 1 complete.
Implement Te Hononga ke Te Awanui/ Memorial Pathway, connecting Memorial Park to the Harbour Bridge.	2024-26	1. Initiation		Under control	Pathway project on hold, construction of nodes to improve access at First and Second Ave only.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Installation of wayfinding signage/maps, including surfaces and stairs (directional, locational, accessibility, amenity).	2024-30 onwards	2. Planning	Ongoing	On track	Signage strategy currently under development. Implementation process to be considered.
Provision of 'rest spots' along pathways, with seating, bike parking, drinking fountains, and shade.	2024-30 onwards	0. Not started		Off track	No funding allocated through LTP24.
Undertake a city-wide pathway review to identify connecting linkages (including land purchase). Review surfacing and grades to ensure it is fit-for-purpose for the intended users. Develop and implement plan.	Not stated	0. Not started		Off track	BID' for funding for comprehensive pathways planning & delivery was not included in the LTP. Some connecting linkage pathways may be delivered through bulk fund allocations. Network planning work to be undertaken when workloads allow.
Climbing – through master planning work, continue to identify whether there are appropriate site/s to accommodate sport climbing.	On-going	1. Initiation	Ongoing	On track	No site identified but we understand that Climbing have found an alternative solution.
Disc golf – support identification of an additional permanent 9-hole course within the city	2024-26	1. Initiation	2026	On track	Being considered in 24/25 as part of Bayfair Reserve concept plan
Equestrian – actions are likely to arise through the national and regional equestrian strategies that are currently under development.	Dependent on planning work	1. Initiation	TBD	On track	Working with the Equestrian Groups to investigate options at McLaren Falls. Sport BOP to set up working group to consider opportunities from within the regional strategy (TCC will be involved in working group)
Review the policy framework (including the Active Reserve Level of Service Policy, Open Space Level of Service Policy and Best Practice Guide for open space, Toilet Location Policy and Street Design Tool and Toolkit, Infrastructure Development Code, Sub-Regional Parks Policy) to identify whether changes are required to	2023-26	2. Planning	2025	On track	Review underway, options under development, some targeted pre engagement to occur, targeting Council meeting in April. Awaiting sign off PMP.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
<p>ensure design and engagement approaches give effect to this plan.</p> <p>In reviewing the Active Reserve Level of Service Policy, consider capacity for emerging activities, non-traditional users, and recognising Sport NZ Futures Thinking. Review the Open Space Policy and Best Practice Guide to include guidance on other active recreation e.g. basketball, skate parks etc. and the playground hierarchy</p>					
Work with the Rangataua Sports Club and landowners to increase access to open space and opportunities for play in Maungatapu.	2024-26	3. Implementation	2026	On track	New bike park completed at Maungatapu School in April 2024. School developing plans for pump track as this may require consent due to location in a floodable area. Discussions with the Sports Club not yet commenced. Action for this current year to reconnect with Rangataua on plans for a play space. No play space currently planned until such time agreement with club and landowners.
Investigate opportunities to support Māori sports clubs with the provision of play, active recreation and sport such as facilities and maintenance.	2024-26	1. Initiation	2026	On track	Currently undertake line marking and mowing of sportsfields. Investigating play space at Rangataua club (Maungatapu).
Recognising the role of school facilities in providing play, active recreation and sporting opportunities for the community. Explore opportunities to partner with schools to deliver outcomes for the community on a case-by-case basis.	Ongoing	4. Complete/BAU	Ongoing	Complete/BAU	Ongoing. Through the Open Space / Active Reserves LoS Policy review we intend to talk to the MoE & schools about this. There is an action in the Regional BoP Spaces & Places Strategy for Sport BoP to lead "Continue to build relationships across and

Action	Original date	Stage	Expected delivery	Status	September 2024 update
					outside the sector with initial focus on relationships with the Ministry of Education (MoE), schools and community funders". Currently working with Welcome Bay School to grant funding toward bike facilities (pump track, bike path and mountain bike trail). Have contributed funding to a bike facility at Maungatapu School opened in April 2024.
Investigate opportunities to support established ethnic sports clubs with the provision of play, active recreation and sport such as providing a home ground and improving access to facilities	Ongoing	1. Initiation	Ongoing	On track	Not commenced. Action flagged with Sport BoP to support.
Celebrate and promote what we have in terms of facilities/infrastructure (photos, website, brochures, pushing information out, events).	2023	0. Not started	Ongoing	On track	Anticipated 24/25 action for Sport NZ funded Play Advocate role.
Promote what people can do in our spaces and supporting activation (e.g. Play Week – fly a kite), and how sportsfields can be used outside of formal use times.	2024-26	0. Not started	Ongoing	On track	Anticipated 24/25 action for Sport NZ funded Play Advocate role.
Continue to support activation of spaces and communities through grant funding.	Ongoing	0. Not started	Ongoing	On track	Anticipated 24/25 action for Sport NZ funded Play Advocate role.
Improve opportunities for newcomers, ethnic and Pacific communities to access play opportunities through better understanding of their needs and barriers, and promoting a culturally inclusive approach.	2024-26	2. Planning	2026	On track	Anticipated 24/25 action for Sport NZ funded Play Advocate role.

Reserves and Open Spaces Action and Investment Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Increase planting in Pāpāmoa East to provide future canopy cover and greening, with particular regard to species diversity	2023	3. Implementation	Ongoing	On track	Work underway in two reserves in Pāpāmoa East - this will include landscape improvements and additional planting. A third reserve is unable to be developed as a wastewater upgrade will be happening over the next few years.
Implement culture and storytelling elements in reserves that tell our stories and enable a sense of belonging.	2024-26	3. Implementation	Ongoing	On track	Mauao recently completed, and other elements on the way around the city.
Work with Ngāti Kuku and Ngāi Tukairangi to deliver a series of sculptures and cultural design elements along the Marine Parade boardwalk.	2024-26	3. Implementation	2025	On track	In progress.
Work with Ngā Pōtiki, Ngāi te Rangi and Waitaha to implement the landscape plan for Wairakei Taylors Reserve, including opportunities for the reserve to provide for community gatherings.	2024-26	2. Planning	TBD	Under control	Consent application on hold as awaiting confirmation of budget. Original budget was from stormwater as works are part of meeting their consent obligations - this budget is no longer available.
Work with mana whenua to identify priority reserves for dual naming or renaming.	2023, ongoing	3. Implementation	Ongoing	On track	Included in 2024/2025 work programme.
Continue to develop the co-management relationship with Ngāti Hangarau for Omanawa Falls through the development of an agreed work programme and support for cultural ranger role.	2023	4. Complete/BAU	Ongoing	Complete/BAU	Ongoing and in MOU updating process.
Work with mana whenua to incorporate culture and storytelling elements at Kulim Park.	2024-26	2. Planning	2025	On track	Project included in 24/25 work programme. Awaiting confirmation of budget.
Develop and design reserves to ensure that amenity improvements	2024-29	4. Complete/BAU	2029	Complete/BAU	Always part of the thinking and design of our spaces. In addition, the Universal Design Toolkit

