



SEPARATE ATTACHMENTS 1

To Supplementary Agenda

Monday, 28 April 2025

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Tauranga Central City Parking Management Plan

Final

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Tauranga Central City Parking Management Plan
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Tauranga Central City Parking Management Plan
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Quality Assurance Register

Issue	Description	Prepared by	Reviewed by	Authorised by	Date
1	Working Draft	SC	RH	SE	16 May 2022
2	Final Draft	SC, JP	ACF	SE	23 June 2022
3	Final	SC, JP, SE	ACF	SE	29 June 2022
4	Final	SC, SE	ACF	SE	16 August 2022

Executive Summary

This Parking Management Plan (the plan) has been developed for Tauranga City Council (TCC) for an area of central Tauranga shown in Figure 1. The plan provides clear and justified parking management recommendations for the next six years that will help TCC manage its public parking resources in a way that is aligned with the councils' strategic objectives. This work supports the long-term plan for parking which will be included in the Tauranga City Centre Refresh.

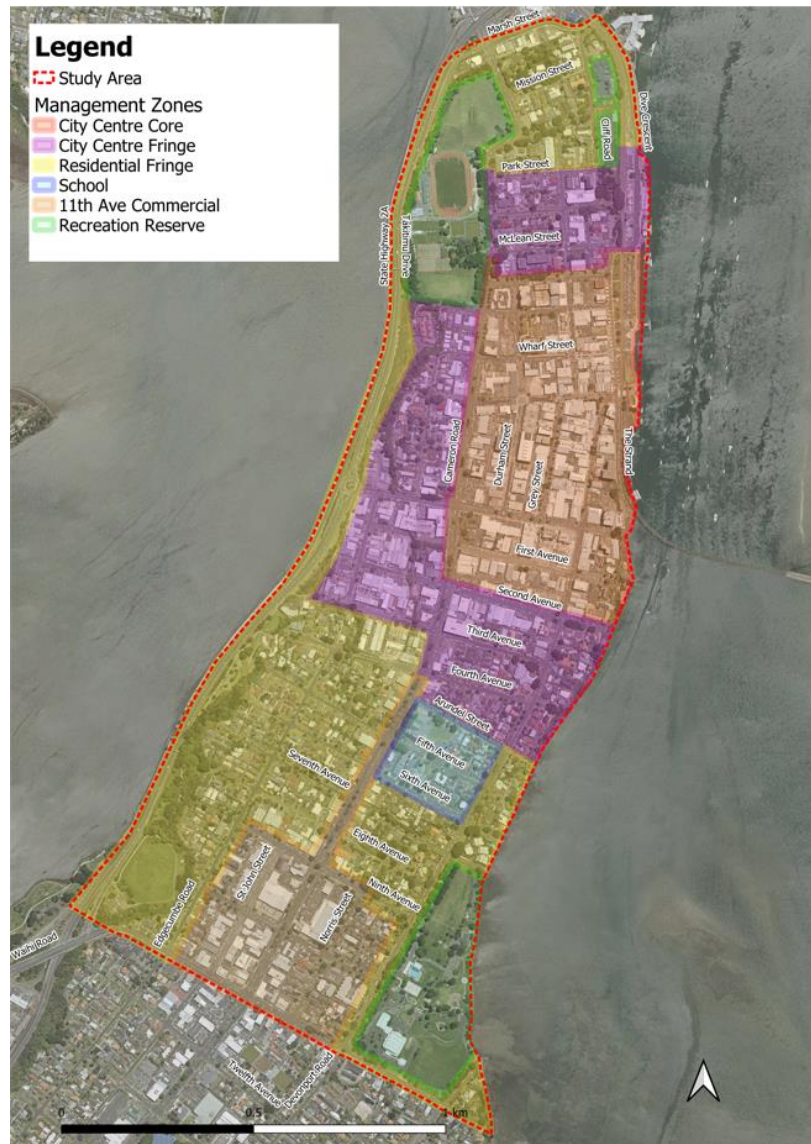


Figure 1: Tauranga Central City Parking Management Plan Study Area

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The development of this plan involved:

- reviewing related strategic documents such as the Parking Strategy and Regional Mode Shift Plan
- discussions with key stakeholders such as Tauranga City Mainstreet Organisation, Priority One and Tauranga Primary School
- comprehensive data analysis to provide a picture of current parking supply and use
- developing parking management approaches for the plan area

The scope of this plan covers time limits, priced parking and mobility parking for on-street parking and TCC managed off-street parking within the plan area. The plan area has been split into six management areas, as shown in Figure 1, based on land use activities and demand for different types of parking.

In mid-2020, in response to disruption caused by the Covid pandemic, on-street parking in the Tauranga City Centre was made free of charge but subject to a two-hour time limit. This was intended to be temporary and be replaced by the recommendations of this plan.

Strategic context

TCC recently adopted the Tauranga Parking Strategy which sets out the national policy direction and how it relates to parking supply and management in Tauranga. It identifies five strategic outcomes:

- Improving vibrant centres and access to centres
- Enabling a multimodal transport system
- Enabling a more attractive and compact urban form
- Supporting access for all
- Ensuring value for money and best use of resources.

The National Policy Statement on Urban Development has required councils to allow for greater density around town centres and remove minimum parking requirements from local planning rules. The recommendations outlined in this plan will allow TCC to proactively manage their parking resources in anticipation of density and increased parking demand.

The City Centre Strategy Refresh is currently being developed and will set out what changes are necessary to revitalise the Tauranga City Centre. The recommendations in this plan are intended to support these longer-term goals.

Parking supply and use

There are over 5,000 car parking spaces within the plan area, with over 3,000 spaces located on the street and nearly 2,000 in off-street car parks. These parking spaces are currently managed by a variety of methods, including parking fees, time limits, leased spaces, residents only parking, and there are almost 1,400 unrestricted spaces. The on-street supply is expected to decrease as space is allocated to support public transport, cycling and street upgrades.

Key observations from the data analysis of the survey information are:

- Parking in the City Centre Core area is highly utilised with several off-street car parks reaching near 100% at peak times.
- A large proportion of parking across the plan area is being used for long-stay parking
- Unrestricted parking across the plan area is highly utilised during busy times.

Stakeholder input

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During the development of this plan discussions were held with several key stakeholders such as Tauranga City Mainstreet Organisation, Priority One and Tauranga Primary School. There was overall concern at the decline of the Tauranga City Centre but divergent views on the cause of this. Some felt that parking was the reason that the city centre was not performing well. Others acknowledged the need for better alternative transport options and better management of parking to support access for short-term visitors. Some stated that more all-day parking was needed as public transport in Tauranga didn't work for many people. This feedback has informed the recommendations made in the plan.

Recommendations

The recommendations are separated into short term (0-3 years) and medium term (3-6 years) actions, and these will support achieving the strategic outcomes in the parking strategy. Improved parking enforcement is needed to support the recommendations of this plan and ensure that parking is being used for the purposes that it is intended. TCC is making use of technology to help with this shift and the plan provides further guidance on this.

Key recommendations are provided in the map below, and a summary of recommendations by management area are in the table below.

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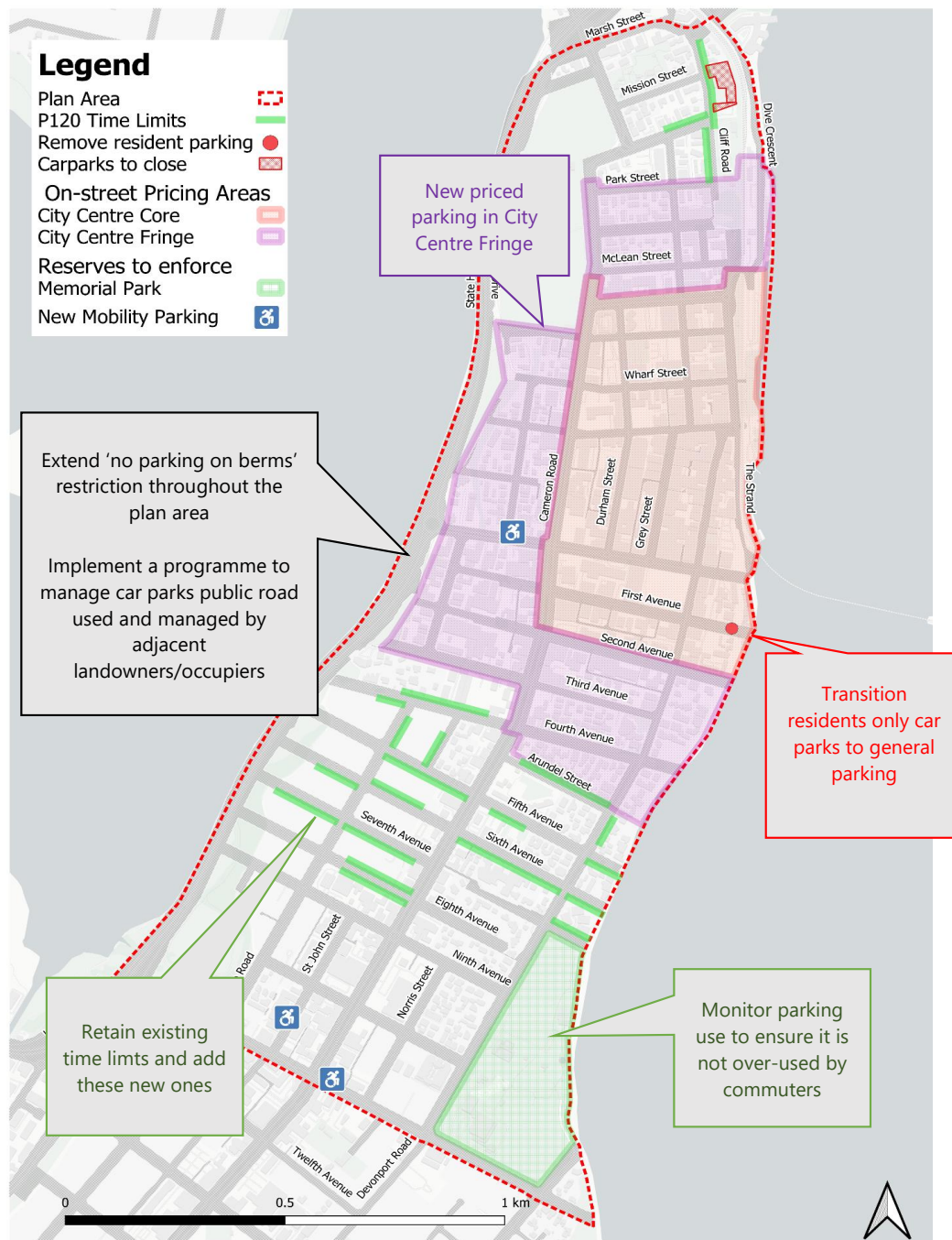


Figure 2: Map of key recommendations

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Short Term	Type	Summary	Recommendations
	Area specific	On-street priced parking	<ul style="list-style-type: none"> Implement priced parking in City Centre Core and City Centre Fringe Remove all time limits except P5 restrictions. Invest returns from on-street parking fees into public realm improvements
		Residential Fringe	<ul style="list-style-type: none"> Retain existing time limits Apply new P120 time limits as outlined in Figure 2 Use mobile LPR camera vehicles to enforce these restrictions
		Off-street car parks	<ul style="list-style-type: none"> Amend pricing structure to prioritise short-stay parking and reflect the cost of providing the parking Investigate improving amenity and feelings of safety in parking buildings
		Recreation reserve land	<ul style="list-style-type: none"> Monitor parking to ensure the land is being used by people using the recreation reserve not commuters.
		Appropriated On- Street car parks	<ul style="list-style-type: none"> Regularise parking spaces on public land that have been appropriated by adjacent businesses
		Residents only parking	<ul style="list-style-type: none"> Review any formal arrangements establishing the car parks on First Avenue as 'residents only car parks' with the view to phasing these out
		Mobility Parking	<ul style="list-style-type: none"> Establish additional mobility car parks in the area between Durham Street and Cameron Road on Elizabeth Street, and on St Johns Road and the eastern part of 11th Avenue in the 11th Ave Commercial area
	Area wide parking management	Technology	<ul style="list-style-type: none"> Investigate using LPR camera systems linked to Pay By Plate payments in the large surface off-street car parks. Procure another LPR camera mobile enforcement system Promote use of parking apps and QR codes New parking meters purchased should be smaller and cashless
		Data collection and reporting	<ul style="list-style-type: none"> Conduct parking occupancy survey 6 months after implementing changes and annually thereafter. Work with parking suppliers to get access to data and aggregate to provide up to date view of utilisation and compliance
		Parking on berms	<ul style="list-style-type: none"> Extend no parking on berms throughout the plan area

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Medium Term	Area specific	City Centre Core	<ul style="list-style-type: none"> • Convert long-stay parking in off-street car parks into short-stay parking, as on-street parking is removed.
		Off-street car parks	<ul style="list-style-type: none"> • Incrementally adjust pricing of off-street car parks to recover a greater proportion of parking costs. • Phase out lease parking.
		Plan Area	<ul style="list-style-type: none"> • Monitor parking occupancy annually and adjust prices to achieve 85%.

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1 Introduction

This Parking Management Plan ("this plan") has been developed for Tauranga City Council (TCC) for an area of the Tauranga City Centre as shown in Figure 1 below. The plan provides clear and justified parking management recommendations for the next six years that will help TCC manage its public parking resources in a way that is aligned with the councils' strategic objectives. The long-term plan for parking will be included in the Tauranga City Centre Refresh.

TCC recently developed a Parking Strategy that provides guidance on the management of Council-owned and controlled parking spaces. This plan supports the broader strategic planning framework for Tauranga including the Regional Mode Shift Plan¹. This Parking Management Plan is aligned to direction set in the Parking Strategy which has five strategic outcomes:

- Improving vibrant centres and access to centres
- Enabling a multimodal transport system
- Enabling a more attractive and compact urban form
- Supporting access for all
- Ensuring value for money and best use of resources.

In mid-2020, in response to disruption caused by the Covid pandemic, on-street parking in the Tauranga City Centre was made free but subject to a two-hour time limit. This was intended to be temporary and be replaced by the recommendations of this plan.

This plan covers on-street parking and TCC operated off-street parking within the plan area shown in the map in Figure 1. The plan area has been split into six management areas, as shown in Figure 1, based on land use activities and demand for different types of parking. A description of each Parking management area is provided in Table 1-1 below. The scope of the parking covered in these areas are time limits, priced parking and mobility parking.

Table 1-1: Parking management areas for the Parking Management Plan

Parking Management Area	Description
City Centre Core	This is the core commercial area of the city centre and also includes the University of Waikato Campus. On-street pay parking was operating across this area prior to the 2020 free parking trial. This area also includes all the public car parking buildings and many of the public off-street surface level car parks.
City Centre Fringe	This area forms a fringe around the City Centre Core. The area includes motels/hotels, restaurants, light industry, offices, the District Court, health services, car sales yards, and terraced housing / apartment buildings. On-street parking is currently a mixture of time restricted and unrestricted parking on-street.

¹ Refer to the Regional Mode Shift Plan: Bay of Plenty at <https://www.nzta.govt.nz/assets/resources/keeping-cities-moving/BoP-regional-mode-shift-plans.pdf>

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Residential Fringe	This is mostly the residential fringe areas around the commercial parts of the plan area. It is distinguished from the other management areas as there is less importance on providing for short-stay shoppers parking, with the needs of the residential land uses being more important. The parking is most unrestricted however there are some time limits.
School	This covers on-street parking around Tauranga Primary School. There are special parking restrictions applied to some of the car parks in this area to specifically provide for the access requirements of the school. The analysis in this plan bundles the School Management Area into the Residential Fringe Management Area as the characteristics of these areas are comparable.
11 th Avenue Commercial	This management area covers a portion of the distinct commercial hub situated around the intersection of 11 th Avenue and Cameron Road. This commercial area is remote from the main core commercial area.
Public Recreational Reserves	This area includes the parking in and around Memorial Park. This is not a land-use activity that is typically covered by parking management plans because of different legislative requirements under the Reserves Act 1977. Activities in these reserves are typically planned through reserve management plans. However, recommendations are provided for how TCC might be able to support appropriate use of the recreation reserves.

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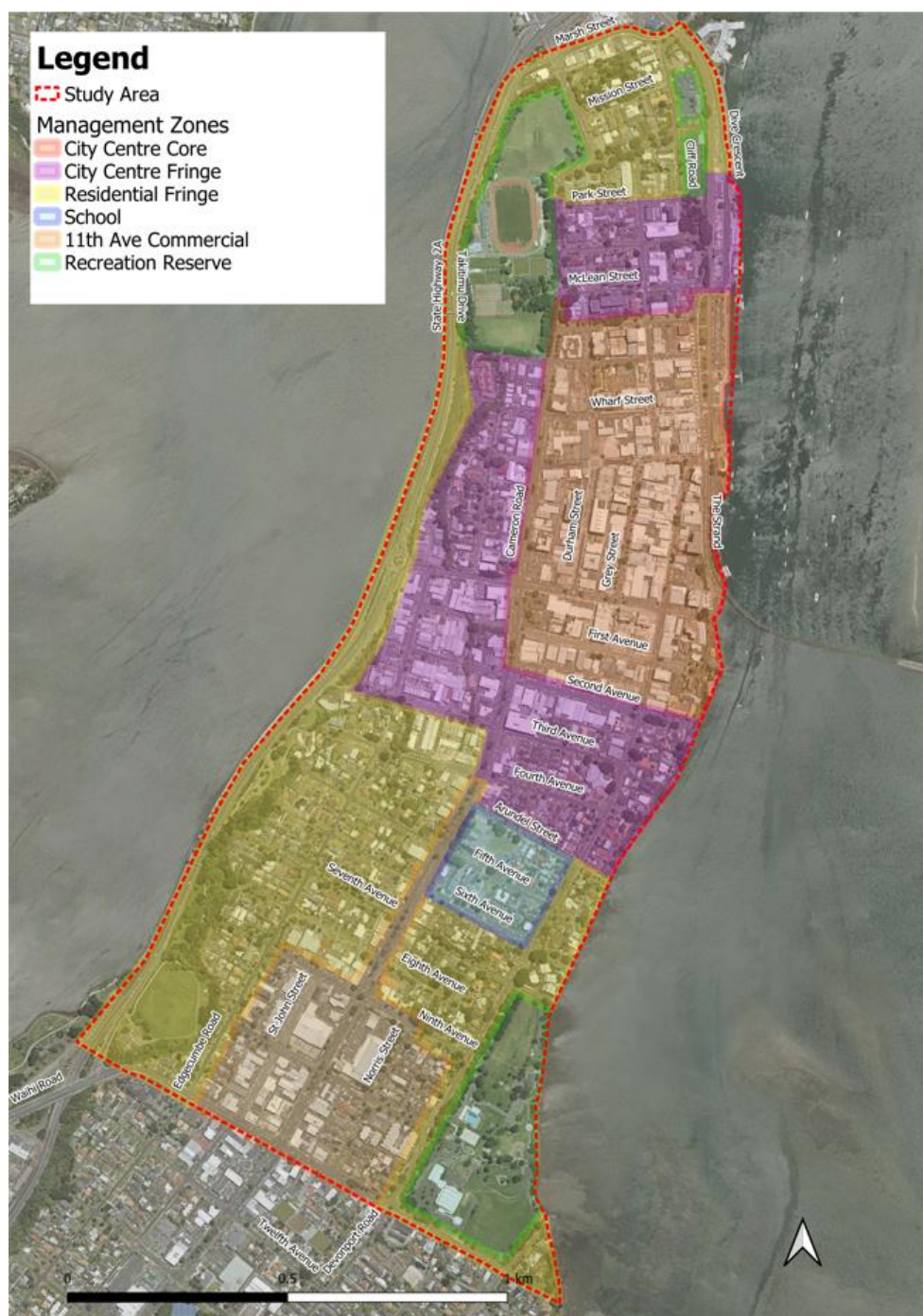


Figure 1: Tauranga City Centre Parking Management Plan Area

1.1 Methodology

The development of this plan followed the methodology shown below.

- 1. Information gathering**
 - Collect local projects, plans, policies, and strategies that relate to parking in the plan area, including District Plan zones and policies.
 - Collect data detailing the supply and use of parking in the plan area. Additional parking occupancy surveys were undertaken by TCC during the development of the plan.
 - Collect parking infringement data.
 - Site visit to Tauranga to observe parking in the plan area.
- 2. Discussions with key stakeholders**
 - Meeting with the Tauranga School, Priority One, the city centre strategy project team and Mainstreet Tauranga to understand their involvement and views on parking in Tauranga centre.
 - Summarise the issues and points raised by each key stakeholder.
- 3. Data Analysis**
 - Analysis of various data sources and production of maps and graphs to show parking supply, parking occupancy, duration of stay, mobility parking coverage, and infringements for parking within the plan area.
 - Geo-coding individual on-street car parks, off-street facilities, and parking buildings within the plan area.
 - Evaluation of the resource cost of TCC managed parking in the plan area.
- 4. Develop Parking Management Plan**
 - Develop parking management approaches in response to the observations shown in the data analysis and stakeholder meetings.
 - Develop parking management recommendations for short and medium term in the plan area.

2 Background Context

There are a variety of elements that affect parking management and need to be considered when developing a plan. This section provides background context for a range of these including zoning and current land use, stakeholder feedback, and current parking management methods. We also discuss the current supply of public parking spaces within the study area and the associated cost to the community of providing this.

2.1 City centre land zoning and activities

The city centre supports a wide range of different land use activities each of which can generate a different type of parking demand. Understanding these different demands is essential to provide effective parking management that will meet Tauranga's strategic outcomes.

The District Plan zones the central area generally from McLean Street in the north, Second Avenue in the south, Cameron Road in the west, and Devonport Road and The Strand in the east as City Centre Business. There is Commercial Business zoned land along Cameron Road south of the city centre, as is the land that supports the businesses around the intersection of Cameron Road and Eleventh Avenue. Outside these commercially zoned areas the land is zoned for residential uses or is zoned for open space uses. Planned residential densities in the area range from a minimum 325m² / dwelling in the Suburban Residential zone, through a minimum of 50m² / dwelling in the Commercial zone, to the City Centre zone where there is no limit on residential density. A map of the land use zoning is included in Appendix A.

The range of activities established in the area are summarised below:

- **Residential:** The fringe areas in the northern and southern ends, and mid-section of the study area are predominantly low- and medium-density housing which is typical of these areas' Suburban Residential zoning.
- **Commercial:** There are two clusters of commercial and retail activity – the main city centre area and a group of shops and businesses around the intersection of Cameron Road and Eleventh Ave. These two areas have a mix of large format and regular retail, hospitality businesses, light industrial uses, shopping malls and office buildings.
- **Education:** The University of Waikato Tauranga Campus is in the middle of the city centre and Tauranga Primary School is situated between Fifth and Sixth Avenue. Note that as University Students are adults and able to drive and travel on public transport reasonably, much the same as other city workers and visitors, the university campus is not designated as a "school" zone in this plan.
- **Public open space:** The Tauranga Domain and Robbins Park are in the northern part of the area, Graham Park and Memorial Park are in the southern part of the area, Glasgow Street Esplanade Reserve runs along the western edge of the area, and Herries Park and the Waterfront Playground are located on the western edge of the area.

The variety of different land use activities have different access requirements, so may want parking at different times and for different durations. Also, the various people using the car parking may value the parking differently, depending on how flexible they are and on whether they have alternative options they can use for travelling or accessing the services or activities.

Table 2-1 summarises the main potential public parking users in the city centre study area and provides a general description of the type of parking they may want.

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Table 2-1: Summary of different parking users in the city centre

Land use	User summary	Typical Parking Demand
Residential	People who live in the city centre study area and own a car.	Long-term parking including overnight (24/7 access).
Commercial / Retail	People living outside the city centre who travel by car for shopping / services.	Short-term parking with easy access to stores for shoppers (short-stay parking).
Commercial / Retail	Delivery – bulk goods	Dedicated loading zones.
Commercial / Retail	Employees who travel by car to go to work.	All-day parking for workers (long-stay parking).
Educational	Children going to school and older students attending university.	Pick-up / drop-off space for students driven by their parents. Pick-up / drop-off space for students arriving by school bus. All-day, low-cost parking for university students.
All land uses	Mobility impaired people	Dedicated car parking spaces that are appropriately designed and located in convenient locations. Parking may be required for longer periods than other users.
All land uses ²	Delivery - courier	Dedicated loading zones or standard car parks in convenient locations.
All land uses ³	Trades and Services	If parking is not possible on-site - standard car parks in convenient locations.
All land uses	Motorbike riders	Bike parking spaces in appropriate locations.

2.2 Public parking supply and current management

Within the study area there are approximately 5,163 public car parks. These include both on and off-street spaces. The basic makeup of these car parks is summarised in Table 2-2 below. These spaces are subject to several different restrictions which are discussed later in this section.

² except public open space

³ except public open space

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Table 2-2: Public car park stock

Proposed Management Zone	City Centre Core	City Centre Fringe	Residential Fringe (incl. School)	11th Ave Commercial	Total
On-street	906	1,070	692	462	3,130
Off-street	1,577	124	180	0	1,881
Total	2,483	1,194	872	462	5,011

Note: Recreation Reserves are planned and managed by the TCC Parks Team so the car parks in the Recreation Reserve Zone are not included in this table.

Parking in the city centre is managed by a variety of methods, including parking fees, time limits, leasing parking, residents only parking, and provision of unrestricted parking. Prior to August 2020, on-street paid parking was focused around the city centre core area between McLean Street, Second Avenue, Cameron Road, and the harbour to the east.

In response to the Covid-19 pandemic, TCC trialled a two-hours free parking initiative in the city centre. The trial began in August 2020 and sought to stimulate economic activity in the city centre. Maps showing the previous on-street paid parking area and the free parking area are included in Appendix B.

Commissioners, acting in place of TCC's elected members, decided to end the trial and reinstate paid parking in February 2022 because there was no compelling evidence to suggest that subsidising parking was contributing to increased economic activity, and because the parking subsidy was too costly to the community.

Paying for parking in areas of high demand aligns with the Tauranga Parking Strategy, which recognises:

- The high cost to the community in providing free car parking
- The opportunity to encourage parking turn over using pay parking
- The nature of kerbside space being a public asset, in contrast to car parking which is a private good in economic terms.

A map showing the current restrictions applying to on-street parking and surface level off-street parking across the whole plan area is included in Appendix C. A more detailed table listing all the public parking and the restrictions applying to the parking is also included in a table in Appendix C.

2.2.1 General supply and management observations

Within the plan area there are several different types of parking that are supplied and managed by TCC. This includes space that is leased, provided with a time limit or managed with a fee, and unrestricted parking. There are also areas being used informally for parking such as public reserves or berms – an activity which is outside the intended land use and requires management. In addition, there are indications that areas of public land have been developed by adjacent businesses to appear as though they are privately owned car parks which will need to be addressed by TCC.

Leased, reserved, time limited, and unrestricted parking

Tauranga City Council has a large portfolio of leased parking along with a significant amount of parking that is either managed for commuters or is unrestricted. Only a proportion of the total parking stock is used specifically for short-stay users such as shoppers, people accessing other professional services, or other visitors to the city centre area.

The chart in Figure 2 summarises the amount of, and type of parking provided by TCC in each of the management areas. This shows that a significant proportion of the public parking stock is effectively unavailable to short term visitors to the city centre because it is either:

- Leased
- Managed for long-stay users like commuters by way of a flat fee for all day use, or
- Available for long-stay users because of the absence of any restriction on the parking.

This indicates that in circumstances where there is high demand for short-stay parking, there is potential to convert some of the current supply to short term parking, either by using time limits, or by using hourly rate pay parking.

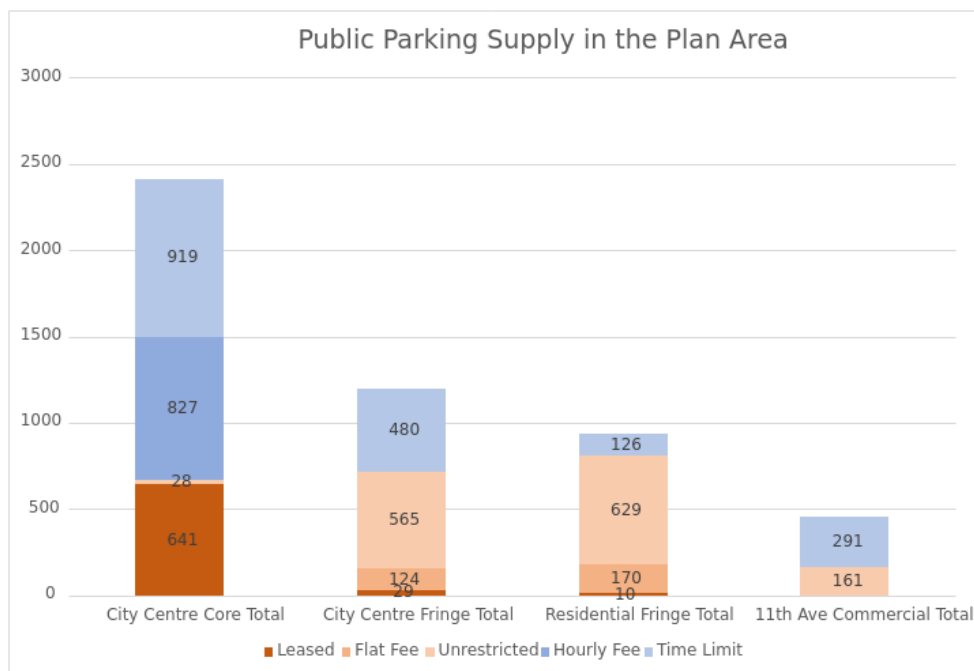


Figure 2: Leased, long-stay, and short-stay parking proportions

Use of recreation reserves for non-accessory car parking

Non-accessory parking is car parking that does not support a principal use, such as parking under an apartment building or shopping centre. Some non-accessory public parking facilities have been established on land in the plan area gazetted for use as recreational reserve under the Reserves Act 1977. For example, the Cliff Road car parks are either entirely or partially on recreation reserve land.

Use of these areas of land for non-accessory car parking is inconsistent with the obligations TCC has with respect to the Reserves Act⁴.

There is also information to suggest parking activity in recreation reserves like Memorial Reserve is associated with commuters who work in the area rather than people visiting and using the reserve. Tauranga City Council is also obliged under the Reserves Act to manage any parking on land gazetted as recreation reserve for the purpose of providing access for people to use the reserve rather than for use by commuters working on other sites⁵.



Figure 3: Aerial image of Cliff Road car parks with Recreation Reserve highlighted

Car parks on public road used and managed by adjacent landowners / occupiers

There are a significant number of formed car parks, around 90, in the area that are located on public road but have been developed to appear as though they are privately owned car parks. These seem to be managed by the adjacent property owners or occupiers, who may also control access to the car parks. Some of these car parks have signs erected stating the car parks are for customer use only. Examples are shown in Figure 4

⁴ Refer to Section 16(8) of the Reserves Act 1977 - When classified under this section, each reserve shall be held and administered for the purpose or purposes for which it is classified and for no other purpose.

⁵ Refer to sections 16 and 17 of the Reserves act 1977.

below and a full map showing the location of car parks known to fall into this category is included in Appendix C.

Some of these car park areas are subject to occupation licenses, e.g., areas of parking on the western end of Second Avenue that are licensed to the adjacent engineering firms, but many are not regularised in this way. The parking bylaw does not address this circumstance even though there are issues to do with public access and private use of public land.

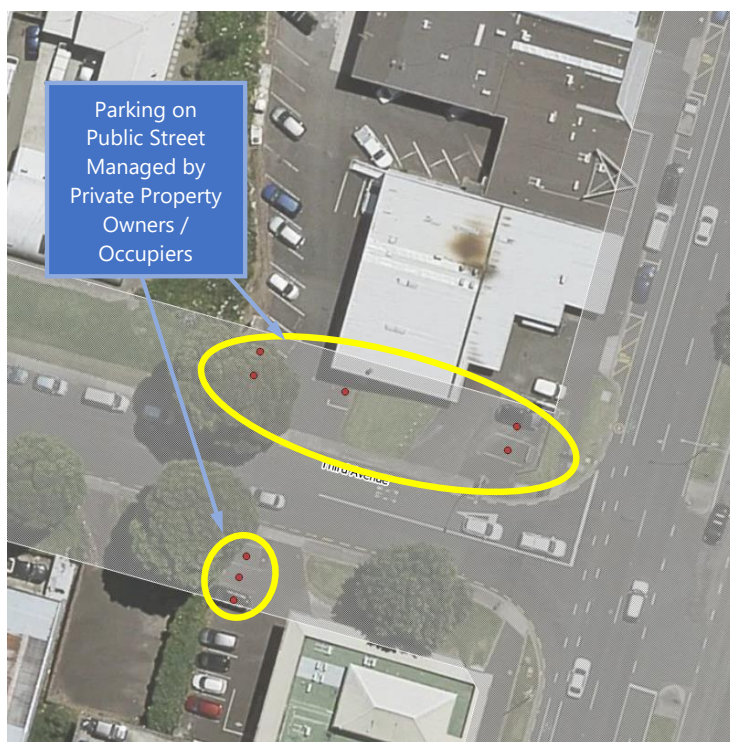


Figure 4: Example of parking on public streets managed by private property owners / occupiers

Car parking on berms and local purpose reserves

A significant amount of parking activity within the plan area has been occurring on street berms behind the formed kerb line. Tauranga City Council has been addressing this issue and there have been updates to the parking bylaw that extend areas subject to the "No Parking Behind Kerb" restriction.

Based on aerial photographs we have estimated the number of cars parked on berms at busy times in each of the management areas amount to around:

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Management Area	# Cars
City Centre Core	2
City Centre Fringe	83
Residential Fringe	90
School	10
11 th Avenue Commercial	65
Total	250

It was also observed that some of the berm parking is also spilling over into an area of local purpose reserve north of the Dive Crescent Car Park at number 50 Dive Crescent (around 20 cars) – see Figure 5 below. The local purpose reserve has been set aside for use as passive open space, and there is relatively poor pedestrian infrastructure serving the site, potentially contributing to safety risks for people parking in this area. Therefore, this plan recommends TCC does not allow parking on this area.



Figure 5: Informal parking on local purpose reserve

2.3 Resource cost of parking

The Parking Strategy identifies that the cost of providing public car parking can be substantial and that most parking spaces in Tauranga are subsidised by ratepayers. Subsidised car parking can be a barrier to reducing

car dependency and achieving mode shift, which are goals of the Bay of Plenty Regional Mode Shift Plan⁶ and are one of the challenges being addressed by the parking strategy⁷. One of the important measures in terms of mode shift is the cost of public transport compared to parking, because where all day parking fees are comparable or cheaper than public transport fares there is limited incentive for people to choose the bus over a private car for their local trips. Within the Tauranga urban area, a standard bus fare is \$3.40 one way, so \$6.80 for a round trip.

The strategy also notes that information on the cost of supplying parking can provide insights on whether current parking fees are covering the costs of supplying the parking, and whether parking is the best use of the space.

The resource cost of a car park is the cost of providing a parking space, and is comprised of the land cost, maintenance cost, and enforcement costs. This section discusses the results of an assessment of the resource cost of parking in different parts of the plan area across different types of parking – surface level off-street parking, parking in a five-level building format, and on-street parking. It identifies the cost of providing different types of parking spaces, on a daily basis, in different areas of the city centre. It also demonstrates the aggregate cost to TCC of providing this parking.

More details on how the resource cost calculation was conducted are included in Appendix D.

2.3.1 Daily and annual cost of providing parking

The results of this assessment in terms of a daily cost of providing a parking space are summarised in Figure 6 below.

This provides a point of reference for valuing on-street car parking in terms of accommodating the parking in an alternative off-street location, or in terms of comparing the value of the car park relative to private parking resources. It also provides a reference point to assess the relative level of parking fees against the cost to the community of providing car parking in an area.

⁶ Refer to section 10.3 of the Regional Mode Shift Plan: Bay of Plenty, September 2020: <https://www.nzta.govt.nz/assets/resources/keeping-cities-moving/BoP-regional-mode-shift-plans.pdf>

⁷ Refer to section 6.4 of the Tauranga Parking Strategy: <https://www.tauranga.govt.nz/Portals/0/data/council/strategies/files/parking-strategy/parking-strategy.pdf>

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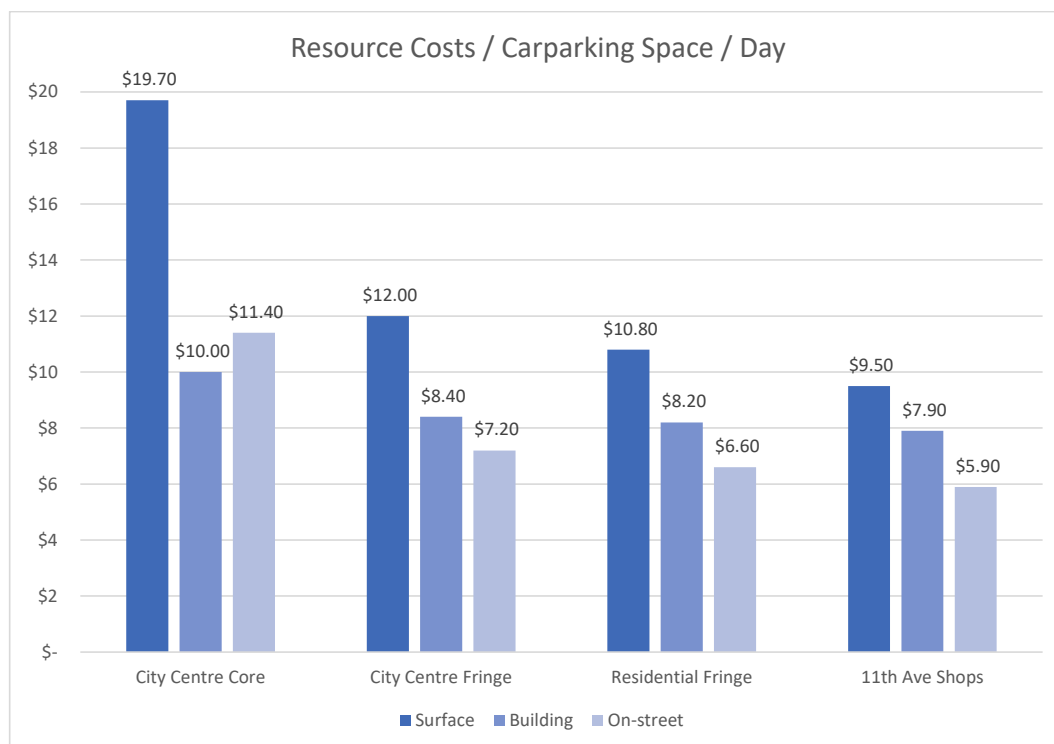


Figure 6: Resource cost / car park space / day by management area and parking format

As well as providing a point of reference, the chart in Figure 6 shows interesting patterns with respect to the format parking is provided in and its relative cost in different areas. For example:

- In most of the plan area, the cost to provide off-street surface car parking is greater than the cost to provide parking in a building format, which in turn is greater than the cost to provide on-street car parking. However, in the City Centre Core area the cost to provide parking in a building is the least costly format.
- Off-street surface car parks are much more expensive to provide than on-street car parks or parking buildings in the City Centre Core as well as any form of parking in the rest of the plan area.

These patterns reflect the relatively high cost of land in the City Centre Core area and imply that from a resource allocation perspective, provision of surface level off-street parking in the City Centre Core area is very costly, and the provision of on-street car parking in the City Centre Core area is more costly than providing it in a building format.

The monthly and annual cost of providing parking in the different formats is summarised in the following table. This provides an indication of the fees needed to recover the cost of providing a car park.

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	Car park Format	Monthly Cost / Car Park	Annual Cost / Car Park
City Centre Core	Surface	\$600	\$7,201
	Building	\$303	\$3,642
	On street	\$346	\$4,155
City Centre Fringe	Surface	\$364	\$4,369
	Building	\$256	\$3,075
	On street	\$220	\$2,638
Residential Fringe	Surface	\$329	\$3,951
	Building	\$249	\$2,992
	On street	\$201	\$2,414
11th Ave Commercial	Surface	\$287	\$3,452
	Building	\$241	\$2,892
	On street	\$179	\$2,146

2.3.2 Aggregate resource cost of parking

Using the assessed cost per car parking space in different areas, it is possible to calculate a general overall cost to the community of providing the current parking stock within the management area. The results of this assessment are summarised in Table 2-3 and Figure 7 below.

Table 2-3: Aggregate Resource Cost Summary

Parking Area	Number of Parking Spaces	Daily Cost / Car Park	Aggregate Resource Cost (daily)	Aggregate Resource Cost (annual)
City Centre Core	2483	\$9.98 - \$19.73	\$30,765	\$11,229,048
City Centre Fringe	1194	\$7.23 - \$11.97	\$9,218	\$3,364,538
Res Fringe (incl. School)	872	\$6.61 - \$10.83	\$6,525	\$2,381,654
11th Ave Commercial	462	\$5.88	\$2,717	\$991,614
Grand Total	5,011		\$49,224	\$17,966,854

The blue bars in Figure 7 show the overall community resource investment in public parking, and the orange dots show the overall number of car park spaces the investment produces. The difference between the cost of resources and the number of car parks in the respective areas is an effect of both the parking format and the different land values, with less expensive land resulting in lower resource costs, parking buildings reducing the land requirement for each car park, and on-street car parking using less land for access and manoeuvring than other parking formats.

For example, the chart shows that it is much more resource efficient to provide car parks in a building format in the City Centre Core area and is relatively resource efficient to provide on-street car parks in the City Centre Fringe, Residential Fringe, and the 11th Avenue Commercial areas.

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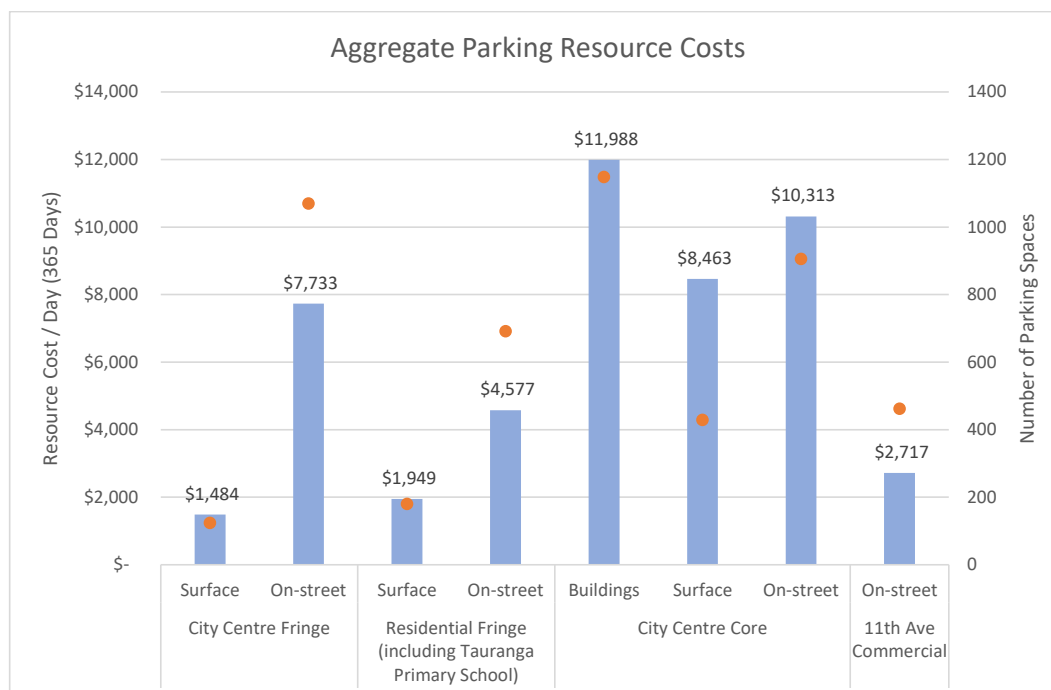


Figure 7: Aggregate parking resource cost per day

2.3.3 Resource cost vs. cost recovery

The overall cost of providing parking can be considered against costs being recovered from parking fees and leases, which in combination and prior to the free parking trial was around \$4,000,000 per year⁸. This indicates that, in terms of the value of resources the community is investing in car parking over the whole plan area, around 22% was being recovered prior to the free parking trial. If we consider this against the smaller area of the City Centre Core and City Centre Fringe, this amounts to around 27% of the costs for parking provision in these areas being recovered.

The difference between the cost of resources the community is investing in parking, e.g., the cost of land, construction and maintenance, and staff, and the costs recovered from users through parking fees has a variety of implications. Below are some of the impacts of having a cost of providing parking that exceeds the revenue generated from the use of the public resource:

1. **Subsidy for car drivers:** It is a measure of a significant subsidy for car drivers that incentivises the use of private car for trips that might otherwise be taken using other modes.
2. **Poor return on investment:** It represents a poor return on investment for the community, and the resources might otherwise be used for more valuable investments, e.g., activities that provide for public good, rather than private good, such as public realm improvements, or for activities that reduce car-dependency such as walking, cycling and public transport improvements.

⁸ Based on our interpretation of figures provided by Tauranga City Council staff.

3. **Exaggerating demand:** It demonstrates that current car parking demand levels in the city centre are exaggerated, as they reflect demand for a heavily subsidised resource. If alternative access options are available, it is expected that car parking demand would reduce significantly if the parking fees more closely reflected the cost of providing parking.
4. **Inefficient land allocation:** From a land use efficiency perspective, there is likely to be too much land allocated to providing public parking in the city centre, and this over-allocation of public land to provide for what is a private good may be constraining TCC's ability to provide the desired activities that have a higher public good component, e.g., public realm amenity improvements, public transport infrastructure improvements, and walking and cycling level of service improvements.

2.3.4 Hypothetical cost recovery fee structure

Considering the difference between the resource cost of provision and the returns from the parking resource, a scenario was investigated where the parking fee regime in place might generate revenue sufficient to cover the cost of provision. This provides a general picture of the parking fee levels, the extent of pay parking areas, and the utilisation levels that would be needed to cover the cost to the community of providing parking in the study area.

Hypothetically, based on an assumption of paid parking operating for nine hours per day except weekends and public holidays, and utilisation levels of 65% on average throughout the period paid parking was operating, fees would need to be set at around the following levels to cover the cost of the resources currently invested in public parking:

Table 2-4: Hypothetical resource cost recovery fee structure

Parking Area	Typology	Fee / hour	#Parking Spaces	Daily Revenue	Annual Revenue
City Centre Core	Building	\$2.50	1148	\$16,790	\$4,197,375
	Surface	\$5.00	429	\$12,548	\$3,137,063
	On-street	\$4.00	906	\$21,200	\$5,300,100
City Centre Fringe	Surface	\$2.00	124	\$1,451	\$362,700
	On-street	\$2.00	1070	\$12,519	\$3,129,750
Residential Fringe*	On-street	\$1.00	692	\$4,048	\$1,012,050
11th Ave Commercial	On-street	\$1.00	462	\$2,703	\$675,675
Total			4831	\$71,259	\$17,814,713

NB: The Cliff Road off-street car parks have been excluded from this calculation.

The cost to the community of establishing and maintaining car parking is not the only consideration when deciding on appropriate parking management measures, but it provides a useful baseline to assess the proportion of car park use that occurs because of free or subsidised parking, and if specific parking management measures are justified. Therefore, the resource cost evaluation informs the discussion in Section 0 and the recommendations in Section 5 below.

2.4 Stakeholder feedback

City centre development and parking was discussed with representatives of two stakeholder organisations – Tauranga City Mainstreet Organisation, Priority One, and Tauranga Primary School. These stakeholder groups

were engaged because of their broad representation and their ongoing interaction with TCC on parking management initiatives.

The main points raised in the discussions are summarised below and arranged under general topic headings:

City centre activity

- There has been a downturn in activity in the city centre due to Covid, lack of tourists and out of town mall development.
- However, there is a lot of development currently happening and this has stimulated some positivity about the future.

Long term commuter vs. short term shopper parking

- The downturn in commercial activity has left car parks available for workers, and now there are too many commuters taking up parking spaces that could be used by shoppers.
- There is a need for more effective monitoring and enforcement to prevent long-stay parking in on-street car parks.
- There is disappointment around the failure of the Transport Hub that would have created options to increase the amount of short stay parking in the existing council parking buildings.
- Students often park at Memorial Park, and parking in residential streets is seen as a problem.

Access to the city centre and parking fees

- A balance between paid parking and economic viability of the city centre is needed - balancing economic viability with turnover and adjusting this over time to avoid bad impacts.
- There is a need to consider overall access rather than just parking - public transport is not currently a viable alternative to the private car.
- Parking fees need to be aligned with high quality public transport - frequent and reliable buses.
- Free parking is seen as a lever so the city centre retail can compete with out-of-town shopping malls.
- The two-hour time limit for on-street parking in the city centre is a problem – some customers want to stay longer but can't.
- Parking revenues should stay with parking to improve the service, and any profits should be re-invested into the city centre public realm.

Parking supply / availability

- Parking is slowly being removed but not replaced.
- Real time information signs work well for directing people to available parking spaces, and more are needed.
- Parking close to the centres of activity is important – people still want to park outside the place they are going.
- Adequate mobility parking needs to be provided.
- Adjusting how parking is provided could create additional kerbside space for amenity improvements – e.g., Napier and their linear park.
- Parking constraints are seen as a barrier to attracting new businesses to the area.
- A better outcome could be achieved if there were a greater number of smaller car parking buildings spread more widely around the edges of the city centre.
- Parking was seen as a very important part of the transport system in Tauranga, especially due to low development densities not supporting public transport, and the geography and the presence of the port making alternative modes difficult.

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- Revitalisation in the city centre will require consideration of appropriate parking facilities for commercial vehicle such as trades and utilities.

Parking Management

- There is a need to improve the parking use information base through council doing more regular surveys – this can inform better decision making by TCC.
- Tauranga City Council could divest its off-street parking assets and be involved with on-street parking only – ratepayers' money shouldn't be spent on things the private sector can do more efficiently.
- There is potential for parking smartphone apps to enable more flexibility in parking management and more efficient use of parking resources.
- There is an unpleasant environment in the existing parking buildings so people do not feel safe and do not use them as much as they might if there was a nicer environment.
- Stakeholders indicated that there seems to be confusion about what is happening with parking and that the public see parking as an issue that is unsurmountable and continues to get worse in the city centre.

Converting street space for other uses

- There were differing views about the balance between land used for parking and land used for other amenities. Some feedback suggested that the city centre needs amenity improvements but also needs to maintain the parking stock and that the current balance between parking and other space in the public realm seems appropriate. Others felt that the dominance of cars creates unpleasant street environments.
- The participants were sceptical that the current government vision to have more trips use alternative modes would happen in the short or medium term.

3 Use of Public Parking in the Plan Area

To ensure that the recommendations in this plan have the best chance at being effective in achieving the goals outlined in the strategy, it is important to understand how public parking is being used in the plan area. This section details the collection, analysis, and interpretation of information about parking in and around Tauranga's central city.

3.1 Information collection and limitations

Data about the way public parking is used in the plan area was gathered from the following sources:

- Parking ticketing data for the off-street pay parking facilities
- Payment machine data from on-street car parks
- Vehicle mounted camera survey data from May 6, 7 and 8 2022 - ~three hourly intervals
- Vehicle mounted camera survey data from March 15, 16 and 17 2021 - ~two and a half hourly intervals (part of the plan area)
- 2018 survey data reported on in WSP Opus Parking Occupancy and Survey Reports – May and November⁹

The data used in this management plan was collated from several sources, including one-off surveys and aerial photographs. This provides a challenge when creating a reliable data picture, as the information comes from snapshots, from which we can only infer patterns. Furthermore, the Covid 19 pandemic influences how and when people travel, so this needs to be considered when interpreting the survey data collected during the pandemic.

No specific mobility parking or motorbike parking usage data was available, meaning no insight can be gleaned about the occupancy, use across day, or use across the week of this type of parking.

A note on parking surveys: The occupancy information calculated from the license plate surveys conducted in March and May 2022 is inconsistent with feedback provided from stakeholders and council staff that there are not many unoccupied car parks in the City Centre Core and Fringe at peak times. The underestimation of occupancy may be due to several factors, including:

- Car parks that are unavailable for public use, such as in areas under construction
- Obscured license plates (either by street furniture or other vehicles) not being counted

MRCagney are happy to discuss this issue with TCC as accurate data is essential for proper analysis to take place.

While this collated data provides as complete a picture of the parking behaviour and patterns as is possible given the available information, it should be used in conjunction with ongoing data collection to ensure that parking in Tauranga city centre is managed appropriately.

⁹ Tauranga City Council Traffic Data Collection: Parking Occupancy and Turnover Report, May 2018, WSP/OPUS dated 22/02/2019

3.2 Weekday use across the plan area

Figure 8 shows the busiest weekday time for the public parking in the four main management areas, based on the May 2022 survey.

Notably, the survey data shows that at the busiest time in the City Centre Core, around 80% of the public car parks were occupied. In other words, there were around 530 vacant car parks during busy times. This can be compared to the level of use quoted by the parking strategy as being ideal in commercial centre locations, of 85% utilisation, or around 260 vacant car parks.

This demonstrates that if spatial considerations set aside, at busy times the car parking resource in the City Centre Core area is generally well utilised and there is capacity to accommodate additional short-stay visitor parking, even if the level of leased parking is also maintained.

A similar observation can be made about the City Centre Fringe area. This area experiences higher use during busy time, with close to 80% of car parks full. This level of use is approaching the parking strategy ideal level, and there would be around 250 car parks vacant during busy periods.

It is noted that the utilisation levels observed during the May 2022 survey for the City Centre Core area are around 10% lower than the utilisation levels reported in the WSP/OPUS May 2018 parking occupancy report. This difference is unexpected because at the time the May 2018 occupancy survey was done paid parking was still in place for on-street parking in the City Centre Core area, but during the May 2022 survey on-street parking was free.

Note - excludes all leased parking

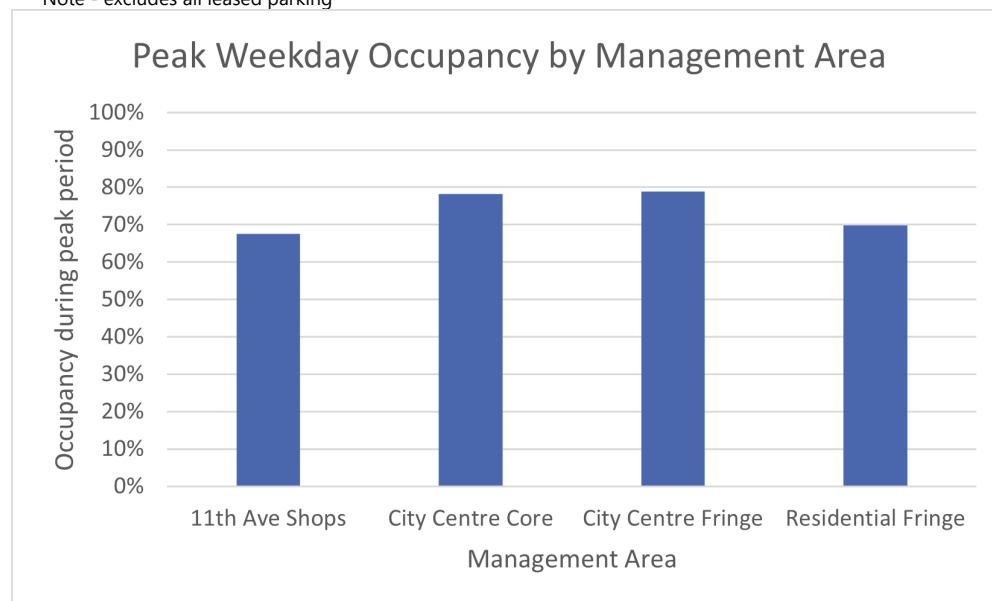


Figure 8: Maximum occupancy of public parking across the plan area*

*Off-street data is from the 2022 aerial, not separated by period, for all off-street car parks except Spring Street and Elizabeth Street.

Figure 9 shows the average occupancy of on-street parking across the six total surveyed periods on Thursday 5th and Friday 6th May 2022, for each of the four management areas. Of the four management areas, the 11th Avenue Shops had the lowest level of use across the three periods with an average of around 50% of car parks used. The City Centre Core had the highest average occupancy of about 60%.

The average occupancy levels for the City Centre Core area observed during the May 2022 survey are comparable to the occupancy levels reported in the WSP/OPUS May 2018 parking occupancy report.

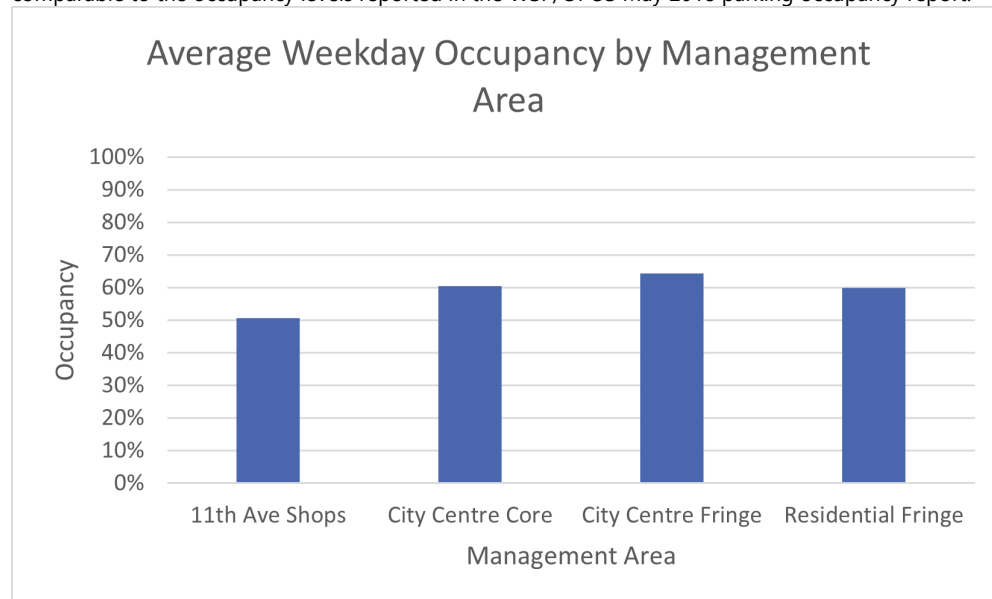


Figure 9: Average weekday occupancy of on-street parking across four management areas*

*Off-street data is from the 2022 aerial, not separated by period, for all off-street car parks except Spring Street and Elizabeth Street.

Generally, when the peak occupancy is compared to the average occupancy it shows the difference between the two is relatively small, with the 11th Ave Commercial area having the largest difference. It is typical in centres with high levels of retail activity to see a pronounced peak shopping period between 11:00 am and 2:00 pm, exhibiting higher utilisation from an influx of short-stay retail visitors through the middle of the day. However, the relatively small difference between the peak and average occupancy in the plan area indicates a high proportion of long-stay car parking is occurring, subduing the midday peak that might otherwise be shown.

3.3 Weekday spatial variation

This section investigates the spatial variations in parking use within the management plan area in more detail, relating this to the four management areas shown in Figure 1.

The chart in Figure 10 below shows the use of car parks averaged across two weekdays from the 2022 survey for each survey period and for each management area. Except for the City Centre Fringe area, the period with

the highest utilisation was 11.00am-2.00pm for all the management areas, with lower utilisation either side of this. In the case of the City Centre Fringe area, the earlier 8.00am-10.00am survey period showed levels of use as high as the 11.00am-2.00pm. Relatively high occupancy levels between 8:00 am and 10:00 am indicate a high proportion of long-stay parking activity where employees will arrive early and stay all day, or where residents are parking on the street during the day. This long-stay parking activity can be considered a 'baseload' of parking activity, with retail and other short-stay activity happening on top of the baseload.

Figure 10 also shows that the Residential Fringe and City Centre Core areas experience relatively high demand early in the day and this demand is sustained through until around 2:30 pm, indicating relatively high levels of long-stay parking. This is not surprising given the higher proportion of car parks without restrictions in the Residential Fringe area, making these car parks attractive to commuters who are willing to walk to their workplace.

Conversely, a characteristic shopper's peak period of use can be seen for the 11th Ave Commercial area between 11.00am and 2.00pm.

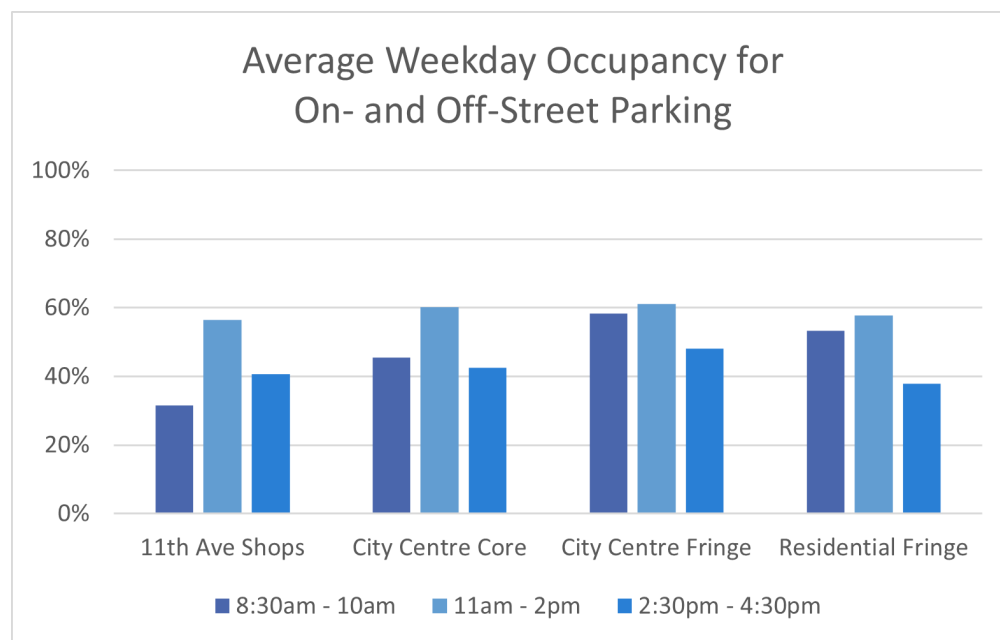


Figure 10: Average weekday parking space occupancy by area and time*

*Contains off-street parking data for Elizabeth Street Parking Building and Spring Street Parking Building for all periods. Off-street occupancy data for other areas are taken from the aerial, and only contribute to the 11am – 2pm survey period.

It is also useful to consider the relative parking volumes, and the chart in Figure 11 shows this relationship. Whilst this data confirms the early demand over much of the area, it also shows the relative scale of parking activity occurring during the day.

Note, this survey information does not tell us about the turnover rate of the parking in the different management areas and only represents a snapshot in time. For example, we are unable to determine within

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each survey period how many vehicles have parked in each management area across the two-hour period, we can only determine how many were parked there at the time of the survey.

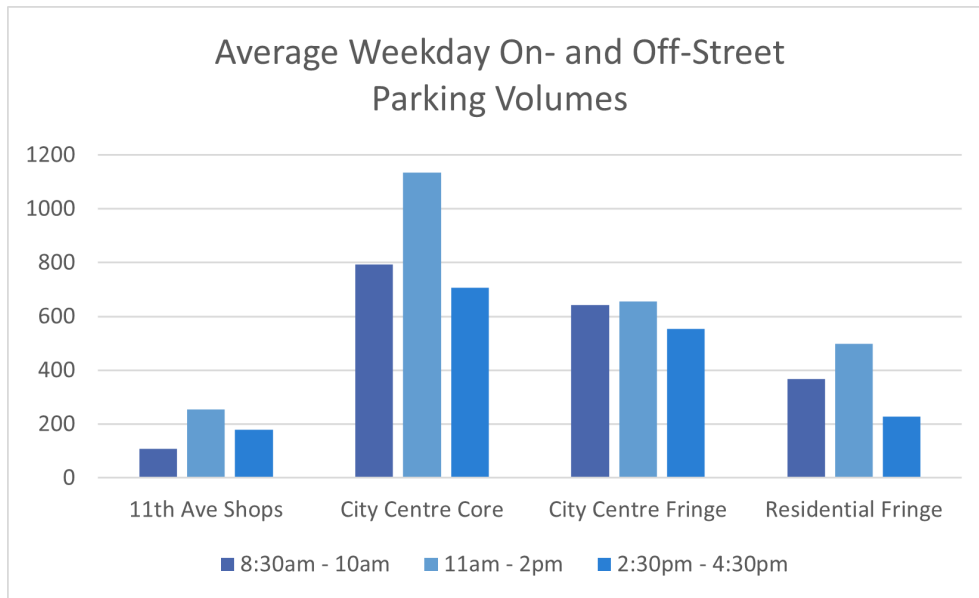


Figure 11: Weekday parking volumes by area

The following table shows the on-street car park vacancy levels at average peak times on a weekday, indicating that the parking resource across the whole area are well utilised, with the parking resource within the City Centre Core area being the most highly utilised.

Table 3-1: Commercial areas on-street parking availability levels during peak recorded period

Precinct	Total Car Parks	Peak Period Vacant Car Parks	Proportion of Vacant Car Parks
City Centre Core	838	164	20%
City Centre Fringe	1005	238	23%
11 th Ave Commercial	477	164	34%
Residential Fringe	795	231	29%
Total	3,115	797	26%

In general terms, the utilisation charts indicate that on a typical weekday over 50% of the public parking resource in the area is used for long-stay parking activity, around 10% is used for short-stay parking activity (with this short-stay activity peaking between 10:00 am and 2:00 pm), and at least 30% of the overall public car park stock is available at any time during the day.

Peak and average parking use across the plan area are illustrated in Figure 12 and Figure 13 respectively. The areas of parking coloured red represent car parking that is utilised above the ideal level (>90%), whereas those in orange represent an optimum parking utilisation of 80% - 90%.

3.3.1 Public parking patterns

Several distinct patterns of parking activity show up in the peak period map. Below are some notable patterns from the analysis of the survey data:

- The 2022 survey data indicates that the on-street parking resource in the City Centre Core area is generally well utilised (up to 80%-90% occupied) during busy periods.
- The Elizabeth Street and Spring Street Car Parks are under-used (40%-60% occupied) during busy periods.
- Unrestricted parking across the plan area is highly utilised during busy times, with many areas being over-used (90%-100%), e.g., Park St, Cliff Rd, Selwyn St, Glasgow St, Edgecumbe Rd, and most of the Avenues. This can be seen in Figure 14 below, which shows the peak use and time limited car parks
- The Masonic, TV3 Rooftop, and Dive Crescent off-street car parks are over used during peak times.
- The Northern Reclamation and Hamilton Street North Side off-street car parks are used at ideal levels (80%-90%) during busy periods.
- The time restricted car parks around the 11th Ave Commercial area are well used during busy times.
- The average occupancy map shows that some of the unrestricted parking in the Avenues is full all day, and there is sustained relatively high demand in the Cliff Road / Park Street area even outside busy times. This indicates a high proportion of commuter parking in these areas, or a high proportion of residents parking on the street.
- The Elizabeth Street and Spring Street parking buildings are under-used when considered over the period of the day.

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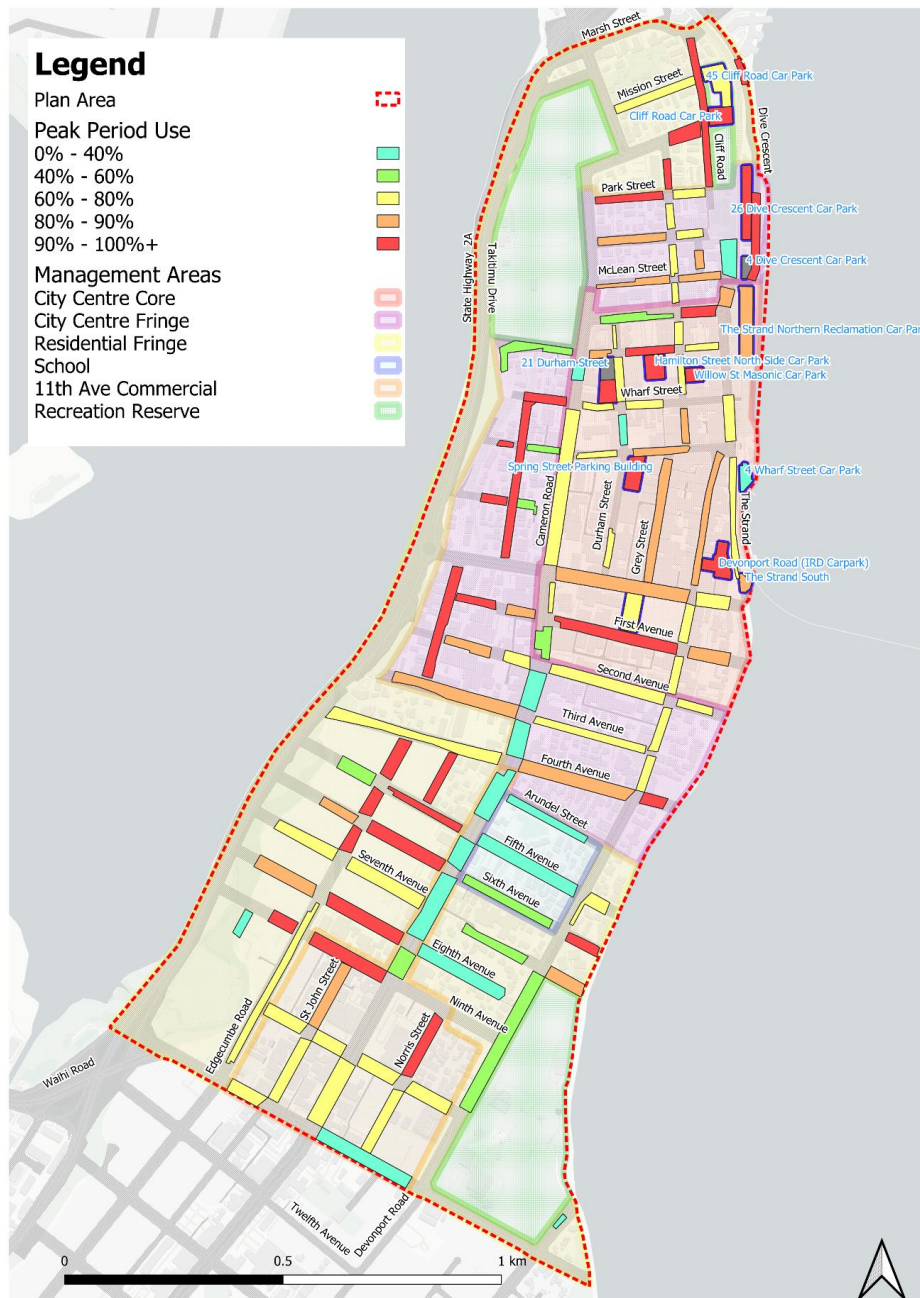


Figure 12: Weekday parking peak period occupancy

*Note: Utilisation figures exclude leased parking areas.

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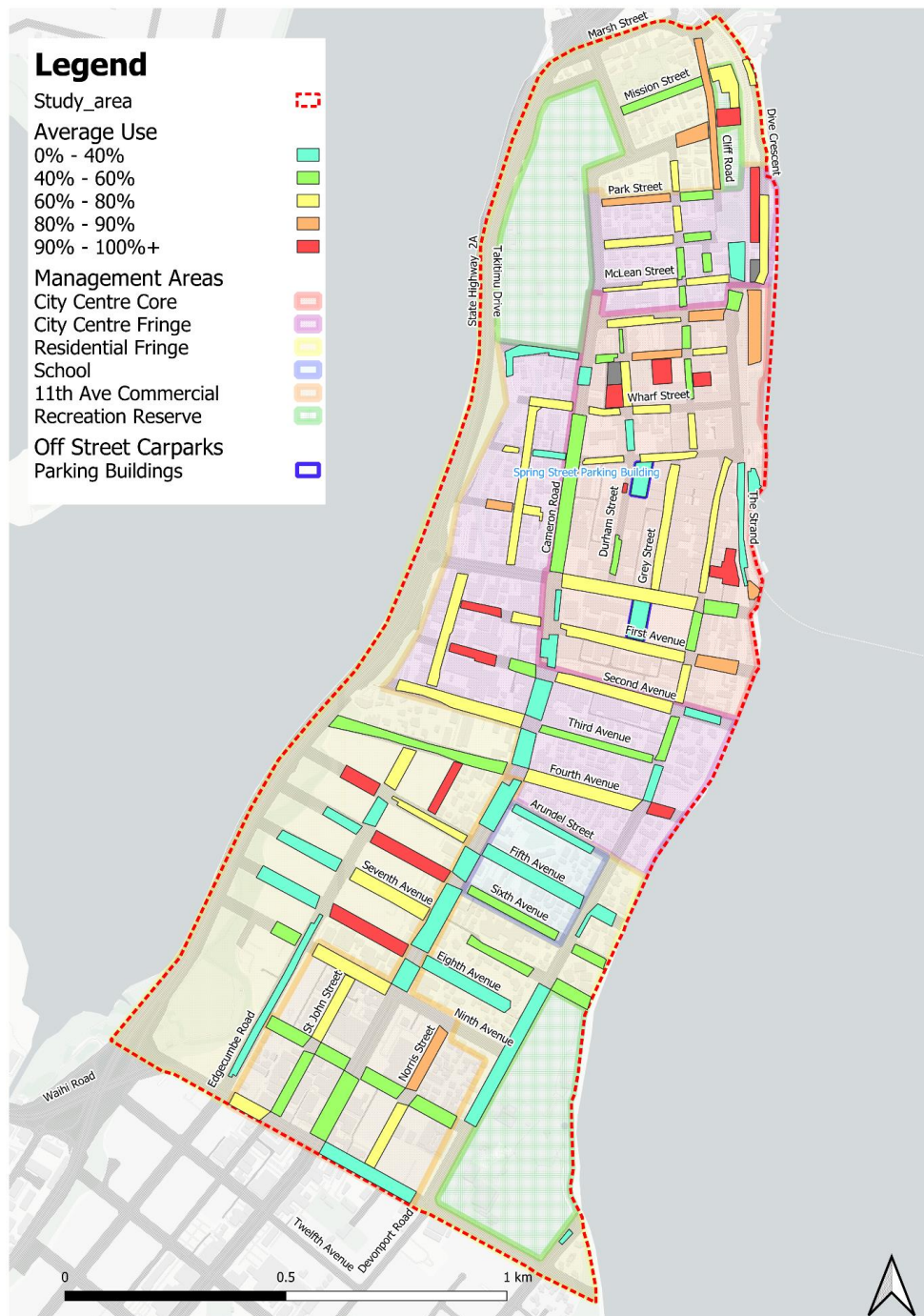


Figure 13: Weekday average occupancy

*Note: Utilisation figures exclude leased parking areas.

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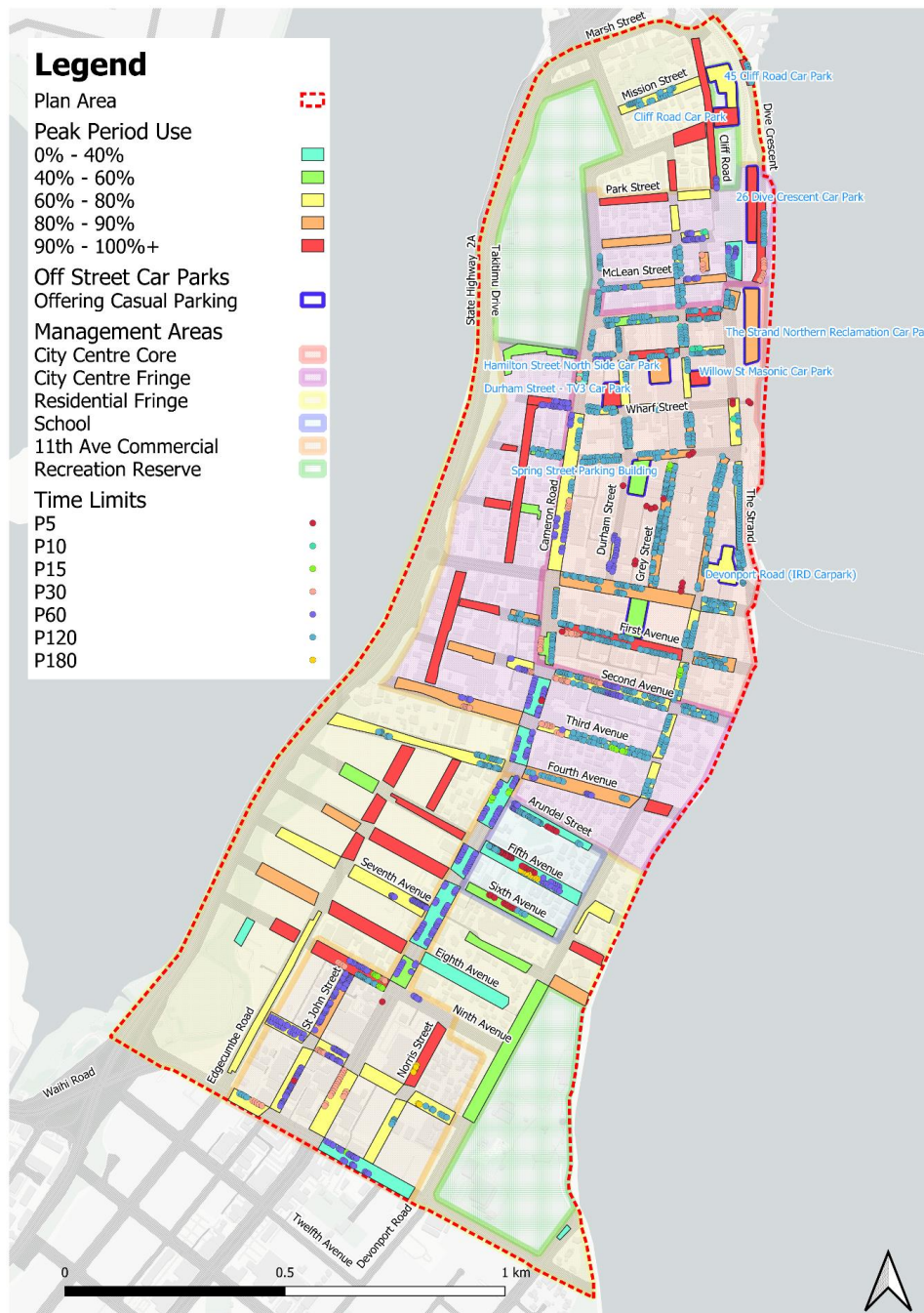


Figure 14: Weekday parking peak period occupancy / Time Limits

*Note: Utilisation figures exclude leased parking areas.

3.3.2 Use of berm and recreation reserve for parking

As well as the surveyed parking activity there is a significant amount of parking occurring on berms within the study area. Observations from aerial photographs indicate that the number of cars parked on the berm during the middle of the day is around 250. These are distributed mostly in the southern part of the plan area, around the Glasgow Street area, and on the northern part of Dive Crescent. A map showing the distribution of berm parking observed from aerial photography is included in Appendix C.

As mentioned in Section 2.2.1, some non-accessory public parking facilities have been established on recreational reserve land at the Cliff Road car parks. In total, around 130 car parks are on reserve land in this area. An estimate of the utilisation levels of these car parks indicates that they are around 80% occupied at busy times, which means there are around 100 cars parked in these spaces.

Based on observation made during a visit to the areas, some commuter parking (around 60 cars) is likely to be occurring on the northern part of Memorial Park.

As also mentioned in Section 2.2.1, there are around 20 cars parked during busy times on the local purpose (passive open space) reserve at number 50 Dive Crescent. These cars sit behind the cars parked on the berm in this location.

If these car parks are to be removed from the Dive Crescent Car Parks, and berm parking is prohibited throughout the plan area, and the TCC Reserves Management Team decide to manage the parking in Memorial Reserve to ensure car parks are available for park users, and TCC decides to prevent parking occurring on the passive open space reserve at number 50 Dive Crescent, then the demand equivalent to around 430 car parks would be re-distributed within the surrounding area or across different travel modes, and more people may choose to live proximate to the area to avoid the need to travel by car. It is important to note that this type of demand can be redistributed across the existing car parking stock but in a more efficient way, e.g., through carpooling or car sharing, or it can be redistributed in a way that does not involve the need for car parks, e.g., through people changing their travel habits to use public transport or walking or cycling, and changing travel habits can be assisted by people choosing to change where they live or work.

To help visualise the scale of redistributed demand the following charts in Figure 15 and Figure 16 have been produced.

This additional pressure on the public parking resources in the plan area implies that if the berm and reserve parking matters were addressed without changing or implementing other parking management measures such as implementing time limits or parking fees, parking may be over-used in some of the area and a lack of availability may result in significant levels of non-compliance with parking restrictions, and a poor parking experience for the parking users.