Action	Original date	Stage	Expected delivery	Status	September 2024 update
(shade, barbecues, seating and toilets) enable a range of experiences that encourage people to stay and enjoy reserves.					will be co-designed with S&P and there will be specific actions that address this action. We anticipate the toolkit will be available early 2025.
Replace and update signage across all reserves in Tauranga to ensure that reserve signage is welcoming, provides direction and wayfinding for visitors, and reduces visual clutter.	2024-26	1. Initiation	2029	On track	We intend to inform this project and ensure accessible signage guidance are developed as part of the Universal Design Toolkit.
Progressive installation of artificial shade in current reserves and ensuring shade is included in all new reserves.	2024-26	4. Complete/BAU	Ongoing	Complete/BAU	Ongoing. Shade included in playground renewal projects and will also be installed at small playground in Manawa development, Pap East
Implement actions to enhance and adapt existing reserves in Te Papa to provide increased opportunities for community gathering and green space, recognising the impact of intensification in those areas.	2023-26	4. Complete/BAU	Ongoing	Complete/BAU	Several projects covering this that are underway. Liston Park, Greerton Marawaaware, potential purchase of land, Aspen reserve upgrade
Review the Open Space Level of Service Policy and the accompanying Best Practice Guide to Open Space to ensure it reflects current community expectations for reserves and open space.	2024-26	3. Implementation	2025	On track	Policy review progressing. Discussions with internal teams, other Councils and specific (e.g. Sport BoP, BoPRC) underway/scheduled.
Undertake detailed planning for reserves and open space in new growth areas to ensure quality reserve and open space outcomes, including in Tauriko West and Te Tumu.	Planning : 2023 Implementation: 2027-30 onwards	2. Planning	2030+	On track	Tauriko West work underway and ongoing. Te Tumu not yet commenced.
Develop a master plan to enable comprehensive redevelopment of Carlton Reserve that addresses the active, play, nature, and passive	Planning : 2024-26 Implementation	2. Planning	2029	On track	Investigations about to commence in to feasibility of the additional development at Carlton Reserve with respect to stormwater

Action	Original date	Stage	Expected delivery	Status	September 2024 update
functions of the reserve. (This plan will retain space for organised sport).	ntation: 2027-29				
Through the Mt Maunganui Spatial Plan, identify improvements to the quality of the play and open space experiences at Mt Maunganui reserves.	Planning : 2023 Impleme ntation: 2027-30 onwards	3. Implementation	Ongoing	On track	Hopukioire design and engagement underway 24/25. In order to have a citywide programme of renewals and enhancements, work at Moa Park and Te Ngaio reserves has been delayed.
Implement additional quality improvements to Pacific Park to capitalise on the recent playground investment, in particular greening and non-playground functions.	2027-29	3. Implementation	2025	On track	Included in 24/25 work programme. Insufficient funding to include toilet.
Ensure opportunities for passive recreation and social gathering as part of the development of Greerton Maarawaewae. <i>Subject to deliberations on options for this land.</i>	2023 onwards	1. Initiation	TBD	On track	Council resolution from Aug to proceed with reserve upgrades - however waiting on resolving issues with Racecourse Lease/MOU dependent on Crown decision; Stormwater aspirations for wetland/stormwater treatment on site; proposed roading alignment - Desire from PARS for major neighbourhood play space + roller/wheely facilities + basketball hoop/s
Continue to identify and implement improvements to reserves in The Lakes to enable opportunities for socialisation and community gatherings.	2023 onwards	0. Not started	TBD	On track	Lakes community amenity upgrade programme completed first half of 2024 following installation of BBQ at Caslani. No further funding for this action at present. Programmed for after 2027
McLaren Falls Park - review the reserve management plan and develop a new implementation plan considering opportunities for green environment and passive space.	Planning : 2023 Impleme ntation: Depende nt on the outcome of the	1. Initiation	TBD	On track	Discussions started.

Action	Original date	Stage	Expected delivery	Status	September 2024 update
	planning process				
Develop a meaningful relationship with Rangataua Sports Club to address community recreational needs in a way that acknowledges and maintains the rangatiratanga and mana motuhake over the whenua.	2024-26	1. Initiation	2026	On track	Action for this current year to reconnect with Rangataua on plans for a play space. No play space currently planned until such time agreement with club and landowners.
Improve opportunities to access open space and play opportunities in Maungatapu through partnership with noncouncil organisations.		4. Complete/BAU	Ongoing	On track	Bike track at Maungatapu School completed April 2024. School developing plans to proceed with pump track (may require consent due to planned location in a floodable area).
Complete the planned improvements to the quality and function of reserves in Welcome Bay.	2024-26	3. Implementation	2025	On track	Waitaha Reserve redevelopment underway. To be completed before end of 2024.

Te Papa (Peninsula) Spatial Plan

Action	Original date	Stage	Expected delivery	Status	September 2024 update
Cameron Road Multimodal Project Stage 1 – design and implementation: Complete planning and delivery of Cameron Road Multimodal Project Stage 1, including clearways/dedicated bus lanes, segregated cycleways and walking facilities, and other improvements.	2020-24	4. Complete/BAU	Complete	Complete/BAU	Complete for stage 1
Realtime infrastructure – implementation: Realtime infrastructure and information boards at key locations on the primary public transport network, in-bus information systems and ongoing improvements to real-time app infrastructure.	2020-24	3. Implementation		On track	Substantial implementation, and ongoing.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
Local Te Papa streets study: Study to inform future standard interventions/ future movement planning, in alignment with council's Street Design Guide.	2020-24	4. Complete/BAU	Complete	Complete/BAU	The planning was completed. The team are looking at alternate funding sources to partially deliver.
Safer Speed Programme – implementation: Safer speed programme in accordance with the speed management guide throughout the Te Papa peninsula, prioritised on safety risk and around urban centres where the credibility of speed limits can be improved.	2020-24	3. Implementation	2025	On track	Council has approved a recommendation for 21 Tauranga schools to have 40km/h variable speed zones that would apply 30 minutes before school starts and 20 minutes after school ends. Implementation is underway.
Wayfinding – study and implementation: Signs for pedestrians and cyclists to key destinations, parking and stops, including physical and app-based maps.	2020-24	2. Planning		Under control	Now based on city wide budget and priorities. City wide strategy being rolled out across the city. City centre has delivered their wayfinding strategy - same consultant used for city wide strategy so consistency of approach is achieved.
Transport hub/facility location investigations: Further investigate the location options to confirm the preferred locations and potential sites in those locations for transport hubs/facilities in the Te Papa peninsula (city centre area, 15th Ave/Hospital area, Greerton area) that support the Transport Systems Plan Operating Framework and Tauranga Northern Link/15th Avenue connection.	2020-24	3. Implementation		On track	City centre approach to public transport has been agreed and is in implementation. Hubs for other areas will be considered in the future as part of other projects.
Travel demand management – ongoing implementation: Including travel planning and education/promotional packages as part of overall programme (opex cost) - education, physical infrastructure, policy.	Commencing 2020 Ongoing	3. Implementation		On track	This action is ongoing and as part of specific projects, as and when appropriate.
Parking policy and strategy – development and implementation: Progress parking policy reviews (including parking pricing) and strategy, to	Commencing 2020 Ongoing	4. Complete/BAU	Complete	Complete/BAU	The Parking Strategy is complete. Parking management plans continue to be progressed for specific area.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
support urban form and central government direction.					
City centre active modes and public transport upgrades – studies and implementation: Footpath widening and improvements, including crossing improvements, other improvements associated with safety and amenity, signage, and related amenity improvements; general cycling improvements to enhance safety and connectivity, including investment to encourage mode share.	Commencing 2020 Ongoing	3. Implementation		On track	Refer City Centre Action & investment Plan - ongoing improvements underway.
Greerton, Gate Pā, Hospital and City centre periphery – active modes and public transport upgrades, including public realm – studies and implementation: Footpath widening and improvements, including crossing improvements, other improvements associated with safety and amenity, signage, and related amenity improvements; general cycling improvements to enhance safety and connectivity, including investment to encourage mode share. Include in regeneration plans where relevant.	Commencing 2021 Ongoing	2. Planning		On track	Team is looking at alternate funding sources to partially deliver noting NZTA funding options (if any) will be available from September. Projects confirmed as going ahead are: 1. Construction of a shared path for pedestrians and cyclists along 23rd Avenue, Cook Street and Faulkner Street down to the Kopurererua Reserve. 2. Installation of raised shared pedestrian crossings at the side streets of 23rd Avenue, being Rimu Street, Watling Street, Ward Street and Cook Street/Faulkner Street 3. Construction of a raised crossing for pedestrians and cyclists across Kesteven Avenue and one across Fraser Street, both near the Kesteven Avenue/Fraser Street roundabout. 4. Building a new footpath along Kesteven Ave, up to the Fraser Street intersection. 5. Relocation of the existing bus stop on Fraser Street 6. We are constructing a new raised