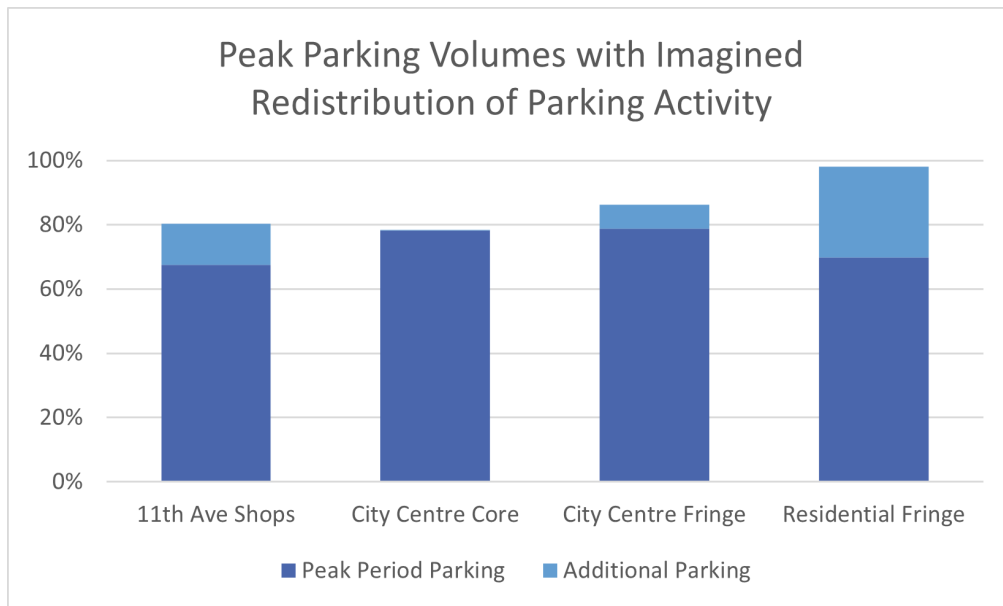


Figure 15: Imagined redistribution of parking activity

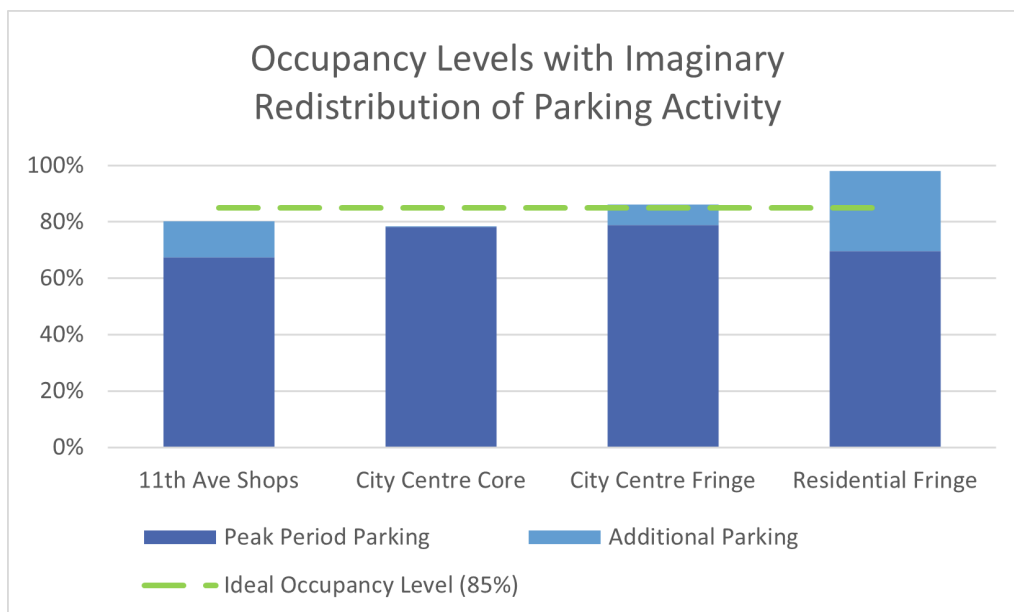


Figure 16: Imagined changes in occupancy levels

3.4 Weekday use of off-street car parks

Most of the off-street car parks in the plan area are located in the City Centre Core area, where over 60% of the public parking (1,577 car parks) is provided off-street, across three parking buildings and seven surface car parks. There are two surface car parks providing a total of 125 car parks in the City Centre Fringe area at 4 and 26 Dive Crescent, and the Cliff Road car parks are the only other off-street car parks in the plan area. Overall, there are around 1,880 off-street car parks and around 660 of these (35%) are leased and are therefore not available for general public use.

Figure 18 and Figure 17 below show the peak use levels and the parking volumes respectively of the off-street car parks that have car parks available for general use, i.e., non-leased car parks. These charts show occupancy of the parking facilities on October 20th, 2020 (Tuesday). This date was chosen because aerial photography from around midday was available for that day so occupancy levels in the off-street surface car parks could be observed.

Occupancy (%) Casual Parking (Oct 2020)

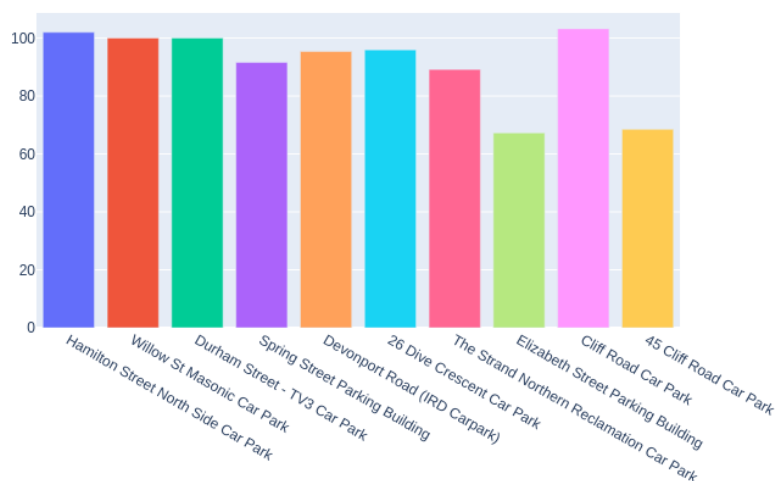


Figure 17: Off-street parking facility - peak period occupancy

Occupancy (count) Casual Parking (Oct 2020)

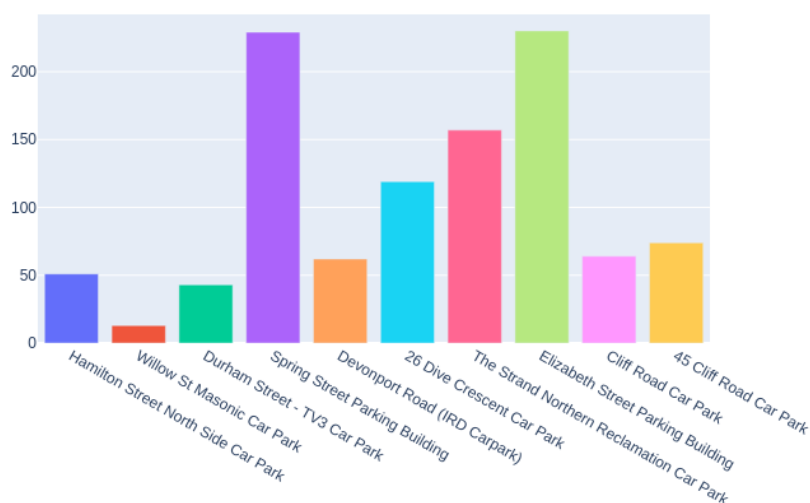


Figure 18: Parking facility - number of parked cars at busy times

3.4.1 Weekday duration of stay

Although there are limitations on the conclusions that can be drawn from the survey data in terms of overall duration of stay across the off-street parking resource, an indication of the proportion of parking users who are long-stay users can be seen for the Elizabeth and Spring Street parking buildings. The chart included in Figure 19 below shows this in terms of the relative number of long-stay users versus the number of short stay users arriving at different times of the day for the Elizabeth Street Car Park. A very similar pattern can be seen with the Spring Street Car Park, with long stay users arriving earlier in the day, and a relatively small proportion of short-stay users entering the car parks.

Figure 20 shows the overall proportion of long stay parking occurring in both the Elizabeth Street and Spring Street parking buildings.

This information indicates that during busy times, of the 592 car parks available for casual use across the two car park buildings, around 325 are being used for long-stay parking (>4hrs), around 140 are being used for short stay parking, and around 130 car parks are vacant.

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Number parking sessions by stay length and arrival hour Elizabeth Street Carpark - Weekdays (2020)

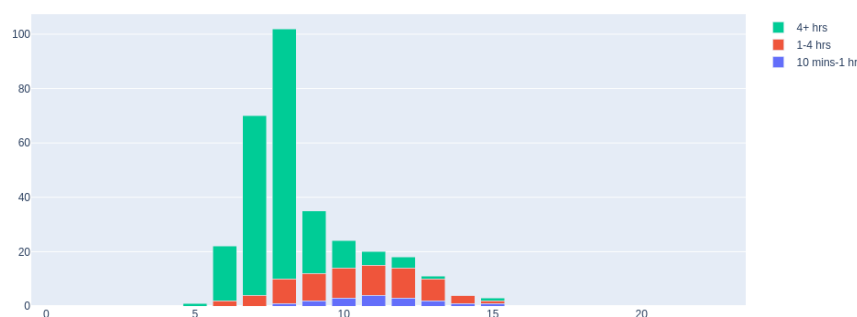


Figure 19: Proportion of long-stay parking activity by time of day - Elizabeth Street Parking Building

Number of public parking sessions by stay length - Weekdays (2020)

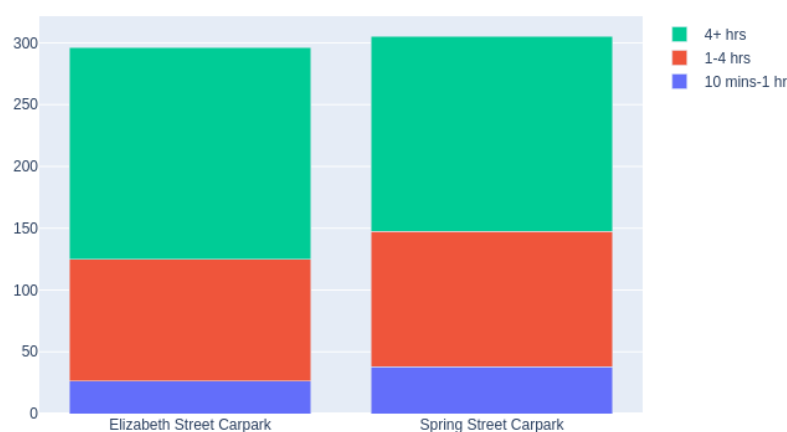


Figure 20: Daily proportion of long-stay parking activity - Parking Buildings

3.5 Motorbike parking

Tauranga City provides on-street parking for motorbikes, identified either by a parking restriction pole or yellow markings on the ground. General parking spaces can also be used by motorcycles. Dedicated motorcycle parking provides encourages travel by the more space efficient mode and can also be placed in leftover kerbside space not large enough for car parking.

The occupancy survey did not capture data about the motorbike parking; therefore, no conclusions can be reached about the occupancy of the motorbike parking.

The highest concentration of on-street motorbike parking is in the City Centre Core area, with few dedicated motorcycle parks outside this management zone. A map showing the distribution of motorbike parking is included in Appendix C.

3.6 Infringements

Infringements can be an indication of the suitability of the parking management measures in an area. High levels of infringement can, for example, indicate time limits are too short for the activities that visitors want to do, or in the case of pay and display parking can indicate the impracticalities of having to estimate the amount of time needed to undertake activities.

In the case of Tauranga City Centre, infringement information shows that the number of infringement tickets issued per year more than doubled between 2019 and 2021 (refer to Figure 21 below). Most of this increase is due to overstaying a time limit, which is consistent with the implementation of a two-hour time limit on car parking in the City Centre Core and City Centre Fringe areas at the same time paid parking was removed from these areas.

Although the increase in infringement may indicate an overly restrictive time limit for visitors to businesses in the area, it may also indicate employees are using the on-street parking in the area for long-stay parking, notwithstanding that they may receive an infringement ticket from time to time, because the cost of the tickets is comparable or less costly than paying for parking in a long-stay parking facility. **Figure 23** below shows that on the dates surveyed (5th May-7th May 2022) up to 250 cars were seen parked in the City Centre Core area over a span of more than two hours on the same day. This is consistent with commentary from businesses in the area.

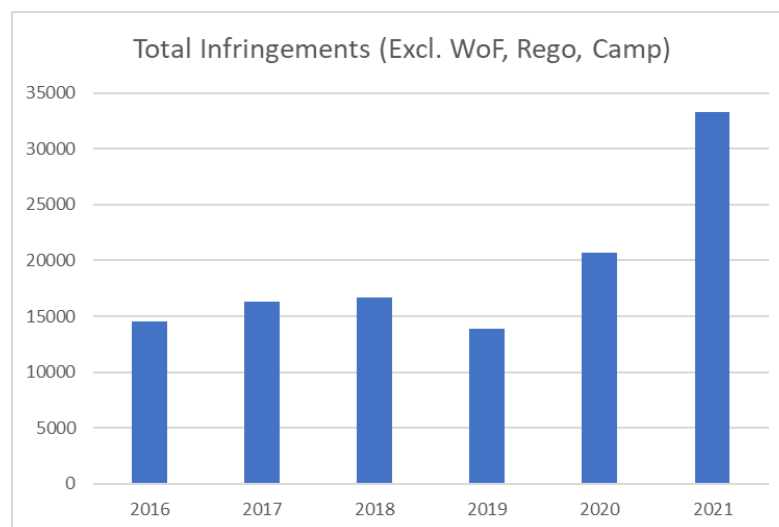


Figure 21: Parking infringement comparison

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Figure 22: Hotspots of infringements

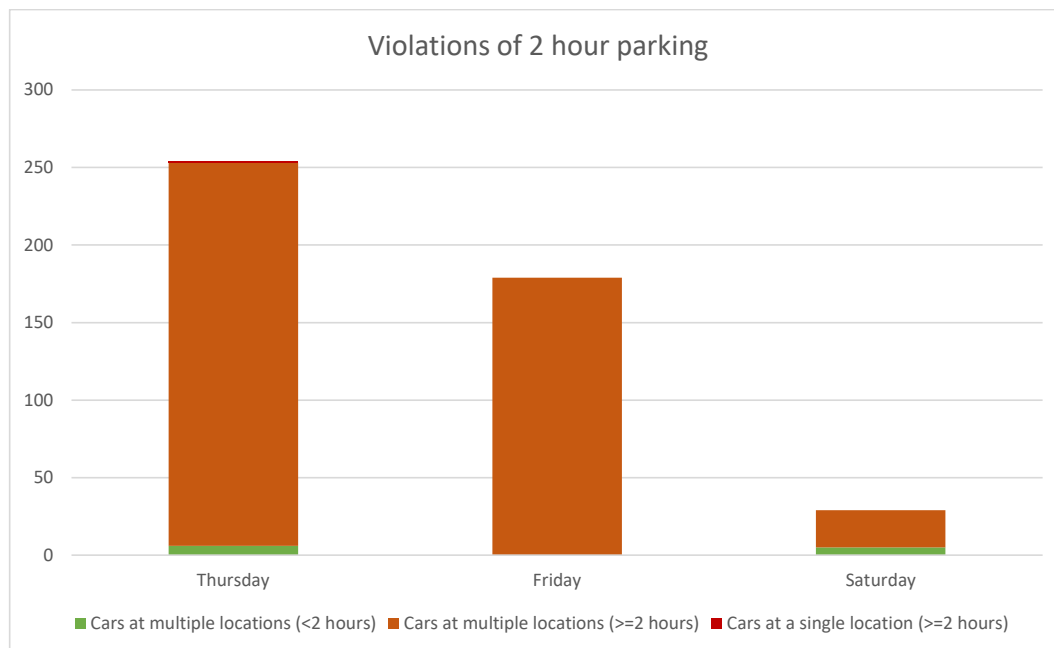


Figure 23: Number of cars surveyed in the CBD at risk of violating two hour parking limit

3.7 Mobility parking

The Tauranga City Infrastructure Development Code (DS-4 Transportation Network) refers to Australian Standard 2890.1 (AS 2890.1) for the design of parking spaces. The New Zealand Building Code Clause D1 Access Routes also refers to the New Zealand Standard 4121 (NZS 4121) for guidance on acceptable solutions for mobility car parks. NZS 4121 states, "where car parking is provided by the local authority and not by the building owner then the required spaces shall be near the site or building and shall be connected to the site or building by an accessible route". Table 3-2 provides guidance from NZS 4121 on the number of mobility car parks to provide.

Table 3-2: Accessible car park requirements

Total Number of Car Parks	Number of Accessible Car Park Spaces
1-20	Not less than 1
21-50	Not less than 2
For every additional 50 car parks or part of a car park	Not less than 1

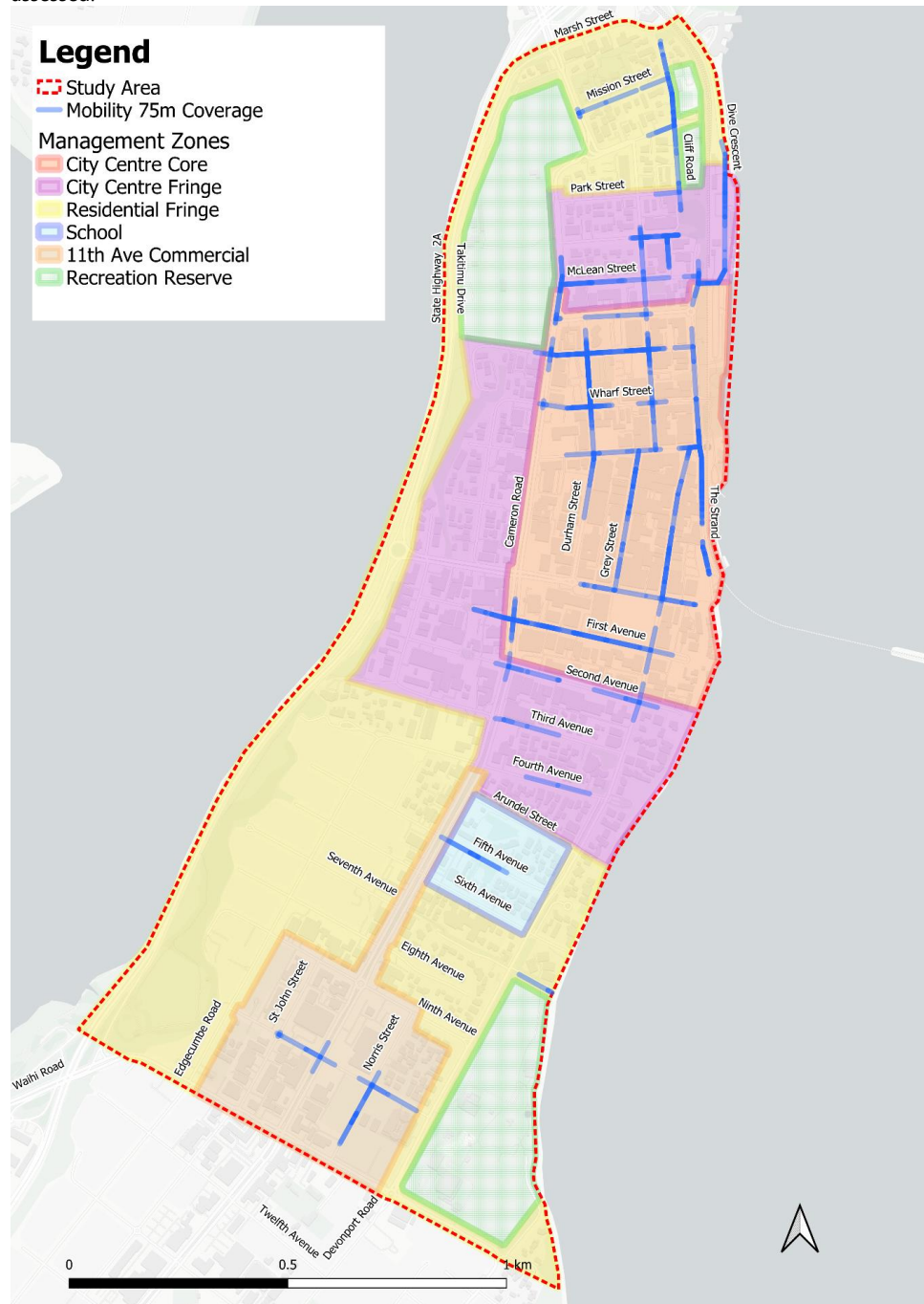
Approximately 65 mobility parking spaces are provided within the study area public car parking stock. Mobility parking spaces are supplied at both on- and off-street locations. If the above standard is applied to all TCC provided car parks in these areas, around 104 mobility car parks would be needed. However, the NZS 4121 standard appears to be applicable to ancillary parking provided by a local authority, rather than general on-

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street parking. Furthermore, many premises in the plan area provide on-site parking that also includes mobility parking.

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To assess the existing public mobility parking coverage, general proximity to activities in the plan area was assessed.



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Figure 24 shows a map of this assessment, with 75 metres used as a measure of convenience for mobility car park users.

This map shows some gaps in the mobility parking coverage, for Example, between Durham Street and Cameron Road on Elizabeth Street, and on St Johns Road and the eastern part of 11th Avenue in the 11th Ave Commercial area.

Gaps in coverage shown in this type of map may not be significant if private accessory car parking in the area provide mobility car parks. However, if in the coverage gaps there are commercial or community activities that do not have on-site parking, then the provision of mobility car parking to fill the gaps may be appropriate.

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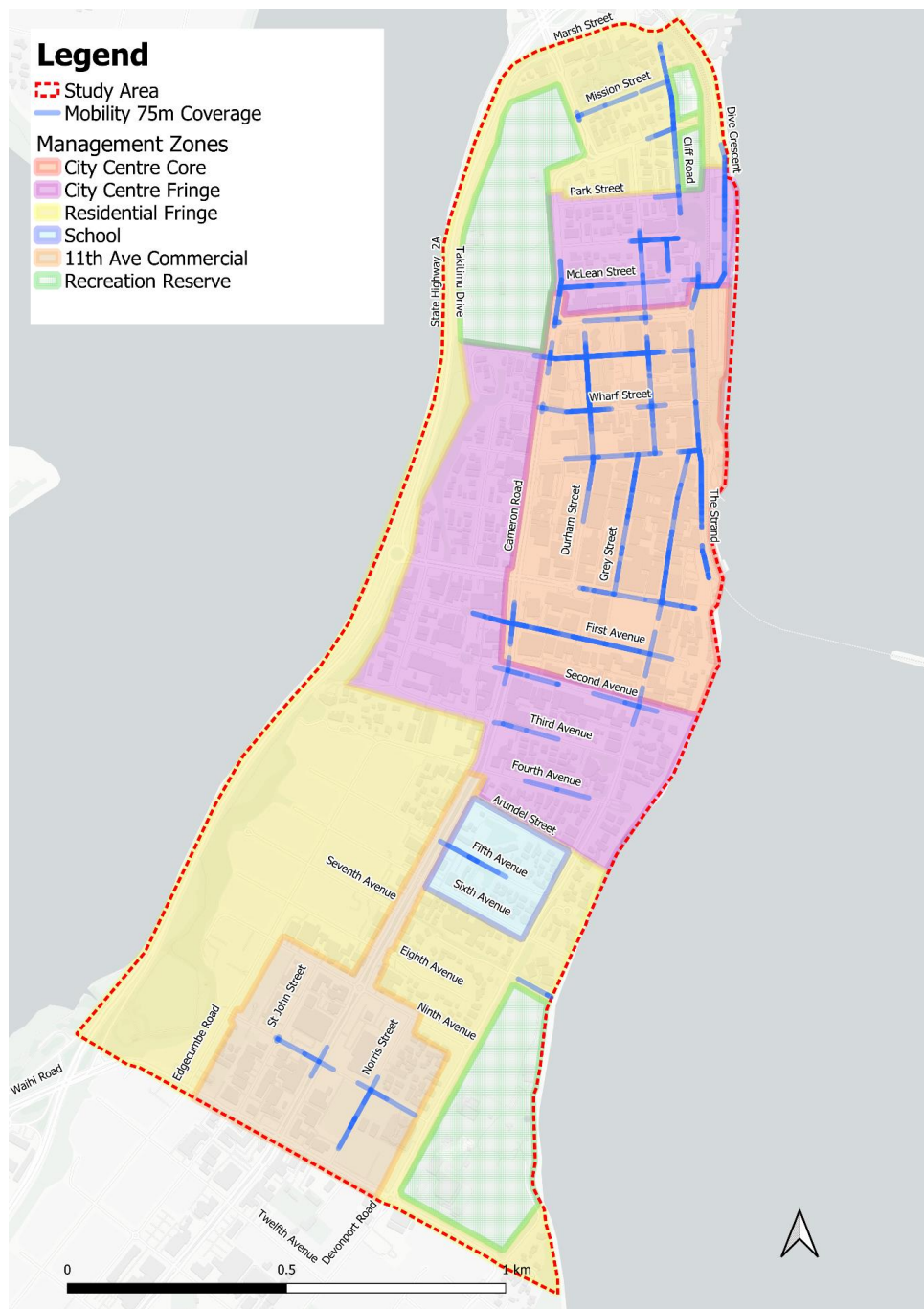


Figure 24: Mobility parking coverage

3.8 Weekend use of car parking

The map in Figure 25 illustrates the parking utilisation levels observed during the May 2022 survey of the area (Saturday 7 May). This shows a relatively low demand for car parks across the area, and no issues in terms of over-use of car parking in any of the areas.

Overall, there is plenty of available parking in plan area in the weekends. The parking buildings in the City Centre Core area seem to be poorly used during the weekends. This could be seen as an opportunity to encourage people to use the parking buildings to free up availability within the on-street parking resources so that these can be used for other activities, e.g., markets or festival etc.

Figure 26 and Figure 25 show the level of use of the parking buildings during Saturday 7 May 2022. These show comparable levels of low occupancy, but also show a clear midday shoppers' peak period of occupancy between around 10.00am and 2.00pm. This midday shoppers peak indicates a relatively high proportion of short-stay parking on weekends when considered against the weekday parking activity in the parking buildings (refer to section 3.4.1), where a much higher proportion of car parks are being used for long stay parking.

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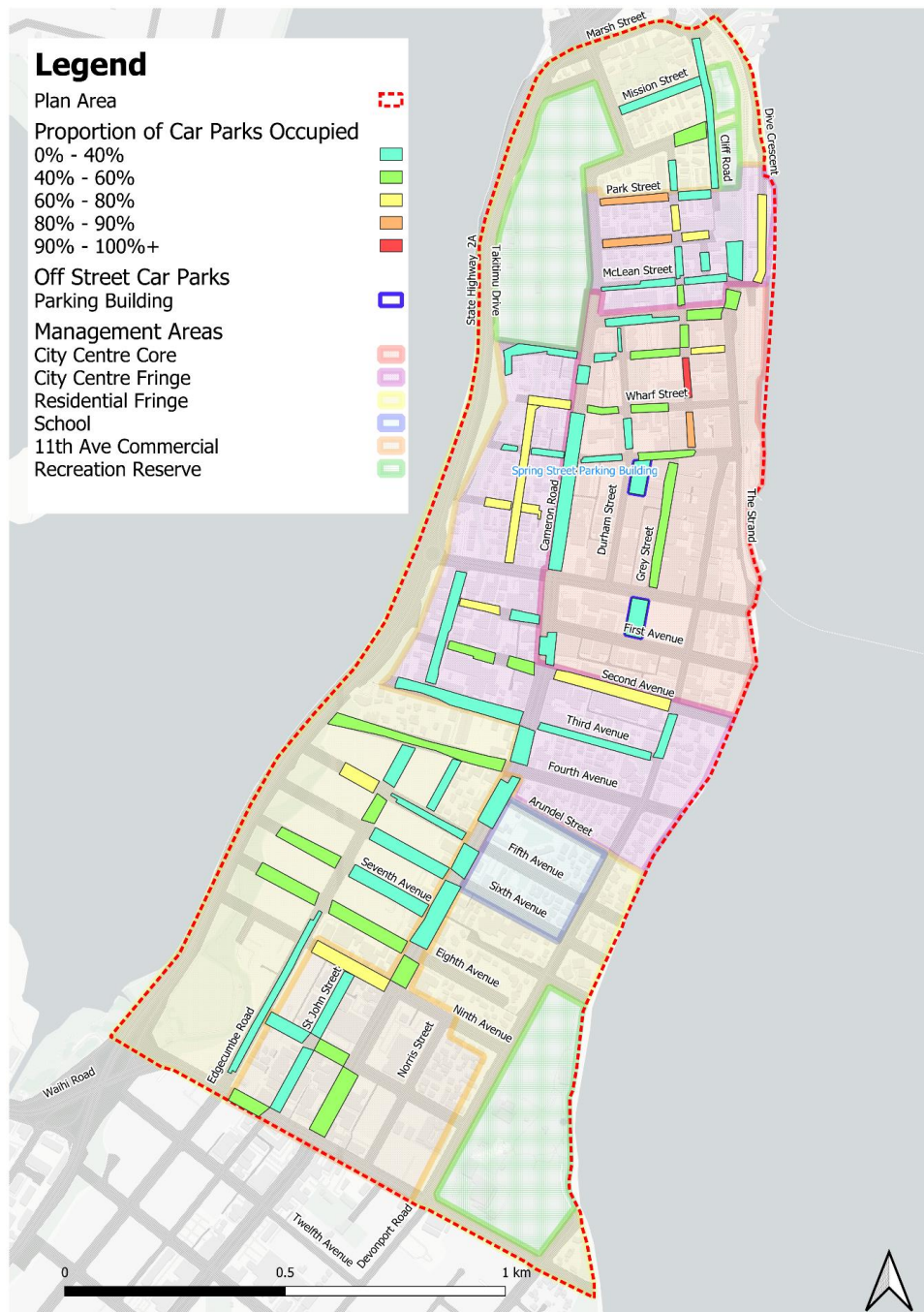


Figure 25: Weekend peak period parking occupancy

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Average hourly occupancy - 2022-05-07

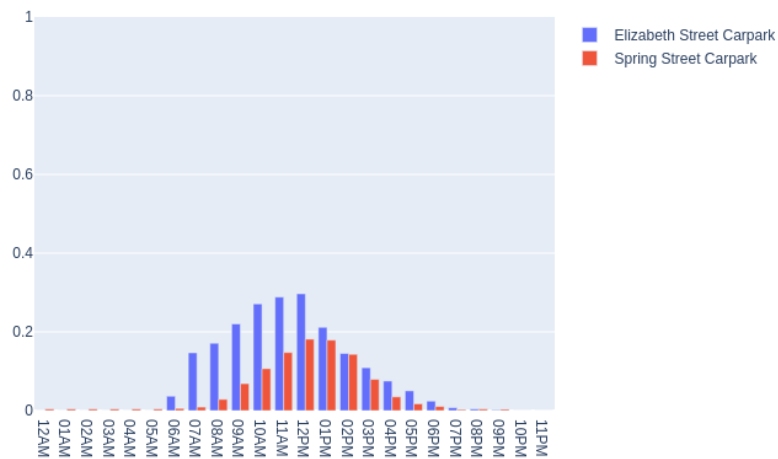


Figure 26: Elizabeth Off street Parking Buildings Weekend Use Profile

4 Applying the Strategy to the plan area

This section examines how the direction and management options from the parking strategy could be applied to the plan area. The strategy identifies five core outcomes which provide the basis for this plan:

- Improving vibrant centres and access to centres
- Enabling a multimodal transport system
- Enabling a more attractive and compact urban form
- Supporting access for all
- Ensuring value for money and best use of resources.

This section discusses how the strategy can be applied to the plan area across the following aspects:

- Occupancy and turnover within the parking management areas
- Commentary on how informal parking could be addressed (recreational reserves, berms, and appropriated public land)
- Managing special typologies such as mobility parking or allocated residential parking spaces
- Implementation including monitoring and enforcement, parking technology and data collection.

The commentary in this section is intended to provide context and support the recommendations made in section 5.

4.1 Managing parking occupancy and turnover in parking management areas

The parking strategy promotes an 85% occupancy level for public car parks in the city centre (commercial area), so that car parks are well used but car drivers can find a space relatively easily. This level of availability helps to reduce congestion, provided it is distributed across the public parking resources in the area. Refer to section 7.1 of the parking strategy for explanation on this aspect.

The parking strategy also prioritises short-stay parking, e.g., for visitors and business customers, over long-stay parking for workers or residents throughout the plan area. Methods for prioritising short-stay parking include implementing time limits or pricing parking at a level that achieves good turnover of vehicles. Pricing parking is a more effective tool to achieve parking turnover than a rigid time limit. This is because it allows the user flexibility and reduces the chance of a parking infringement which can be a negative experience of the visit.

The context outlined in section 2 and the observations made in section 3 indicate that:

- Use of the car parks in the commercial parts of the plan area, i.e., the City Centre Core, City Centre Fringe and 11th Ave Commercial does not exceed 85% during busy times.
- There is a large proportion of long-stay parking occurring across the plan area, with a relatively small proportion of the parking stock being used for short-stay parking.
- There are hot-spots of high parking use, many of these extending throughout the day, that generally align with the unrestricted parking resources in the plan area.
- The car parking buildings and Devonport Road off-street car park are under-used, and the Dive Crescent, Masonic, and TV3 Rooftop off-street car parks are over-used.
- Providing off-street surface car parking in the City Centre Core area is very costly for the community.

- There is a significant amount of parking occurring on berms and in reserves, and if parking in these areas is prevented the flow-on effect will likely be to increase parking use of the formal car parks in the area.
- Even ignoring the effect of the free parking trial in the City Centre Core area, a relatively small proportion of the cost of providing car parking in the plan area is being recovered through user fees.

This situation implies an approach of prioritising on-street parking in the commercial areas through hourly fees would be prudent. Fees for long-stay parking users should also cover the cost of providing the car parks, for example, any leased parking rates should be set at a cost recovery level, which is higher than the current level of fees. Fees for commuter parking in the Residential Fringe area can also be considered, albeit that these should be set lower than the long-stay parking fees for the commercial areas to reflect the lower resource cost of providing these car parks, and the less convenient location.

This approach is supported when the outcomes of the parking strategy are considered (refer to section 5 of the parking strategy), e.g., to support mode shift and investment in public transport and active mode infrastructure, and to make sure that council parking fees cover the cost of providing parking.

These management measures would encourage changes in how people travel to the City Centre to encourage more efficient use of the existing parking resources, e.g., through carpooling or car sharing, and to reduce the need for car parks through people choosing different modes of travel like public transport or walking or cycling. The measures would also promote the land use changes needed to achieve the broader objectives of the community to create denser and more walkable urban environments, as people choose to change where they are living or working so that alternative modes of transport are accessible to them.

4.1.1 City Centre Core

The on-street parking resources in these areas tend to be perceived as the most convenient for visitors as they are located immediately outside the premises people want to visit, and the survey information shows that off-street parking resources available for short-stay use are less well utilised than the on-street parking resources in these areas.

Given the convenience value of the on-street car parks in this area on-street parking should be priced, and the price should be set at a higher rate than the off-street car parks in the area. An incremental pricing system where visitors pay a low price for the first hour, but comparatively more for additional hours will also encourage turnover of users as well as maintaining availability.

For example, if on-street car parking is priced at \$3.00/hour for the first two hours and \$5.00/hour for subsequent time (with no time limit), then off-street parking could be priced at \$1.50/hour for the first two hours and \$2.50/hour for subsequent time. This would mean that if someone wants to long-stay in a parking building a full eight-hour day would cost \$18, which is marginally higher fee level required to recover the cost of providing parking¹⁰.

4.1.2 City Centre Fringe

The City Centre Fringe area is within easy walking distance of the City Centre and therefore experiences high parking demand. Parking in this area currently has a range of different time limits although much of it is

¹⁰ Assuming free parking on weekends and public holidays, and around 65% average occupancy during weekdays.

unrestricted. This area is zoned for commercial and mixed use and will likely intensify over time with more residential density. This will increase the demand for on-street parking in this area.

The on-street car parking in the City Centre Fringe area could be priced at the same level as the off-street car parks in the City Centre Core area, and the off-street car parks in the City Centre Fringe area could be priced at a lower level again to reflect the less convenient location of these car parks.

4.1.3 Residential Fringe

Parking utilisation in unrestricted areas of the Residential Fringe is high throughout the day, indicating use by commuters preventing short-stay users from accessing the parking. Existing time limits in the Residential Fringe appear to be working well and should be retained. However additional time limits along parts of streets that have high utilisation would ensure that a proportion of the parking is available for short stay users.

Another option for addressing the demand for long-stay parking in this area is to price parking. Pricing could be applied across a smaller time window such as 10am – 4pm to reduce the impact on residents and make it easier to enforce. This method has the benefit of providing revenue to cover the cost of providing, maintaining, and managing the parking, while also acting as an incentive for people to either use parking more efficiently or to travel by alternative modes such as public transport, walking or cycling. In this way it would also support successful investment in better public transport and walking and cycling infrastructure. This may be controversial with residents and would require public engagement.

For example, a user fee of \$1.00/hour would cover most of the resource cost of providing the car parks if the car parks continued to be well utilised following the implementation of the parking fees.

User fees could be implemented in part of the area, e.g., in the areas north of Seventh Avenue, closest to the city centre. This is the area most likely to intensify and where parking demand is likely to increase. It may be a good approach to introduce pricing early to mitigate future impacts and while there are fewer people to consult with, in this scenario time limits could still be used in areas from Seventh Avenue south which is further from the city centre.

4.1.4 Tauranga Primary School

Use of the car parks in the School management area is relatively low, likely reflecting the time limit restrictions on much of the parking in this area – Arundel Street and Fifth Avenue have time limit restrictions along at least one full side of the street. However, Sixth Avenue has only three car parks with P120 restrictions and nine car parks with P5 restrictions during school drop off/pick up times and showed a relatively high occupancy level during the survey (up to 60% occupied).

Given the high proportion of unrestricted car parks along this stretch of Sixth Avenue and the likely increase in demand for long-stay parking in the area, it could be expected that utilisation of the unrestricted car parks will increase once other management measures are implemented. Therefore, it would be prudent to extend time restrictions along the full length of one side of Sixth Avenue in the School management area.

4.1.5 11th Avenue commercial

Parking in this area was generally well utilised during the survey but not over-utilised, although Norris Street between Ninth and Tenth Avenues appeared to be a hot spot with relatively high levels of utilisation throughout the day, and significant amounts of berm parking were also observed in this area.

Pricing parking around this group of shops could be considered to support the use of alternative transport modes and to recover the cost of providing the parking. However, the study area only includes part of the shopping area and an initiative to charge a fee for using parking in this area should be considered and implemented in a comprehensive manner, i.e., through a plan that covers the whole of the distinct shopping area and its surrounding fringe, including the public off-street car park at 116 Eleventh Avenue which is outside the study area.

4.1.6 Off-street parking facilities

The information in sections 2 and 3 shows that most of the off-street car parks in the plan area are either leased or used for long-stay parking, and occupancy of the parking provided for casual short-stay users is relatively low with plenty of availability for short-stay parking.

Around 30% of the off-street parking stock is leased and the fees for these leased car parks are set at a level that does not recover the cost of providing the car parks. For example, the fee for a leased car park in the Elizabeth Street car park building is \$230/month for a covered car park, but the cost to the community of providing the car park is around \$300/month. The fee for a leased car park in a surface off-street car park (e.g., Devonport Road or 21 Durham Street) in the City Centre Core area is \$210/month, but the cost to the community of providing the car park is around \$600/month. Ideally lease parking should be phased out over time as it:

- Locks in driving behaviour as customers have pre-paid their parking for the month.
- Prioritises long-stay parking (commuter) over short-stay parking.
- Lowers the overall market price of parking and makes public transport less competitive.
- Have higher admin costs than daily parking using limited council financial resources that could be put to better use.

Ways to phase out lease parking include:

- **Close the scheme to new applicants** - Closing lease scheme to any new applicants would provide a sinking cap on lease numbers. This action could be progressed early. It would not impact existing lease holders so unlikely to cause major controversy. Poses some equity considerations as existing leaseholders would be eligible for benefits that are not open to others.
- **Price leases at a premium** - Lease holders currently get a discounted price compared to casual users. A premium would reflect the fact that a lease guarantees the holder a space and restricts other customers from accessing the space. This would make leases more expensive than casual rates and make leases less attractive.
- **Unallocated spaces** - Rather than lease holders getting exclusive access to a particular space the approach could be changed to an unallocated space model. This is a much more efficient way of managing parking and normally reduces the total number of spaces that need to be allocated to lease parkers.
- **Tighten eligibility criteria** - Eligibility criteria could be changed to restrict which types of vehicles are eligible to obtain leases. Eligibility criteria could be linked to broader objectives like emissions reduction and road safety. This would likely reduce the overall lease numbers.
- **Ring-fence surplus revenue** - Surplus revenue from parking leases can be ring-fenced to fund infrastructure and services for public transport and active transport or other public goods like public realm enhancements.
- **Top-up card** - Leases offer the customer convenience of not having to pay for parking each day, however they lock in driving as the customer has pre-paid for parking for the month. An alternative is to offer a top-up card or account where the customer swipes (or number plate

recorded on entry), and their card is debited the daily amount. This offers customer convenience without locking in driving.

Also, the fees for casual long-stay users of surface car parks are generally set at a level that does not recover the cost of providing the car parks, for example, the cost to park all day at the Dive Crescent car park is \$6/day but the cost to the community of providing the car park is around \$12/day. Flat fee all day parking should be a lower priority than short-stay hourly fee parking, but if there is capacity to provide flat fee all day parking within the parking stock, the parking fee should reflect the cost to the community of providing the parking.

Short-stay parking should be prioritised over long-stay parking at the off-street parking sites in the City Centre Core area especially, and short-stay parking should be priced at a lower level than adjacent on-street parking to disincentivise cruising for on-street parking and reflect the perception that these car parks are less conveniently located, and to reflect the lower resource cost of providing car parking in a building format in the City Centre Core.

If a lack of short-stay parking does develop over time, reducing long-stay parking can take a phased approach and should be coordinated with other changes, such as public transport improvements and projects that involve reallocation of on-street parking to other purposes. Reducing long-stay parking can occur through cancelling parking leases, increasing the price of all-day parking, optimising the TCC vehicle fleet, and removing parking from TCC employment contracts. These measures could free up over 1,000 parking spaces for short-term use, mainly around the City Centre Core and City centre Fringe areas.

4.1.7 Weekend Parking

The pattern of use of parking resources on weekends does not indicate that there is an over-use of car parking resources anywhere in the plan area, and levels of use indicate that there is no need to use time limits or parking fees to manage demand.

Although there are other reasons that generally support the use of parking fees in the City Centre, e.g., to support shifts in travel behaviour to public transport and active transport modes, or to contribute to recovering the costs of providing car parking, imposing measures when activity levels are so low may undermine the economic vitality of the City Centre in the short term.

Therefore, the best approach for weekend parking would be to monitor parking activity on a regular basis and implement parking management measures when general levels of activity increase, i.e., to achieve parking occupancy levels of 85% if parking becomes over-used.