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
					signalised crossing across Fraser Street/13th Ave to improve several links to schools in this area.
City centre transport hub – business case and implementation: Multimodal facility that connects the city and wider sub-region.	2021-27	3. Implementation		On track	Refer above: City centre approach to public transport has been agreed and is in implementation. Hubs for other areas will be considered in the future as part of other projects.
Active mode north south off-road route – detailed business case: Off-road link for active transport, commuter and recreational use.	2021-27	0. Not started		Off track	Budget is not provided for in the 2024 LTP.
Te Papa peninsula long term public transport detailed business case: services for ongoing period and longer term public transport route protection, including Cameron Road - long term Te Papa public transport service planning; further investigation of opex requirements to support medium- and long-term operations; verifying need for mass transit and/or route protection beyond 2035 (potential capex costs to be determined)	2021-27	0. Not started		Under control	This is not required at this time and will be deferred to the future (timing to be confirmed as part of future planning).
Hospital area transport hub business case and implementation: Multimodal facility that connects to the wider city. Include in Gate Pā regeneration plan.	2021-27	0. Not started	Currently being delivered as part of CRS2 project	Off track	Will be considered as part of future PT planning and Cameron Road stage 2
Greerton area transport hub business case and implementation: Multimodal facility that connects to the wider city.	2021-27	0. Not started	Currently being delivered as part of CRS2 project	Off track	Will be considered as part of future PT planning and Cameron Road stage 2
Cameron Road Multimodal Project Stage 2 – design and implementation: Complete planning and delivery of Cameron Road Multimodal	Within the 10-year period	2. Planning	Late 2030	Off track	Currently the Cameron Road business case was not endorsed by NZTA and not included within the '24-'27 NLTP

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
Project Stage 2, including clearways/dedicated bus lanes, segregated cycleways and walking facilities, and other improvements.					and therefore delivery of the project will need to be reconsidered by Council due to lack of funding - Elected Members to make a decision in Oct 2024 as to whether the CRS2 DBC is reworked to align with GPS and potentially receive NZTA funding. Current implementation programme (subject to all approvals) would see this work complete by late 2030
Turret Road and 15th Ave – design and implementation: Improvements to support safety, better multimodal access and travel choices, and Te Papa placemaking.	Within the 10-year period	2. Planning		Under control	Business case underway and funding has been confirmed within the 2024 NLTP.
10th Ave western avenues walking and cycling bridge single stage business case	2024-27	0. Not started		Off track	Budget is not provided for in the 2024 LTP.
Gate Pā to Merivale walking and cycling bridge single stage business case - Include in regeneration planning process.	2024-27	0. Not started		Off track	Budget is not provided for in the 2024 LTP.
Neighbourhoods active modes and public transport upgrades – studies and implementation: As per city centre active modes and public transport upgrades above.	Commencing 2024 Ongoing	2. Planning		Off track	Team are looking at alternate funding sources to partially deliver noting NZTA funding options (if any) will be available from September.
Māri Kai initiatives: working with mana whenua to identify potential sites for māri kai as part of future open space and cultural projects.	2021-27	0. Not started		Under control	To be delivered as part of other projects including Spaces and Places projects across the corridor, and City Centre projects.
Place naming strategy: Work with mana whenua towards a strategy of place and street (re)naming, having regard to TCC policy. In particular, consider opportunity for: <ul style="list-style-type: none"> Bilingual names, e.g. for the Avenues Renaming of locations subject to redevelopment, e.g. laneways 	2021-27	3. Implementation		Under control	Delivered as part of other projects including Spaces and Places projects across the corridor, and City Centre projects. Also refer City Centre AIP.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
Education and reinvigoration of Ahi Ka strategy: A strategy for cultural awareness and education, including: <ul style="list-style-type: none"> Information and wayfinding signage and artwork Resourcing to educate the wider community in regards to ingoa Māori/ā hapū/ā iwi to avoid miseducation, misappropriation and mispronunciation Resourcing to educate the wider community in regards to kaitiaki initiatives to avoid miseducation, miscommunication Restore mana of areas such as parks, reserves, walkways with signage and information (including education) Cultural sites are identified by mana whenua and co-developed to reinvigorate life force, e.g. maara kai, well/spring access, tuahu, whare tāpere, whare waka, whare hangarau, whare toi, whare wānanga e.g. Tutara Wānanga Recognise the connected relationship and stories of areas of cultural significance to Māori and European settlers 	Commencing 2020 Ongoing	3. Implementation		On track	The Ahi Ka Strategy was created specifically for the Cameron Road project and delivered through the stage one project. Ensuring visibility of tangata whenua in our spaces and places is BAU delivered through projects as they develop. Delivered as part of other projects including Spaces and Places projects across the corridor, and City Centre projects. Also refer City Centre AIP.
Restorative projects - strategy: Preparation of a strategy to support environmental restoration across the peninsula, including: <ul style="list-style-type: none"> Native planting palettes, in collaboration with mana whenua Environmental monitoring Prioritising restoration projects such as the Green Necklace initiative, to balance ongoing growth 	Commencing 2020 Ongoing	3. Implementation		On track	Delivered as part of other projects including Spaces and Places projects across the corridor, and City Centre projects. Also refer City Centre AIP.
Te Ranga landscape plan – design and implementation: Develop a landscape plan for Te Ranga in collaboration with mana whenua.	2021-24	2. Planning		Under control	Being delivered by Spaces and Places team. Project on hold due to land ownership issues requiring resolution through Māori Land Court

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
Community cultural centre – study: Investigate the possibility of developing a multi-cultural centre (and potential for other uses), working in partnership with local community groups, and include consideration of existing facilities and location options.	2024-27	4. Complete/BAU	N/A	Complete/BAU	Feasibility study completed in 2023 concluded that a separate cultural centre not necessary and to include consideration of needs when designing new facilities.
Virtual/digital cultural information hub – study: Investigate the development of a digital cultural information hub including consideration of physical location options (e.g. as part of other community amenities).	2024-27	4. Complete/BAU	N/A	Complete/BAU	
Community facility provision – ongoing implementation: Implement the TCC Community Facilities Needs Assessment to ensure appropriate provision of community centres, libraries, indoor court space and aquatic facilities for the Te Papa peninsula, and surrounding areas.	Commencing 2021 Ongoing	3. Implementation		On track	Delivered as part of other projects including Spaces and Places projects across the corridor, and City Centre projects. Refer also City Centre AIP.
Greenways study: Undertake a study to inform future standard interventions/ future movement planning and cultural and place making outcomes, to inform establishment of greenways around the city centre and other centres.	2020-24	0. Not started		Off track	Budget is not provided for in the 2024 LTP.
Open space and amenity improvements – studies, design and implementation: Implement an ongoing programme of improvements to open space to increase safety, amenity and accessibility. Include opportunities for development of reserve areas that provide physical and visual access to the water.	Commencing 2021 Ongoing	3. Implementation	N/A	On track	Improvement programme being developed for delivery when budget available in 27/28. Some enhancement programmes being delivered through current budgets where required due to playground safety and asset condition assessment
Kopurererua Valley improvements: Continue to implement the reserve management plan for Kopurererua Valley to further enhance the heritage and cultural values, natural values and recreational valleys of this reserve to the city.	Ongoing	3. Implementation		On track	Ecological and historical works are priority at this time. Some budget for signage and wayfinding in the valley.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
Te Papa open space needs assessment and acquisition study: Undertake a study to determine potential future open space acquisition requirements including potential options and locations, with an initial focus on the open space requirements in the Merivale and Gate Pā/Pukehinahina regeneration plans.	2021-24	4. Complete/BAU	N/A	Complete/BAU	
Historic Village strategy review: Review the current strategy to recognise the current and future role of the Historic Village to the local Gate Pā/Pukehinahina centre and hospital precinct, and the wider Tauranga community.	Underway 2020-21	2. Planning	2030	On track	10 year Historic village Strategy was reviewed and set in 2020 as per "original date". We are currently mid way through rolling it out. We will be reviewing again in 2030.
Tauranga City Plan changes to support city intensification – implementation	2020-21	4. Complete/BAU	Complete	Complete/BAU	Was completed through Plan Change 33 - Enabling Housing Supply
Monitoring framework for the key performance indicators and measures – study: to inform overall Te Papa Spatial Plan and Indicative Business Case delivery performance.	2020-21	4. Complete/BAU	Complete	Complete/BAU	
Regeneration of Gate Pā/Pukehinahina and Merivale residential areas – planning: in partnership with key stakeholders.	2020-24	1. Initiation	2028-2030	Off track	Has not progressed as fast as anticipated; Awaiting outcomes of discussions between MHUD and Accessible Properties; TCC continue to work with key landowners to identify opportunities to support growth. Intensification zoning has been completed by TCC.
Heritage review study: Undertake a heritage review within Te Papa to inform the city plan heritage chapter review.	2021-24	0. Not started	Post Resource Management Reforms	Off track	Not a priority at this time, no funding allocated to this action.
Commercial hierarchy review: Undertake a study to consider the role and hierarchy of centres within Te Papa, building on the outcomes of this plan.	2021-24	2. Planning		On track	Currently underway - Plan Change 38

Action	Original date	Stage	Expected delivery	Status	September 2024 update
City plan review (Te Papa area): Continue to review city plan provisions to enable greater housing choice within existing residential areas.	2021-27	4. Complete/BAU	N/A	Complete/BAU	Was completed through Plan Change 33 - Enabling Housing Supply
Te Papa stormwater, water and wastewater infrastructure capacity studies and implementation of subsequent infrastructure projects: to support proposed housing development in line with this spatial plan.	2021-27	2. Planning		On track	Catchment management plans have been developed. Further work is required with key landowners. LTP budgets exist but have been decreased.
City centre strategy review: Include comprehensive consideration of existing and proposed projects, movement, civic facilities, public realm and commercial opportunities, to inform future project programme and long-term planning. Projects include: <ul style="list-style-type: none"> • Transport hub development • University of Waikato and Toi Ohomai campus expansion and student accommodation development • Streetscape and public realm improvements • Waterfront redevelopment • Green necklace (7km walking and cycling route) implementation • Cultural precinct and project development, including the Wharewaka • Community facility rationalisation (Cliff Road and Elizabeth Street) and development of a multi-purpose community centre hub • Civic amenities and civic spaces enhancements • City centre recreation and leisure hub development • Central library redevelopment • Integrated community hub for homelessness support and prevention development • Museum development • Multi-purpose stadium development Note: several projects are subject to feasibility	2020-21 (for review process – implementation determined through LTPs).	4. Complete/BAU	N/A	Complete/BAU	City Centre AIP is complete.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
studies demonstrating need and consideration of options for responding to this need, including location.					
Memorial Park walkway: refer to active mode north south off-road route detailed business case above	2021-27	1. Initiation		Off track	Not proceeding at present due to cost and requirement to resolve issue of riparian rights. Part of the future walkway delivered through city centre project. Increased access to water being pursued through the development of nodes at First Avenue.
Monmouth Redoubt Reserve conservation plan – implementation	2021-24	3. Implementation		On track	Underway currently but not fully funded.
Elizabeth Street and Wharf Street upgrades: Deliver these projects to improve safety, amenity and vibrancy of the city centre.	Underway, 2020-21	4. Complete/BAU	Complete	Complete/BAU	Complete
Gate Pā/Pukehinahina regeneration – planning: Commence the process to develop and implement a regeneration plan. Work with the community and partners to plan for improving housing, the Gate Pā town centre, movement, open space, community facilities and 3-waters infrastructure. Apply Gate Pā/ Pukehinahina key centre plan guidance (Part C) to this process.	2020-24 for planning, implementation to follow	1. Initiation	2028-2030	Off track	As above: Has not progressed as fast as anticipated; Awaiting outcomes of discussions between MHUD and Accessible Properties; TCC continue to work with key landowners to identify opportunities to support growth. Intensification zoning has been completed by TCC.
Anzac Park and Scout Reserve redevelopment – design and implementation: Through the regeneration planning for Gate Pā/Pukehinahina develop these parks to enhance safety and accessibility of all users, and to meet the needs of the local community.	2020-24	4. Complete/BAU	N/A	Complete/BAU	Playground work at has been completed. Potential for further upgrades to occur in conjunction with future regeneration and park re-alignments / land swaps (if this was to occur)
Pukehinahina cultural centre – study: Undertake a feasibility study to determine the need and options for the development of a Pukehinahina cultural centre.	2021-24	2. Planning		On track	Being led by mana whenua / Buddy Mikaere. TCC has provided land but this is not a TCC led project. Resource consent has been lodged.
Gate Pā community centre – study: Investigate the possibility of developing a Gate Pā/Pukehinahina community hub, working in	2021-24	3. Implementation		On track	Construction to commence imminently.

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Action	Original date	Stage	Expected delivery	Status	September 2024 update
partnership with the local community, and include consideration of existing facilities and location options. This project has also been identified in the Gate Pā Wellbeing Plan.					
Merivale regeneration – planning: Commence the process to develop a regeneration plan. Work with the community and partners to plan for improving housing, the Merivale neighbourhood centre, movement, open space, community facilities and three waters infrastructure. Apply Merivale key centre plan guidance (Part C) to this process.	2021-24 for planning, implementation to follow	1. Initiation	2028-2030	Off track	As above: Has not progressed as fast as anticipated; Awaiting outcomes of discussions between MHUD and Accessible Properties; TCC continue to work with key landowners to identify opportunities to support growth. Intensification zoning has been completed by TCC.
Merivale Community Centre redevelopment – design and implementation: Development of a new expanded community centre to increase capacity to deliver programmes and services to the Merivale community.	2020-24	3. Implementation		On track	Demolition and construction underway
Merivale green corridor: Identify opportunities for development of a connected green network into and around Merivale primarily utilising existing reserves (parks, stormwater, road, esplanade) to achieve this. Align with the regeneration plan process and outcomes.	2024-27	0. Not started		Off track	No budget allocated
Merivale open space and amenity improvements – design and implementation: Implement a programme of improvements to open space and streetscapes to increase safety, amenity and accessibility. Include opportunities for development of reserve areas that provide physical and visual access to the water. Align with the regeneration plan process and outcomes	2024-27	0. Not started		Under control	No plans to move this forward.
Greerton future opportunities – study: Engage with existing users, community, stakeholders and mana whenua on the future use (20+ years) of crown- owned lands (Tauranga Racecourse	Commencing 2021 Ongoing	4. Complete/BAU	Complete	Complete/BAU	Greerton Maarawaewae Study is complete.

LTP & AIP Reporting - Te Papa (Peninsula) Spatial Plan150

Action	Original date	Stage	Expected delivery	Status	September 2024 update
and Golf Course) to support community wellbeing and growth over the long term, recognising the value of existing green space within the city. Future uses shall include ongoing provision and diversification of open space, appropriate for the nature and scale of surrounding activities, and may also include opportunities for other uses such as community amenities, comprehensively-developed housing, education and/or tourism.					
Greerton Park improvements - design and implementation: Deliver projects to achieve reserve management plan actions that include mitigating drainage issues, improving accessibility and amenity, and installing a new playground.	2024-2027	0. Not started		Off track	investigation and feasibility projects underway noting it is unlikely that current drainage issues can be mitigated.