4.2 Informal Parking Activity

The work undertaken for this report has shown that there are three areas where informal parking is occurring in formats that impact the ability of TCC to manage overall supply effectively. This includes parking on recreation reserves, on berms within the plan area and locations where public land appears to have been appropriated for management by adjacent businesses.

4.2.1 Parking on recreation reserve and local purpose reserve land

As described in section 2.2.1, some people are parking in local parks such as Memorial Reserve to avoid on-street parking restrictions which reduces the effectiveness of these management measures. This is also highlighted as an issue in the parking strategy in section 7.1. In addition to the parking management issues

created by this informal parking, the use of land gazetted as recreation reserve under the Reserves Act for non-accessory car parking is inconsistent with TCC obligations under the Reserves Act.

As discussed in section 2.2.1, the Cliff Road off-street car parks have been established either entirely or partly on land gazetted as recreation reserve under the Reserves Act. These car parks should be closed, or at least those portions of the car parks situated on recreation reserve land, and the reserve land reinstated to provide for its legislated purpose.

Also, parking management measures applied to public car parks in the plan area may result in changes in parking activity in recreation reserves like Memorial Reserve, e.g., people may attempt to park in reserves to avoid new time limits or parking fees on the street and in parking buildings. Parking in recreation reserves is to enable access for people visiting and using the reserve, and this might be done through and reserve management plan process rather than through this parking management plan¹¹. In practice this would mean being more pro-active in the management of parking in reserves if there is evidence parking is not being used for its intended purpose, e.g., by implementing time limits for some or all of the parking and monitoring and enforcing the limits to discourage the use of the car parks for long-stay commuter parking.

Parking management measures applied to public car parks in the plan area may also result in more likelihood of parking happening on passive open space reserve like that at number 50 Dive Crescent. This aspect should also be monitored and addressed through management measures.

4.2.2 Parking on berms

The Parking Strategy addresses the issue of berm parking in Section 7.6, outlining that parking on berms can reduce the amenity benefits these areas provide for other street users, residents, and visitors to the area, and outlines that parking management measures will be more effective in circumstances where drivers are not able to park behind the kerb line and avoid any restrictions applying to the on-street formed car parks. Berm parking can also result in adverse effects on ecological systems and the quality of the environment in general, e.g., water and soil quality, and ecological benefits berm areas can have.

Therefore, this plan recommends the "No Parking Behind Kerb" restriction is extended through the whole plan area.

4.2.3 Privately managed parking spaces on public streets

In several locations in the plan area there are parking spaces on public land that appear to be integrated into private developments. These need to be regularised to ensure that the overall parking supply is managed efficiently in the plan area.

This could occur through a staged process, starting with engagement with property owners and occupiers, and signalling TCC's intent to actively manage the car parks. This could involve several different approaches depending on the context of the street and surround in land uses, for example:

- On streets where time limits or pay parking is implemented there could be signage and access to the parking to make it clear the car parks are public and are for public use.

¹¹ Note that parking in recreation reserves falls outside the scope of the TCC parking bylaw.

- In some contexts, it may be appropriate to lease car parks to adjacent private property owners, or consider an encroachment license e.g., in a circumstance where it is not practical for members of the public to access the car parks.
- In some circumstance the street may be redesigned to support land use intensification in the city centre area, in line with TCC's Street Design Guide, and the land may be repurposed for other uses such as public amenities or other types of transport infrastructure.
- In areas where there is low utilisation of public car parking, it may be appropriate to maintain the current management system until development or increased activity happens in the surrounding area.

4.3 Special parking typologies

In addition to managing effective supply and utilisation within the discrete parking management areas, there are specific parking typologies that warrant their own consideration such as the provision of mobility parking and allocated residential parking spaces.

4.3.1 Mobility parking

The parking strategy establishes mobility parking as one of the highest priorities for kerbside space allocation. The strategy indicates that where a mobility parking space has high occupancy rates, adjacent general car parking spaces should be retrofitted to mobility car parking spaces.

Although the utilisation levels of the mobility car parks in the area have not been surveyed specifically, the analysis in section 3.7 shows that there is good coverage of mobility car parks in the area, but there seems to be some gaps in the area between Durham Street and Cameron Road on Elizabeth Street, and on St Johns Road and the eastern part of 11th Avenue in the 11th Ave Commercial area. These areas include commercial activities without accessory parking and therefore mobility parking spaces should be established to conveniently service these areas.

4.3.2 Allocated residential parking spaces

The parking strategy outlines that prioritising public parking for residents is not equitable because it potentially restricts the best use of the space at any given time.

There are six car parks at the eastern end of First Avenue allocated for residential use only. This restriction relates to two properties along the foreshore area without practical vehicle access.

Minimum parking requirements have been removed from the district plan, and developments with less parking than has typically been required, or with no parking at all, are starting to appear in the city centre area. In this environment there is less rationale to ensure the owners / occupiers of the dwellings have dedicated access to car parks, and it is questionable whether it is still an appropriate use of public land to allocate this for exclusive private use.

Therefore, this arrangement should be reviewed and the exclusive right to use the car parks could be subject to a legacy clause in the parking bylaw so that any right for exclusive use of a car public car park is cancelled at the time a property changes ownership. Also, consider as a transitional measure, the property owners that have exclusive use of the car parks should be subject to a fee for the use of the parking spaces, e.g., an annual lease that covers the resource cost of providing the parking.



Figure 27: First Avenue allocated car parks for residents' exclusive use

4.4 Tools to support implementation

There are a variety of tools that are needed to support the effective implementation of the parking management techniques already described in this section. These include monitoring and enforcement, parking technologies, and good quality data collection.

4.4.1 Monitoring and enforcement

The parking strategy sets out the importance of monitoring and enforcement to support implementation of parking management plans. Strong monitoring and enforcement processes:

- Ensure parking is being used as intended e.g., time limits are being adhered to and paid parking is being paid for.
- Help TCC understand how parking is being used. This helps TCC to address any problems that are arising, e.g., under or over utilisation, lack of short-stay parking, lack of mobility parking or mobility parking in the wrong place etc.
- Support a responsive approach to parking management in a changing environment, which is important in an area undergoing transformation due to land use intensification.
- Ensure parking is not occurring on other parts of the street network, like berms and berms, so that these areas can provide amenity benefits for other street users, residents, and visitors to the area, and so that adverse effects on ecological systems and the quality of the environment can be avoided.

As noted in section 4.2.1, monitoring and enforcement also assists TCC with meeting its obligations under other legislation like the Reserves Act, ensuring that recreation reserves are providing the benefits to the community they are intended to.

4.4.2 Smart parking technologies

The parking strategy highlights the opportunities of smart parking technologies to support parking management plans. There have been significant advancements in parking technology in recent years that have offered operational efficiencies to parking operators and convenience to customers. However, because of the range of technologies it can be difficult to know what to invest in. It is important to understand the problems that exist and how technology can help to address these. Below are some parking technologies that can improve parking operations and offer customer benefits.

4.4.2.1 Licence plate recognition (LPR) operated off-street car parks

Several cities are adopting the use of Pay by Plate and LPR camera technology for management of off-street car parks. There are systems that detect when a motorist hasn't paid or has overstayed and record the necessary evidence and send that to a council enforcement system. Alternatively, these cameras can be linked to a barrier arm which only allows vehicles to exit if parking has been paid. These cameras also determine live parking availability which can be displayed on a sign or website and used for data analysis and evidence to support price changes.

4.4.2.2 LPR camera enforcement

TCC is currently using an LPR camera system for enforcing the time restrictions in the city centre. LPR systems can create operational efficiencies as a much larger enforcement area can be covered by the same number of staff. These cameras are very accurate and can enforce time restricted parking and paid parking if customers are paying with their licence plate. These systems can be used to collect parking occupancy information. It is understood that TCC currently uses one mobile LPR camera enforcement system and is looking to purchase another one.

4.4.2.3 Paying for parking

Parking machines are the traditional method for allowing customers to pay for parking. TCC currently has Pay by Plate parking meters which is the easiest system for councils to manage and is more customer friendly. Customers could also pay for parking using the PayMyPark phone app. Parking meters are expensive to purchase and maintain and add to footpath clutter. Incentivising parking payments through the smartphone app is a much cheaper way to operate paid parking. A simple way to incentivise app payments is to remove the surcharge for using the app.

There are cheaper parking meters on the market that are cashless and don't use tickets. These meters don't require the strengthening and security to protect cash. These parking meters are also easier to maintain and more reliable as they don't have coin hoppers and ticket dispensers which are also the most common point of failure.

Parking technology is also being embraced by the private parking operators. There are shared technology platforms that allow surplus private parking capacity to be shared on the open market. This results in a more efficient use of the total parking supply in a centre and reduces the overall parking needed. For customers, it is

more convenient to limit the number of parking technologies (especially apps and accounts) needed to park in the city. Therefore, efforts to work with private parking providers will be beneficial to customers.

4.4.3 Data collection and storage

The parking strategy sets out the importance of reliable survey data in preparing parking management plans. In order to monitor the effectiveness of this parking management plan, and to understand how use of parking in the city may be changing, it is important to regularly monitor how parking is being used.

Decisions on parking should be guided by policy and informed by data. Parking generates a lot of useful data that should be collected and utilised to develop a robust evidence base for making decisions. There are existing data sources from parking machines, parking payment apps, infringement ticketing systems and traffic counting systems. As parking management is part of an integrated transport management approach, it is also useful to collect other data sources such as transport mode share trends, land-use changes and consumer spending.

A data analysis and visualisation tool such as Microsoft Power BI is a useful way to understand data and track key metrics for parking. These tools can utilise many different data sources including real-time live feeds and display a useful dashboard for operational staff and managers to get an accurate picture of parking. Other non-parking data can also be tracked and analysed to gain an understanding of macro-trends occurring in visitation and spending in Tauranga city centre.

4.4.4 Implementation and ongoing management costs

Implementing new paid parking areas can be expensive as it requires purchasing additional payment machines. TCC needs to ensure that parking revenues cover the costs of providing the paid parking. The installation and capital costs can be spread across five years before renewals may be needed. The costs of implementing new paid parking include:

- Costs of purchasing and maintaining parking machines
- Costs for establishing new areas in a parking payment app
- Project costs for installing new paid parking including staff time and communications and engagement.
- Signs and road markings

However, encouraging parking app payment is a much cheaper method of paid parking, as mentioned in section 4.4.2. Every effort should be made to incentive parking app payments. Parking meters will still be required for people without a smartphone (or not willing to use an app), however parking meters can be thinned out to reflect the shift to app-based payments. New paid parking areas could be setup by thinning out meters in existing areas removing the need to purchase new parking machines. In the fringe residential or mixed-use streets meters can be spread out to every 100 – 150 meters. There is also a virtual parking meter available from TCC's meter provider where a sticker with a QR code can be located on signs to allow for phone payments.

5 Recommendations

The recommendations in this section have been developed to align with the five strategic outcomes identified in the recently adopted Parking Strategy:

- Improving vibrant centres and access to centres
- Enabling a multimodal transport system
- Enabling a more attractive and compact urban form
- Supporting access for all
- Ensuring value for money and best use of resources.

The recommendations draw on the management approach outlined in the parking strategy, the evidence collected to create a baseline of existing use in the plan area, and the broader context of the plan area including stakeholder feedback.

This approach allows recommendations that are evidence based, support the broader strategic planning framework for Tauranga while also reflecting current conditions to support desired outcomes.

This section contains short-term (0 – 3 years) and medium-term (3 – 6 years) recommendations for parking management within the plan area. These recommendations are supported by commentary in Section 0.

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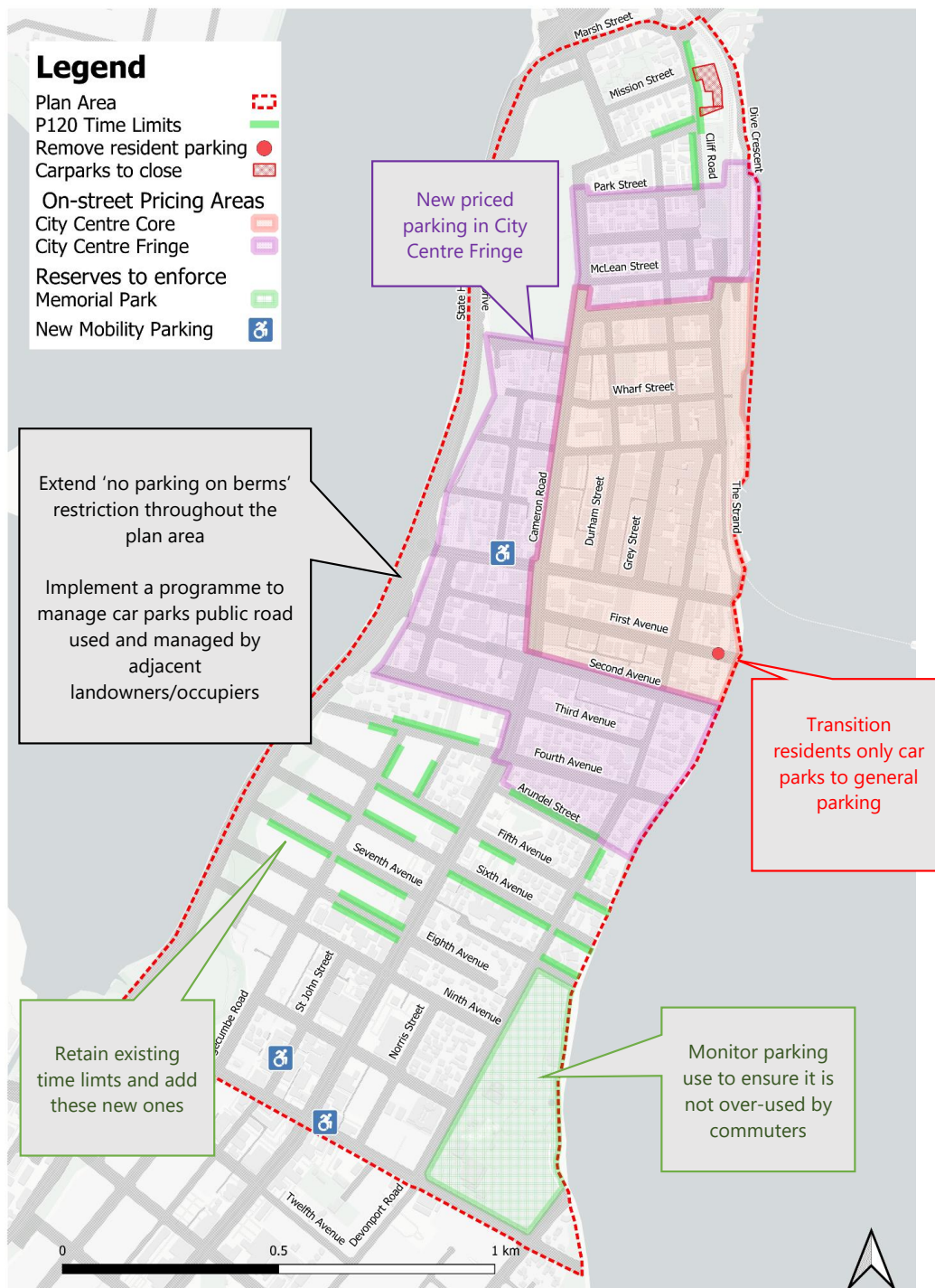


Figure 28: Map of key recommendations

5.1 Short-term (0-3 years)

Below are the short-term recommendations for TCC managed parking in the study area. These are initial steps that can be taken within the three-year time frame that TCC can implement relatively quickly and easily and will support the implementation of the medium-term recommendations.

5.1.1 On-street priced parking

Recommendations for on-street parking in the City Centre Core and City Centre Fringe:

1. Implement priced parking in the City Centre Core and City Centre Fringe as per Table 5-1 below.
2. Remove all time limits except P5 restrictions. Offer a ten-minute grace period on all priced parking spaces to allow convenience for short stays.
3. Monetary surpluses from on-street car parking fees should be invested in public realm improvements within the City Centre Core and City Centre Fringe areas.

Table 5-1: CCC and CCF Priced parking areas recommended fees and operating times

Area	Fee		Time
City Centre Core	\$3.00 per hour for 1-2 hours	\$5.00 per hour for more than 2 hours	8:00am-6:00pm Mon-Sat
City Centre Fringe	\$1.50 per hour for 1 – 2 hours	\$2.50 per hour for more than 2 hours	8:00am-6:00pm Mon-Fri

Notes: There is no need for time limits as the price of parking can encourage the turnover of vehicles and ensure parking is available for people to use – goal of achieving around 85% occupancy during busy times.

5.1.2 Parking management in TCC off-street car parks

Recommendations for the off-street car park area as follows:

4. The proposed rates in Table 5-2 show how parking fees can be set to prioritise short-stay parking over long-stay parking and reflect the cost to the community of providing the car parking. Figure 29 shows the location of the off-street parking facilities.
5. Transition away from lease parking. Section 4.1.6 contains various ways this can be achieved.

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Table 5-2: Recommended rates for TCC off-street car parks – partial cost recovery

		Recommended Rates	Total for 2 Hours	Total for 9 hours
City Centre Core	Parking Buildings	Lease – Uncovered: \$252/month Lease – Covered: \$276/month Lease – Basement: \$348/month Casual: \$2.50/hr	\$5.00	\$22.50
	Surface Car Parks	Lease - \$276/month Casual - \$2.50/hr	\$5.00	\$22.50
	Durham Street - TV3 Car Park*	Lease: \$320/month Casual: \$2.50/hr	\$5.00	\$22.50
City Centre Fringe	Surface Car Parks	Lease: \$180/month Casual: \$1.50 / hr	\$3.00	\$13.50
Residential Fringe	Surface Car Parks	Casual: \$1.50/hr	\$3.00	\$13.50

* Durham Street – TV3 Car Park is a two-level parking building, so has an estimated resource cost that sits between a surface car park and the larger parking building in the area. This is reflected in the lease fee for this facility.

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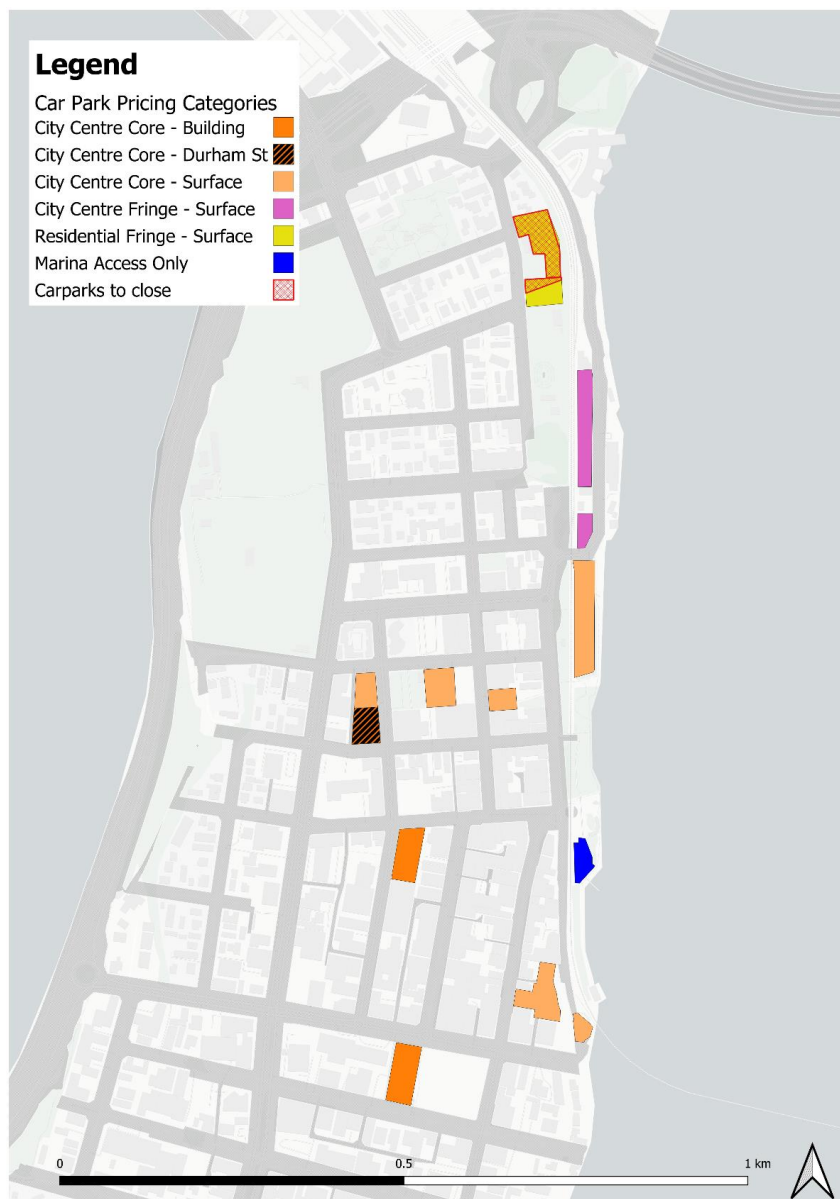


Figure 29: Recommended Car Park Pricing

- Investigate ways to improve amenity and the feeling of safety at parking buildings.

5.1.3 Parking management on-street in residential fringe

Recommendations for the parking management in the Residential Fringe area:

7. Apply P120 time limits between 8am and 6pm, Monday to Friday on the sections of street outlined in Figure 28
8. Use mobile LPR camera vehicles to enforce these restrictions.

5.1.4 Recreation reserve land

9. Monitor parking on recreation reserves to ensure the land is used to provide access for people using the recreation reserve. If monitoring indicates a significant amount of parking is being used by commuters rather than people using the reserve, coordinate with the TCC reserves management team to update the reserve management plan in accordance with the requirements of the Reserves Act 1977. This may require time restrictions to deter all-day commuters.

5.1.5 Technology

Recommendations for the use of technology for parking management are:

10. Investigate using LPR camera systems linked to Pay By Plate payments in the large surface off-street car parks.
11. Procure another LPR camera mobile enforcement system.
12. Reduce the number of parking meters to enable these meters to be used in new priced parking areas. At the same time, promote the use of the PayMyPark app and utilise the “virtual meter” QR code system offered by ITSL.
13. Any purchase of new parking meters should be smaller and cheaper cashless meters. Remove 50c surcharge for credit cards to make transition more palatable for the public.

More information to support these recommendations is in Section 4.4.2 above.

5.1.6 Regular data collection and reporting

Recommendations for data collection and reporting are:

14. Six months after the implementation of the parking changes detailed in 5.1.1, 5.1.2 and 5.1.3, complete another parking occupancy survey to understand changes in parking behaviour and monitor the performance of the management measures.
15. Undertake annual surveys following the first six-month survey to do the same.
16. Work with parking suppliers to get access to data. Aggregate these data sources within Power BI system and set up dashboards to enable a clear picture of parking use and compliance across the city.

More information to support these recommendations is in Section 4.4.3 above.

5.1.7 Car parks on public roads used and managed by adjacent landowners/occupiers

Recommendations for managing issues of private landowners claiming public parking on the road are:

17. Plan and implement a process to regularise parking spaces on public land that have been appropriated by the adjacent property owners/occupiers.

Note: Section 4.2.3 outlines a suggested staged process to implement this recommendation.

5.1.8 Car parking on berms

18. Extend no parking on berms / berms restriction throughout the plan area.

Note: updates to the Land Transport Act currently being worked on by the Government are expected to ease the process of regulating parking on berms.

5.1.9 Residents only parking

Recommendations for residents only parking are:

19. Review any formal arrangements establishing the car parks on First Avenue as 'residents only car parks' with the view to phase-out the residents only restrictions by:
 - a. establishing a legacy clause in the parking bylaw so that any right for exclusive use of the public car parks is cancelled at the time a property changes ownership, and
 - b. consider the practicality of a transitional measure, where the property owners that have exclusive use of the car parks are subject to a fee for the use of the parking spaces, e.g., an annual lease or encroachment license that recovers the resource cost of providing the car parks.

5.1.10 Mobility parking

20. Establish additional mobility car parks in the area between Durham Street and Cameron Road on Elizabeth Street, and on St Johns Road and the eastern part of 11th Avenue in the 11th Ave Commercial area.

5.2 Medium-term (3-6 years)

Below are the medium-term recommendations for three to six years for TCC managed parking in the study area. These recommendations are supported by further commentary in Section 4.

5.2.1 Incrementally transition long-stay parking to short-stay parking

21. As on-street car parking is removed from the City Centre Core as part of street upgrades and public transport and cycle projects, all-day parking in off-street car parks should be converted to short-stay to offset this loss. Public messaging should be that there will be no loss in the amount of short-term parking in the city centre as it is just being moved from on-street to off-street.
22. Phase out lease parking.

5.2.2 Monitor occupancy levels and adjust pricing / time limits

23. Continue to monitor parking occupancy to understand changes in parking behaviour and the performance of the management measures. Adjust prices of parking up or down to achieve 85% occupancy across a management area during busy times, in line with the direction set in the Parking Strategy.
24. Incrementally adjust the pricing of off-street parking facilities to recover a greater proportion of the costs of providing the parking. As a guide, Table 5-3 represents a fee structure based on the estimated cost of providing the parking. This is based on land values in 2022 and should be updated to reflect any changes in land values if it is used as a guide in the future.

Table 5-3: Recommended rates for TCC off-street car parks - full cost recovery

		Recommended Rates	Total for 2 Hours	Total for 9 hours
City Centre Core	Parking Buildings	Lease – Uncovered: \$280/month Lease – Covered: \$300/month Lease – Basement: \$360/month Casual: 1-2 hrs: \$1.50/hr >2 hrs: \$2.50	\$3	\$20.50
	Surface Car Parks	Lease - \$600/month Casual - \$5.00/hr	\$10	\$45
	Durham Street - TV3 Car Park*	Lease: \$420/month Casual: \$5.00/hr	\$10	\$45
City Centre Fringe	Surface Car Parks	Lease: \$360/month Casual: \$3.00 / hr	\$6	\$27
Residential Fringe	Surface Car Parks	Casual 1-2 hrs: \$1.50/hr >2 hrs: \$2.50	\$3	\$20.50

* Durham Street – TV3 Car Park is a two-level parking building, so has an estimated resource cost that sits between a surface car park and the larger parking building in the area. This is reflected in the lease fee for this facility.

**Note: These fees are based on a full cost recovery approach and reflect the relative costs of providing parking in different formats and different locations within the plan area, equivalent to recovering the costs of providing parking assuming casual car parks are around 65% utilised across the day.

-
25. If parking demand increases in the Residential Fringe area and remaining unrestricted parking areas become over-used, implement time limits across wider areas on the on-street car parks, and consider implementing priced parking in very busy streets.

5.3 Long-term

A separate piece of work is currently being undertaken to plan the integration of land use and transport in the plan area. This is being done with the view of encouraging transformation of the area to accommodate a more balanced transport network that will support a high density and higher quality urban environment. The short- and medium-term recommendations outlined above are intended to manage demand for parking and encourage a shift in the way people travel in and around the plan area to support this long-term transformation.

Therefore, long-term management measures may involve continued demand management through setting parking fees at a higher rate and/or across broader parts of the plan area, may involve the re-allocation of land from parking to other higher value uses, greater reliance on the private sector to provide parking resources, and may also involve the provision of parking or encouraging the use of parking that is provided in more efficient formats such as parking buildings.

These long-term parking management measures will need to be defined once the strategic planning is progressed and some of the transformational changes are implemented within the plan area.

Appendix A City Centre Area Land Use Zoning



Appendix B Historic Parking Management Maps



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Appendix C Parking Stock and Current Restrictions

Summary of capacity, price, parking types etc in table form

Car Park Name - Type of car parks (e.g. lease, short stay etc.)	Capacity	Pricing	Resource Cost
21 Durham Street Leased	40	\$210 (per month)	\$789
4 Wharf Street Car Park Public	26	Free	\$513
45 Cliff Road Car Park Pay and Display	108	\$5 per day	\$1,169
Cliff Road Car Park Leased Pay and Display	10 72	Unknown \$5 per day	\$779
Devonport Road (IRD Car Park) Leased Pay and Display	26 65	\$210 (per month) \$2.50 per hour	\$1,795
4 Dive Crescent Car Park Leased	31	\$128 (per month)	\$1,484
26 Dive Crescent Car Park Pay and Display	124	\$6 per day	\$1,484
Durham Street – TV3 Car Park Leased Pay and Display	58 43	\$230 (per month) \$2.50 per hour	\$798
Elizabeth Street Parking Building Leased Pay and Display	278 342	Uncovered: \$210 (per month) Covered: \$230 (per month) \$2.50 per hour	\$6,186
Hamilton Street North Side Car Park Pay and Display	60	\$2.50 per hour	\$1,184

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Car Park Name - Type of car parks (e.g. lease, short stay etc.)	Capacity	Pricing	Resource Cost
Spring Street Parking Building Leased Pay and Display	203 250	Uncovered: \$210 (per month) Covered: \$230 (per month) Basement: \$290 (per month) \$2 per hour	\$4,470
The Strand Northern Reclamation Car Park Pay and Display	180	\$2.50	\$3,551
The Strand South Leased	16	Free	\$316
Willow St Masonic Car Park Pay and Display Leased Mobility	13 3 3	\$2.50 per hour	\$316

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Tauranga city centre access map (January 2020)

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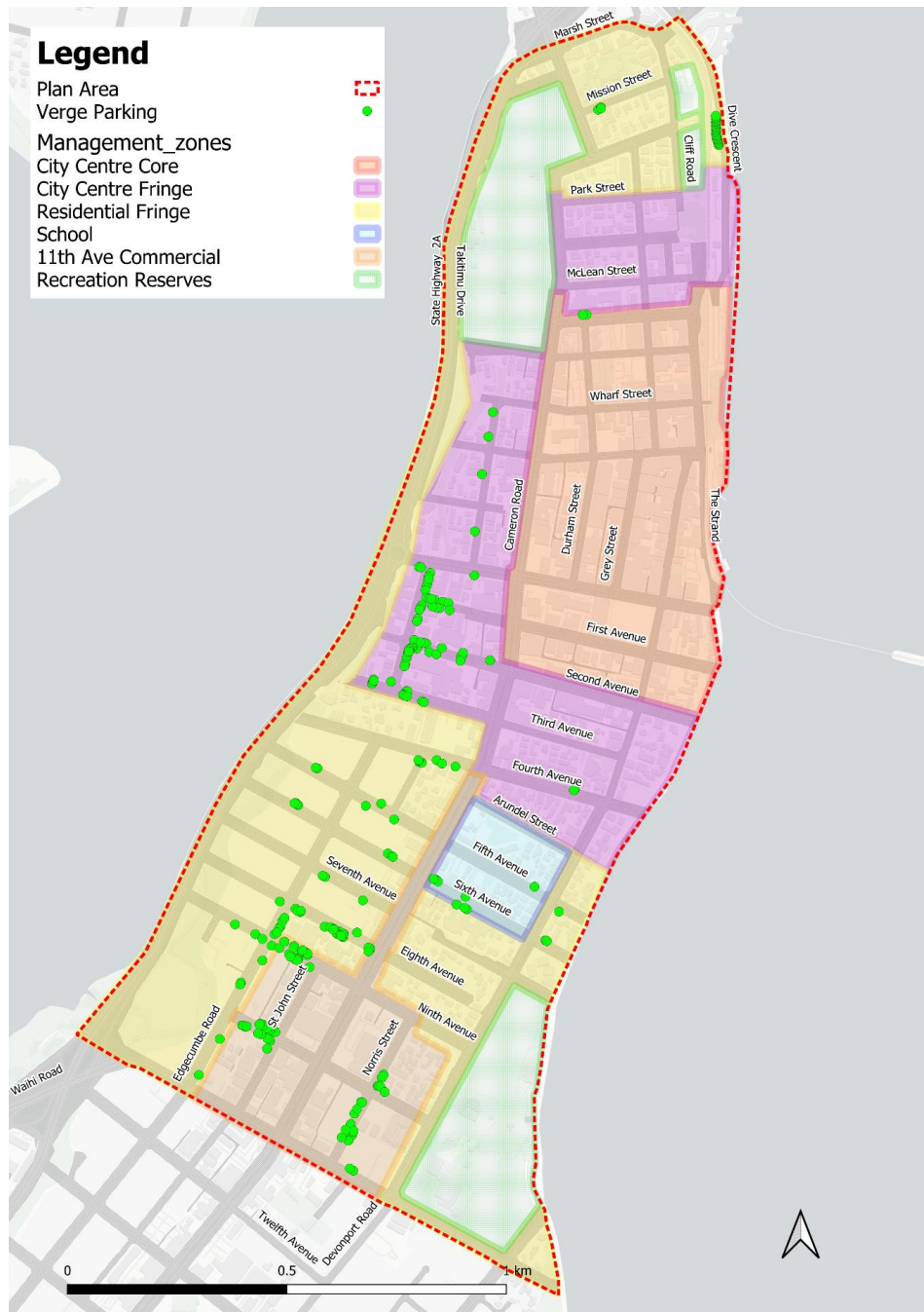
Map of parking restrictions

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Map of car parks managed as though they are private.

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Map of cars parked on berm areas.

Appendix D Resource Cost Calculation Details

The resource cost assessment uses a 'first principles' approach taken in the *National Guidelines for Transportation System Management in Australia* to assess the resource cost of parking.¹² This includes the costs to purchase land for parking (or the cost of capital where land is already in Council ownership), costs to construct parking facilities, and costs to maintain and operate parking spaces.

Assumed parameters

The table below shows an example of the calculated resource cost of a parking space for surface parking, a five-level parking building, and for on-street parking in the City Centre Core area. The surface and building assessment is based on off-street parking scenarios, i.e., the area required for a car park includes manoeuvring area required to access the space. This provides a point of reference for valuing on-street car parking in terms of accommodating the parking in an alternative off-street location, or in terms of comparing the value of the car park relative to private parking resources.

However, on-street car parking, depending on its format and the function of the street, can be provided with a lesser amount of manoeuvring space, so it could be reasoned that applying the resource cost assessment for off-street car parking to on-street car parking resources would likely over-estimate the resource cost of the parking. Therefore, a conservative approach has been taken and the assessment of the resource cost for on-street car parking is based on a lower land requirements per car park, as shown in the table below.

An example of parameters used in the resource cost calculation

Area	City Centre Core		
Carpark Type	Surface	Building (5 level)	On-street
Land area / Car Park (m2)	28.0	5.6	15.0
land cost (\$/m2)	\$3,905	\$3,905	\$3,905
Land Cost / Car Park	\$109,343	\$21,869	\$58,576
Construction (\$ / Car Park)	\$2,338	\$22,160	\$2,338
Annual OPEX / Car Park	\$500	\$1,000	\$500
Establishment cost / Car Park	\$111,680	\$44,029	\$60,914
Annualised construction cost / Car Park	\$6,701	\$2,642	\$3,655
Annual Cost / Car Park	\$7,201	\$3,642	\$4,155
Daily Cost / Car Park (365 days)	\$19.73	\$9.98	\$11.38

Land Value Assumptions

To obtain a generalised land value for the purpose of calculating the resource cost of parking for each of the management areas, the land value from the council rating valuations was used. A representative set of

¹² Refer to Volume 4, Section 6.5 of the *National Guidelines for Transportation System Management in Australia*, Australian Transport Council 2006.

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properties were selected and the average per square metre value of land for each of these properties was calculated. The following tables show the properties selected for each management area.

City Centre Core		2018	2021
Site	Land Use	LV/m2	LV/m2
32 HARINGTON STREET	Office	2,342.00	2,342.00
60 HARINGTON STREET	Visitor Accommodation	2,954.63	3,499.00
69 THE STRAND	Open Space	3,494.46	5,076.00
108 WILLOW STREET	Art Gallery	3,671.01	5,316.00
117 WILLOW STREET	Restaurant	2,233.01	5,364.00
116 CAMERON ROAD	Office	2,294.12	3,338.00
105 THE STRAND	Visitor accommodation	2,535.68	5,368.00
50 WHARF STREET	Retail	2,457.63	3,559.00
139 WILLOW STREET	Retail	4,584.62	6,646.00
214 CAMERON ROAD	Car retail	2,120.62	3,074.00
142 DURHAM STREET	Tertiary education	2,224.80	3,221.00
89 GREY STREET	Retail	3,067.67	4,451.00
94 GREY STREET	Government services	2,704.63	3,926.00
86 DEVONPORT ROAD	Restaurant	3,503.18	5,096.00
50 DEVONPORT ROAD	Cafe	2,611.86	3,788.00
1 ELIZABETH STREET	Regional Council Office	1,871.47	2,710.00
45 ELIZABETH STREET	Cinema	3,310.24	3,660.00
236 CAMERON ROAD	Church	1,423.07	2,065.00
12 ELIZABETH STREET	Salon	2,517.48	3,371.00
162 DURHAM STREET	Homeware retail	2,442.33	4,708.00
92 FIRST AVENUE	Appliance retail	1,697.10	2,669.00
36 FIRST AVENUE	Printing service	1,836.31	2,665.00
Avr		2,631.72	3,905.09

City Centre Fringe		2018	2021
Site	Land Use	LV/m2	LV/m2
31 MONMOUTH STREET	Residential	1,237.11	2,663.00
30 CAMERON ROAD	Office	2,617.52	3,013.00
33 MCLEAN STREET	Residential	1,977.40	2,655.00
7 SELWYN STREET	Residential	988.55	2,404.00
131A SPRING STREET	Residential	1,400.71	2,128.00
35 SELWYN STREET	Residential	1,100.12	2,410.00
38 SELWYN STREET	Student Accommodation	1,004.98	2,384.00
158 ELIZABETH STREET	Car sales	1,145.58	1,661.00
86 SECOND AVENUE	Retail	1,339.93	2,032.00
2 SECOND AVENUE	Residential	1,443.18	2,568.00
30 GLASGOW STREET	Light industry	804.97	1,225.00
44 THIRD AVENUE	Medical services	1,225.30	2,095.00
28 FOURTH AVENUE	Residential	1,079.30	1,982.00
233 DEVONPORT ROAD	Residential	998.99	1,857.00
Avr		1,311.69	2,219.79

Residential Fringe		2018	2021
Site	Land Use	LV/m2	LV/m2
11 MISSION STREET	Residential	661.34	1,875.00
20 MISSION STREET	Residential	1,101.40	2,424.00
18 MARSH STREET	Retail	838.05	1,212.00
3 EDGE CUMBE ROAD	Residential	1,288.85	1,956.00
18 EDGE CUMBE ROAD	Residential	958.5	1,789.00
64 SIXTH AVENUE	Residential	1,017.79	1,492.00
34 SEVENTH AVENUE	Residential	616.69	1,131.00
1 SIXTH AVENUE	Residential	1,688.74	3,002.00
402 CAMERON ROAD	Auto mechanics	1,758.66	2,683.00
17 EIGHTH AVENUE	Residential	962.15	1,777.00
395 CAMERON ROAD	Food retail	1,765.26	2,685.00
6 NINTH AVENUE	Retail	1,032.99	1,667.00
345 DEVONPORT ROAD	Residential	1,037.55	1,927.00
Avr		1,132.92	1,970.77

11th Ave Shops		2018	2021
Site	Land Use	LV/m2	LV/m2
476 CAMERON ROAD	Supermarket	804.9	1167
13 ST JOHN STREET	Trade retail	798.65	1159
503 CAMERON ROAD	Retail	1610.67	2342
524 Cammeron Road			2340
37A Norris Street			1534
80 St John Street			1168
12 Tenth Ave			1340
83 Eleventh Ave			1743
64 Ninth Ave			1160
159 Eleventh Ave			2783
Avr			1673

Appendix E Weekday Use of Off-street Car Parks Detail

Appendix E documents the information available about weekday use of off-street car parks in the study area of Tauranga City Centre.

Occupancy information was only available for two of the 13 off-street car parks: Spring Street parking building and Elizabeth Street parking building. For these two off-street car parks, occupancy surveys were carried out at three times during the day for the three days from Saturday 5th to Monday 7th March 2022.

For the other 11 off-street car parks, to get an indication of occupancy we conducted a survey using aerial imagery. Three different aerial images were used:

- LINZ Bay of Plenty 0.1m Urban Aerial Photos (2020)
- MAPI – Tauranga City Council 2022 Aerial
- LINZ Tauranga 0.1m Urban Aerial Photos (Tue 21/03/2017)

Each aerial image appears to be from around midday, and on-street occupancy appears relatively similar indicating the aerial images were likely taken at similar times of day. The number of cars parked at each car park has been used to inform occupancy rates of these car parks.

Spring Street parking building

The Spring Street car park is owned by Tauranga City and operated by Care Park. It has five levels and access from both Spring Street and Durham Street.



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Fees for the car park start at \$2 for the first hour and increase in increments of \$1 or \$2 per hour up to a maximum of \$14 for 8+ hours on Monday to Friday for entries between 6am-3pm. Outside of these hours and days, parking is free. Leases are available for both uncovered and covered parking spaces for \$210 and \$230 per month respectively.

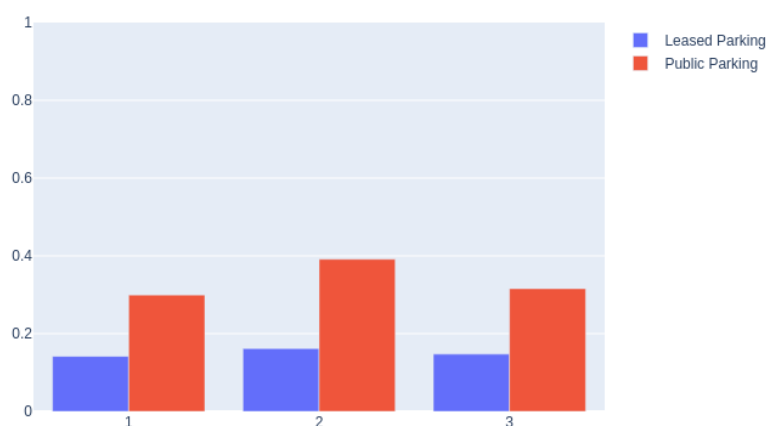
The number of parking spaces allocated for each use is shown below.