Mount to Arataki Spatial Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Enhance local identity and culture Enhance local identity and culture through: - Preparation of guidelines for the design of public places, to enhance local identity and culture, as well as safety and accessibility - Delivery of art through capital projects, in line with Council policy - Telling the story of our heritage, both contemporary (e.g., a holiday destination, longboarding) and historic (cultural) - Engaging with the community and	Ongoing	0. Not started		On track	Delivered as part of other projects including Spaces and Places and Transport projects across the corridor.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
supporting community initiatives, where appropriate.					
Residential intensification around centres, and Medium Density Residential Standards (underway) Provide for residential intensification (four to six storeys) within the walking catchment of Mount North town centre; and provide for the implementation of Medium Density Residential outcomes throughout the area.	2024/25	4. Complete/BAU	Complete	Complete/BAU	Was completed through Plan Change 33 - Enabling Housing Supply
Mount North built form guidelines As part of future City Plan updates relating to the commercial centres hierarchy, develop non-statutory guidelines for building design, to enhance amenity and local identity, including any specific outcomes for the Mount North town centre. Work with the Mount Business Association and other key stakeholders through this process.	2025-27	2. Planning		Under control	No budget allocated
Mount North low-cost low-risk improvements to movement safety (short term) Prepare a low-cost low-risk framework to identify deficiencies and improvements to address safety risks and encourage more walking, cycling and bus use through treatments such as wider footpaths, raised crossings, improved lighting, zebra crossings, and so forth.	2025-27	3. Implementation		On track	Note that funding streams have decreased, however ongoing improvements underway as part of Safer Streets and other programmes.
Investigate providing for passenger ferry service Working with the Sub-regional Public	2025-27	4. Complete/BAU	N/A	Complete/BAU	Decision made to not proceed by Regional Council.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Transport Committee, explore and progress a commuter ferry service between Mount Maunganui and Tauranga City Centre. Include investigation of a suitable park-and-ride facility and associated ferry infrastructure.					
Mount North – adaptive framework to adjust to climate change (planning) (underway) Develop and implement a climate change adaption plan (using Dynamic Adaptive Pathways Planning), as a practical approach to support decision-making for high-risk hazard areas in response to climate change. This will look specifically at the future flooding and ground water issues in the Mount North area.	2024-27	2. Planning		Under control	This project is being discussed at the 9 October 2024 Council workshop and then for decision making at the end of the month.
Hopukioire Park upgrade Reserve enhancement with a particular focus on providing accessible play spaces and recognising the cultural significance of the area	2025-27	3. Implementation		On track	Design and engagement are underway
Enhance local identity and culture - Preparation of guidelines for the design of public places, to enhance local identity and culture, as well as safety and accessibility - Delivery of art through capital projects, in line with Council policy - Telling the story of our heritage, both contemporary (e.g., a holiday destination, longboarding) and historic (cultural)	Ongoing	0. Not started		On track	Delivered as part of other projects including Spaces and Places and Transport projects across the corridor.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
- Engaging with the community and supporting community initiatives, where appropriate.					
Residential intensification around centres, and Medium Density Residential Standards (underway) Provide for residential intensification (four to six storeys) within the walking catchment of Central Parade local centre; and provide for the implementation of Medium Density Residential outcomes throughout the area.	2024	4. Complete/BAU	Complete	Complete/BAU	Was completed through Plan Change 33 - Enabling Housing Supply
Maunganui Road Traffic Bylaw to restrict freight movement Implement a bylaw to restrict heavy vehicles along Maunganui Road or consider other mechanisms.	2025-27	4. Complete/BAU	Complete	Complete/BAU	Was completed through the standard traffic resolution process.
Residential intensification around centres, and Medium Density Residential Standards (underway) Provide for residential intensification (four to six storeys) within the walking catchment of Bayfair town centre; and provide for the implementation of Medium Density Residential outcomes throughout the area.	2024	4. Complete/BAU	Complete	Complete/BAU	Was completed through Plan Change 33 - Enabling Housing Supply
Arataki / Bayfair local area – enhance safe access to beach (underway) Formalise safe road crossing points to improve access points to the beach, as well as wayfinding signage and accessibility improvements. Work with Surf Lifesaving NZ to improve	2024	3. Implementation		On track	Conversations with SLSNZ are BAU and ongoing.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
patrolling along the coastline as use of the beach increases.					
Grenada Street improvements (transport choices) (underway) Provide a two-way, separated cycle path on the south side of Grenada Street, as well as a new shared path through Arataki Park, a morning peak bus lane and improved pedestrian crossing facilities.	2024	2. Planning		Off track	NZTA have withdrawn transport choice funding for this project. TCC are seeking to progress a single stage BC for this work and are exploring alternative funding options e.g. IFF.
Arataki Bus Interchange (underway) Provide a permanent on-street bus facility on Farm Street in Arataki, to connect Arataki with the wider City and Western Bay of Plenty sub-region.	2024-27	3. Implementation		On track	Committee have made provision to provide for a layover in Girven Road with the main bus facility remaining on Farm St Contract has gone out to tender, construction planned to start August 2025
Arataki / Bayfair programme of streetscape and transport safety improvements (includes Accessible Streets and low-cost low-risk) (underway) Provide a programme to progressively implement streetscape and transport safety improvements with focus on safe, local connections, particularly Girven Road; Integration with Arataki Park master planning.	2024-27	2. Planning		Under control	Note that funding streams have decreased, however ongoing improvements underway as part of Safer Streets and other programmes.
Arataki Park Concept Plan Implement the Arataki Park concept plan to ensure development of the park meets the needs of current and future users.	2024-27	3. Implementation		On track	Arataki Sports Club is pursuing funding to undertake feasibility study for their clubrooms / shared facility. Working with Hato Hone St Johns to confirm new lease

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Higher value use of industrial zoned land To inform future decision making, undertake a study to consider how higher value use of the existing Mount industrial area can be enabled. Include consideration of mechanisms to enable higher value uses; making best use of limited industrial zoned land resource; limiting container and goods storage area (and investigating alternatives e.g. Rangiuru Business Park, Ruakura); and encouraging 'green' industry.	2025-27	2. Planning	2024-2028	On track	Will be considered through Plan Change 38 - Business Land Framework
Better manage vehicle movements on Totara Street south and Taiaho Place Improve access, amenity and safety by considering: - Improved phasing of Hewletts Road / Totara Street traffic lights - Future land use and associated movements to minimise impact on Whareroa Marae - Creating alternative access for heavy vehicles to existing businesses. Note: Final detail is subject to the Connecting Mount Maunganui Business Case transport improvements	2025-27	2. Planning		On track	Traffic light phasing has changed. Plans for TTOC to be able to alter lights when Whareroa is busy (e.g. Tangi or Hui).
Industrial transition area adjacent to Newton Street and McDonald Street, and Totara Street (northeast block) Investigate and apply appropriate land use, built form and/or activity controls through the City Plan to: - Respond to environmental issues e.g. noise, air quality, odour and amenity values	2024-27	2. Planning	2024-2028	On track	Will be considered through Plan Change 38 - Business Land Framework

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
<ul style="list-style-type: none"> - Create a transitional area / interface between the Mount industrial area and the adjoining residential areas and other land uses - Recognise the existing use rights of businesses and their continued ongoing operation. 					
<p>Industrial transition area adjacent to Whareroa</p> <p>Investigate and apply appropriate land use, built form and/or activity controls for industrial activities near the Whareroa community to minimise noise, air quality, odour, health, cultural and amenity impacts.</p> <p>Implement outcomes through a business hierarchy under the City Plan in line with the National Planning Standards 2019: general industrial, heavy industrial, light industrial and port zones.</p> <p>Regulate future land use activities to improve environmental outcomes, while recognising existing use rights of businesses and providing for their future operation.</p>	2024-27	2. Planning	2024-2028	On track	Will be considered through Plan Change 38 - Business Land Framework
<p>Undertake a plan change to restrict residential activities in commercial zoned areas of the Mount Maunganui Airshed</p> <p>Undertake a plan change to restrict residential activities in commercial zoned areas of the Mount Maunganui Airshed under the operative Tauranga City Plan.</p>	2024-27	2. Planning	2024-2028	On track	Will be considered through Plan Change 38 - Business Land Framework

Ōtūmoetai Spatial Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Undertake Ōtūmoetai stormwater, water and wastewater infrastructure renewal studies and implementation of subsequent infrastructure projects to ensure the provision of reliable and resilient infrastructure that services both the existing and future communities.	2024-26	2. Planning		On track	A stormwater management plan has been prepared and is further refined with specific projects to be implemented.
Undertake a study to confirm the role and hierarchy of centres within Ōtūmoetai (as part of a broader city-wide study), supported by changes to the city plan provisions to allow each centre to realise its full potential and support surrounding growth	2024-26	2. Planning	2024-2028	On track	Will be considered through Plan Change 38 - Business Land Framework
Prepare built form and urban design guidance for the design of private and public sites within the centres, supported by appropriate urban design policy in the city plan.	2024-26	2. Planning		Under control	Plan Change 38
Installation of bike parking across the area.	2024-26	0. Not started		Off track	Part of city wide programme
Undertake transport modelling to assess performance of arterial / collectors in Ōtūmoetai Peninsula based on anticipated growth, outcomes of Accessible Streets Business Case and other key movement interventions. Identifying responses to model outputs, including potential investment requirements as appropriate.	Ongoing	0. Not started		Off track	Accessible streets programme did not move forward
Deliver Safe Network Programme (SNP) interventions, including safety improvements at: • Cherrywood / Ōtūmoetai Road intersection	2023-2026	0. Not started		Under control	Some improvements are programmed to happen-LCLR approval October

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
<ul style="list-style-type: none"> Windsor / Bellevue Road intersection Grange Road and Milton Road pedestrian crossings Leavers Road and Hall Road pedestrian crossings Other minor traffic management and safety upgrades to support walking and cycling.					
Delivery of protected cycle routes, traffic calming, bus priority and bus stop access improvements defined in the Accessible Streets Business Case.	2024-26	0. Not started		Off track	No budget allocated
Implement recommendations in Accessibility Audit stage 1 (centres) such as improved facilities for mobility impaired persons, and include accessibility audits for other areas within low cost low risk framework described below.	2024-26	0. Not started		Off track	No budget allocated
Prepare a low-cost low-risk (LCLR) framework to identify deficiencies and improvements to address safety risks and encourage more walking, cycling and bus use through low cost / low risk treatments: <ul style="list-style-type: none"> Stage 1 routes connecting people with key destinations (centres, schools etc) Stage 2 other areas. 	2024-26 (Stage 1) 2029 onwards (Stage 2)	4. Complete/BAU	Complete	Complete/BAU	Complete for stage 1
As part of the movement actions, undertake a study to develop a connected network of ecological corridors utilising parks, reserves, and streets that people can connect with.	2024-26	1. Initiation		Under control	Work to be scoped with a consultant - June 2024
Undertake a citywide investigation, including Ōtūmoetai, to understand existing open space network and to identify gaps in amenity or level of service.	2024-26	2. Planning		On track	A review of open space level of service is starting. Outcome may look at acquisition.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Develop and deliver a programme of short, medium and longer term upgrades to existing parks and open spaces, considering the needs of both visitors and residents. Include specific opportunities for development of reserve areas that provide physical and visual access to water (see actions relating to Beach Road Reserve, Waikareao estuary and Fergusson Park).	Ongoing	2. Planning		On track	per the PARS and the ROS AIPs we have a programme to make improvements across the city. The water access will not happen until year 4 of current LTP (at the earliest)
Develop and deliver an open space acquisition strategy to determine potential future open space acquisition requirements including potential options and locations	2024-26	2. Planning		On track	A review of open space level of service is starting. Outcome may look at acquisition.
Review future of Ōtūmoetai Pool.	2024-26	2. Planning		Under control	Working group is considering options
Reflect outcome of the review in future LTP's as appropriate.	2027-29 onwards				
Continue to work with partners to protect the health of the Kopurererua Stream and the Waikareao Estuary, maintaining its recreational, ecological and cultural values. In accordance with Kopurererua and other focus catchments. This action aligns with the Kopurererua Watercourse Assessment being undertaken by TCC. Also funded through Bay of Plenty regional Council.	Ongoing	3. Implementation		On track	Have planted 8 H wetland and 300,000 plants. Have realigned 1km stream-to a more natural realignment. Will be refocusing the current action plan for the valley for next 10 years and I look to continue to plant the rest of the paddocks and revert them back to wetland. Signage/wayfinding will be incorporated to give an 'identity' to the area as per Mauao etc.
Design and implement strategy that provides ecology, biodiversity and active movement opportunities through these green corridors. To align with city wide Biodiversity Action Plan and audit of Significant Ecological Areas (SEAs) (align	2024-28	2. Planning		Under control	Will be kicked off in FY25. Plan in place by end of 2025.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
with connected network of ecological corridors study)					
Improve reserve planting along Waikareao Estuary and waterfront pathway in alignment with city wide Biodiversity Action Plan, to enhance resilience and biodiversity.	Ongoing	0. Not started		Off track	Not in current workplan
Deliver planned Bureta Road / Vale Street roundabout and safety improvements.	2023	4. Complete/BAU	N/A	Complete/BAU	
Identify and summarise key existing information and identify further information required to provide a robust evidence base to understand the remaining useful life of Chapel Street bridge and causeway, and when it should be replaced, and how it should be managed until it is replaced. Reflect outcome of the Chapel Street Bridge study, including investigate and design a replacement bridge or undertake remedial measures consider options to upgrade and/or replace the Chapel Street Bridge to increase network resilience to natural hazards. Undertake ongoing critical maintenance work in the short-term.	2023 2029 onwards	2. Planning	Complete 2029 onwards	On track	Develop an Emergency Response Plan Carry out an economic analysis on the options ie 'Do minimum' to strengthening to bridge replacement to inform what are optimum timeframes & cost benefits based on remaining bridge life & economic loss to the city from various seismic events.
Develop a connected green network into and around Bureta and connecting into the Waikareao Estuary, primarily utilising existing reserves (parks, stormwater, road, esplanade) and acquiring strategic sites. Consider a future ecological connection between Vale Street and Maungawhare Place, and between Vale Street and Grange Road.	Ongoing	2. Planning		On track	Will be kicked off in FY25. Plan in place by end of 2025.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Provide a safe walking and cycling connection between: • Bureta Centre and the Baden Street reserve via Vale Street (follows golf course to connect Bureta and waterfront with the estuary path). • The Waikareao Estuary path and the Waterfront path via Maxwells Road.	2024-28	0. Not started		Off track	No budget allocated
Improve the pedestrian and cycle connection between Bureta shops and the waterfront path via Bureta Road	2024-28	0. Not started		Off track	No budget allocated
Implement LCLR framework treatments in Bureta including improved bus stop facilities and access to buses and shops from the wider area.	2024-28	3. Implementation		Off track	partially complete, rest unlikely unless partner funding is provided.
Erect Pou at Maxwell Road Esplanade.	2024-26	2. Planning		Under control	FY25 funding available.
Develop and deliver a programme of short, medium and longer term upgrades to improve the placemaking, activation and amenity of the Bureta centre, to create quality spaces where people want to stay and enjoy. Including: • Upgrade surrounding open space and streetscapes to increase safety, amenity, activation and accessibility. Including amenity and CPTED improvement along Bureta Road, between Ngatai Road and Vale Street with focus on placemaking and slow traffic speeds.	2027-29 onwards	0. Not started		On track	Carvings 50% completed.
Work with mana whenua and Heritage New Zealand Pouhere Taonga to continue to protect, enhance and interpret the history and values of the Ōtūmoetai Pā.	Ongoing	0. Not started		Off track	not in year 1-3 work programme