Type of parking in the Spring Street parking building

Parking type	Spaces
Casual parking	250
Lease parking	203
Total	453

Weekday use of the car park is shown in the following chart.

Average period occupancy - Spring Street Carpark - 2022-03-07

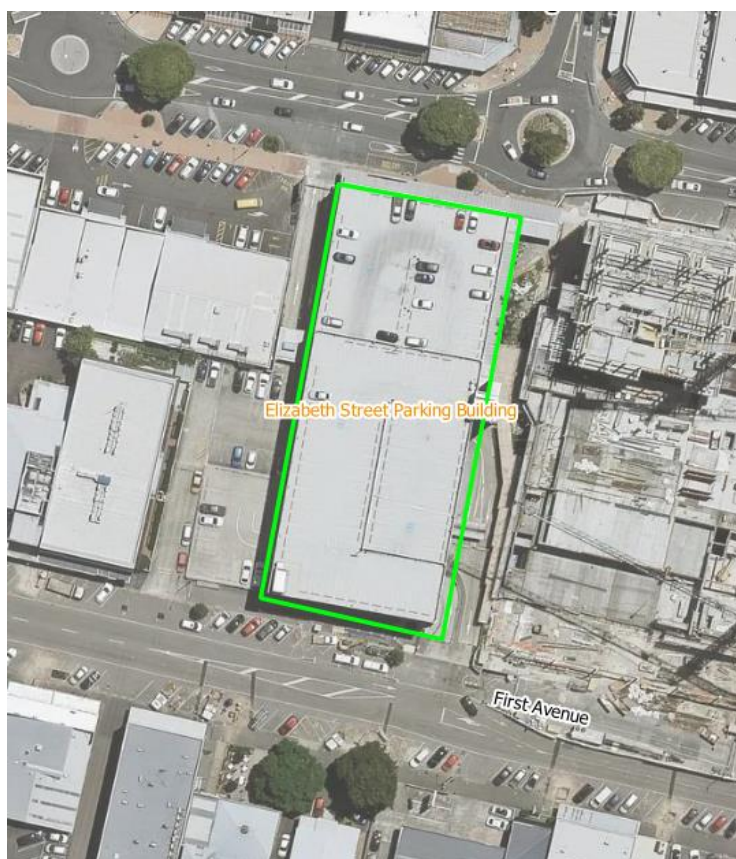


Utilisation of Spring Street parking building

Elizabeth Street parking building

The Elizabeth Street parking building is owned by Tauranga City but operated by Care Park. It has five levels and access from both Elizabeth Street and First Avenue.

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Fees for the car park start at \$2 for the first hour and increase in increments of \$1 or \$2 per hour up to a maximum of \$14 for 8+ hours on Monday to Friday for entries between 6am-3pm. Outside of these hours and days, parking is free. Leases are available for both uncovered and covered parking spaces for \$210 and \$230 per month respectively.

The number of parking spaces allocated for each use is shown below.

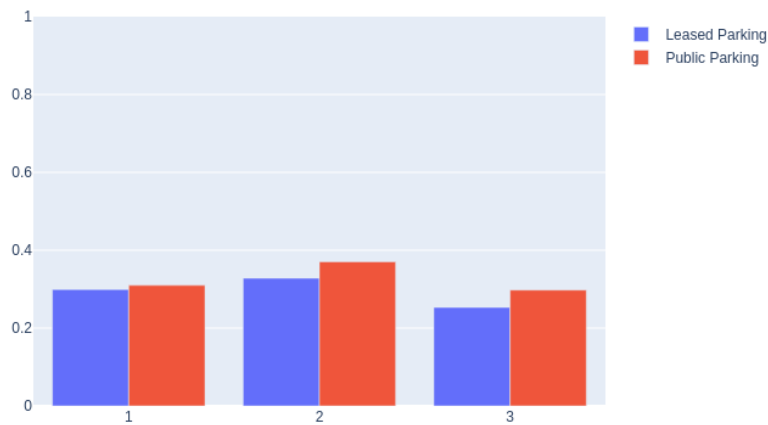
Type of parking in the Elizabeth Street parking building

Parking type	Spaces
Casual parking	342
Lease parking	278
Total	620

Weekday use of the car park is shown in the following chart. The chart shows for the three periods surveyed on March 7th 2022, the occupancy of public and leased parking was below 40% and above 20%. In all three periods, leased parking had a slightly lower occupancy than public parking.

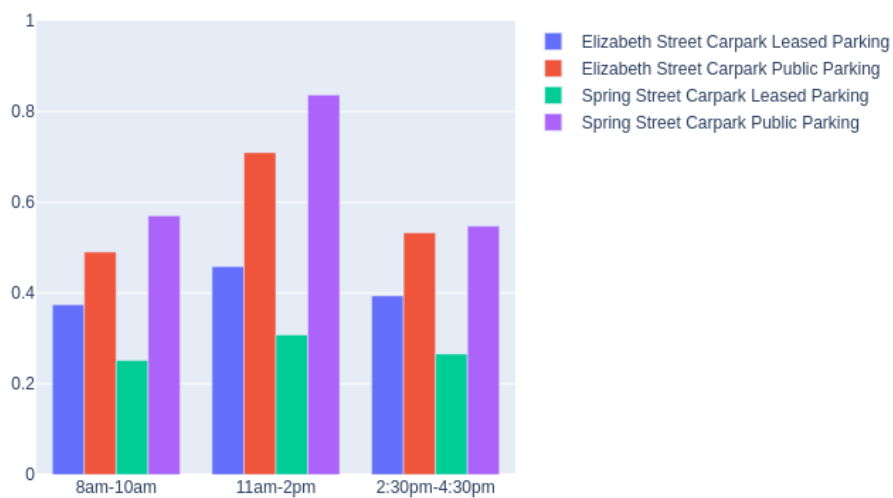
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Average period occupancy - Elizabeth Street Carpark - 2022-03-07



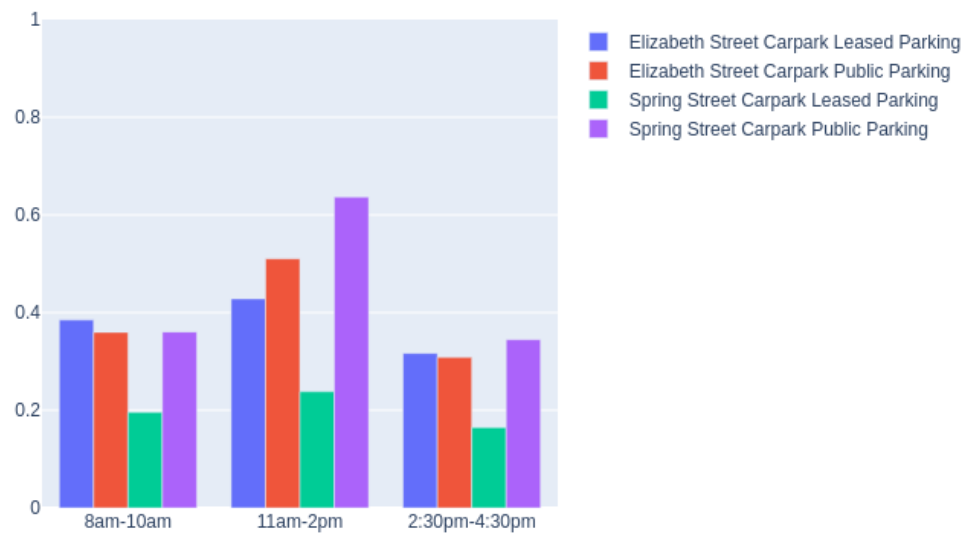
Utilisation of Elizabeth Street parking building

Average period occupancy - 2022-05-05



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Average period occupancy - 2022-05-06

**Hamilton Street (Number 36) car park**

The Hamilton Street car park is a surface car park operated by Tauranga City Council with a single combined entry and exit on Hamilton Street. This car park sits behind the Tauranga library and city council building.



This car park is a free short-term car park and time restrictions of P180 or P30 apply between 9am – 3pm, Monday to Friday. In total there are 60 car parks with a mix of lease, mobility parking and casual parking. The number of parking spaces allocated for each use is shown below.

Type of parking in the Hamilton Street car park

Parking type	Spaces
Mobility parking	3
Casual parking	50
Lease parking	7
Total	60

Willow Street Masonic car park

The Willow Street Masonic car park is a surface car park operated by Tauranga City Council with a single combined entry and exit on Willow Street. This car park has pedestrian access through to The Strand.



This car park is a free short-term car park and a P120 time restriction applies between 9am – 3pm, Monday to Friday. In total there are 19 car parks with a mix of lease, mobility parking and casual parking. The number of parking spaces allocated for each use is shown below.

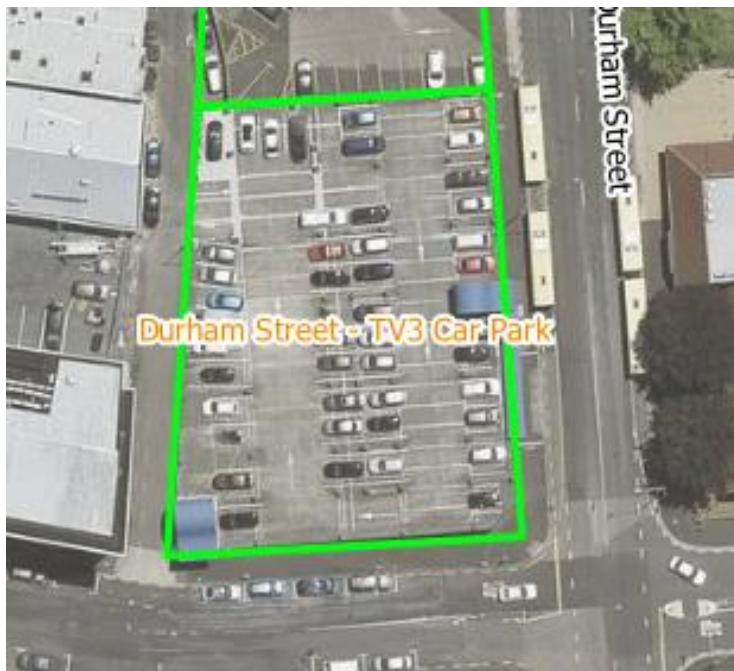
Type of parking in the Willow Street Masonic car park

Parking type	Spaces
Mobility parking	3
Casual parking	3
Lease parking	13
Total	19

Durham Street - TV3 rooftop car park

The Durham Street – TV3 rooftop car park is managed by Care Park and has two levels. The top level is intended to be used as short-term casual parking, while the bottom level is lease only parking. Entrance to the top level is via Hamilton Street, while the bottom level is access via Durham Street.

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Fees for the car park are \$2.50 per hour for the casual parking with time restrictions applying from 9am-3pm, Monday to Friday. Leases on the bottom level are \$230 per month. The number of parking spaces allocated for each use is shown below.

Table 5-4 Type of parking in the Durham Street car park

Parking type	Spaces
Casual parking	58
Lease parking	43
Total	101

Devonport Road (IRD car park)

The Devonport Road car park is a surface car park operated by Tauranga City Council with a single combined entry and exit on Elizabeth Street. This car park sits behind the Bay of Plenty Regional Council building.



This car park is a free short-term car park and a P180 time restriction applies between 9am – 3pm, Monday to Friday. In total there are 91 car parks with a mix of lease and casual parking. The number of parking spaces allocated for each use is shown below.

Type of parking in the Devonport Road car park

Parking type	Spaces
Casual parking	26
Lease parking	65
Total	91

4 Dive Crescent car park

The 4 Dive Crescent Number car park is a surface level car park operated by Care Park. All the car parks are lease car parks and access is from Dive Crescent.



Leases cost \$128 per month. The number of parking spaces is shown below.

Type of parking in the 4 Dive Crescent car park

Parking type	Spaces
Lease parking	31
Total	31

26 Dive Crescent car park

The 26 Dive Crescent car park is a large surface car park with two access points on Dive Crescent. The car park is operated by TCC and is intended as an all-day car park.

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Time restrictions apply from 9am – 3pm, Monday to Friday and parking costs \$6 per day. The number of parking spaces is shown below.

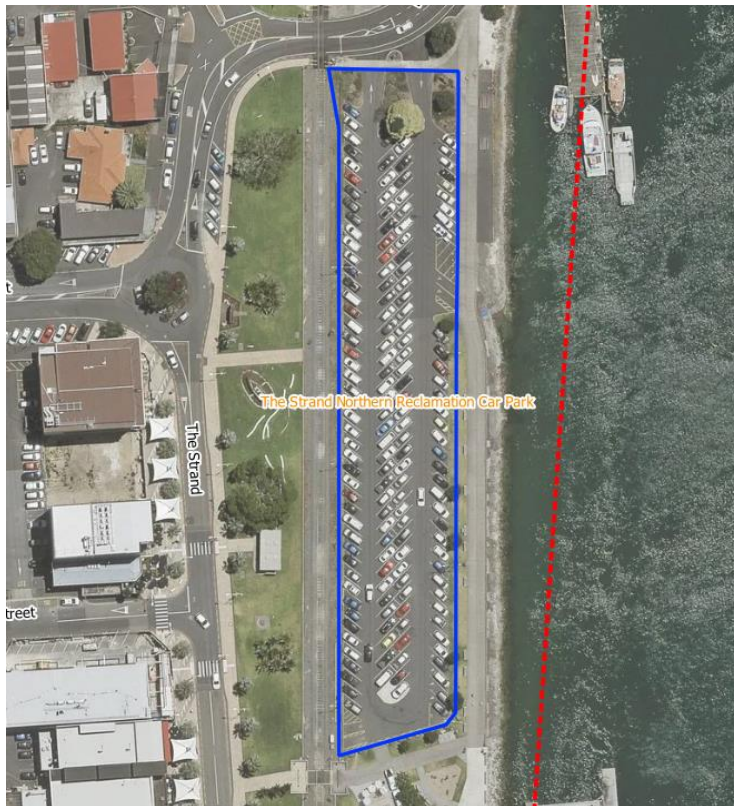
Type of parking in the 26 Dive Crescent car park

Parking type	Spaces
Casual parking	124
Total	124

The Strand Northern Reclamation car park

The Strand Northern Reclamation car park is another large all-day surface car park operated by TCC. Access is off Dive Crescent at the northern end of the car park, and direct pedestrian access to The Strand and Tauranga waterfront is provided for.

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Fees for the car park are \$2.50 per hour up to a maximum of \$10. There is mobility parking and casual parking. The number of parking spaces allocated for each use is shown below.

Type of parking in the Strand Northern Reclamation car park

Parking type	Spaces
Mobility parking	4
Casual parking	176
Total	180

21 Durham Street car park

The 21 Durham Street car park is a surface level car park owned and operated by Care Park for lease parking. Entry is provided from Durham Street and exit is onto Hamilton Street.

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Leases for the car park are \$210 per month. The number of parking spaces is shown below.

Type of parking in the 21 Durham Street car park

Parking type	Spaces
Lease parking	40
Total	40

4 Wharf Street car park

The 4 Wharf Street car park is a surface level car park on the waterfront side of the railway line beside The Strand. The car park is accessed via an entrance and exit off The Strand at the intersection of Wharf Street.



Parking at this car park is free and while unclear it is assumed to have P120 time restrictions like the on-street parking in the area. The number of parking spaces is shown below.

Type of parking in the 4 Wharf Street car park

Parking type	Spaces
Casual parking	26
Total	26

Cliff Road Car Park

The Cliff Road car park is a surface level car park operated by TCC for all-day parking. Access is provided off Cliff Road. Part of this car park is on reserve land.

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Fees for the car park are \$5 per day. Based on aerial imagery it appears some parking spaces are reserved, however, no information on the restrictions or fees for these was available. The number of parking spaces allocated for each use is shown below.

Type of parking in the Cliff Road car park

Parking type	Spaces
Casual parking	62
Lease parking	10
Total	72

45 Cliff Road car park

The 45 Cliff Road car park is a surface level car park operated by TCC for all-day parking. Access is provided off Cliff Road. Most of this car park is on reserve land.

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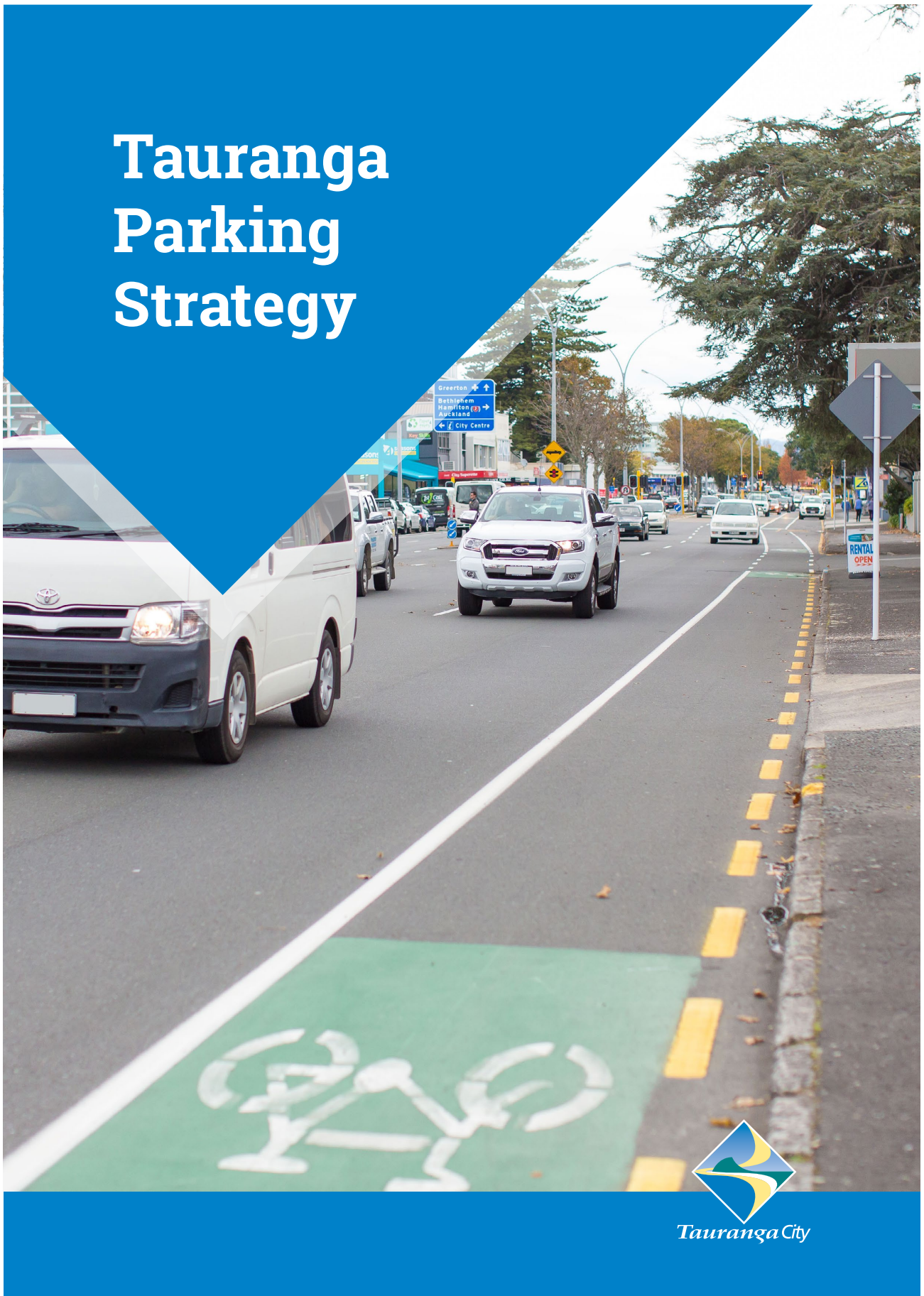


Fees for the car park are \$5 per day. The number of parking spaces allocated for casual parking is shown below.

Type of parking in the 45 Cliff Road car park

Parking type	Spaces
Casual parking	108
Total	108

Tauranga Parking Strategy



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1. Purpose of this document

The purpose of this document is to guide Tauranga City Council's approach to the management of Council-owned and controlled parking spaces. It does this by identifying:

- the role of parking in the wider transport network
- current issues
- outcomes that successful parking management can help to achieve
- the approaches to be applied to managing parking and the circumstances under which parking management will be required
- guidance on how, when and where changes to parking management would be considered.

As the issues and opportunities that parking presents are many and vary across different parts of the city, a variety of tailored parking management approaches are likely to be required. The principles and implementation guidance provided in this document support the delivery of that approach, including the development of place/area-based management (e.g. Parking Management Plans - PMP - or Bylaw changes), while also ensuring consistency in terms of the outcomes sought.

Therefore, this document provides direction on:

- parking in centres¹
- parking on residential streets
- kerbside space allocation, cycle parking and berm parking
- the prioritisation of parking space by vehicle type/reason for parking
- park and ride facilities
- parking enforcement and monitoring.

This strategy does not provide specific direction on the management and supply of privately owned parking. However, it does provide direction to guide parking management in the City Plan.

As Tauranga grows and intensifies, it becomes more important to move higher numbers of people around using transport options that have less demand on space. This means we need to manage parking supply in ways that allow as many people as possible to access the areas and activities they need to, whether they are in a car or not.



¹ A centre not only refers to commercial centres, but can also be an activity centre such as a sports or events area, a beach, a Marae or a reserve: basically a place many people want to visit, generally at the same time and thereby creating parking challenges.

2. The development of the Parking Strategy

A staged approach has been used to develop this strategy, which is described in Table 1 (below). In summary, the staged approach included a process of scoping, followed by investigation and information gathering (including local surveys and consideration of best practice approaches) and option development.

Table 1: Development of the Parking Strategy

Stage	What this involved	Output
Project initiation	<p>This stage involved scoping the project to identify key issues and opportunities associated with parking and how it's management can contribute to broader outcomes desired for the city. Issues and topics were suggested by key stakeholders, councillors and staff.</p> <p>The initial preliminary findings were tested and developed further through a workshop with councillors; key stakeholders were invited to these workshops.</p>	Initial development of the key issues and opportunities to be investigated and considered by the project.
Information gathering	<p>This stage focussed on undertaking investigations and gathering information to better understand the parking issues and opportunities and potential options to manage these. This work included an investigation of best practice approaches and a review of academic research of parking management approaches elsewhere. Importantly, this stage also included gathering information on local parking habits (e.g. through local parking surveys) and user values and perspectives (e.g. through resident and user perception surveys for the city centre and Mount Maunganui).</p>	<ul style="list-style-type: none"> Ten technical notes on parking management, financial viability, supporting mode shift, residential streets, kerbside space, types of parking, park and rides, monitoring and enforcement and electric vehicles. Parking counts and survey report (WSP) for the city centre and Mount Maunganui. Community Insight Report (PlaceScore) which provides visitors' views on what they value in the city centre and Mount Maunganui based on surveys. Parking User Report (KeyResearch) which measured perceptions, attitudes and behaviours towards parking facilities in the city centre and Mount Maunganui.
Option development	<p>This stage focussed on identifying the options that could be applied to manage parking. The options were tested and informed further through engagement with councillors in a workshop. Key stakeholders were invited to attend this workshop.</p>	Discussion document that tested different approaches for Parking Management in Tauranga's centres.
Development of the draft strategy	<p>This stage focussed on drafting the parking strategy, taking into account all of the information gathered and feedback received through the earlier stages of the project.</p> <p>Consultation has been undertaken in September and October 2021, submissions were reviewed and amendments were made to the draft strategy.</p>	Draft Parking Strategy.
Adoption of the draft parking strategy	<p>The draft parking strategy was adopted by Commissioners at the Council Meeting on 15 November 2021.</p>	Adopted Parking Strategy.

3. National Policy Direction

There is considerable existing national level policy direction and guidance relevant to parking management. The following provides an overview of relevant policy direction and guidance.

- Zero Carbon Act
- Land Transport Act
- Resource Management Act
- Government Policy Statement on Land Transport (GPS)
- Keeping Cities Moving
- National Policy Statement on Urban Development (NPS-UD)
- National Parking Management Guidance
- Vision Zero.

The list above provides a snapshot of the travel and transport system related documents that guide council decision-making. There are other documents on different issues and topics of equal importance.



4. The role of parking in Tauranga

Economically and socially vibrant centres rely on people living in them at reasonable densities, or are able to access these centres easily to work, for business, to shop, to learn, or for leisure activities. Parking is one means to enable this, particularly if it is convenient, affordable and allows turnover of spaces and thus availability of spaces for visitors. However, it should not take up excessive space that limits the uses, lowers the amenity and/or environmental value of the centre, or prohibits access and enjoyment by other ways of moving around; otherwise it will reduce the number of people in that centre and the activities available.

There is considerable policy direction and guidance for parking management at a sub-regional and Tauranga city level. At a sub-regional level, the Urban Form and Transport Initiative (UFTI) and the Western Bay of Plenty Transport System Plan (TSP) are relevant. At the city level, key relevant direction and guidance is provided in the following documents:

- Tauranga City Plan
- Tauranga's Street Design Guide and Street Design Tool
- National Parking Management guidance
- Tauranga Walking and Cycling Economic Case (part of UFTI)
- Long-term Plan 2021-2031
- Community Outcomes 2020
- City Centre Strategy 2012
- Traffic and Parking Bylaw 2012
- Freedom Camping Bylaw 2019
- Te Papa Spatial Plan (intensification areas)
- Bay of Plenty Mode Shift Plan
- Housing Choice Plan Change 26 (intensification).



4.1 Urban Form and Transport Initiative: Connected Centres programme

The population of the Tauranga and Western Bay of Plenty sub-region has doubled in the past 30 years to approximately 208,000 residents. The population of the sub-region is projected to continue to grow to approximately 269,000 residents by 2050.

Accompanying the significant projected population growth is a significant projected increase in the demand for movement of people and goods. To support this demand, the Urban Form and Transport Initiative (UFTI) identified the Connected Centres programme. The Connected Centres programme will see more homes built at higher densities in existing and new growth areas, increased and improved bus services, a higher level of amenity and improved walking and cycling connections developed. These concepts are based on strong local centres and connected neighbourhoods and will require a significant change in the way we live, work, learn, play and move in the future.

With a growing population there is increased pressure for additional housing. We are also faced with fewer areas considered viable for development which means we need to make efficient use of land. A growing population also places significant pressure on our road networks and increases demand for parking on residential streets as well as in our centres.

Centres are places where many people choose to be at the same time. This includes commercial business areas and public recreational facilities such as parks, reserves, swimming pools and beaches.

Both UFTI and the Western Bay of Plenty Transport System Plan (TSP) identify that parking management is key to supporting the delivery of the Connected Centres programme and realising its benefits. There is a focus on parking availability, and how pricing and time limits can be used to manage it. UFTI also identifies that a change in parking pricing over time will be essential to increase turnover and encourage the shift to active and public transport modes.

UFTI is implemented through a number of initiatives. Two key initiatives are the Te Papa Spatial Plan and City Plan Change 26 (Housing Choice) which provide a spatial and regulatory framework for the growth and development of parts of Tauranga.

The Te Papa Spatial Plan acknowledges that an efficient parking strategy is essential to the delivery of the anticipated intensification and mode shift in the Te Papa area. In addition, since the introduction of the National Policy Statement on Urban Development in 2020, on-site parking for new development has become optional rather than a requirement under the City Plan. This change, in combination with the intensification enabled by Plan Change 26, is expected to place more demands in the public realm (e.g. streets and kerbside berms) for parking. In anticipation of this, managing parking in intensification areas such as Te Papa will be more important.

4.2 Tauranga's Street Design Guide

The Street Design Guide is part of Tauranga's Infrastructure Development Code, which provides detailed guidance and direction for new or redeveloped street design to achieve the outcomes from UFTI: providing space for urban growth, more efficient use of land, higher-density housing developments and mode shift from private vehicles to public transport, walking and cycling.

In the past, streets were generally designed with a primary focus on a 'link' function, leading to streets that prioritise 'movement' and minimise opportunities for 'place'. A typical example of this is a residential street with wide carriageways to allow for vehicle movement and parking. Together with the former on-site minimum parking requirements, there has generally been sufficient capacity for vehicle parking in residential areas.

The Street Design Guide puts people at the heart of the design through 10 design principles. These are illustrated below in figure 1. These form the basis for new streets, for example in new developments, but also when existing streets are redesigned. The Street Design Toolkit does note there is a role for on-street parking, however this is generally intended for visitors, shoppers, etc., not for residents or workers. The toolkit also indicates that good street design will discourage parking on the berm. As city streets are redeveloped or new streets built this should lead to a changing use of street space in the city. There will be fewer on-street parking spaces, with a greater focus on the use of these spaces for visitors. These changes will occur over time as the city is redeveloped.

Figure 1: Design principles (Street Design Guide)



4.3 Parking and the transport network

Parking plays an important role in the success of the transport network, particularly for people who need or choose to travel by car, and will continue to do so.

However, cars put high demands on space compared to other modes of transport, both on the road and when parked. In centres, vehicle movement and, at times, congestion can be caused by drivers searching for a parking space. These matters can impact the development of vibrant centres.

As cities grow and intensify, the competing demands for the use of public space increases. Tauranga's Street Design Guide² and tool have been introduced to support the process to inform future changes. The options for the allocation of available public space, need to be carefully considered. Allocating or providing more road space for cars and parking can become very costly. It can also exclude alternative, potentially more productive uses of that public space. In addition, on-street parking can impact the ability for parts of the transport network to function and perform as intended (e.g. the allocation of parking on arterial routes can impact traffic flow or the allocation of that space for other modes of transport).

² The Street Design Guide was endorsed by the City Transformation Committee in December 2018

As Tauranga grows and intensifies, it becomes more important to move higher numbers of people around using transport options that create less demand on space. This means we need to manage parking supply in ways that allow as many people as possible to access the areas and activities they need to, whether travelling by car or not.

The right balance between provision for cars and provision for other modes and other land uses will shift as the city grows. An effective parking strategy will be responsive to short-term needs and local context, whilst enabling progress towards longer-term objectives to ensure that an economically and socially vibrant city is accessible for everyone and is financially and environmentally sustainable.

4.4 Council's role in parking

The Land Transport Act 1998 gives the council power to impose parking controls as a road controlling authority. We are responsible for managing road space for various purposes, including parking. We also have an enforcement role.

As a local authority, we also take into account the current and future interests of the community when making decisions. One of our core roles is the provision of public goods.

Parking restrictions are implemented through changes to the Traffic and Parking Bylaw, which requires resolution from Council. Those parking controls set by Tauranga's Traffic and Parking Bylaw 2012 are enforced through infringement fees. The infringement fees are set through the Land Transport (Offences and Penalties) Regulations 1999 administered by the Ministry of Transport.

The Bay of Plenty Regional Council is responsible for operating bus services in the region, and Waka Kotahi NZ Transport Agency is the road controlling authority for state highways. On-site parking spaces are generally delivered and maintained by private parties.

4.5 User needs and expectations for parking

The implementation of the Parking Strategy will change the way Council controlled car parking is provided and managed across the city. It may also influence the way people choose to move around the city to visit places (e.g. people may choose to travel by bus to visit a location rather than take a car). In addition, both the Street Design Guide and the parking management approaches in the Parking Strategy will influence how public streets are designed (e.g. how much parking they provide for relative to other potential uses such as cycle or bus ways or amenity space in a commercial centre).

In centres, as a result of implementing the Parking Strategy, a growing number of parking spaces will be managed through pricing or time limits. These controls intend to improve parking availability for people visiting a place (e.g. shopping in the CBD) and encourage people to use a bus or cycle rather than using their car.

Whilst improving parking management, Council is also constantly improving the alternative modes of transport by investing in safer footpaths and cycle paths and improved infrastructure for buses. The combination of improved parking management and improvements to alternative modes of transport this will make alternative modes of transport more accessible and easier to use.

5. Outcomes from parking management

Parking management has a key role in supporting the strategic direction for urban form and transport for Tauranga as described in the national, sub-regional and local level strategies and plans. The following outcomes identify and describe how parking management can contribute to achieving the strategic outcomes identified in those documents.

Outcome 1: Improving vibrant centres and access to centres

Parking management can enable people to visit commercial, recreational and civic centres by helping to make sure visitors can find a place to park. It can also encourage people to consider walking, cycling or the use of a bus to visit centres and, in doing so, support vibrancy and access to centres. Parking management approaches that aim for 85% occupancy of the existing spaces can generally enable sufficient availability for people to use and increases activity levels in a centre. In commercial centres increasing turnover can be an additional goal.

Outcome 2: Enable a multi-modal transport system

Parking management can incentivise the use of public transport, walking and cycling, and micro-mobility. In doing so, parking management can contribute to mode shift and the achievement of its outcomes.

Pricing parking is one management approach that can incentivise the uptake of other transport options. However, parking levers like pricing or time limits should be integrated and accompanied by other improvements to infrastructure or the frequency and convenience of a public transport service. This would ensure greater achievement of desired outcomes at a broader urban development and transport system level. As an example, pricing all-day car parking in and around centres above the cost of a return public transport journey can be an effective tool for incentivising public transport use by commuters and as such, supporting a more multi-modal transport system, and when combined with service improvements the benefits achieved can be greater.

Outcome 3: Enable a more attractive and compact urban form

The amount of space allocated to parking in new developments has a large impact on the potential housing densities, both on-street and off-street. Through the NPS on Urban Development new developments are not required to provide on-site parking. This can lead to higher densities, more houses, and a more compact urban form. However, developers may choose to continue providing on-site parking to respond to the market needs.

Freeing up street space from parking allows for higher density development and more public spaces, and supports active transport modes such as walking and cycling.

Outcome 4: Supporting access for all

A parking hierarchy helps to prioritise parking spaces to those with the greatest need. Allocating parking spaces to people with mobility impairments will be prioritised to ensure access. Parking management helps to move away from 'ratepayer-paid' to 'user pays'. The operation of Tauranga's parking management (until 2019) was typically paid for by parking fees and enforcement. The construction and maintenance of spaces outside centres are generally ratepayer-paid. Statistics tell us that people with lower disposable incomes generally drive less, or don't drive at all, yet pay for city-wide parking spaces through their rates. A 'user pays' system will also help to support more affordable multi-modal transport options, for which the quality can be improved the more users there are. As such, a parking hierarchy and a 'user pays' approach helps to support access for different groups.

Well-managed parking can improve the accessibility and availability of parking in Tauranga's centres and improves the user experience not just for those driving a vehicle, but for all visitors of the centre. Section 7.1 further explains how parking management in centres would be developed.

Outcome 5: Ensuring value for money and best use of resources

We want to make sure that council parking revenue covers the cost of providing parking, as well as encouraging private providers to operate in areas with a lack of supply. The UFTI Final Report also aims to 'ensure value for money from the agreed strategic plan'. Value for money is a key objective in all business cases undertaken by council, and any future council investments in parking assets would need to provide value for money and efficient use of land.



6. Parking: Key Challenges

There are a number of key parking challenges facing Tauranga. These are discussed below.

6.1 Integration and alignment

The parking strategy will be implemented in the context of a changing and, in part, still developing wider policy context. This includes, for example:

- the Urban Form and Transport Initiative
- the National Policy Statement on Urban Development including the focus on more urban intensification
- the Government Policy Statement on Transport and particularly the focus on mode shift
- the Climate Change Response (Zero Carbon) Amendment Act and the focus on needing to reduce emissions particularly through mode-shift.

The integration and alignment of the relevant policy direction and implementation tools, alongside the community's acceptance of the need and benefits for change, is a key challenge in the delivery of the parking strategy.

6.2 Tauranga is growing, and demand for parking is increasing

The population of Tauranga (and the Western Bay of Plenty sub-region) has doubled in the past 30 years to approximately 208,000 residents. The population of the sub-region is projected to continue to grow to approximately 269,000 residents by 2050. Tauranga's housing supply is already stretching, and more homes are required, whilst there is limited suitable land available for growth.

If high car ownership rates continue with an increasing population, this will place significant pressure on our road network and increase demand for parking both on residential streets as well as in centres. To accommodate this population growth, UFTI recommends we need a more efficient transport system that makes better use of the limited space. Space-efficient forms of transport include public transport, walking and cycling.

Evidence tells us that parking spaces, similar to road space, fill up if we provide more of them. This is called 'induced demand'. If new parking spaces are being developed, drivers that currently park on-site may choose to park in those new spaces, and use their space for other purposes. Others who currently park a bit further away may choose to park closer by, and as such the parking spaces are quickly filled up. Continuing to provide more parking spaces tends to lead to more demand for parking, more people driving, and more pressure on our roads. This is particularly the case for parking spaces that are free to use.

6.3 Availability of parking spaces

Local and international evidence tells us that the main reasons to visit a place are the attractiveness, the convenience to get there, and for centres, the shops that people want to visit. In a vibrant centre it is essential that people can access the space. A full car park and driving around several blocks to find a parking space can be frustrating, and influences the convenience of getting there. An inability to park is often wrongly perceived as 'not enough parking', but it means that the balance between parking supply and demand isn't managed well (pricing, time limits). Studies from here in Tauranga, nationally and internationally confirm that the destination is more important to people than the price of parking. This aligns with UFTI's recommendations: 'While we pay more for parking than we used to, it is there when we need it'. Parking management approaches, i.e. pricing and time limits, that aim

for 85% occupancy of the existing spaces can generally enable sufficient availability for people to use and increase activity levels in a centre. Chapter 7.1 describes this approach in more detail.

6.4 Encouraging mode shift

Convenience and speed are key drivers for people to choose a mode of transport, but price often follows close behind. When parking is provided to users free of charge, but there is a cost for users to ride the bus, for example, this provides a financial nudge for people to continue using their vehicles. This is particularly the case in centres where parking demand is typically higher but also where the number of bus services are higher too. Together with managing supply and demand better, and therefore improving the availability of parking, parking management measures such as pricing will also help to encourage mode shift. Therefore, pricing parking can raise awareness and improve people's perceptions of the costs of driving relative to taking other modes of transport.

6.5 Overflow parking

When Parking Management measures are introduced in and around a centre, this can be used to encourage people to consider alternative ways of travelling. It can support some people to consider taking a bus or cycle, others will consider carpooling, park a bit further away and walk the last few blocks. Others may decide that they're willing to pay for the convenience of parking directly in the centre.

A side-effect of improving parking management in a centre is an unintended consequence of those motorists parking a bit further away from the centre and walking, scootering or busing the last few blocks to their destination. This can also include a situation near a busy bus stop where people park in the area, and then hop on the bus for the last part of their journey. When there is sufficient parking capacity in those streets a bit further away from the centre this is generally not considered an issue. However, if the introduction of parking management for a centre is found to lead to a situation that makes it hard for others to park in these areas, this issue should be addressed. Generally, this would be done through further parking management. Please refer to 7.2 on how this would be managed.

6.6 The costs of a parking space for ratepayers

Land values have increased significantly over the past few decades, and with the continuing growth of the City, pressure on land will get higher. Each parking space takes up land and, except for the city centre, these can currently be used by drivers free of charge. The construction cost of providing one parking space, including land costs, is estimated to be between \$14,000 and \$75,000, depending on the location. These costs are paid for by ratepayers, and although there are some parking revenues through fees and parking enforcement, most parking spaces in Tauranga are subsidised by ratepayers. This includes a subsidy from those who cannot or do not drive a car and including those who are paying for a bus service, for example.



7. Parking management approaches

When looking at parking management it is important to recognise that parking is required for a number of purposes, and each of these may need a different approach to management. Therefore, each local management approach needs to consider the context and circumstances for which parking is required, for example, a need for short-stay parking vs. a need for long-stay parking. It is also important to recognise that considerable public and private parking already exists which influences travel decisions, the form and performance of the transport network, and the form and vibrancy of places.

Given this, an approach which is broadly described as **integrated**, **incremental** and **responsive** is intended.

- In terms of **integrated**, this means that changes to parking management should be linked to changes to the transport network (such as improvements to public transport services or to corridor improvement projects on key arterial roads or streets). It also includes integrating parking management to the implementation of key changes to places like key centres (e.g. the city centre or the wider Te Papa peninsula as locations for higher density development or increased activity and vibrancy).
- In terms of **incremental** change, the Parking Strategy promotes an approach which involves a stepped series of change to parking management. For example, when parking management (e.g. time or pricing) is introduced to an area it will be part of an ongoing programme of parking management to achieve the desired level of parking availability (e.g. 85% occupancy) and wider urban development outcomes. This means that parking management for an area will change over time (e.g. start with time limits, move to pricing and that price level is likely to change as the effectiveness of the controls are monitored.) Such incremental changes are intended to avoid abrupt impacts of changes to parking management provide people with time to adjust to the new approaches as they are implemented. The Parking Management Plan can outline such anticipated future changes with a timeline.



- In terms of **responsive**, this means that management approaches will be considered where parking issues are more pressing (e.g. within centres) or where opportunities are presented (e.g. due to development or network improvement opportunities). A responsive approach to parking management also involves ongoing monitoring and review of the parking management approaches that are in place. This is to ensure that the management approaches applied are achieving the outcomes intended, and if not, they are reviewed to improve their effectiveness.