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Improve the walking and cycling connection between Cherrywood shops and Beach Road Reserve and the waterfront path.	2024-28	0. Not started		Off track	No budget allocated
Implement LCLR framework treatments in Cherrywood including improved bus stop facilities (seating, shelter, real time info, etc) and access to buses and shops at Cherrywood centre.	2024-28	3. Implementation		Off track	partially complete, rest unlikely unless partner funding is provided.
Deliver environmental improvements to Matua Saltmarsh Reserve/Papahenga for biodiversity and water quality in alignment with city wide Biodiversity Action Plan.	Ongoing	2. Planning		On track	FY25-develop plan for SNAs/SEAs. Plan will identify an action plan for next steps.
Work with mana whenua to undertake restoration work at Motuopae Island in accordance with Ngāi Tamarāwaho management plan.	Ongoing	3. Implementation		On track	currently underway
Deliver environmental improvements and improve access and amenities to Maharaia Winiata Park.	Ongoing	2. Planning		On track	Funding from Port of Tauranga for environmental improvement. FY25-will be used.
Improve bus facilities at Brookfield centre.	2024-26	0. Not started		Off track	No budget allocated
Develop Carlton Reserve as a major neighbourhood reserve. Short term TCC \$ School precinct To support development of Carlton Reserve as a major neighbourhood reserve (see action above) develop Bellevue Park, including Sherwood Vale Walkway Reserve behind school, with a focus on enhancing the connectivity between Reserves, providing play and activity for a range of ages, enhancing safety and accessibility of all users, and to meet the needs of the local community.	2024-26 2027-28	2. Planning		On track	Planning and investigation FY25, delivery FY26

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Work with mana whenua on initiatives to interpret the history and significance of Matiu Kauri Grove Reserve, recognising Judea Redoubt and to implement appropriate amenity improvements to align with their aspirations.	2024-26	1. Initiation		On track	Funding year 2 /FY26 Funding year 3 -across city for cultural and storytelling.
Implement LCLR framework treatments in Brookfield including improved access to buses, bus stop facilities and safety improvements for walking and cycling.	2024-28	3. Implementation		Off track	partially complete, rest unlikely unless partner funding is provided.
Improve the Huria Marae to Brookfield walking and cycling connection (Matahoroa Reserve and Kingswood Road).	2024-26	0. Not started		Off track	No budget allocated
Undertake a detailed neighbourhood centre study of Brookfield centre by working with key stakeholders to comprehensively develop the centre to realise its full potential, provide high quality urban design outcomes, support surrounding growth, and implement the 15-minute neighbourhood model.	2024-26	0. Not started		Off track	No budget allocated
Investigate in partnership a Sutherland Road – Huria Marae bus route.	2024-26	0. Not started		On track	Regional Council to advise
Work with Sydenham Botanic Park Advisory Group and Sydenham Botanic Park Funding Trust to upgrade Sydenham Botanic Park, including; • Opportunities to better connect the Botanic Park to the surrounding neighbourhood and in particular to the Brookfield commercial centre, Lees Park, and the new Brookfield School (Te Kura o Manunui) to increase community use and enjoyment • Rezoning of site from Suburban	2024-26	1. Initiation		Under control	Trust and advisory group disestablishing-handed back to TCC. Allocated funding from year 3 TBC how this will be used. Friends of Sydenham to be established - maintenance & planting

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Residential to open space • Opportunities for education and interpretation to align with aspirations of the Trust. • Investigate in partnership a Sutherland Road – Huria Marae bus route					

Urban Design Action and Investment Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Create an urban design resource on Council's website to provide urban design information including outcomes sought, process support, case studies and guidance - Develop an urban design resource hub on the Council's website to educate on urban design, showcase exemplary design, clearly outline relevant processes and to feature case studies, guidelines and other useful resources. Articulate Council's commitment to high-quality urban design and how this is informed by, and relates to, Council's primary approaches – sustainability, Te Ao Māori, and working beyond Tauranga.	2024-27 (setup), ongoing	2. Planning		On track	Planning for delivery of the action is commencing.
Promote and progress the Tauranga Urban Design Panel - Promote the TUDP and communicate TUDP outcomes (common issues and recommendations) with key stakeholders via Council publications, Council's website, targeted workshops, industry events or as part of a roadshow. Undertake an annual review of	Ongoing, annual monitoring	2. Planning		On track	This action is ongoing. The urban design panel is set up and supported by internal staff, with a support action plan in place. A review and updated Terms of Reference was considered by the Strategy, Finance and Risk Committee in March 2024. At that time it was noted that full review of the

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
the TUDP to monitor the effectiveness of the process as well as the outcomes in terms of its influence on built environment outcomes in Tauranga.					Urban Design Panel will be reported to the relevant committee on a three yearly basis.
Establish built form guidelines for commercial centres - Establish guidelines for commercial centres (including the city centre) to promote high-quality built form (building) urban design outcomes. These guidelines should provide a consistent approach to urban design outcomes across centres. Note: This action relates to Action 13 outcomes.	2024-27	2. Planning		On track	Planning for delivery of the action is commencing - as part of Plan Change 38.
Raise the level of urban design awareness within Council and in the public and private sector - Raise awareness of urban design and its benefits through events such as workshops, lunch and learn sessions, professional organisation events and/or a targeted urban design roadshow.	2024-27, ongoing	3. Implementation		On track	Planning for delivery of the action is commencing, with ongoing comms and engagement occurring.
Partner with professional and educational organisations to provide continued education and conversations around high quality urban design – Bring relevant built environment expertise and voices together to provide continued education and conversations around urban design. May include a speaker series, workshops and/or industry events.	2024-27 (setup), annually	2. Planning		On track	Planning for delivery of the action is commencing.
Partner with professional organisations to support recognition of good urban design projects through design awards and other similar initiatives - Collaborate with professional bodies to feature urban	2024-27 (setup), annually	2. Planning		On track	Planning for delivery of the action is commencing.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
design in local and national awards and assist to promote these locally. Convene the Tauranga Urban Design Panel periodically to recommend projects to be put forward for professional body awards and promote award winning projects through Council's website.					
Showcase meaningful mana whenua engagement processes and Kaupapa Māori design outcomes - Provide examples and precedent studies on Council's website (a 'working with mana whenua' link) and other established Council communications channels, which showcase completed built environment projects, as effective and recommended engagement processes and pathways and other resources specific to Kaupapa Māori design. Celebrate design success through awards and share knowledge and experience through industry events.	2024-27, ongoing	2. Planning		On track	Planning for delivery of the action is commencing.
Provide training sessions in cultural capability through the design process - Include in-person and online training on the Tauranga Moana Design Principles with examples of how to interpret these for a specific project / context and embed these into core project processes. Require TUDP members and enable and encourage local design professionals to undertake TCC's 'cultural connections' course to familiarise themselves with the local cultural context.	2024-27, ongoing	2. Planning		On track	Ongoing role out of cultural connections is occurring, working the Takawaenga team.
Provide urban design outcome briefs as part of Council tender documents and / or	Ongoing	2. Planning		On track	Planning for delivery of the action is commencing.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
project design briefs and have urban design represented in Council tender evaluation teams where applicable - Include urban design outcome briefs in relevant Council tender documentation and/or design briefs and have urban design represented in tender evaluation teams to ensure good urban design outcomes are considered from project inception through to end delivery.					
Develop key urban design outcome briefs to be used in Council projects - Develop urban design outcomes briefs to guide good urban design outcomes for Council-led projects. Include provision for: Greenfield & brownfield projects Urban design panel review Site specific outcomes Local area planning outcomes where projects have wider community impacts (such as key transport corridors, open spaces and community facilities).	Ongoing	0. Not started		On track	Planning for delivery of the action is commencing.
Facilitate good urban design outcomes through appropriate City Plan provisions including commercial, industrial & public amenity.	Ongoing	0. Not started		On track	This action is underway, with delivery through completed residential outcomes framework and proposed guidelines as part of Plan Change 38
Promote resilience and sustainability through urban design guidance and outcomes - Promote resilience and sustainability in urban design through inclusion of sustainable design matters in future design guidelines (including reference to sustainability objectives within TCC design briefs) and, ensuring sustainable design is a key consideration	Ongoing	0. Not started		On track	Planning for delivery of the action is commencing - to be delivered through design guidelines and urban design panel processes.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
in Tauranga Urban Design Panel recommendations.					