7.1 Parking occupancy in (and around) Tauranga's centres

We expect that, over time, all of Tauranga's key centres will require parking management that is developed incrementally and is responsive to change. A centre not only refers to commercial centres but can also be an activity centre (such as a sports or events area), a beach or a reserve, meaning a place many people want to visit, generally at the same time and thereby creating parking challenges.

In predominantly commercial areas some businesses will prefer a high turnover of spaces if they have multiple customers that only frequent their premises for a short time, such as a post office or coffee takeaway. Other businesses may prefer their visitors to stay longer, such as a cinema or a restaurant. However, other types of activity 'centres' such as reserves, beaches and recreational areas may need to focus on allowing for longer parking times.

Parking demand in centres can also vary at different times of the day, different days of the week, or in different seasons, and with some areas catering for different activities.

Typical measures to balance interests in high parking demand areas will include the introduction of a time limit or a form of paid parking. These can vary by street, block or off-street parking area. For example, the heart of a predominantly commercial centre could be more popular than surrounding streets or nearby reserves, and therefore these prime spaces may require higher prices or shorter time limits to achieve optimal occupancy.

Usually, where parking management is aiming for a high turnover (such as commercial centres) and where pricing is also justified, mixing of time limits and pricing on the same parking bay should be avoided. Incremental, where the first hour(s) have a low price, but visitors pay incrementally more for additional hours, should encourage turnover of spaces and allows people to have flexibility over how long they stay. This approach has also been shown in other cities to dramatically reduce the number of infringement tickets for overstaying and avoids visitors having to move their cars to a new spot or leave the centre altogether.

Our focus in centres is to provide flexibility and optimise the use of parking spaces. Long-stay parking and reserved (leased) spaces are likely to have a place in Tauranga's centres for the foreseeable future, but management approaches such as pricing and time controls are likely required at levels that promote optimal use and high turnover in order to achieve the objectives of the parking strategy. Generally, commuters who need to travel by car would likely pay per hour at incrementally higher rates, and there would be exceptions for mobility parking users. Please see the approach to mobility parking below for more information.

In centres with pricing or time limits, there is a risk that users may try to avoid paying for parking or overstaying a time limit by parking behind the kerb, on the grass, or in a public reserve. This reduces the effectiveness of parking management, and as such should be prevented, in particular, near centres. The approach to berm parking is further discussed in the section below.

An 85% parking occupancy level of the existing spaces for centres is intended. This is a 'graduated' parking management approach, and is explained in Table 2 on the following page. The term 'graduated' approach is also used to acknowledge that, where possible, changes to parking management will tend to be implemented incrementally. This could mean that over time ongoing changes in the parking management approach to an area will be required to achieve an 85% occupancy of the existing spaces.

An example of how parking management could be implemented can be found in Section 8.1.

Table 2: Why 85% occupancy is important

Parking is well utilised	Easy to find a park	Implementation can be closely monitored	Delays increases in parking supply	Parking eventually pays for itself
85% occupancy ensures the existing parking resource is well utilised. Using 85% occupancy as a benchmark for optimal utilisation, prices should increase when occupancy is above this level, or be lowered if parking spaces are under-occupied.	85% occupancy means that along any street or in any parking area around one park will be available for every six - seven spaces provided. This gives visitors assurance that they can find a car park quickly and avoid delays to other traffic.	If restrictions are implemented gradually and 85% is the target occupancy rate, this significantly reduces the chance of people and businesses avoiding the centre due to the increased parking restrictions.	Increasing off-street parking supply is expensive; for example, a new parking building would take over 50 years to pay off using current pricing. Parking spaces that are free to use, typically outside centres, are paid for by all ratepayers rather than the users.	Over time the costs of parking will increase and reach a rate whereby the predicted revenue from the provision of new off-street parking exceeds the land, capital and operational costs of providing parking.

A parking management plan is intended to be the key tool to deliver the 85% graduated approach to parking occupancy in centres. This is discussed in section 8.

7.2 Parking on local streets

Generally, all members of the public will have equal opportunity to utilise public on-street parking in residential areas, including contractors, visitors of residents and visitors to nearby amenities (e.g. a centre or a reserve).

As Tauranga continues to grow, and more homes are built, typically at higher densities and with more road space allocated to public or active transport, it is likely there will also be more pressure for on-street car parking. Until 2020, all new developments in Tauranga had to provide a minimum number of on-site parking spaces, either in the form of a garage or a paved area. Residents who preferred to use their garage for other uses, or those with more vehicles than the number of on-site spaces, can currently park their vehicles on the street if space and parking restrictions allow, or informally on berms (also see 6.5). Residents near centres, along arterial roads without on-street parking, or those who live in narrower streets do not always have this option. As housing density increases and streets are redesigned, this will also increase pressure for on-street parking.

The need for more homes continues to grow whilst there is less suitable land available. The UFTI recommended programme notes that higher housing densities are required, combined with a shift towards more sustainable modes of transport for which road space is also required, which may also lead to less space for on-street parking.

As a result of the National Policy Statement on Urban Development, new developments also within existing urban areas are no longer required to provide on-site car parking spaces. This has the potential to increase the demand for parking on the streets in residential areas and will need to be managed carefully. The national policy statement also strongly encourages councils to 'manage effects associated with the supply and demand of car parking through comprehensive parking management plans'.

The recently finalised Street Design Guide and the Street Design Tool also note that on-street parking is generally intended for visitors, shoppers, etc. rather than residents or long-stay parking. This is also reflected in the hierarchies in paragraphs 7.5 and 7.6.

Developers and future residents should consider any need for on-site parking carefully, noting that unrestricted on-street parking, as publicly owned land, may not be as plentiful in the future.

In existing local streets, where the road layout needs to be changed, or where residential areas are in the vicinity of commercial centres or other large employment areas, higher parking occupancy levels are likely to occur during working days due to commuter demand, whereas sport centres, event centres, reserves or beaches generally see higher use during the evenings or weekends.

When parking occupancy becomes, or is expected to become an issue in the near future, council will consider making changes to parking management on streets in residential areas. Although there could be different causes for this additional parking demand, such as more residents parking on-street, or a busy centre nearby, the 85% occupancy rate will be used as a guide to investigate changes to parking management in residential areas. In line with the introduction in chapter 6, any change would be incremental and managed carefully. In both future growth areas and streets that are designed, the hierarchies in paragraph 7.5 and 7.6 as well as the Street Design Guide will guide the use of road space.

A parking management plan is intended to be the key tool to deliver the 85% graduated approach to parking occupancy in residential areas. This is discussed in section 8.

7.3 Parking near schools

Similar to malls and private businesses, council has limited control over how schools manage their on-site parking supply, such as through City Plan or Notice of Requirement processes. However, council can influence how the road space, including on-street parking nearby schools, is managed. As with any 'centre' where many people visit at the same time, parking management will aim towards the optimal 85% occupancy.

Safe drop-off and pick-up locations are relevant, and fully align with the 'approach to prioritising different types of parking' in chapter 7.7. A school represents a 'centre' and thus prioritises safety with space for walking and cycling. Drop-off zones and bus stops would be prioritised over long-stay parking, however pick-up zones are hard to manage and enforce which can create safety issues. These are therefore not recommended near schools. Instead, short-term parking spaces in the vicinity, but away from the school gate can be used. Berm parking should not be permitted directly near schools.

When parking surveys indicate the need for a parking management plan near a school, we work together with the Travel Safe team and schools.

7.4 Cycle parking³

Cycle parking, together with safe and attractive cycle infrastructure, is an essential element to enable trips by bike, e-bike, scooter or other mobility devices. Cycle parking is much more space-efficient and affordable than car parking and should be considered as essential as car parking. Ten or more cycles can fit in the same space as one car. Future revisions of the City Plan will provide further details for private property on-site cycle parking requirements. Tauranga's Street Design Guide and Waka Kotahi NZ Transport Agency's Cycle Parking Guidance⁴ provides design considerations for cycle parking in public areas. The Kerbside Space Allocation Hierarchy (below) highlights the need for cycle parking primarily in centres and should be considered before allocating space to vehicle parking.

7.5 Motorcycle parking

Motorcycle parking is more space-efficient and affordable than car parking (i.e. more motorcycles can fit in the same space as a single car). There is limited national direction on how to prioritise motorcycle parking. However, due to its space-efficiency there is justification to provide it with a level of priority. Tauranga's Parking Bylaws allow for road space to be allocated for motorcycle parking. Where there is an increased demand shown through surveys, the introduction or extension of motorcycle parking can be considered through a PMP.

It is recognised that motorcycle parking is currently provided in Tauranga free of charge, but that time-limited or priced motorcycle parking can be considered if demand increases to the point that further parking spaces need to be converted into motorcycle parking.

The Parking Hierarchy (Table 4 below) highlights that motorcycle parking is considered a lower priority than car-share vehicle parking and drop-off, but a higher priority than general car parking, and should be considered before allocating space to vehicle parking.

7.6 Parking on kerbsides and berms

The road or street is a public space and has different functions throughout the city depending on the priorities for that space. Tauranga's Street Design Guide provides classifications around street functionality and the relevance of both link (movement) and place.

The edge of road is also known as the 'kerbside' or the 'road margin'. Currently, most streets have a berm that can (informally) be used for vehicle parking, as also outlined in the Land Transport (Road User) Rule 2004⁵. These rules also set out that councils have the ability to introduce bylaws, signs or markings to make exceptions to this rule.

Movement of people is the main objective for streets categorised as 'links' (this includes arterial roads), and therefore kerbside for moving people generally has a higher priority than parking or outcomes for public areas. On streets primarily categorised as a 'place', there can be multiple functions; for example, if a commercial centre sits on that road, the primary objective may be for businesses to operate and for people to shop, work or play, and the development of an attractive, accessible centre may be the highest priority.

In line with the Street Design Guide, table 3 below (Kerbside Space Allocation Hierarchy) provides an overview of typical priorities for different types of streets in different types of areas in relation to parking. As shown in Table 3, safety, property access and moving people is typically a higher priority than vehicle parking. This does not mean that no parking would be available, but the hierarchy will be used as a guide to identify priorities where a street is planned to be upgraded or redesigned (using the Street Design Tool), or when a parking management plan is undertaken for a particular area.

Parking behind the kerb, also known as berm parking, can currently be restricted through a change of the Traffic and Parking Bylaw 2012⁶ in tandem with erecting a sign. Berm space is typically used for utilities, such as power cables, gas pipes, fibre networks and water pipes. In case of emergencies, utility providers will need to access utility cables at all times. Berm space, either planted or grassed, also adds to the amenity of a street which is an important aspect of Tauranga's adopted Street Design Guide. Especially in and around centres and schools, berm parking can reduce the effectiveness of parking management and is already subject to controls. A review of the approach to berm parking under the Traffic and Parking Bylaw could consider whether the current approach is still the most effective or whether it is appropriate to be updated.

³ This includes parking for all existing and future Personal Mobility Devices, but referred to as cycle parking for simplicity.

⁴ Waka Kotahi NZ Transport Agency provides further planning and design guidance: <https://www.nzta.govt.nz/assets/resources/cycle-parking-planning-and-design/cycle-parking-planning-and-design.pdf>

⁵ <https://www.legislation.govt.nz/regulation/public/2004/0427/latest/DLM303098.html>

⁶ Referred to in section 12.1 and 123, as well as the Traffic and Parking Bylaw attachments.

Table 3: Kerbside Space Allocation Hierarchy

Priority	Main Street Typology ⁷				
	Residential		Commercial / Activity Centre		Industrial
	Link	Place	Link	Place	Both Link and Place
Higher priority	Safety: reduced crash risk				
	Existing property access, space for utilities, and emergency vehicle access (e.g. ensure existing property access is retained and also accommodates vehicle movements along the street to access properties)				
	Footpath (e.g. new footpaths or widening to accommodate high demand from pedestrians)				
	Public transport and biking (e.g. public transport stops, bus lane, cycleway)			Public realm improvements (e.g. trees, landscaping, dining areas)	Public transport and biking (e.g. public transport stops, bus lane, cycleway)
	Other vehicle movements (e.g. cars, vans, trucks, motorcycles)	Public realm improvements (e.g. trees, landscaping, playgrounds)	Other vehicle movements (e.g. cars, vans, trucks, motorcycles)	Public transport and biking (e.g. public transport stops, bus lane, cycleway)	Other vehicle movements (e.g. cars, vans, trucks, motorcycles)
	Public realm improvements (e.g. trees, landscaping)	Mobility parking and other vehicle parking (see Parking Hierarchy for prioritisation of different parking types)	Mobility parking	Mobility parking	Cycle parking
	Mobility parking and other vehicle parking (see Parking Hierarchy for prioritisation of different parking types)	Other vehicle movements for other than residents and visitors (e.g. cars, vans, trucks, motorcycles)	Cycle parking	Cycle parking	Vehicle parking (see Parking Hierarchy for prioritisation of different parking types)
			Public realm improvements (e.g. trees, landscaping, dining areas)	Vehicle parking (see Parking Hierarchy for prioritisation of different parking types)	Public realm improvements (e.g. trees, landscaping, dining areas)
Lower priority			Vehicle parking (see Parking Hierarchy for prioritisation of different parking types)	Other vehicle movements (e.g. cars, vans, trucks, motorcycles)	

⁷ Source: Tauranga Street Design Guide matrix

7.7 Prioritising different types of parking in different areas (i.e. Parking Space Hierarchy)

This section outlines the priority level for a type of parking space, not the number of spaces. The parking hierarchies below only apply when a decision to allocate kerbside space for vehicle parking related activities has already been made.

Parking type is listed in table 4 from higher priority (top) to lower priority (bottom). For example, short-stay parking is considered a higher priority in commercial centres to enable more visitors that can use a space increasing parking turnover and footfall, whereas enabling longer stays can be a goal for civic or recreational centres, and as such will help achieve the strategic outcomes.

This hierarchy does not necessarily mean that the most parking spaces will be provided to users at the top of the hierarchy, but rather that consideration to accommodating those users needs should be given priority before considering how to accommodate the next group of users in the hierarchy. For example, if, in a particular context, the demand for car share parking is accommodated, there would be no need to reserve further parking for car share schemes and decision-makers could then move through the hierarchy to consider parking provision for other users. The same would apply to loading zones, particularly in centres and industrial areas. These are essential for the operation of centres and are often required at a specific location, such as near loading entrances.

Car share parking is considered to have a higher priority in the proposed hierarchy below. Car share can allow commuters to travel by alternative modes of transport, but still have access to a car for business meetings if required. This can free up other parking spaces for other users and is therefore considered to have a higher priority.

Initiatives to encourage the uptake of more sustainable vehicles, aligned to carbon emission reduction may be considered in a parking management plan. This is aligned to the Transport System Plan, which identifies a further action to develop an electric and hydrogen vehicle uptake strategy. The Transport System Plan (TSP) notes this could include parking incentives, charging infrastructure and fleet vehicle policies. Where third parties wish to introduce electric vehicle charging facilities, this will be expected to be on private land and/or off-street. It should also be noted that electricity cords to charge a vehicle should not cross pathways from, for example, a house to an electric vehicle: pathways always need to be clear of any obstructions as electricity cords can cause a hazard to pedestrians.

The parking hierarchy (Table 4) below applies to all types of vehicles; for example, boat-trailers that are parked for a full day are considered as long-stay parking.

Table 4: Parking Hierarchy

	Residential	Commercial / Activity Centre	Industrial
Higher priority	Car share parking Small PSV pickup/drop of spaces (inc taxi stands and loading spaces) Short-stay motorcycle parking Short-stay general parking Long-stay motorcycle parking Long-stay general parking	Car share parking Small PSV pickup/drop of spaces (inc loading spaces) Short-stay motorcycle parking Short-stay general parking Long-stay motorcycle parking Long-stay general parking	Car share parking Short-stay motorcycle parking Short-stay general parking Long-stay motorcycle parking Long-stay general parking
Lower priority			

7.8 Mobility parking

Mobility parking spaces (also known as ‘accessible carparks’, or disability parking) must be prioritised.

Where mobility parking spaces are often full during the busiest times of the day, this highlights a need that one or more regular parking spaces may need to be retrofitted into mobility car parking spaces. It is for this reason that mobility parking is considered part of the Kerbside Space Allocation before designating how the remainder of parking spaces can be best utilised.

Parking management rules will still apply to mobility parking spaces but will acknowledge that users of these spaces may require more time.

Mobility parking spaces can sometimes need more space than other parking spaces to support accessibility requirements of the user. Design guidance for mobility parking spaces is currently not consistent. To ensure that mobility parking spaces are fit for purpose, at a suitable location, consistent and recognisable, council will work together with partners in promoting and/or developing a standardised design guidance.

7.9 Park and ride

Provision of park and ride parking is an option at the periphery of cities, where dispersed communities need to access the city without incurring excessive fuel and parking costs and without adding to congestion on the city’s arterial roads. Located in the right places, park and ride facilities can expand the coverage of the public transport network. Suitable locations intercept car commuters in their journeys and can be located ahead of congested bottlenecks on the road network.

Park and ride facilities closer to urban centres are generally not considered a viable option to support agreed transport and urban development outcomes as they encourage people to drive into the city, leading to higher levels of congestion, and because they require more high value inner-city land to be used for parking. It is for this reason that park and ride facilities are often developed at the city fringes, or even outside the urban boundaries.

It is noted that some popular bus stops across the city are sometimes used as an ‘informal park and ride’, for example when users can have a cheaper or faster journey to a centre. When there is sufficient parking capacity in those streets a bit further away, this is generally not considered an issue, however if this situation makes it hard for others to park in these areas, this issue should be addressed. Generally, this would be done through further parking management. Please refer to 7.2 on how this would be mitigated.

Investments in park and ride and investments in additional car parking and should only be considered when other parking management strategies in centres have been exhausted and where the investment is financially viable. Land at the periphery of Tauranga is expensive and parking provision would be competing with demand for housing, industrial and commercial developments, open space and other infrastructure. Park and ride also relies on frequent bus services from that location and the availability of those services, making the area more appealing for housing and commercial development.

The viability will rely on the relative costs and convenience of the park and ride as compared to driving into the city and parking. Typical criteria for a park and ride facility to be successful are the following:

- a cost and convenience advantage for users where the cost of a two-way bus ticket is lower than the cost of driving and parking in the centre
- traffic congestion on key routes to the centre, and bus priority that provides bus users a travel time advantage
- frequent public transport services that provide a reliable, regular and fast routes to a centre

- close proximity to main roads so the site is convenient to access for car drivers and bus users
- an attractive, convenient and safe environment.

UFTI and the TSP identify the need to explore the use and viability of park and ride. Investigations are included in these programmes to determine how, when and where park and ride facilities can contribute to the realisation of the benefits identified by UFTI and the TSP.

7.10 Assessing the cost of parking

The resource cost (or 'opportunity cost') is the value of an asset if this were used for another use. For a parking space, this would include the capital value of the land, the construction costs of the car parking and the operation and maintenance costs, and an estimate of the value of alternative uses. This information provides insights as to whether the current price of parking is covering the costs of supplying the space and whether parking is the best of use the space.

7.11 Increasing public parking supply in centres

Increasing the number of public parking spaces in a centre (e.g. city centre, reserve, nearby to school) will be assessed against local place-based objectives, the impact of parking management measures (e.g. time restrictions or pricing), the capacity of the local road network to cater for additional traffic, and financial viability (including costs and benefits). Evidence of the need for additional parking spaces is typically indicated by high parking prices (compared with similar centres and cities) along with consistently high occupancy levels.

Providing additional car parking spaces can also be undertaken by the private sector. They can continue to do so, however may only continue if it makes sense commercially. Where appropriate, pricing public parking space in line with the 85% occupancy benchmark will provide a signal to the market on the viability of investment in parking. This may include future considerations of potential divestment of council parking assets to the private sector.

7.12 Events

Tauranga hosts several large events each year. Many of these events occur on our public roads or on reserves and require a Traffic Management Plan (TMP). TMPs need to be approved by Tauranga City Council before the event takes place. Larger events may even require a road to be closed temporarily. Road closures must be advertised to the public in order to meet legal requirements.

Walking, cycling and public transport options are priorities for Tauranga City Council for moving people to and from events. Tauranga City Council will investigate possibilities to encourage the use of public transport, walking and cycling for events in the first instance.

For events, council's Events team will work with the event organiser, the Temporary Traffic Management team, Bay of Plenty Regional Council, and other key stakeholders to develop the TMP for the event. Through this process council looks to:

- ensure that mobility parking is being provided as close as possible to the event
- keep the loss of parking to the essential areas
- provide a safe pedestrian environment where possible
- provide sufficient public transport facilities whenever possible
- communicate any loss of parking to local stakeholders prior to the event
- retain, where possible, existing parking fees or time limits during events
- prioritise safety for those enjoying an event and minimise disruption to the rest of the network.

8. Implementation

The following gives an overview of the council's approaches to parking.

8.1 Parking Management Plan (PMP)

A PMP is a location-specific plan that recommends changes to how parking management is undertaken, for example, in a centre, a neighbourhood, a reserve, or near a large employment site.

The needs of all users can be assessed in a PMP, from deliveries and short-stay parking to taxi spaces, mobility parking spaces and residents. Engagement with local businesses, residents and/or visitors will be undertaken. Clear communication is key to the engagement and consultation that supports the development of a PMP. This can be in the form of local surveys or drop-in sessions to understand the local parking needs and will be informed by the Engagement & Consultation Plan for the PMP.

A PMP may be used to respond to known problems, or to proactively contribute to wider transport and urban outcomes, and can include both short term and long term measures. A PMP can be informed by reliable survey data, the current parking management, and by an understanding of the resource cost of parking. Based on ongoing survey data and monitoring a PMP may need to be revised or updated.

Before it is decided whether a PMP is needed or needs updating, council will undertake parking surveys in a particular area to provide detailed information about the number of parking spaces and occupancy levels. A PMP will be developed based on surveys and consultation, and will provide detailed recommendations on how parking can be best managed in a specific area. Typically this means the introduction of time limits, parking fees, or improved access by alternative modes.

Implementation of any parking management measures through a PMP will often require an update to the Transport and Parking Bylaw, which needs to be adopted by Council resolution before it is a legal requirement. Clear communication of any changes will be required to support this process and any changes.

Once a PMP has been implemented, ongoing enforcement and monitoring will be undertaken. This is further discussed in section 8.4 and 8.6.

8.2 Trigger for preparing or updating a PMP

This could include the following conditions:

- where parking occupancy levels regularly exceed 85% at the busiest times of the day or where this is expected due to, for example, planned intensification with less on-site parking provision (such as around centres in the Te Papa intensification area) or
- where parking occupancy levels are significantly lower than expected or
- where there are safety and/or access issues, for example, emergency services, roading upgrades, kerbside changes, improved bus services, or road design changes that require council to make changes to parking. It is expected that over time a PMP will be developed for all key centres in Tauranga to give effect to the strategic direction in UFTI and the TSP.

In case a minor change to parking is required, such as introducing a parking restriction for access or safety reasons or where local businesses ask for the introduction of a time limit, a PMP is not required. For changes that affect only a few spaces, a full PMP is not necessary. A PMP would be developed when a large number of spaces, or more than 25% of parking spaces within a 200 metres

radius are considered to be affected, or where changes may impact on existing parking management nearby. Local consultation with nearby residents and businesses will then be undertaken where required.

8.3 Parking in residential areas

The prioritisation of resident parking by way of permits or a lease is not considered to be a useful or equitable intervention because it restricts the most optimal use of the space at any given time. For example, no one else could be using the space even if someone with a permit is not using it. Other parking management measures (such as time limits or pricing), may be appropriate and would be determined through the PMP, in order to cater for all different groups.

Where restrictions are brought in, exceptions may sometimes be required. For example, if there are time restrictions in a street and a contractor needs to park on-street to undertake work on a property there may be a need to overstay time limits. A parking space permit can then be requested through the council website. Efficient parking management should aim for 85% occupancy, which would mean there should be a space available for visitors as well as contractors.

8.4 Parking enforcement and technology

Parking enforcement is an essential component of parking management. Enforcement encourages compliance with restrictions and the turnover of vehicles to allow access to parking for everyone. Parking management was introduced for a reason: to better manage demand and supply of parking. Without parking enforcement, evidence shows that some users may, over time, ignore time limits and refrain from paying for parking, undermining the parking management approach and the outcomes it aims to achieve. This leads to drivers circling around in the hope of finding a space, and thus adding to congestion and delaying public transport services. Parking enforcement helps to reduce congestion by freeing up parking spaces.

Costs of infringement tickets are set at a national level, and council has no control over these prices. Council will continue to lobby for more influence over these prices to reflect a fair balance between local parking fees and infringement prices.

Frequent monitoring and enforcement will primarily be focussed on centres^a and areas of employment with other areas initiated based on complaints. Annual and long-term performance targets will be monitored to measure whether objectives are being met, with council being able to make any changes required should those targets not be met.

Parking surveys and parking enforcement techniques are constantly evolving. Where new innovations may improve efficiency of parking enforcement, then new techniques will be considered.

In areas where parking is priced, council will continue to assess new technologies to simplify the paying process, for example, the current smartphone app PayMyPark.

Council has also partnered with CCS Disability Action on a smartphone app called 'Access Aware', which shows the GPS location of the number of mobility parking spaces in the city. This helps drivers requiring a mobility parking space to find these spaces easily. Users can also report misuse of mobility parks which supports council enforcement activities.

New technology will also be used to provide better insight to visitors on availability. The parking buildings in the city centre provide digital information on the number of available spaces. Further signs along key arterial routes (and via online data) will be developed to better inform drivers on

^a It is noted that enforcement for the use of privately owned parking spaces, e.g. at malls or large shops, is not undertaken by council but up the owners of the land.

availability of parking spaces as well as typical journey times via different routes and modes of transport to improve access to Tauranga's centres.

8.5 Revising the Tauranga City Plan

The majority of car parking spaces in Tauranga are located on private land. In the past, the City Plan had a requirement for new developments to provide a minimum number of car parking spaces. In 2020, the government introduced the National Policy Statement (NPS) on Urban Development that removed this requirement. On-site car parking can still be provided, but the decision of whether to provide parking spaces or not is up to the landowner or developer. Most streets in Tauranga currently have sufficient on-street parking spaces available, but it is noted that on-street parking cannot be relied upon when demand grows and reaches 85% occupancy. A PMP may recommend making changes to managing on-street parking.

Through the City Plan review, council will investigate potential further regulation for the development and use of private car parking. The City Plan requires that large developments undertake a Transport Assessment, which addresses access safety and effects to the wider transport network. City Plan rules can, for example, influence the need for travel plans and the supply and design of parking spaces. The Building Code also requires a certain amount of parking for people with restricted mobility to be provided. The National Policy Statement on Urban Development does recommend councils consider the requirement of minimum mobility car parking spaces and minimum cycle parking spaces. For apartment blocks or visitor parking at commercial developments a minimum number or percentage for electric vehicle charging points will need to be further assessed. Changes with regard to cycle parking have already been integrated in Plan Change 26, and further details on a required minimum number of mobility parking spaces and electric vehicle charging spaces will be further refined in the next review of the Tauranga City Plan.

8.6 Undertaking frequent parking surveys across the city

Council will undertake frequent car parking surveys in and around Tauranga's centres and other areas with potential parking issues, such as reserves. These surveys will investigate the issues related to parking supply and demand across the area, and inform whether there are triggers to prepare a PMP (see section 8.2). Priority areas for surveys will be those where issues have been identified through by council staff or the public.

Parking surveys typically include re-confirming existing parking management (if in place), which type of visitors it currently favours, the parking occupancy, parking turnover, average duration, etc. Surveys focus on the busiest part of the day, but in order to understand the full picture, surveys are often undertaken at different times of the day, and on different days of the week.

Following up on implementation of a PMP, council will continue to undertake regular monitoring of the occupancy levels, any issues shown through enforcement, or complaints. The monitoring can indicate a trigger to update/revise a PMP, as described in section 8.2.

8.7 Monitoring and reviewing the Parking Strategy

Parking surveys will also be key to monitor the effectiveness of the Parking Strategy in general. Progress will be reviewed on a three-yearly basis, linking into the Long-term Plan process.

Key performance targets of the parking strategy will be the number of PMPs prepared, the occupancy levels in the areas covered by the PMP and enforcement statistics.

A full review of the Parking Strategy is intended to be undertaken every five years following adoption – or when the need arises, for example through new policies, government direction or new guidelines.

9. Background information

- A. Discussion Document – Parking Management in Tauranga's Centres
- B. Discussion Document – Parking on Residential Streets
- C. Discussion Document – Park and Ride
- D. Technical Note 1 – Parking Management in Major Centres
- E. Technical Note 2 – Financial Viability of Council Supplying new public off-street parking
- F. Technical Note 3 – Using parking to support public transport and active transport
- G. Technical Note 4 – Parking on residential streets
- H. Technical Note 5 – Kerbside Space Allocation
- I. Technical Note 6 – Prioritising different types of parking
- J. Technical Note 7 – Park and Ride
- K. Technical Note 8 – Parking enforcement monitoring and technology
- L. Technical Note 9 – Impact of autonomous vehicles on parking
- M. Technical Note 10 – Electric vehicle charging infrastructure
- N. Key Research Survey Report
- O. PlaceScore Report – Care Factor
- P. Parking Surveys in City Centre and Mount Maunganui
- Q. The High Cost of Free Parking (D. Shoup)
- R. National Parking Management Guidance (Waka Kotahi NZ Transport Agency)
- S. [Tauranga's Community Outcomes 2020](#)
- T. [Te Papa Spatial Plan 2020-2050](#)
- U. Urban Form + Transport Initiative (UFTI, final report)
- V. Tauranga's Street Design Guide
- W. [Western Bay of Plenty Mode Shift Plan](#)
- X. [Western Bay of Plenty Transport System Plan \(TSP\)](#)



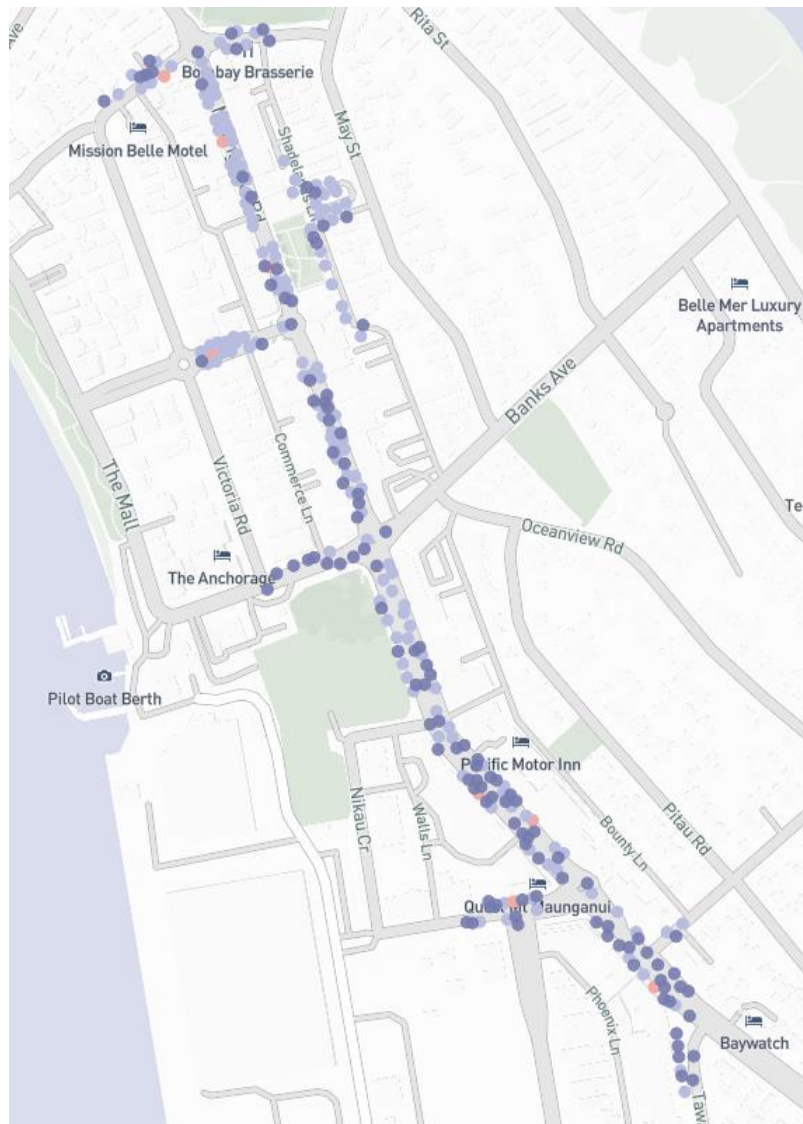


Parking Data:

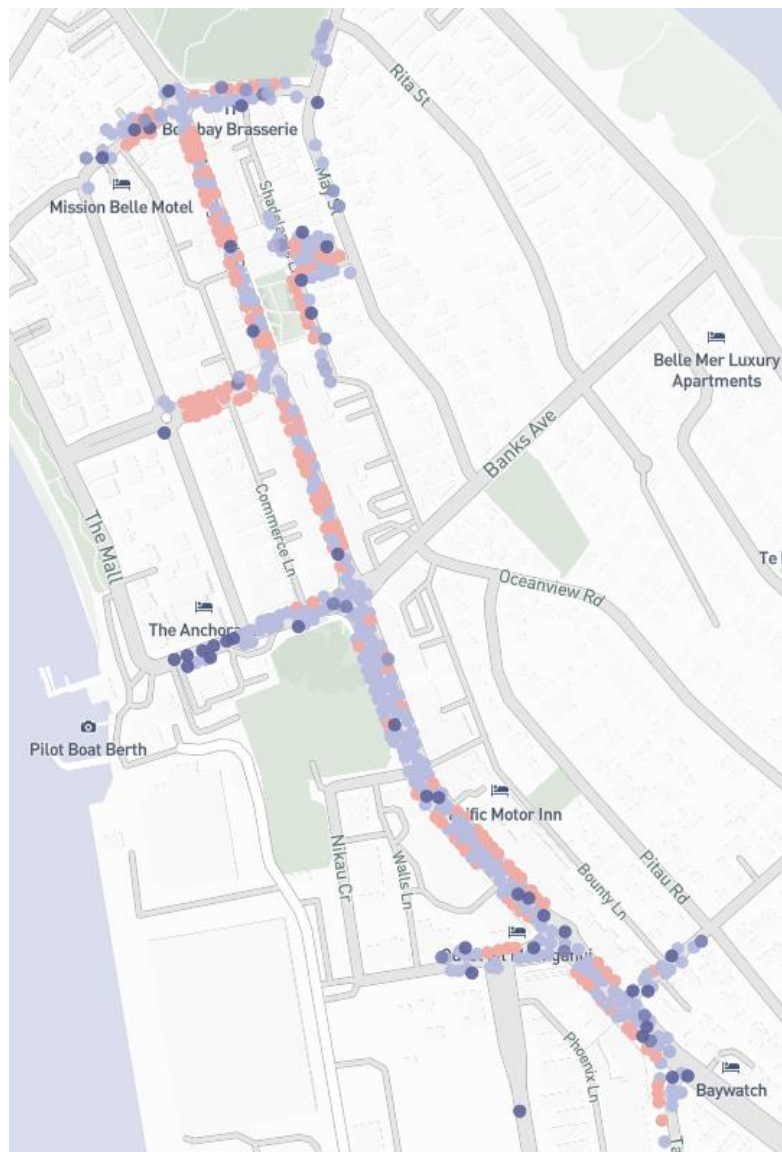
Non Compliance Mt Town Centre: (red over time limit)
November – December 2023



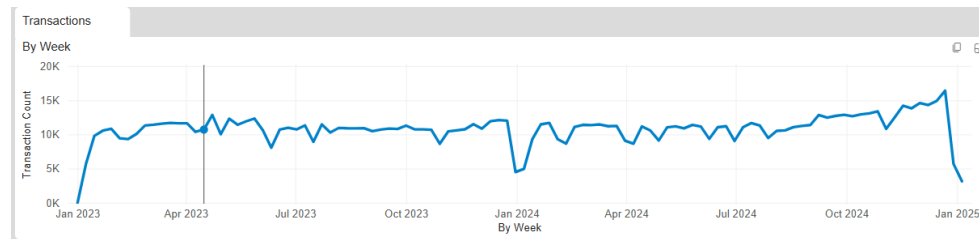
November (first half) 2024



December 2024



Transactions by week last 24 months (total).



Operating Surplus/(Deficit) Forecast and Total Debt Position of the Parking Management Activity									
Financial Year	Adopted 2024-34 LTP			Revised Draft 2026 Annual Plan (incl net revenue from expansion)			Revised Draft 2026 Annual Plan (excl net revenue from expansion)		
	FY 26 (Y2 of LTP)	FY 28 (Y4 of LTP)	FY 34 (Y10 of LTP)	FY 26 (Y2 of LTP)	FY 28 (Y4 of LTP)	FY 34 (Y10 of LTP)	FY 26 (Y2 of LTP)	FY 28 (Y4 of LTP)	FY 34 (Y10 of LTP)
Description	Annual Plan Year	TMOTP Online	End of LTP Period	Annual Plan Year	TMOTP Online	End of LTP Period	Annual Plan Year	TMOTP Online	End of LTP Period
	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's	\$000's
Total Operational Revenue (primarily fees & charges)	8,894	10,399	13,640	10,185	12,304	16,471	9,853	11,648	14,842
Total Operational Expenditure (excluding interest)	6,221	5,885	6,439	7,526	7,495	8,837	7,526	7,134	8,837
Total Interest	2,319	2,902	2,415	2,527	3,485	2,093	2,355	3,589	1,691
Operating Surplus/(Deficit)	354	1,612	4,786	132	1,324	5,541	(28)	925	4,314
Debt Forecast*	35,873	59,286	40,976	34,180	59,504	50,143	34,341	60,345	56,115

*including Te Manawataki o Te Papa reserve drawdown and annual cash surplus/deficits



STATEMENT OF INTENT FY26



Facilities

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

BayAudioVisual**COMMUNITY
CENTRES & HALLS****TAURANGA
POOLS****BayActive****BaySwim**

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**Tauranga City**

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



BOARD STATEMENT

Bay Venues is proud to be the kaitiaki of Tauranga City Council's network of community facilities; providing exceptional experiences that enhance the health and wellbeing of residents and visitors to our popular and growing city.

Our team of dedicated experts in our four key focus areas (sports & fitness, aquatics, events & entertainment and community hubs) pride themselves on creating inclusive, innovative and enjoyable spaces that enable everyone to participate, learn and grow. We are always listening and ready to meet the evolving needs of our community.

As Tauranga City Council's largest Council Controlled Organisation, we are well positioned to leverage our venues and activities to generate profits from some activities to help offset the cost of operating accessible, sustainable and fit-for-purpose venues.

Over the last year we have generated new revenue from leases, commercial partnerships, new catering opportunities and a new digital billboard on State Highway 29A at Mercury Baypark. Further developments are planned in this space, particularly in catering and partnerships, and we will continue to actively seek relevant opportunities to drive additional revenue in future.

Being commercial in mind has been invaluable as economic pressures have affected events and event related revenue, as well as spend per head in aquatic facilities over the last year. While we have been able to generate additional revenue streams, these have only partially offset the impact in events and aquatics. This led to the tough decision in H1 FY25 to find cost savings that did impact our team, with a handful of roles being disestablished.

This has been a challenging time for the organisation, but we are working hard to minimise the impact on the community and over this period our overall customer satisfaction results have remained above 85%.

We look forward to improved economic conditions in the future but remain financially prudent for the foreseeable future. We have a plan to reduce costs further to absorb a

7% reduction in the operating grant we receive from Council in the FY26 financial year. We will also prioritise investment in health & safety, Māori engagement, digital customer experiences and AI efficiencies. Beyond the eagerly awaited opening of the University of Waikato Haumaru Sport & Recreation Centre in the central city, we have not factored new venues/projects into our FY26 operating budget. We look forward to working with Council and key partners to plan a considered, networked approach to future facilities in due course.

Collaboration and connection are at the heart of what we do every day. We look forward to working with Council to deliver value for money to the ratepayers of Tauranga. Through transparent reporting and clear storytelling we will demonstrate our joint role in providing spaces and activities that contribute to a vibrant, thriving city.

Ki te kotahi te kākaho, ka whati; ki te kāpuia, e kore e whati

When we stand alone, we are vulnerable, but together we are unbreakable



Simon Clarke

Chair, Bay Venues Limited

This is the Bay Venues Statement of Intent (SOI) for FY26. This document outlines Bay Venues' strategic approach to meeting Tauranga City Council's expectation of "delivering more for less".

This SOI meets the requirement of Section 64 (i) of the Local Government Act 2002 and incorporates the expectations of Council as outlined in the revised Enduring Statement of Expectations adopted in December 2023 along with the annual Letter of Expectation dated 20 December 2024. It outlines what we do, our strategy and objectives for the year ahead and the performance targets by which we will be measured.



WHO WE ARE AND WHAT WE DO

We are the kaitiaki of more than 20 community facilities across Tauranga – aquatic centres, indoor sport , recreation and fitness facilities, event venues, and community halls and centres – and we manage these facilities on behalf of Tauranga City Council and our community.

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



FACILITIES

- 1** Mercury Baypark Arena, Stadium & Pavilions
- 1** Adams Centre for High Performance
- 3** Community Centres
- 4** Sports Centres
- 5** Aquatic Facilities
- 7** Community Halls



ASSETS

\$160,465m



VISITORS

2.20m



CUSTOMER SATISFACTION

86% Overall Satisfaction

85% Satisfaction with Facility

88% Satisfaction with Service



EMPLOYEES

146 Full Time Staff

142 Part Time Staff

122 Casual Staff

Data as at 30 June 2024.

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



STRATEGIC ALIGNMENT

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

TAURANGA CITY VISION

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

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

TAURANGA CITY COUNCIL'S VALUES

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

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

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

Whanaungatanga / Collaboration – We work together and create connections.

The Council's vision and values are closely aligned with Bay Venues' vision, mission, purpose and values noted over page.

COMMUNITY OUTCOMES

We acknowledge Council's desire for us to focus on the following strategic areas:

- **Delivering more for less**

We will provide value for money to the ratepayers of Tauranga by maximising the use of community facilities, looking after our current assets and prioritising energy saving initiatives within venues to reduce operating costs. With the community at heart, we will continue to be commercial in mind by maintaining (and introducing new and appropriate) revenue streams that offset the cost of operating community facilities. We will demonstrate how we provide value for money through our storytelling, stakeholder engagement, transparent reporting and financial analysis.

- **Delivering on Council's priority strategic community outcomes**

We will continue to deliver diversity and inclusion initiatives, grow our cultural awareness, implement sustainability initiatives and support emergency management. We will also continue to report on our social return on investment and implement any outcomes from this analysis.

- **Working collaboratively in a direction consistent with Council's objectives**

We will continue to proactively engage and partner with Council, key stakeholders and mana whenua on current and future facility projects. We will also continue to acknowledge Tauranga City Council as a provider of our operating subsidy and the benefits of those operations for the people of Tauranga.

Our four strategic focus areas, including key projects and KPIs related to each, are detailed over subsequent pages (8-13) to demonstrate our commitment to these community outcomes.

BAY VENUES BOARD

We are pleased to continue being a part of Council's Board Intern Programme, supporting diversity and fresh thinking in governance. A summary of Board meeting activity will continue to be published to our website for public reference.

FINANCIAL CARE

As requested, we will implement the required operational savings from the 2026 Financial Year to ensure the most effective economical use of public resources, while still delivering exceptional experiences to the community. We will continue to provide transparent and timely financial reporting of operational and capital expenditure to ensure we are delivering value for money to the ratepayers of Tauranga.



VISION

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

MISSION

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

PURPOSE

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





STRATEGIC FOCUS AREAS

MAXIMISING ACTIVITY & EVENTS

- We host a wide range of successful activities and events (sporting, cultural, service, recreation, and business) within our facilities that collectively enhance the social, cultural, and economic wellbeing of Tauranga.
- We have a strong focus on the recreation needs of our community and encouraging participation for diverse groups.
- We actively look for opportunities; targeting new events and attracting new and diverse community activities through a community led development approach.
- We create unforgettable customer experiences, powered by innovative technology.
- We keep people safe through a proactive Health & Safety culture and good systems.
- We collaborate with Council, Tourism Bay of Plenty, Priority One and other key stakeholders to actively progress the Tauranga Events Action and Investment Plan.
- We proactively share stories from our facilities celebrating our diverse community.
- We are committed to engaging with our community to ensure our facilities are inclusive and accessible and meet the needs of a diverse community.
- We measure and report on the social return on investment (ROI) from our activities.

LEVERAGING OUR CAPABILITY

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

LOOKING AFTER OUR ASSETS

- We provide facilities and assets that are safe, well maintained, professionally managed and fit for purpose.
- We provide facilities for our community that are welcoming, accessible, and inclusive.
- We have a long-term Venue Strategy including agreed priorities for facilities and asset renewals planning, embedded within the 2024-34 Long Term Plan.
- We recognise that our venues are part of a wider network of facilities across the city, region and country.
- We recognise Council funding of facilities through venue signage and our websites.
- We partner to deliver major recreation projects for the city.
- We have a Sustainability Action Plan to measure, monitor and mitigate our greenhouse gas emissions.
- We develop facilities sustainably and implement energy saving projects across our network.

BUILDING OUR CAPABILITY

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





OUR GAME PLAN

Vision The best venues for the Bay

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

Purpose Connecting our community through exceptional experiences

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



OUR KEY PROJECTS & INITIATIVES

Focus Area	Maximising Activity & Events			
Strategic Objectives	Maximise activity across our venues	Proactively attract new events and activities	Consistently deliver exceptional customer experiences	Develop a strong Health & Safety culture supported by good systems
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Install Permanent Truss System at Mercury Baypark • Operate QEYC & Haumarū Efficiently to Support User Growth & Optimise Facility Use 	<ul style="list-style-type: none"> • Secure Tenant for Pavilion 2 at Baypark • Support the Development of a Māori Events Strategy • Stadium Lounge & Corporate Lounge Improvements to Attract Additional Event Activity at Baypark 	<ul style="list-style-type: none"> • Digital Customer Experience Improvements i.e. digital signage, kiosks, online functionality • Customer Service Toolkit for Managers 	<ul style="list-style-type: none"> • Implement New Contractor Management Process • External Security Audit • Embed New Emergency Management Framework • Crowded Places Audits of Event Venues • Implement Actions from H&S Audit
Future Projects & Initiatives	<ul style="list-style-type: none"> • Baywave 3 Yearly Closure • Investigate Clubfit 24-Hour Access 		<ul style="list-style-type: none"> • Digital Customer Experience Improvements (cont.) 	<ul style="list-style-type: none"> • Implement Actions from Security Audit
			FY26	
KPIs	Visitation Significant Events (>500 pax) Customer Satisfaction Preventable Serious Harm Incidents		>2.2m visits >75events >85% overall satisfaction 0 incidents	

Focus Area	Look After Our Assets			
Strategic Objectives	Look after and enhance our assets and actively plan for and manage asset renewals	Implement our Venue Strategy and provide for future needs	Deliver venue projects to a high standard and partner on key projects	Operate our venues safely and sustainably
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Baypark Arena 6 Court Re-surfacing • Baypark Stadium Kitchen Upgrade 	<ul style="list-style-type: none"> • Review Venue Strategy • Digital Facility Improvements 	<ul style="list-style-type: none"> • Support Council Facility Projects, i.e. Memorial Aquatic Centre Project 	<ul style="list-style-type: none"> • Implement Accessibility Actions, e.g. site signage, replace pool lifts, install accessible handrails in wave pool • Implement Sustainability Action Plan Initiatives, e.g. waste minimisation, rainwater harvesting
Future Projects & Initiatives	<ul style="list-style-type: none"> • Baywave Gym Equipment Upgrade • Arena Seismic Strengthening • Baywave 3 Yearly Closure 	<ul style="list-style-type: none"> • 28 - 37 AMP and Integrated Venue Strategy 	<ul style="list-style-type: none"> • Continue to Support Council on Facility Projects 	<ul style="list-style-type: none"> • Continue Permit to Work Process Improvements
			FY26	
KPIs	Preventable Unplanned Facility Closures Key Capital Projects Capital Programme Budget Energy Consumption		0 Unplanned closures (>4hrs) Within 5% of budget Within 5% of budget 5% reduction at key facilities	

Bay Venues is committed to supporting Council's strategic priorities and objectives. Bay Venues will



OUR KEY PROJECTS & INITIATIVES

Focus Area	Leveraging our Capability	
Strategic Objectives	Continue our existing commercial business operations	Actively progress appropriate new complementary revenue opportunities
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Launch New Retail Café Concept • Secure One New External Venue Catering Agreement 	<ul style="list-style-type: none"> • Investigate Additional Digital Billboard Opportunities • Secure One New Commercial Partner
Future Projects & Initiatives	<ul style="list-style-type: none"> • Roll Out Retail Café to Additional Venues • Expand Event Catering Venues/Partners 	<ul style="list-style-type: none"> • Secure One New Commercial Partner

		FY26
KPIs	Financial Performance Commercial Partnerships	Achieve Budget One New Partner

Focus Area	Build Our Capability			
Strategic Objectives	Build a positive, high performance team culture	Provide technology & systems that support our people	Develop strong working relationships with key partners (inc mana whenua)	Provide consistent reporting that supports decision making
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Creation of a Diversity, Equity & Inclusion Plan • Investigate NZQA Opportunities • Continue to Build HRIS System 	<ul style="list-style-type: none"> • Digital Workplace Improvements for Staff • Improved H&S Staff Induction • Implement Business Planning Software for Budgeting & Forecasting 	<ul style="list-style-type: none"> • Implement Stakeholder Engagement Plan • Implement Māori Engagement Plan 	<ul style="list-style-type: none"> • Streamline Operational Reporting • Create Data Strategy
Future Projects & Initiatives	<ul style="list-style-type: none"> • Career Pathway Articulation • Continue to Build HRIS System 	<ul style="list-style-type: none"> • Digital Workplace Improvements for Staff (cont.) • Review of Anti-Social Behaviour Training • Security Training for Managers 		<ul style="list-style-type: none"> • Implement Data Strategy

		FY26
KPIs	Team Engagement Staff Turnover Stateholder Engagement	>75% <30% Implement Plan





FINANCIAL PERFORMANCE

Bay Venues Statement of Comprehensive Income & Expenses (000's)	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28
Revenue				
User Revenue	22,201	23,647	23,975	24,454
Other Revenue	430	452	475	498
TCC Operational Grant	7,602	7,264	7,662	8,051
Total Operational Revenue	30,233	31,364	32,111	33,004
Expenditure				
Employee Expense	18,045	18,628	18,993	19,468
Administrative Expense	1,754	1,778	1,822	1,868
Consulting & Governance Expenses	742	761	780	800
Operating Expenses (incl. COGs)	8,239	8,834	9,055	9,281
Repairs & Maintenance Expense	978	1,072	1,099	1,126
Total Operation Expenses	29,758	31,072	31,749	32,543
EBITDA	475	291	362	461
Additional Transactions:				
Add: TCC Renewal Funding	15,442	13,104	8,966	9,953
TCC Debt Servicing Grant	1,098	1,174	1,564	1,827
Less: Profit/Loss on Disposal	0	0	0	0
Finance Expense	1,095	1,100	1,100	1,100
Depreciation & Amortisation Expense	9,928	10,119	11,498	12,003
Surplus/(Deficit) Before Tax	5,993	3,350	(1,706)	(862)
TCC New Capital Funding	5,068	1,000	8,643	3,369

note: surplus in years 24-26 is driven by significant LTP renewals programme (renewal income is fully recognised when asset is acquired)

Bay Venues Ltd Statement of Financial Position (000's)	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28
Assets				
Current Assets				
Cash & Cash Equivalents	840	1,451	685	831
Inventories	475	475	475	475
Debtors & Other Receivables	1,231	1,231	1,231	1,231
Total Current Assets	2,546	3,157	2,391	2,537
Non-Current Assets				
Other Non-Current Assets	5,630	5,670	5,753	5,769
Intangible Assets	208	208	208	208
Property, Plant & Equipment	166,708	169,179	175,663	176,885
Total Non-Current Assets	172,546	175,057	181,624	182,862
Total Assets	175,092	178,215	184,015	185,399
Liabilities				
Current Liabilities				
Employee Entitlements	1,976	1,373	1,236	1,112
Creditors & Other Payables	3,597	828	828	828
Borrowings - UoW Adams Centre Loan	1,000	1,000	1,000	1,000
Total Current Liabilities	6,573	3,201	3,064	2,940
Non-Current Liabilities				
Borrowings	17,916	20,060	19,060	18,060
Deferred Tax	21,339	21,339	21,339	21,339
Total Non-Current Liabilities	39,255	41,399	40,399	39,399
Total Liabilities	45,828	44,600	43,463	42,339
Net Assets	129,264	133,615	140,553	143,060
Equity				
Share Capital	99,232	99,232	99,232	99,232
Retained Earnings	(27,139)	(22,989)	(16,251)	(13,944)
Other Reserves	331	531	731	931
Revaluation Reserves	56,840	56,840	56,840	56,840
Total Equity	129,264	133,615	140,553	143,060

Bay Venues Ltd Statement of Cashflows (000's)	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28
Operating Activities				
Cash Received From Customers	22,201	23,647	23,975	24,454
Grants Received	29,211	22,542	26,835	23,200
Dividend Received	6	6	6	6
Cash Received From Other Sources	425	446	469	493
	51,842	46,641	51,285	48,153
Payments to Employees	(18,045)	(18,628)	(18,993)	(19,468)
Payments to Suppliers	(11,713)	(12,445)	(12,756)	(13,075)
Interest Paid	(1,095)	(1,100)	(1,100)	(1,100)
	(30,853)	(32,172)	(32,849)	(33,643)
Net Cash Flow From Operating Activities	20,989	14,469	18,436	14,511
Cash Flows From Investing Activities				
Proceeds from Sale of Property, Plant And Equipment	0	0	0	0
Purchases of Property, Plant And Equipment	(20,777)	(14,379)	(18,159)	(13,432)
Transfer to Depreciation Investment	(205)	(40)	(83)	(83)
Net Cash Flow From Investing Activities	(20,982)	(14,419)	(18,242)	(13,515)
Cash Flows from Financing Activities				
Proceeds from Borrowings	2,000	560	4,540	4,150
Repayment of TCC Borrowings	(2,692)	0	(5,500)	(5,000)
Net Cash Flow From Financing Activities	(692)	560	(960)	(850)
Net Increase / Decrease in Cash Held	(686)	611	(766)	146
Cash & Cash Equivalents at Beginning of Year	1,526	840	1,451	685
Cash, Cash Equivalents, and Bank Overdrafts at the End of the Year	840	1,451	685	831

Bay Venues Ltd Statement of Changes in Equity (000's)	Share Capital	Retained Earnings	Revaluation Surplus	Other Reserves	Total Equity
Balances as at 1 July 2023	84,232	(27,448)	41,165	933	98,882
Comprehensive Income					
Surplus or Deficit for the Year	0	(11,354)	0	0	(11,354)
Other Comprehensive Income					
Surplus or Deficit for the Year	0	0	21,809	0	21,809
Revaluation Adjustment on Disposal	0	0	0	0	0
Tax on Revaluation of Plant, Property & Equipment	0	0	(6,134)	0	(6,134)
Transfer to Mercury Reserve	0	(131)	0	131	0
Transfer from Trustpower Reserve	0	933	0	(933)	0
Total Other Comprehensive Income, Net of Tax	0	802	15,675	(802)	15,675
Balance as at 30 June 2024	84,232	(38,000)	56,840	131	103,203
Balances as at 1 July 2024	84,232	(38,000)	56,840	131	103,203
Comprehensive Income					
Surplus or Deficit for the Year	15,000	11,061	0		26,061
Other Comprehensive Income					
Transfer to Mercury Reserve		(200)	0	200	0
Total Other Comprehensive Income, Net of Tax	0	(200)	0	200	0
Balance as at 30 June 2025	99,232	(27,139)	56,840	331	129,264
Balances as at 1 July 2025	99,232	(27,139)	56,840	331	129,264
Comprehensive Income					
Surplus or Deficit for the Year		4,350	0		4,350
Other Comprehensive Income					
Surplus or Deficit for the Year			0		0
Transfer to Mercury Reserve		(200)		200	0
Total Other Comprehensive Income, Net of Tax	0	(200)	0	200	0
Balance as at 30 June 2026	99,232	(22,989)	56,840	531	133,614
Balances as at 1 July 2026	99,232	(22,989)	56,840	531	133,614
Comprehensive Income					
Surplus or Deficit for the Year		6,938	0		6,938
Other Comprehensive Income					
Transfer to Trustpower Reserve		(200)		200	0
Total Other Comprehensive Income, Net of Tax	0	(200)	0	200	0
Balance as at 30 June 2027	99,232	(16,251)	56,840	731	140,552
Balances as at 1 July 2027	99,232	(16,251)	56,840	731	140,552
Comprehensive Income					
Surplus or Deficit for the Year		2,507	0		2,507
Other Comprehensive Income					
Transfer to Trustpower Reserve		(200)		200	0
Total Other Comprehensive Income, Net of Tax	0	(200)	0	200	0
Balance as at 30 June 2027	99,232	(13,944)	56,840	931	143,059



REPORTING

endeavour to respond promptly and appropriately on issues raised by Council and will provide Council with the following information:

Statement of Intent (SOI)

Provide Council with a draft SOI by 1 March 2025 and a final SOI by 30 June 2025.

Annual Report

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

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

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

Quarterly Reports

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

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

A Quarterly Report will not be required for Q2 where a Half Year Report is provided instead.

Quarterly Meetings

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

Half Yearly Governance to Governance Meetings

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

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

No Surprises

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



OTHER MATTERS

The Board's Approach to Governance

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

More detailed obligations in relation to both the Directors obligations to Bay Venues and Council's obligations to Bay Venues are outlined in the Enduring Statement of Expectations (ESE).

Board Performance Reviews

A Council-led bi-annual board review was undertaken in October 2023. The independent review's conclusions were very positive, and minor improvement opportunities were identified that the Board has implemented. The Board will engage with Council around future reviews..

Ratio of Consolidated Funds

In the 2023 ESE it was resolved that Bay Venues Debt to Equity Ratio should be maintained at 20:80. To help ensure this, 80% of the debt relating to all new assets added in the Bay Venues 'funded network' during the year is apportioned to Council.

Estimate of Commercial Value

The Board estimate that the commercial value of the Council's investment in Bay Venues is represented by the net assets of Bay Venues. This value is calculated from total assets less liabilities. As at 30 June 2024 this was \$98.8m.

Accounting Policies & Other Compliance

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

Procedures for Acquisition of Other Interests

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

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

Dividend Policy

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

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

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

Other Matters Agreed Between the Board and Shareholder

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

Under the new funding structure agreed in the 2024-34 LTP, Bay Venues is committed to achieving a breakeven budget to ensure long term financial sustainability.

Transactions between Related Parties

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

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

Compensation from Local Authority

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

Council will provide Bay Venues with an operating grant of \$7.28m in FY26 (as per 2024-34 Long Term Plan), which increases annually with CPI. Council's operating grant to Bay Venues helps deliver:

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

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

APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

AQUATIC FACILITIES

Mount Hot Pools



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

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



Baywave



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

The configuration of the lap pool also accommodates synchronised swimming, water polo and underwater hockey as well as regional and national aquatic events. Baywave hosts more than 400,000 visits a year and is home to several water-based sporting clubs/squads. In 2019, an aqua play facility for children was added. As this venue draws close to 20 years of operation, a regular renewals plan is required to maintain its efficiency. The last maintenance closure was in early 2023, the next closure is planned for FY27.

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

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

Greerton Aquatic & Leisure Centre



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

- BaySwim (learn to swim and water safety programmes)
- Aqua Exercise Classes
- Clubfit (health and fitness club)

Greerton Aquatic & Leisure Centre hosts about 90,000 visits a year and has had significant refurbishment improvements over the last few years to ensure this much-loved facility continues to deliver exceptional aquatic experiences now and into the future.



Memorial Pool & Ōtūmoetai Pool



Memorial Pool is an outdoor seasonal facility with a lap pool and learners pool, BBQ facilities, and green space. It is a safe, clean, maintained environment for families and recreational swimmers to enjoy during the summer months and hosts about 25,000 visits a year.

Ōtūmoetai Pool is open year-round and has a 25-metre lap pool and learners pool. It is a safe, clean, convenient aquatic facility for the local community, in particular the neighbouring college during school hours. This is an older outdoor pool that had a marquee-style roof installed over it more than 20 years ago. Ōtūmoetai Pool hosts approximately 40,000 visits annually and has become a focal point of community interest and discussion regarding its future.

Both of these facilities have been around for decades (since the 1950s and 60s) and have significant infrastructural and age-related issues that regularly result in expensive remedial and maintenance measures.

We will do our best to maintain both of these facilities and keep them operating. Any significant pool plant failures in the interim, however, may require an earlier closure. Memorial Pool will likely be decommissioned after the completion of the proposed new Memorial Park Aquatic Centre.

Bay Venues is actively working with Tauranga City Council, the Ōtūmoetai community, as well as key user groups and stakeholders, as part of a working group that is exploring the current state of Ōtūmoetai Pool and options going forward.

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

New Memorial Park Aquatic Centre



This new aquatic centre is proposed to be built at Memorial Park. It will be a modern, fit-for-purpose facility that will play a crucial role in addressing the current shortfall in the city's Aquatics network.

It will be a destination complex for the central city and surrounding suburbs, including the communities that currently enjoy Memorial Pool and Ōtūmoetai Pool.

Tauranga City Council is currently considering options for this project.

Aquatic Merchandise

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

BaySwim



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



Massage Suites

Massage suites are located at the Mount Hot Pools and Baywave and aid in recovery and relaxation.

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

INDOOR SPORTS FACILITIES

Mercury Baypark Arena



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

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



Queen Elizabeth Youth Centre (including Memorial Hall)



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

This facility hosts a variety of community sports, including badminton, volleyball, basketball, pickleball, table tennis, sports for disabled people, netball, and more.

Aquinas Action Centre (Community Share Facility)

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

Merivale Action Centre (Community Share Facility)

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

Mount Sports Centre

Located at Blake Park, this facility features a single court gymnasium suitable for hosting sporting and recreational groups, community activities and minor events.

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

The University of Waikato Haumaru Sport & Recreation Centre

Located on Cameron Road, this new facility is scheduled to open in 2025 and will be home to a variety of community sports, including badminton, volleyball, basketball, pickleball, table tennis, sports for disabled people, netball, and more.

There is enough space in the facility for four basketball-size courts, or three netball-size courts, or 13 badminton and pickleball-size courts, or six volleyball-size courts. There will also be changing rooms, storage, and office space, as well as around 220 on-site car parks.

The primary use of this facility will be structured community sport and recreation and also sports tournaments. There will also be many regular opportunities for casual bookings as well as other use by the wider community.

COMMUNITY CENTRE-RUN PROGRAMMES

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

Sports Leagues

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



Adams Centre for High Performance



Located at Blake Park, opposite Bay Oval, the Adams Centre for High Performance is a high quality facility that includes a state-of-the-art gym, plunge pools, physiotherapy, massage and rehabilitation rooms, a sport science laboratory with performance testing, research and acclimatisation facilities, meeting rooms and an athletes' lounge. It is a High Performance Sport NZ Approved Training Facility that caters to a wide range of athletes competing at a national and international level. High performance sport organisations, sports science research, and athlete medical support services are also based at the Adams Centre. Current tenants include New Zealand Rugby, Bay of Plenty Rugby, Body in Motion's High Performance Sports Clinic, and the University of Waikato. Strong demand for space in the facility along with potential development on neighbouring sites has prompted investigations into potential expansion options. Bay Venues also operates the Adams Academy, a development programme with around 130 aspiring and established local athletes across 27 sporting codes and counting.



Clubfit

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

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

COMMUNITY HALLS & CENTRES

Arataki Community Centre

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

Bethlehem Hall

This venue is primarily used for local community groups to host a variety of activities. Private functions are also held at this venue. This much-loved facility has recently been refurbished to improve its appearance and usability.

Cliff Road Building

This building provides a space for hire and is home to a small number of community users. This facility is in poor condition and the long-term future of this venue needs to be determined.

Elizabeth St Community & Arts Centre

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

Greerton Hall

This is a facility for local community groups to host a variety of activities. It also provides space for individuals to host private functions. The hall has recently undergone a refurbishment to enhance its appearance, making it a more modern and appealing venue for users.

Matua Hall

This venue provides space for local community groups and individuals to host a variety of activities and private functions. The hall has recently been refurbished to improve user enjoyment.

Pāpāmoa Community Centre (at the Library)

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

Pāpāmoa Sports & Recreation Centre

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

Waipuna Park Pavilion

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

Welcome Bay Hall

This venue provides space within the local community for groups to host a variety of activities. It also provides space for individuals to host private functions. The hall has recently been refurbished, improving its appearance and usability. While not directly connected to the adjacent community centre, there remains an opportunity to further enhance and integrate the facility in the future.

Community-led Development

Bay Venues works closely with the local community, led by a dedicated Community Development Ambassador, to ensure our facilities are inclusive and cater to the whole community. 2024 activation initiatives include a yoga class for ethnic women held at Arataki Community Centre, Korean swim lessons with BaySwim, and a Gender Dynamix Aotearoa Trans Pride Ball at Bethlehem Hall, to name just a few.

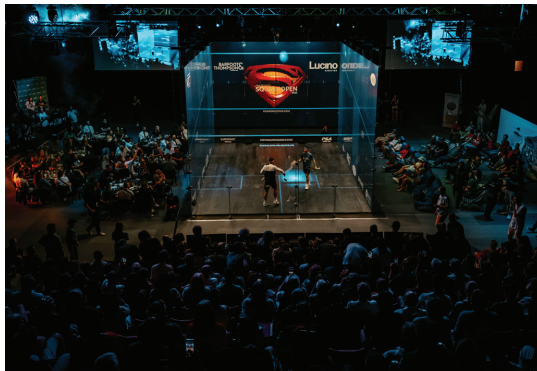


APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

EVENT FACILITIES

Mercury Baypark Arena

This popular, versatile and multi-purpose facility is home to community sport and event entertainment across three distinct areas. The three-court Lion Foundation Centre is a key indoor event facility for the region, hosting everything from televised sport to black-tie gala dinners. The six court University of Waikato Sport & Recreation Centre is the home to indoor community sport, including basketball, volleyball, pickleball, sports leagues, children's recreation and much more! Upstairs is four versatile suites that are perfect for business meetings and smaller events.



Mercury Baypark Stadium

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

While Mercury Baypark Stadium is regarded as one of the better equipped speedway venues in New Zealand with a fast, wide clay track and a large well-serviced pit area, it is showing its age and significant future investment will be required to maintain it. The facility was not funded for depreciation prior to 2023, when this was changed in the Tauranga City Council 2024-34 Long Term Plan. The facility is now undergoing significant remedial investment to ensure it remains fit for purpose.

Mercury Baypark Stadium Lounge

Mercury Baypark Stadium Lounge is a self-contained venue connected to Mercury Baypark Stadium, offering a secure and private environment to host public and private functions. Suitable for meetings, conferences, gala dinners, school balls, private functions, weddings and small trade shows, this venue can comfortably accommodate up to 500 people for dinner or 900 for performances. For major stadium events, this facility offers the client added flexibility for hosting corporate hospitality or pre and post event activities. This facility was not funded for depreciation prior to 2023, when this was changed in the Tauranga City Council 2024-34 Long Term Plan. The facility will be undergoing significant remedial investment from FY27 to ensure it remains fit for purpose.

External Areas

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

Bay Catering

This business unit primarily provides catering services at venues managed by Bay Venues as well as some off-site catering at other venues and events. Bay Catering also operates food and beverage outlets throughout Mercury Baypark venue as well as the cafes at Mercury Baypark Arena, Baywave and the University of Waikato Tauranga campus.

Bay Audio Visual

A sound, lighting and audio-visual equipment and support business unit that provides services primarily at the Mercury Baypark Arena, Mercury Baypark Stadium Lounge, Mercury Baypark Stadium and some external off-site events and venues. Along with enhancing the event experience, this team also ensure the venues systems are fit for purpose to host a wide range of events, from community sport to large-scale events.



Tauranga Art Gallery Trust Statement of Intent 2025 – 2028



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1. Purpose of the Statement of Intent

4

The purpose of the Statement of Intent is to:

1. In accordance with section 64 of the Local Government Act 2002 and the Local Government Amendment Act 2019, this annual Statement of Intent publicly states the activities and intentions of Tauranga Art Gallery for the next three years.
2. Provide an opportunity for stakeholders to influence the direction of the organisation; and
3. Provide a basis for the accountability of the directors to their shareholders for the performance of the organisation.

The Statement of Intent is informed by the expectations of Tauranga City Council as outlined in the Enduring Statement of Intent and the Letter of Expectation, dated 20 December 2024. Through the Statement of Intent Tauranga Art Gallery Trust is able to demonstrate synergies, alignment, and outcomes.

2. About Tauranga Art Gallery Trust

Tauranga Art Gallery Trust is incorporated under the Charitable Trusts Act 1957 as a not-for-profit entity, established to deliver and operate a public art gallery to serve residents of Tauranga, the Western Bay of Plenty, and visitors to the region. Tauranga Art Gallery Trust has charitable status with the Inland Revenue Department.



3.0 Tauranga Art Gallery Strategic Priorities

5

Tauranga Art Gallery's purpose is to build enduring relationships with art, and we achieve this through creating exceptional art experiences that engage, inspire, educate and challenge. The following five guiding principles give focus to Tauranga Art Gallery as an organisation:

He Tauranga Auaha To be an anchor of *innovation and creativity*

Tauranga Art Gallery is a destination for both city visitors and residents, providing the opportunity for all to learn about and engage with art experiences

He Tauranga Matarau To be an anchor for *diversity*

Tauranga Art Gallery is inclusive and promotes partnerships with tangata whenua, values culture, and diversity and where people of all ages and backgrounds are included, feel safe, connected, and healthy.

He Tauranga Whaihua To be an anchor of *enduring success*

Tauranga Art Gallery will pursue opportunities to secure funding and manage all funds with prudence and care with a commitment towards being financially sustainable.

He Tauranga Haumarū To be anchor for *development*

Tauranga Art Gallery will take all practical steps to ensure our people are valued, supported feel safe, connected, and healthy.

He Tauranga Haukaha To be an anchor of *great shelter*

TAG is a regional asset that is fit-for-purpose and meets international museum standards.

He Tauranga Taiao To be anchor in *environmental sustainability*

Tauranga Art Gallery prioritises through its redevelopment and operates in an environmentally sustainable way.



3.1 Focus for Tauranga Art Gallery

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Through the Letter of Engagement dated 20 December 2024, Council has encouraged Tauranga Art Gallery Trust to consider how best to:

- Deliver ongoing financial, economic, social, cultural and environmental sustainability
- Work collaboratively – in alignment with Council's objectives
- Deliver value for money for ratepayers
- Demonstrate transparency and accountability in decision-making processes
- Demonstrate robust and transparent financial analysis
- Care for and maintain community assets and amenities

Further, Tauranga Art Gallery will work with the Tauranga City Council Group to achieve strategic community outcomes, as follow:

Tauranga Mataraunui / We are inclusive

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

Tauranga – Tātai Whenua / We have a well-planned City

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

Tauranga a te kura / We support business and education

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

These intentions outlined above shall be delivered through the Tauranga Art Gallery Statement of Intent 2025–2026 priorities and measures on the page following.



3.2. Statement of Intent Priorities 2025–2026

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Strategic Priority	Objective	TCC Alignment	Measurables
He Tauranga Auaha To be an anchor of innovation and creativity	1. Deliver a variety of arts and culture offerings to our local, regional and international visitors.	We are inclusive We have a well planned city We support business and education Value for money.	Annual programme of re-opening exhibitions and enhanced experience programmes is delivered Visitor Experience Strategy is implemented and surveys and analytics demonstrate diverse audience engagement and appreciation beyond 2023 reporting
	2. Building reopens offering enhanced visitor and art experiences	We are inclusive We have a well planned city Value for money.	Analytics show increased engagement in events, online, and audio experiences beyond 2023 reporting.
He Tauranga Matarau To be an anchor for diversity	3. Māori Engagement Framework is implemented	We are inclusive	Māori advisory group Te Kāhu ō Hinewa deliver identified outcomes. There is increased engagement from Māori communities measured through kura and audience visitation
	4. Effective storytelling clearly demonstrates how the Gallery provides value for money	Deliver value for money for ratepayers Demonstrate transparency and accountability in decision-making processes	Public speeches, print and online platforms clearly communicate the role of Tauranga City Council Visitor surveys demonstrate increased appreciation of Gallery services.
	5. TCC is clearly recognised as the principal funder across various platforms	Everyone pays a fair share	Overseas visitor charges implemented
He Tauranga Whaihua To be an anchor of enduring success	6. Implement and monitor prudent financial management and processes including a savings of 7% in 2025/26 year to meet the operational grant reduction	Demonstrate robust and transparent financial analysis	Half Yearly and Annual Reports loaded onto website Audit Report completed
	7. Establish and diversify revenue streams that will achieve financial sustainability	Demonstrate robust and transparent financial analysis	Approved Annual Budget and targets met
He Tauranga Haukaha To be an anchor of great shelter	8. Work closely with TMO TP partners to grow the profile of the precinct and city	Work collaboratively — in alignment with Council's objectives	Demonstrated collaboration including works from TAG collection installed in 90 Devonport Road
He Tauranga Taiao To be anchor in environmental sustainability	9. Complete the upgrade work on air conditioning and lighting, as part of the Art Gallery's redevelopment, in alignment with TCC Climate Action and Investment Plan.	We have a well-planned City Care for and maintain community assets and amenities Looking after what we have	Upgrade completed and reported on. Building and infrastructure is properly maintained and fit for purpose.
	10. TAG Continues to use environmentally sustainable means through better sourcing of resources, reducing waste and recycling, and continuing to provide the ArtBus for students to attend educational programmes.	We have a well-planned City Care for and maintain community assets and amenities Looking after what we have	Waste Reduction Plan implemented and improves effectiveness ArtBus utilised by schools
He Tauranga Haumaru To be anchor for development.	1. TAGT host a voluntary board intern to increase diversity and fresh thinking on the board.	Work collaboratively — in alignment with Council's objectives	Internship successfully completed

4. Approach to Governance

8

Tauranga Art Gallery Trust is a Council Controlled Organisation of the Tauranga City Council. The Tauranga Art Gallery Trust Board and management are committed to ensuring the organisation meets recommended best practice governance principles and maintains the highest ethical standards, as outlined in the Enduring Statement of Expectations. The Tauranga Art Gallery Trust Board of Trustees is appointed by the Council to govern and direct Tauranga Art Gallery activities. The trustees appoint the Chair and Deputy. The Board is accountable to the Council for the financial and non-financial performance of Tauranga Art Gallery. The Board works collaboratively with the Council to ensure a bilateral “no surprises” relationship.

4.1 Trust Deed Guiding Objectives

The activities and operations laid out in this SOI are guided by our guiding objectives in the Tauranga Art Gallery Trust Deed (4.1), to:

- a) Provide the establishment and management of a sub-regional Public Art Gallery and ensure that its assets and collections are managed to a high standard.
- b) Provide Public Art Gallery facilities and art experiences which are relevant and accessible to the Western Bay of Plenty, sub-regional communities, and visitors to the area.
- c) Lead and promote activities to raise funds for the Gallery.

4.2 List of Trustees

Rosemary Protheroe (Chair)
Wayne Werder (Deputy Chair)
Hannah Scott
Rachel Scott
Ciska Vogelzang
Allanah Winiata-Kelly
Alan Withrington
Grace Hakaria (intern)



5. Nature and Scope of Activity

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Tauranga Art Gallery is pleased to be a partner in Tauranga City Council's civic precinct development. Tauranga Art Gallery's own redevelopment is a key precinct project that will showcase the vision of Te Manawataki o Te Papa, and the value of the Tauranga City Council /Tauranga Art Gallery Council Controlled Organisation partnership to achieve strong community focussed outcomes.

Activity

During 2024–2025, the Trustees and staff have continued to focus on opportunities to review and streamline systems, processes, and capabilities. Staff have reviewed exhibition, education, engagement programmes and are implementing a new Visitor Experience strategy that will through exceptional art experiences demonstrate (rate-payer) value for money. A new Collection Storage fit-out funded through Lotteries is underway, and the art collection is to be relocated. As Tauranga Art Gallery positions itself as a leading regional art gallery, The Trust is confident that this work has enabled a solid foundation for the Gallery and builds towards a more resilient organisation.



Re-opening Tauranga Art Gallery

10

With a scheduled re-opening Q2, November 2025, the people of Tauranga will be wowed by the upgraded facility and exceptional art programmes

From Masonic Park visitors will be drawn inside by the hint of an exhibition they can see in the Craigs Investment Partners Atrium. As they enter they will be warmly greeted by Visitor Hosts and assisted to ensure the best experience. For families it may be a 'Curiosity Activity Booklet' or for the art lover an audio guide. Sight impaired may wish to grab the 'blown up' art work labels labels to enhance their experience. All will be greeted with "where have you come from?" a way to get to know the demographics of audiences and for International Visitors to process their payment of \$15 for adults (under 16 years are free).

Inside the Atrium visitors will experience Kereama Taepa's *Whakairo* (image on previous page), referencing the origins of carving it is one of the most ambitious Augmented Reality experience in a NZ gallery. Moving around the gallery spaces audiences will appreciate a range of media from moving image, to painting, jewellery, sculpture, drawing and installation. There are 9 exhibitions on show by artists that range in age from mid-30s to 80s. Highlights will be Samoan mother and daughter Pusi and Vamaila Urale, portrait favourites from the Tauranga Art Gallery collections, and showing for the 1st time in Tauranga renowned senior artist Darcy Nicholas (Ngāti Ranganui).

To enable our youth to develop a lifelong love of art, and to offer opportunities for adults to participate in art classes, we will offer through our upgraded Creativity Centre a wide range of workshops, and for teachers and activity providers -professional development opportunities.

Finally, the overall experience will be further enhanced by upgraded lighting and HVAC environmental systems ensuring an international standard experience. And of course the cafe will nourish and the retail store be a destination shopping experience in the city centre.



Financials

11

Tauranga Art Gallery is pleased to be a significant contributor to the local creative economy, employing a staff of creative professionals based in Tauranga and engaging (where possible) local suppliers.

The Trust and staff are committed to the realisation of Te Manawataki o Te Papa and in the short term are prepared for the challenges of being closed in Q1, then when open reduced visitation, foot traffic, access and revenue generation as the city transforms and infrastructure projects are completed.

A redeveloped building creates additional revenue streams with new hospitality, venue hire and retail options. We have forecast the value of these new revenue streams, which will not be confidently known until the building has been operational for 12-24 months. On this basis the Trust is taking a prudent approach to financial budgets that reflect both business as usual costs; anticipated and known costs; and for those costs and expenses which are contingent in nature, including estimates for funding required from sources outside the trust, and if required, from trust reserves.

We are conscious that the Gallery will face more economic challenges over the next three years, and we will continue to work diligently on building diverse revenue streams for operational expenditure and capital expenditure requirements and positive relationships to secure funding and sponsorship.

We will continue to place an emphasis on communicating the value of Tauranga City Council and the people of Tauranga's investment the Gallery's activities to stakeholders and audiences..

We acknowledge the current fiscal environment across the country and support Tauranga City Council's 7% reduction in operating expenditure. We are therefore adjusting ours accordingly in respect to the reduced grant we will receive, for the forthcoming financial year. This has been achieved through reducing exhibition delivery costs and postponing a senior staff appointment.

The Trust and staff look forward to working together in partnership with Tauranga City Council, with the Te Manawataki o Te Papa project, and we are excited about the opportunity to expand our capacity to deliver more and enrich art and culture in Tauranga.



6. The Future and Beyond

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The redevelopment of the Tauranga Art Gallery including a major seismic upgrade is an investment in future proofing this civic asset for generations to come

The key benefits to the capital development of Tauranga Art Gallery are:

- Through the calibre of art experiences, be known as a destination gallery, attracting locals and visitors alike
- To be a regional asset that is fit-for-purpose and meets international museum standards
- As a Te Manawataki o Te Papa and city centre partner – to uplift the cultural, environmental, social and economic wellbeing of our community
- To increase revenue, achieving a sustainable business model

2025–2026 and beyond is going to be an exciting period for the Gallery. A revitalised building, expanded experiences and programmes will attract residents and visitors to the city centre. Opening onto Masonic Park enables a beautiful public space for Tauranga Art Gallery to open onto. It creates opportunities for Tauranga Art Gallery placemaking programming and activation with art projects, events and activities.

We will continue to offer opportunities to regional, national and international creatives to showcase their work in the Gallery and continue to inspire young people into art through our junior art awards. Through our Māori Engagement Strategy we are committed to and excited to present a programme that showcases contemporary art practice, matauranga, knowledge and mahi toi, art of mana whenua and tanga whenua artists. In 2027 we are working towards a major exhibition that will attract visitation from across Aotearoa.

Developing the capability of our people at the governance and operational levels of the Gallery is a priority over the next few years. The challenges of the past few years have reinforced to us there is a need to make sure our people are not only capable of doing the work but have the resilience to be able to adapt to our changing and unpredictable environment.

Working with our Te Manawataki o Te Papa partners, Tauranga Libraries, Tauranga Museum and Baycourt will showcase the richness of art culture and heritage in Tauranga. Together we are all committed to enabling a vibrant city centre.





7. Planning

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Tauranga Art Gallery Trust will prepare and annually update a three-year Strategic Plan and Annual Business Plan with:

- Indicative rolling three year forecasts of financial performance and position separately identifying any significant intended expenditure
- Any likely requests for increased levels of funding from Council
- Key actions or initiatives to deliver on the objectives of the Trust
- Upcoming challenges, risks and opportunities for the Trust

Tauranga Art Gallery Trust will work collaboratively with Tauranga City Council to review and as necessary update the Enduring Statement of Expectation and the annual Letter of Expectation.

8. Reporting

Tauranga Art Gallery Trust will:

- Keep Tauranga City Council informed of matters of substance affecting the Trust as outlined in Enduring Statement of Expectation.
- Produce an annual report on both financial and non-financial performance.
- Appraise the performance of the Trust Board / Trustees at least every two years.

Annual Report

Within two months after the end of each financial year, Tauranga Art Gallery Trust shall deliver to the Tauranga City Council a Draft Annual Report, and within three months after the end of each financial year, audited financial statements in respect of that financial year containing the following information:

- A trustees' report, including a summary of the financial results, a report of the operations, and comparison of performance in relation to its objectives and recommendations for further funding requirements or opportunities;
- Audited financial statements for that financial year; and
- An Auditor's report.