Tauranga Ara Rau - A city we can move around easily



Western Bay of Plenty Transport System Plan

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Accessible Streets programme - Area B Ōtūmoetai / Bellevue / Brookfield (9)	2024-2026 - Implementation	0. Not started		Off track	Project not funded in NLTF.
Accessible Streets programme - Area A Mount / Pāpāmoa / CBD (10)	2024-2026 - design 2026-2033 - implementation	0. Not started		Off track	Project not funded in NLTF.
Accessible Streets programme - Area C Te Papa east/west connections (24)	2024-2026 - design 2026-2034+ - implementation	0. Not started		Off track	Project not funded in NLTF.
Hewletts Road sub area (connecting Mount Maunganui (26)	2024-2026 - design 2027-2033 - implementation	1. Initiation		On track	NZTA led project. Revised IBC due to be submitted to NZTA Board in Nov 2024. Outcome of this submission will confirm TCC ability to proceed with local road improvement components. Changes to NZTA ability or willingness to co-fund will alter delivery timelines.
Brookfield Road network improvements to support OSP outcomes (30)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Awaiting confirmation of funding from final NLTF and LTP/A.
Chapel Street bridge resilience (39)	2027-2033 - design 2034+ - implementation	0. Not started		Under control	Project not funded in NLTF.
Upgrade Ōtūmoetai Road to support OSP outcomes (46)	2034+ - implementation	0. Not started		On track	Awaiting confirmation of funding from final NLTF and LTP/A.
Matua area pedestrian and cycle improvements to support OSP and Accessible Streets (48)	2024-2026 - design	0. Not started		On track	Awaiting confirmation of funding from final NLTF and LTP/A.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
	2027-2033 - implementation				
Chapel Street railway bridge resilience (52)	2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Bethlehem to Otūmoetai cycleway (57)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
East west pedestrian and cycle connections to support OSP (58)	2027-2033 - design 2034+ implementation	0. Not started		Under control	Project not funded in NLTF.
Waihi Road bridge resilience (61)	2034+ implementation	0. Not started		Under control	Project not funded in NLTF.
Arataki to Pāpāmoa east multimodal stage 2 (6)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Wairakei Te Tumu collector roads and bus facility (developer delivered) (18)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Bus facility not approved for co-funding in NLTF, alternative funding sources being investigated. No change to developer delivered components.
Gloucester Street extension (21)	2024-2026 - implementation	0. Not started		On track	No works beyond this are proposed until landowner intentions are clarified
Existing Te Okuroa Drive Bus / HOV lanes (Parton Road east) (34)	2024-2026 - design 2027-2033 - implementation	0. Not started		Off track	Project not funded in NLTF
SH2 Tauranga Eastern Link shared use path (Domain Road to Baypark) (35)	2027-2033 - implementation	0. Not started		Off track	Project not funded in NLRf
Domain Road upgrade (urbanisation of southern sections) (36)	2027-2033 - implementation	0. Not started		Under control	Project on hold until adjacent land use is confirmed and can inform the roading requirements.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
Park and ride sites eastern corridor, e.g. Domain Road (40)	2024-2026 - design 2027-2033 - implementation	0. Not started		Off track	Project not funded in NLTF.
Park and ride sites Papamoa East (41)	2024-2026 - design 2027-2033 - implementation	0. Not started		Off track	Project not funded in NLTF.
Public transport access to the Tauranga Eastern Link (TEL) (49)	2027-2033 - design 2034+ implementation	0. Not started		On track	Papamoa East Interchange.
Tauranga Crossing bus facility improvements (12)	2024-2026 - implementation	0. Not started		Off track	Project not funded in NLTF. TCC Transport currently working through options for funding and delivery under current GPS/NLTF.
Keenan Road access to planned urban growth (23)	2024-2026 - design 2027-2034+ implementation	0. Not started		Under control	SSBC complete. Awaiting NZTA endorsement of SSBC. Further stages not funded in NLTF.
Tauriko West Spine Road (developer delivered) (25)	2027-2033 - implementation	0. Not started		On track	Developer delivered.
SH36 multimodal improvements to support planned urban growth (42)	2034+ implementation	0. Not started		Under control	Project not funded in NLTF.
Belk Road futureproofing (45)	2027-2033 - implementation	0. Not started		On track	On track. Delivered by NZTA under Tauriko Enabling Works.
Western Corridor Ring Route (SH29 to SH36 - Tauriko Stage 3 Ring Route) (50)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Cambridge Road multimodal upgrade (51)	2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Pyes Pa Road multimodal upgrade (55)	2027-2033 - design	0. Not started		Under control	Project not funded in NLTF.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
	2034+ implementation				
Connecting the People Fifteenth Avenue to Welcome Bay (8) [action is under <i>Te Papa Peninsula in Project Priority List (ref pp 22 and 27, TSP 2023)</i>]	2024-2026 - design 2027-2033 - implementation	0. Not started		On track	Project received co-funding approval under NLTF.
Windermere to Oropi Rd 'green bridge' for public transport, walk and cycle (27)	2024-2026 - implementation	0. Not started		Off track	Project not funded in NLTF.
Western corridor ring route (SH36 – Oropi Road/SH29a) (60)	2027-2033 - implementation	0. Not started		Under control	SSBC complete. Awaiting NZTA endorsement of SSBC. Further stages not funded in NLTF.
Cameron Road multimodal upgrade stage 2 (1)	2024-2026 - implementation	0. Not started		Under control	Project not funded in NLTF.
Te Papa low cost low risk framework delivery (3)	2024-2033 - implementation	0. Not started		Off track	LCLR funding severely reduced in NLTF.
Fraser Street optimisation (TSP008 15th Ave & Fraser St upgrades) (7)	2024-2026 - implementation	1. Initiation		On track	In early planning and modelling stage.
Fraser Street multimodal corridor improvements (16)	2027-2033 - design 2034+ implementation	1. Initiation		On track	In early planning and modelling stage.
Te Papa active mode off-road (north-south) connection (43)	2034+ implementation	0. Not started		Under control	Project not funded in NLTF.
Matapihi bridge resilience (54)	2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Public transport services and infrastructure enhanced services (2)	2027-2034+ - implementation	0. Not started		On track	BOPRC led business case. SSBC complete and submitted to NZTA. Operations funded in NLTF for BOPRC. Co-funded infrastructure (bus shelters) largely complete through LCLR programme. TCC funded infrastructure (Durham Street and CBD stops) to proceed into construction in early 2025.

Action	Original date	Stage	Expected delivery date	Status	September 2024 update
City Centre bus facility (5)	2024-2026 - implementation	2. Planning		On track	TCC funded infrastructure (Durham Street and CBD stops) to proceed into construction in early 2025.
Travel demand management (TDM) and behaviour change delivery (14)	2024-2033 - implementation	0. Not started		Under control	Project not funded in NLTF. TCC staff continuing to examine opportunities to integrate TDM into existing projects.
Mount Maunganui bus facility (20)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Arataki Bus Facility (22)	2024-2026 - implementation	3. Implementation	December 2024	On track	Project currently in construction and expected to be complete Dec 24.
Papamoa bus facility (Domain) (29)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Bethlehem bus facility (31)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.
Brookfield bus facility (32)	2024-2026 - design 2027-2033 - implementation	0. Not started		Under control	Project not funded in NLTF.