9. Financial Performance Targets

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Gross revenue is consistent with the agreed budget.

- Expenditure is managed within the agreed budget
- Working capital ratio of no less than 1 (excluding current portion of term debt)
- Consolidated funds (total equity) are not less than 90% of total assets (all current and non-current assets)
- No debt is to be raised to finance operating expenses
- No distribution of income or capital to Tauranga City Council

Non-Financial Performance Targets

Indicative Non-Financial Performance Targets of planning and reporting requirements are met as per performance framework above.

10. Accounting Policies

Financial statements will be prepared and applied consistently in accordance with NZ GAAP. They will comply with NZ IFRS and other applicable Financial Reporting Standards, as appropriate to public benefit entities that qualify for and apply differential reporting concessions.

11. Asset Management

Tauranga Art Gallery Trust will prepare and implement Asset Management Plans for the building and other assets.



Commercial Values of Assets

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Tauranga Art Gallery Trust operates a public service and not a commercial activity. It is not practical to provide a commercial value to assets. Fair value of land, building and artworks are determined by an independent valuer every three years and changes reflected in the financial statements. Fair value is reviewed annually. The next valuation is to be undertaken in the year ended 30 June 2024.

12. Transactions between related parties

Transactions between Tauranga City Council and Tauranga Art Gallery Trust will be conducted on an arms length basis.

13. Significant decisions

Tauranga Art Gallery Trust will not undertake any activity of a significant nature or scope not provided for in the Enduring Statement of Expectation or the Statement of Intent without prior approval of Tauranga City Council. In particular, the prior approval would be required for Tauranga Art Gallery Trust to:

- Form any subsidiary entity
- Purchase shares in any other entity
- Dispose of any significant assets, e.g., land or buildings
- Dispose of or deaccession any works within the Tauranga City Council Civic Art Collection
- Purchase any significant assets e.g., land or buildings

14. Investment from TCC

2025–26

Management and operation of Tauranga Art Gallery \$1,427,122

2026–27

Management and operation of Tauranga Art Gallery \$1,427,122

2027–28

Management and operation of Tauranga Art Gallery \$1,427,122

Any increases of the Management & Operational funding and Trustee fees would be subject to TCC approval as part of the internal submission via the Annual Plan process.



15. Transactions between related parties

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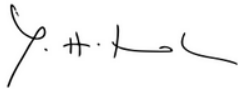
Payment of the Tauranga Art Gallery management and operation will be made monthly in advance as per the schedule.
Compensation for any other services provided to or by the Council will be based on a service delivery agreement entered into by both parties.



Signed by:

Rosemary Protheroe

Chair, Tauranga Art Gallery Trust



Signed by:

Sonya Korohina

Director, Tauranga Art Gallery



16. Three Year Forecasted budget

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Tauranga Art Gallery		3 Year Forecast		
Indicative Three Year Operational Forecast		2025-26	2026-27	2027-28
Income				
Revenue from providing goods or services	109,713	206,763	262,744	267,745
Donations, fundraising or similar revenue	2,820	218,180	257,525	269,891
Interest, dividends or other investment revenue	86,414	44,000	44,000	44,000
TCC operational	1,546,525	1,427,122	1,427,122	1,427,122
WBOPDC	44,000	47,696	48,708	49,741
Other Income	376	6,253	25,496	26,006
Total Income	1,789,847	1,950,015	2,065,595	2,084,505
Less Operating Expenses				
Building	301,120	186,975	202,518	205,455
Expenses from providing goods or services	127,204	281,973	289,823	292,485
Volunteer & employee related costs	909,486	1,085,202	1,160,138	1,173,621
Trustees & governance	79,951	77,403	73,933	73,933
Other expenses	155,115	130,184	126,616	118,065
Total Operating Expenses	1,572,876	1,761,736	1,853,028	1,863,558
Operating Surplus/(Deficit)	216,971	188,279	212,567	220,946
Non-operating Expenses				
Depreciation	150,580	192,859	213,789	213,789
Net Surplus/(Deficit)	66,391	(4,581)	(1,222)	7,157

17. Assumptions

1. The Trust acknowledges that construction time may increase which will impact reopening and will have a direct impact on visitor numbers and correlating revenue
2. That the Gallery will reopen to the public November 2025
3. Income and expenses have been phased, where applicable, to reflect the timing of the Gallery reopening.
4. Inflation has been applied nominally, reflecting a fiscally constrained environment.







DRAFT STATEMENT OF INTENT

2025-2026 TO 2027-2028

TOURISM BAY OF PLENTY | TĀPOI TE MOANANUI Ā TOI

(WESTERN BAY OF PLENTY TOURISM AND VISITOR TRUST)



**KO MĀTOU WAAHI HE NGĀKAU PAI, HE
TAKUTAI HAUMAKO RAWA, HE WAAHI PITO
MATA.**

**HE WAAHI AWHINA O NGĀ AHUREA
TUAKIRI KĀTOA. KO TE WAIRUA
MĀHORAHORA O TE TANGATA HE ORITE KI
TE PARITANGA HUANGĀ PAI O TE WHENUA.**

**HE WAAHI HURANGA – KO TĀ MĀTOU
PŪMANAWATANGA, TE MOTUHAKETANGA
ME TE WHAKAARO MURAMURA E
HONOHONO ANA MĀTOU KI TE AO.**

HE TAURANGA MAI. HE TAURANGA ATU.

TE MOANANUI Ā TOI – HE WAAHI MŌU.

**OURS IS A PLACE OF POSITIVE ENERGY; A
RICH COASTAL PARADISE BLESSED WITH
RAW POTENTIAL.**

**WHERE CULTURES EMBRACE
AND THE NATURAL GENEROSITY
OF OUR PEOPLE IS AS ABUNDANT AS OUR
FERTILE LAND AND OPEN SEAS.**

**A PLACE OF DISCOVERY –
OUR INGENUITY, DETERMINATION
AND BOLD THINKING CONNECT
US TO THE WORLD.**

A LANDING PLACE. A LAUNCH PAD.

**THE COASTAL BAY OF PLENTY –
A PLACE FOR YOU.**



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1. Kia Ora from the Board Chair

The coastal Bay of Plenty has many exciting opportunities right now, led by the significant legacy investment of Tauranga City Council and the private sector in Te Manawataki o Te Papa which will be a game-changer for our city and region.

We have strong leadership and talent within our Tourism Bay of Plenty (TBOP) team and the ability to deliver on the expectations prescribed in the Letter of Expectation for the 2025/26 financial year. We appreciate the support and confidence Tauranga City and Western Bay of Plenty District councils have in our ability to deliver outcomes for our people and place through the visitor economy. With the recently increased focus by central government on the value and growth of the tourism sector in 2025 and coming years, we feel well positioned to maximise any potential opportunities.

We understand the imperative to deliver value for money to ratepayers and recognise Council's commitment to transparency, accountability, and collaboration in achieving strategic community outcomes.

TBOP will continue to focus on key deliverables, including:

- destination marketing in showcasing our region,
- promotion of key Council projects and investment
- enhancing tourism-related economic activities that boost vibrancy in the Bay of Plenty
- development of a sustainable tourism environment
- collaboration with mana whenua to enrich our cultural narrative and unique experiences
- leading regional information and storytelling innovation through digital channels, including online, social media, and our expanding network of digital kiosks and destination applications.

We acknowledge the expectation to show a 7% saving in our 2025/26 operating expenditure as part of our contribution to TCC's goals. Following the \$610,000 reduction to our baseline funding in 2022/23 (with the withdrawal of Tauranga Airport Reserves funding) and the STAPP (Strategic Tourism Asset Protection Programme) support from MBIE during Covid - this is a significant find for us, but one we know is required and has been applied across TCC and associated CCO partners.

Accordingly, a 7% reduction in our 2025/26 TCC baseline funding equates to circa \$150,000 (refer section 11.3). To achieve this, we have reevaluated and identified efficiencies and savings through cessation, reduction, consolidation, or collaboration in delivering programmes across:

- Destination marketing campaigns and event promotions,
- Operator environmental programmes, travel trade training, and capacity building,
- iSITE contact service hours and various operational efficiencies,
- Research, insights, and data subscription reviews and partnerships,
- Shared service cost-savings with other RTOs and our CCO partners.



It is critical that this undertaken in a manner that retains the trust and confidence of stakeholders, while maintaining our momentum as an efficient and effective CCO.

Finally, we note that given the tightening funding environment we are in, it is essential to continue to explore alternative funding mechanisms. We are actively engaged in a series of conversations with other RTOs, national entities, and central government regarding alternate funding opportunities and solutions for regional tourism and the communities we serve.



Russ Browne

Board of Trustees Chair

Tāpoi Te Moananui ā Toi | Tourism Bay of Plenty



2. Purpose of Statement of Intent

In accordance with section 64 of the Local Government Act 2002 and the Local Government Amendment Act 2019, this annual Statement of Intent (SOI) publicly states the activities and intentions of the Western Bay of Plenty Tourism and Visitors Trust (Tourism Bay of Plenty) for the next three years. This SOI sets out Tourism Bay of Plenty's strategic framework, activities, and performance measures, as the basis of organisational accountability.

Tourism Bay of Plenty (TBOP) acknowledges the Enduring Statement of Expectations (ESE) and Letter of Expectation (LOE) from Tauranga City Council and Western Bay of Plenty District Council. These articulate the focus areas for TBOP that will contribute to advancing the western bay's economic prosperity.

3. About Tourism Bay of Plenty

TBOP is incorporated under the Charitable Trusts Act (1957) and is a not-for-profit entity, established to promote and manage the western bay sub-region as a visitor and tourist destination. TBOP is a Council Controlled Organisation (CCO) which is accountable to Tauranga City Council (TCC) and Western Bay of Plenty District Council (WBOPDC) through separate Letters of Expectation. TBOP is also accountable to Whakatāne District Council (WDC) by a separate Letter of Intent. This collective region is known as Te Moananui ā Toi | the Coastal Bay of Plenty.



4. Objectives of Tourism Bay of Plenty

TBOP's purpose, as described in its Trust Deed, is to promote the economic welfare and development of the western bay region and its citizens through destination marketing, destination management, and other related activities which impact on the region as a visitor destination. TBOP is also responsible for providing visitor information services in the region.

TBOP's role as a Destination Management Organisation (DMO) is to lead, advocate, and coordinate a cohesive, collaborative, and balanced approach to the promotion and management of the region. This is a partnership approach which requires genuine engagement with local communities, businesses, iwi, and stakeholder councils to ensure an enhanced visitor experience.

4.1 Alignment with Tauranga City Council's Community Outcomes

TCC have made a commitment to "put the community at the heart of everything we do" and to create a vibrant city. The *Our Direction Tauranga 2050* document explains the Council's strategic framework, outlining desired community outcomes, guiding further decision-making, and supporting its overarching *City Vision, Together we can*.

As per TCC's Letter of Expectations, TBOP will ensure its activity contributes to the following three TCC community outcomes, which align with the three pillars of the Council's City Vision:

- **We fuel possibility and vibrancy**
Tauranga is a vibrant city where we fuel possibility by fostering creativity, innovation, celebrating arts and culture and empowering change makers to create a vibrant city.
- **We are inclusive and lift each other up**
Tauranga is a city that recognises and promotes partnership with tangata whenua, values culture and diversity, and where people of all ages and backgrounds feel included.
- **We value and protect our environment and prioritise nature**
Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.

4.2 Alignment with Western Bay of Plenty District Council's Focus

WBOPDC desires to have economic wellbeing integrated with environmental, social, and cultural wellbeing. WBOPDC value TBOP's Destination Management Plan, which has regenerative tourism at its core. Council supports regenerative tourism that aims to:

- Have net benefit across the environment.
- Improve residents' quality of life.
- Elevate Te Ao Māori.
- Add value to the economy.



4.3 Principal Objectives

TBOP takes the lead role in the sustainable growth of the visitor economy and destination management of Te Moananui ā Toi | the Coastal Bay of Plenty. TBOP's purpose is 'to lead the prosperity of our people and place through tourism'. As such, our principal objectives are to:

1. Help manage and promote the reputation of Tauranga and the wider coastal region nationally and internationally, to increase awareness and appeal.
2. Create, identify, and support opportunities for tourism to have positive economic, social, cultural, and environmental outcomes for the region and residents.
3. Share positive visitor sector stories to engage communities and to demonstrate the value of tourism to local residents (i.e., maintaining social license).
4. Provide leadership, advocacy, and engagement across the visitor economy, in areas such as events, cruise, conferencing, destination management, destination marketing, and storytelling.
5. Participate in conversations with both councils and in their subsequent workstreams, in relation to the development of their strategic directions. This includes contributing to Long-Term Plan conversations, the Te Manawataki o Te Papa project, and other similar large-scale council projects or reviews.
6. Ensure the TBOP business continuity plan is up to date and that it includes contingency strategies, being mindful of relevant health and safety legislation whenever we're providing services to support the wellbeing of our communities.

4.4 Operating Principles

TBOP will adhere to the following operating principles whereby:

- We deliver value for our communities through prudent financial management, ensuring we plan and provide affordable fit-for-purpose services.
- Sustainability and resilience underpin our decision-making and service delivery, protecting the future of our city.
- We work in partnership with tangata whenua, our communities, sub-regional stakeholders, and central government.
- We manage the balance between the social, economic, cultural, and environmental wellbeing of our communities.
- We listen to our communities and make transparent, evidence-based decisions.

TBOP will also align to the council's [Our Direction 2050 Strategy](#) and vision of 'Tauranga, together we can prioritise nature, lift each other up to and fuel possibilities.'



5. Approach to Governance

TBOP is a CCO of the Tauranga City and Western Bay of Plenty District Councils. The TBOP Board and management are committed to ensuring the organisation meets recommended best practice governance principles and maintains the highest ethical standards, as outlined in the ESE.

The TBOP Board of Trustees is appointed by both councils to govern and direct TBOP's activities. The Board is accountable to the councils for the financial and non-financial performance of TBOP. The Board works collaboratively with the councils to ensure a bilateral 'no surprises' relationship.

For transparency, TBOP will continue to publish up-to-date information online about what it does and how it operates on this page on our website: bayofplentynz.com/media-and-resources/resources/. TBOP will also consider the online publication of minutes of public sections of Board meetings.

5.1 The Role of the Tourism Bay of Plenty Board of Trustees

The Board of Trustees is responsible for the direction of TBOP. In accordance with the ESE, this responsibility includes:

- Acting in accordance with the Trust Deed.
- Developing and overseeing TBOP's Visitor Economy Strategy 2018-2028 (VES).
- Advocating on behalf of TBOP with key stakeholders.
- Approving Annual Plans, budgets, and the Statement of Intent (SOI).
- Maintaining Enterprise Risk and Health and Safety systems, policies, and controls.
- Monitoring financial performance and achievement of key initiatives and SOI objectives.
- Appointing and monitoring the performance and remuneration of the General Manager (GM).
- Ensuring the integrity of management information systems and policies.
- Assessing business opportunities and business risks.
- Ensuring TBOP policies enable a healthy organisational culture and staff engagement.
- Complying with relevant law.
- Ensuring TBOP exhibits a sense of social and environmental responsibility.
- Reporting to the councils.
- Following the decision-making guidelines in the ESE and the TCC Appointment of Directors to Council Organisations Policy and the Significance and Engagement Policies.

The Trustees operate under the TBOP Code of Conduct and the Tauranga City Council Code of Conduct for Directors Appointed by Council-to-Council Organisations.

The Trustees delegate the day-to-day operation of TBOP to the General Manager (GM) of TBOP, who reports to the Board.



5.2 Tourism Bay of Plenty Trustees

As of 30 November 2023, the TBOP Board comprises of the following trustees:

- Russ Browne (Chairperson)
- Clare Swallow (Deputy Chairperson)
- Jason Hill
- Peter Blakeway
- Janine Tulloch
- Andrea Webster

5.3 Communication Protocol

The Chairperson, Board members, and officers of TBOP will adhere to the following communication protocols with the councils, in addition to the formal reporting requirements:

- Regular governance-to-governance meetings with each council's Councillors.
- Presentations of the Six-Month Report and Annual Report to both councils.
- Two-way dialogue and consideration of each council's strategic priorities and objectives.
- A bilateral 'no-surprises' approach to governance and the management of the organisation.
- Consultation, prior to external release, of any significant changes and/or developments.
- Early notification and collaboration on key matters of risk or reputation.
- Appraise the performance of the TBOP Board of Trustees at a minimum of every two years, alternating annually between a Board-led review and a Council-led review.
- Share the details of any substantive engagement with central government and/or external agencies.
- Acknowledge our relationship with councils and use of logos where appropriate.

5.4 Statement of Intent

The draft SOI for the ensuing financial year will be provided by TBOP to the councils by 1 March, 2025. Feedback from the councils will be considered by April, and the final SOI will be submitted by 30 June, 2025.

The draft SOI provides a three-year view, which is consistent with the ESE, to identify:

- An indicative rolling three-year forecast of performance and position.
- Identification of any significant intended expenditure.
- Any likely requests for increased funding from either council.
- Key actions or initiatives to deliver on the objectives of TBOP.
- Upcoming challenges, risks and opportunities for TBOP.



6. Nature and Scope of Activities

TBOP's purpose:

To lead the prosperity of our people and place through tourism.

TBOP's growing role as a Destination Management Organisation requires it to *lead*, *advocate* and *coordinate* the visitor economy, while considering environmental, social, and cultural interests. We also need to ensure we preserve the region's unique identity, and that visitor-related development is cognisant of the interests of local residents and iwi.

Lead	Advocate	Coordinate
<ul style="list-style-type: none"> •Lead the sustainable growth of the tourism sector, for the benefit of our community. 	<ul style="list-style-type: none"> •Manage, develop and plan growth, taking into consideration social, environmental and cultural interests. 	<ul style="list-style-type: none"> •Work with public, private and Iwi led organisations as a key collaborator in order to make the region a more regenerative, compelling and attractive visitor destination.

Destination management is an ongoing process, which reflects the need for regions to plan for the future. Destination management brings different stakeholders together in a collaborative manner to achieve the common goal to which they are all committed: developing a well-managed, sustainable destination for locals and visitors alike. This requires inclusive and coordinated leadership. Destination management needs to engage residents, tourism enterprises, businesses, Māori (iwi and hapū), Regional Tourism Organisations, Economic Development Organisations, Tourism New Zealand, and local, regional and central government whenever necessary or appropriate. To be successful, Tourism Bay of Plenty requires support from our local councils.

To ensure effective planning for population and urban growth, councils can provide opportunities for TBOP to actively contribute their expertise and knowledge of the tourism industry and economic development. This will help to ensure effective destination management of the region going forward.

As part of this, TBOP commits to liaising with the appropriate teams at both councils to better understand the destination opportunities they have already identified, such as Te Manawataki o Te Papa, Mount Maunganui, Ōmanawa Falls, TECT Park, and other recreational reserves, walking trails, cycling trails, and more.



6.1 Significant Areas of Activity

This section outlines the significant activities TBOP will undertake across Tauranga City and Western Bay of Plenty District. Activity will be apportioned per territorial authority area based on funding allocations, unless otherwise specified or if the activity is deemed to have regional benefit or there are extenuating circumstances that would require upweighting. Activity undertaken for Whakatāne District is project-based and is limited to direct funding received.

Activity to be undertaken across the western bay region

MARKETING

Market the destination domestically and internationally through relevant channels to target markets. Including:

- A campaign aimed at domestic and local markets.
- Targeted Australian marketing activity. Trade marketing to partner organisations in New Zealand and key overseas markets (Australia, UK and USA).
- Media hosting.

CYCLE TRAILS & WALKWAYS

- Support the development of recreational cycle trails and walkways.
- Support tourism ventures that make use of this infrastructure.
- Promote cycle trails in the western bay area through digital channels and an annual updates of the western bay cycle trails booklet, including printing and distribution.

PUBLIC RELATIONS & STORYTELLING

- Share information and news that shows why the region is a desirable place to live and visit, and to demonstrate the value of tourism to the local community.
- Manage any destination reputation risks that may arise.



ELEVATE MĀORI CULTURAL TOURISM OFFERING

- Support new and existing Māori cultural operators and developments to provide authentic cultural experiences to visitors.
- Incorporate cultural histories and stories into digital storytelling and wayfinding platforms managed by TBOP.

SOCIAL LICENCE & INSIGHTS

- Continue to measure the impact of the tourism industry across the four wellbeing areas (where data are available) and use information to inform actions.

SUPPORT TOURISM OPERATORS

- Help new and existing operators to enhance their offering by supporting provision, access, and engagement with suitable training and upskilling opportunities.
- Includes resilience building, environmental sustainability, and digital marketing.

FLAVOURS OF PLENTY PLATFORM

Grow the profile of the region as a foodie destination through:

- Promoting the region's foodscape through paid and owned marketing channels.
- Engaging with the foodie ecosystem via e-communications and face-to-face meets ups with industry.
- Retain Flavours of Plenty Festival as a key in-house marketing platform for local businesses to leverage and support sustainable partnerships.

CRUISE SECTOR OPPORTUNITIES

- Continue to manage the cruise sector and work to enhance the benefits it brings to the local community.
- Focus on recommended next steps of cruise study.

ACCESSIBLE TOURISM

- Continue to update the bayofplentynz.com website with wayfinding and accessibility options in the western bay region.
- Continue to encourage operators to look at universal design options.



Additional opportunities (Requested by TCC for TBOP to lead, with finalised funding pending)

DIGITAL WAYFINDING NETWORK

TBOP to continue to be the lead agency for a network of 'in-destination' digital kiosks to better enable visitor, event, and location specific wayfinding and cultural storytelling across the region. We are also supporting the wider TCC wayfinding and signage strategy.

BRAND TAURANGA

TBOP to lead the development of the Tauranga regional brand project.

ALTERNATIVE FUNDING OPTIONS

TBOP to investigate additional or alternative funding options.

Tauranga City Activity

EVENTS

Continue to implement the key actions **(1b and 4c)** in the Tauranga Events Actions and Investment Plan that TBOP is responsible for delivering. Timeframe for both actions is 1 to 3 years.

AIP Goal 1: Develop a strategic and collaborative approach to priorities and investment in major events and business events.

TBOP Action 1b: Lead the development of a business events framework to provide a clear and coordinated framework for investment for the city.

AIP Goal 4: Improving the promotion and marketing of events to both local and national audiences.

TBOP Action 4c: Promote Tauranga as a premier event destination for visitors nationally and internationally. Adopt a collaborative approach to the promotion of events.

PLACEMAKING

Support regional development and initiatives that support tourism, such as Te Manawataki o Te Papa, and the Mount Spatial Plan.



Western Bay of Plenty District Activity

MAJOR EVENTS PROMOTION

Support major events in the Western Bay of Plenty District such as the Waihi Beach Summer Fair, and Katikati Avocado Festival with promotional opportunities where appropriate.

7. Accounting Policies

Financial statements will be prepared in accordance with Tier 2 Public Benefit Entity Accounting Standards. The accounting policies that have been adopted are detailed in the Tourism Bay of Plenty Annual Report.

7.1 Asset Management

TBOP will prepare and implement Asset Management Plans for all assets where relevant.

7.2 Transactions Between Related Parties

Transactions between the councils and TBOP will be conducted on a wholly commercial basis.

8. Performance Targets (for western bay)

FOCUS AREA	PROJECT DELIVERABLE	MEASURE	TBOP	SOURCE	TARGET BY JUNE 2025	TARGET BY JUNE 2026*
ECONOMIC Wellbeing	Grow the value of tourism to the western bay economy.	Trends in visitor spending via electronic card transactions.	Direct Partnered Indirect	MBIE MRTE’s – Monthly Regional Tourism Estimates	Increased visitor spend in the western bay compared to YE June 2024.	Increased visitor spend in the western bay compared to previous YE.
SOCIAL Wellbeing	Enhance the value of tourism to our community (according to the community).	Residents’ sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on their community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.	Direct Partnered Indirect	Residents’ satisfaction surveys, conducted by the respective councils.	Tauranga City Residents: 60% NB: In addition, TBOP measures domestic, international and business sentiment.	Tauranga City Residents: 62% NB: In addition, TBOP measures domestic, international and business sentiment.
CULTURAL Wellbeing	Improving the cultural wellbeing of the community through tourism.	Facilitation of programmes that elevate the Māori cultural tourism proposition in the western bay region.	Direct Partnered	TBOP Six-Month and Annual Reports.	Incorporated Western Bay of Plenty District cultural history and stories into digital storytelling and wayfinding platforms managed by TBOP.	Supported a minimum of 3 Māori tourism operators to connect their experience offering to a digital platform.
ENVIRONMENTAL Wellbeing	Improving the environmental wellbeing of the region via environmental sustainability and regeneration projects.	Industry-focused environmental sustainability and regeneration initiatives facilitated or enabled by TBOP.	Direct Partnered	Programme reports.	An additional 35 organisations have completed The Green Room Sustainability programme.	Key actions and programmes are in place which build on climate change mitigation and adaptation progress relating to tourism (connecting with the Tauranga Climate Change AIP, where relevant).
TBOP ORGANISATION Wellbeing	Enhance TBOP’s ability to achieve its goals through high staff engagement.	TBOP staff engagement.	Direct	Employee engagement survey.	Employee Engagement score of ≥80%.	Employee Engagement score of ≥80%.



FOCUS AREA	PROJECT DELIVERABLE	MEASURE	TBOP	SOURCE	TARGET BY JUNE 2025	TARGET BY JUNE 2026*
DESTINATION MANAGEMENT & MARKETING	Elevate the region’s cycling proposition.	Develop, update, and promote informative material on cycle trail options in the western bay.	Direct Partnered	Council’s feedback.	Cycle trails booklet updated with new trails, supported by an initial print run and digital deployment. Support the development of tourism ventures that make use of this experience.	Cycle trails booklet updated. The western bay region becoming known as a destination for cycling within New Zealand.
	Build operator capability to enhance the quality of the region’s tourism offering.	Provide opportunities for western bay operators to train or upskill in sales, marketing and trade capability areas while also gaining, retaining or achieving higher Qualmark rated certification.	Direct Partnered Indirect	Capability programme report.	Operators supported to engage in capability building programmes, with a minimum of five additional operators being endorsed with Qualmark certification.	Operators supported to engage in capability building programmes, with a minimum of five additional operators being endorsed with Qualmark certification.
	Coordinate activity that attracts key business events to the western bay region.	Facilitate leads and bids for business events in the region.	Direct Partnered	TBOP Six-Month and Annual Reports.	Facilitated 25 leads or bids for business events in the region and won 7.	Facilitated 30 leads or bids for business events in the region and won 10.
	Elevate the region’s food story and proposition.	Promote and support the delivery of the Flavours of Plenty Festival to draw visitors to the Coastal Bay of Plenty region.	Direct Partnered	Festival delivery.	Continued TBOP support of Flavours of Plenty, via key visitor marketing channels, reaffirms the festival as a signature DNA™ event for the region.	Continued TBOP support of Flavours of Plenty, via key visitor marketing channels, reaffirms the festival as a signature DNA™ event for the region.
	Promotion of the western bay region to key target markets (cultural explorers, surf & beach lovers, outdoor adventurers, and eco-travellers).	Annual development and delivery of marketing campaigns that incorporate our key DNA™ pillars that reach and convert the travel intentions of our target markets to visit, stay and spend in the region.	Direct Partnered	Campaign collateral.	Review previous campaign results and deliver an updated/renewed domestic marketing campaign which incorporates the destination’s DNA™, converting the travel intentions of our target markets to visit, stay and spend in the region.	Annual review and delivery of relevant campaigns and related PR activity that incorporates our DNA™ pillars and converts the travel intentions of our key target markets to visit, stay and spend in the region.

*June 2027 & June 2028 targets to be confirmed, but initially baselined against June 2026 targets with scope for further development.



9. Expected Shareholder Distributions

TBOP is not expected to make profits. Any surplus funds remaining from annual operations are carried forward to the ensuing year, to continue to pursue the primary objectives of TBOP.

10. Financial and Non-Financial Reporting

10.1 Financial Performance Targets and Measures

- Gross revenue is consistent with the agreed budget.
- Expenditure is managed within the agreed budget.
- Working capital ratio of no less than 1 (excluding current portion of term debt).
- Equity to assets ratio is reported on (equity divided by total assets).
- No debt is to be raised to finance operating expenses.

10.2 Reporting

TBOP has adopted 30 June as its balance date.

10.2.1.1 Six Month Report

By 28 February each year, the Trustees shall deliver to the councils an unaudited report containing the following information, in respect of the six months under review:

- Statement of Financial Performance, disclosing revenue and expenditure and comparative prior period and budget figures.
- Statement of Financial Position.
- Progress towards Non-Financial Performance Targets.
- A commentary on the financial and non-financial results for the first six months and a forecast of these results for the full year.

10.2.1.2 Annual Report

By 31 August each year, the Trustees shall deliver to the councils a draft Annual Report, and by 30 September a final version of the Annual Report which will include audited financial statements (dependent on Audit New Zealand timeframes) in respect to the previous financial year, and containing the following information:

- Chairperson's and GM's reports.
- Audited financial statements for the financial year, including Statement of Financial Performance and the Statement of Financial Position and Changes in Equity.
- Notes to the financial statements, including accounting policies.
- Service Delivery Report summarising TBOP's performance against the SOI strategic priorities.
- Independent Auditor's report on the financial statements and non-financial performance measures.



11. Activities for Compensation

11.1 Funding Principles

There are six high-level funding principles:

- As a general principle, TCC and WBOPDC will provide ongoing funding to TBOP as a contribution towards operational expenses.
- The role of the councils is to hold TBOP accountable for the use of funds provided by TCC and WBOPDC, which will ideally be consistent with the councils' strategies.
- TBOP is encouraged to seek funding opportunities from the private sector and central government to maximise the best outcomes for the organisation and the region.
- The TBOP Board must be empowered with sufficient flexibility to determine the best use and allocation of funding to meet required levels of service to the community and visitors.
- TBOP is expected to meet the approved annual budget.
- Any net surpluses are to be disclosed through Six Month and Annual Reports.

11.2 Approach to Funding

TBOP receives an operating grant from both councils for the purpose of marketing and managing the destination. The operating grant is set through the Long-Term Plan (LTP) process, with the contribution from each council updated annually, in line with the Consumer Price Index (CPI), when TBOP creates its budgets for the coming year.

Council funding for additional operating grants and ad hoc new capital projects is to be assessed on a case-by-case basis through the LTP or Annual Plan process.



11.3 Compensation from Local Authorities

TCC and WBOPDC intend to purchase services from TBOP over the long term and agree to the level of funding on a rolling three-year basis, aligned to the three-year Business Plan of TBOP.

The services for the next three years are currently forecast as per the table below. Note that this excludes separate funding for TBOP to lead the Tauranga Moana Brand and Digital Kiosk Network projects.

Funder	2024/25	2025/26	2026/27	2027/28
TCC	1,513,574	1,574,612	1,595,911	1,679,866
TCC (VIC, Including cruise)	542,949	558,697	574,569	586,657
TCC Total	2,056,523	2,133,309	2,170,480	2,266,523
Less 7%		(149,332)	(151,934)	(158,657)
TCC new Total		1,983,977	2,018,546	2,107,866
WBOPDC Total	268,000	350,000	325,000	367,575
Total	2,324,523	2,333,977	2,343,546	2,475,441

The payments will be made quarterly, in advance, on receipt of a GST invoice, with payments one and two each being 30% of the annual sum, and payments three and four each being 20% of the annual sum.

Budget	2024/25	2025/26	2026/27	2027/28
Revenue				
Funding - Tauranga City Council	2,056,523	1,983,977	2,018,546	2,107,866
Funding - Western BOP District Council	268,000	350,000	325,000	367,575
Funding - Whakatāne District Council	86,520	89,116	91,789	94,543
Retail Gross Profit	3,500	4,000	2,000	2,000
Other Revenue	256,291	270,580	240,000	240,000
Total Revenue	2,670,834	2,697,673	2,677,335	2,811,984
Less Expenditure				
Operating & Marketing	791,966	652,983	672,572	692,750
Administration & Overheads	492,405	568,436	585,489	603,054
Employee Expenses	1,655,851	1,632,690	1,665,344	1,698,651
Depreciation and Amortisation	49,320	47,600	50,000	50,000
Total Expenditure	2,989,542	2,901,709	2,973,405	3,044,454
Surplus / Deficit	(318,708)	(204,036)	(296,070)	(232,470)



12. Estimated Value of Tourism Bay of Plenty

The TBOP Board estimate that the commercial value of the shareholders' investment in TBOP is represented by the net assets of TBOP. This value is calculated from total assets less liabilities.

13. Significant Decisions

In accordance with the TCC Significance and Engagement Policy, TBOP will not undertake any activity of a nature or scope not provided for in this SOI without prior approval of both councils. Specifically, prior approval would be required for TBOP to:

- Form any subsidiary entity.
- Purchase shares in any other entity.
- Dispose of any significant assets e.g., land or buildings.
- Purchase any significant assets e.g., land or buildings.
- Seek partnering solutions that involve the dilution of assets or the commitment of councils.

14. Termination

If any party wishes to terminate this three-year rolling arrangement, due to non-performance or any other substantive reason within the control of either of the parties:

- the party may give written notice to the other party specifying the issue and, if possible, requiring remedy within twenty-eight (28) days, and/or
- mediation is set to investigate any remedy of the issue, and/or
- if the issue is unable to be remedied to the party's satisfaction, the party must give written notice of its intention to terminate this arrangement from a date being not less than one year commencing the forthcoming 1 July (that is, the secondary party must have at least one full financial year's notice commencing on 1 July and ending on 30 June).

15. Signed

Chairperson
Russ Browne
Tourism Bay of Plenty

General Manager
Oscar Nathan
Tourism Bay of Plenty



16. Glossary of Terms

AIP	Action and Investment Plan
CCO	Council Controlled Organisation
CPI	Consumer Price Index
ESE	Enduring Statement of Expectations
GM	General Manager
GST	Goods and Services Tax
LOE	Letter of Expectation
MBIE	Ministry of Business, Innovation and Employment
RTO	Regional Tourism Organisation
SOI	Statement of Intent
TBOP	Tourism Bay of Plenty
TCC	Tauranga City Council
VES	Tourism Bay of Plenty's Visitor Economy Strategy 2018-2028
VIC	Visitor Information Centre
WBOPDC	Western Bay of Plenty District Council
WDC	Whakatāne District Council
YE	Year end

Note, 'western bay' refers to the total combined area which is governed by Western Bay of Plenty District Council and Tauranga City Council.

Te Manawataki o Te Papa Limited

**Statement of Intent
to Tauranga City Council
2025-2028**



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Foreword

Te Manawataki o Te Papa "Te Papa mana whenua, Te Papa Houkura, Te Papa o ngā waka, Te Papa kainga o te iwi"

"The heartbeat of Te Papa – the deep springs, the richness of the land, the landing of many canoes, the home of the people"

The Te Manawataki o Te Papa civic development project is the realisation of the Tauranga community's long-held vision and aspirations for the Tauranga City Centre (city centre).

The civic development projects will feature a progressive new library and community hub with a research and archives facility, café, children's section and community meeting rooms; a new civic whare (public meeting space); and a museum and exhibition gallery that will offer direct access to the city's taonga and heritage collection. The new Civic Precinct is being complemented with a suite of Council-led developments and development opportunities including a redeveloped Public Realm and Waterfront, Memorial Park Aquatics Facility, Indoor Courts facility and Council offices at 90 Devonport Road. These are intended to establish the city centre as the commercial, civic and cultural heart of Tauranga.

Redevelopment of the northern waterfront was completed in 2024 which included the upgrade of Beacon Wharf, the new northern reserve and playground and the Dive Crescent carpark. The southern waterfront saw the opening of Tunks Reserve leading to the stunning new underpass and boardwalk to the Strand. In 2025 we will see the completion and opening of the Council Offices at 90 Devonport Road (March) and the Indoor Court Facility at 483 Cameron Road (April). Redevelopment of the Waterfront Central Plaza will commence in April and completed by December 2025 and the construction of the Whare waka on the South Reserve will commence in July 2025. Construction of the Civic Whare, Exhibition and Museum structure will also begin in May 2025. Construction of the Library and Community Hub is well underway and due for completion in September 2026.

The facilities and activities planned will draw people in from near and far, helping to add vibrancy and breathe life into the city. The benefits of the city centre projects will be felt by communities right across Tauranga, its wider region, and those who choose to visit, work, invest and live in the city centre.

The projects will promote opportunities for welcoming and expression, learning and discovery, appreciating our past and shaping our future, and places for entertaining and enjoyment.

This statement is presented in accordance with the requirement of section 64(1) of the Local Government Act 2002 and incorporates the expectations of Tauranga City Council as outlined in its Letter of Expectations dated 20 December 2024. It outlines Te Manawataki o Te Papa Limited's objectives, nature and scope of activities undertaken, and the performance targets by which we will be measured for the years 1 July 2025 to 30 June 2028.

We look forward to updating you during the year as we progress throughout the design and construction phases of the Te Manawataki o Te Papa Civic Development Project.

*Kim Wallace
Chair
Te Manawataki o Te Papa Limited*

1 Introduction

Te Manawataki o Te Papa Limited (**TMoTPL**) is responsible for governing the delivery of a suite of projects across Tauranga City. This includes the Te Manawataki o Te Papa Civic Precinct; redevelopment of the Public Realm and Waterfront; the Memorial Park Aquatics/Recreational hub; the Indoor Courts facility and the fitout of 90 Devonport Road offices (collectively the **Programme**).

TMoTPL is a council-controlled organisation (**CCO**) for the purposes of the Local Government Act 2002 (**LGA**) and a public benefit entity for financial reporting and tax purposes. The company is 100% owned by the Tauranga City Council (**Council**). TMoTPL was registered and began operations in February 2023.

This Statement of Intent (**SOI**) is prepared by TMoTPL in accordance with section 64(1) of the LGA and in response to Council's Letter of Expectation dated 20 December 2024. It covers the tendering, design and construction phases. It includes information on key deliverables, financial information and performance measures and targets to enable organisational accountability and transparency.

The SOI is a public and legally required document which is reviewed and agreed annually with the Council, as TMoTPL's sole shareholder. This SOI covers the period from 1 July 2025 to 30 June 2028.

2 Nature, scope and purpose

The scope of the Programme under the governance of the TMoTPL includes:

- Te Manawataki o Te Papa Civic Precinct including the new Library and Community Hub (ComHub), Civic Whare, Exhibition and Museum (CWEM), refurbishment of the Baycourt Community Theatre, and the Public Realm including adjacent road pedestrian footpaths.
- Continuation of the Tauranga Moana Waterfront Development including the completion of the Central Waterfront Plaza, The Strand South Reserve, the Wharewaka and The Strand streetscape.
- The Memorial Park Aquatic Facility development is on hold pending a further Council decision.

TMoTPL is responsible for the governance of the delivery of the Programme, including execution, monitoring, and control, through to completion of construction, in a way that provides the best community outcomes possible and in accordance with the Tauranga Civic Precinct Masterplan (December 2021), the Tauranga Moana Masterplan September 2022, the Memorial Park Aquatic Facility Masterplan (December 2024) and the stated priorities and expectations of Tauranga City Council.

TMoTPL will actively identify, quantify, mitigate and escalate all material risks and issues in a timely manner on a "no surprises" basis as agreed to the Council. The board is the agency responsible for delivering the Programme as directed by the Council whilst appropriately managing risks including (without limitation) financial risk, delivery risk and reputational risk. It will also actively advocate with the Council to maximise opportunities to obtain third party contributions to the Programme.

TMoTPL's purpose is to deliver the Programme for and with the community, on behalf of the Council to achieve the expected outcomes, rather than to operate a business for profit.

3 Vision

The vision of TMoTPL is to transform the heart of the city, the Tauranga Waterfront and Memorial Park Aquatic Facility into a place where people will want to live, work, play, learn and visit. Achievement of this vision will enable the following objectives set by Council for this Programme to be delivered:

- Promote opportunities for welcoming and expression, learning and discovery, appreciating our past and shaping our future, and places for entertaining and enjoyment.
- Stimulate the region's economy, including attracting domestic and international visitors, experiences and events.
- Enable the region to host a range of events and activities, including art exhibitions, museum displays, entertainment activities and other community and business events.
- Promote opportunities for recreation and play.
- Increase the vibrancy of the civic precinct and support the connection of central Tauranga with the surrounding region.
- Provide confidence to the investment markets to invest further in the city centre area.
- Enhance the region's social, cultural, entertainment and artistic reputation and identity.

4 Goals

To achieve its purpose and vision, TMOtpl will work towards the following key deliverables:

- Ensure everyone involved in the Programme are kept safe and well.
- Ensure that the Programme is delivered within budget and cost savings continue to be achieved through value engineering.
- Identify and implement expenditure savings of at least 7% in the 2025/2026 TMOtpl operating budget.
- Conduct a review of the Programme to ensure every opportunity to save/reduce costs are considered to deliver maximum value for money for our community.
- Oversee the contracts for the construction of the Library and Community Hub, Civic Whare, Exhibition, Gallery and Museum building, and associated landscaping in accordance with the Tauranga Civic Precinct Masterplan and any further approvals or variations advised by Council.
- Oversee the continued development of the Tauranga Moana Waterfront in accordance with the Tauranga Moana Waterfront Masterplan (September 2022).
- Oversee the development of the Memorial Park Aquatic Facility as directed by Council.
- Ensure that the total capital project cost does not exceed approved budgets and appropriately balance the capital cost of initial construction, the cost of operation, and the cost of refurbishments over the lifetime of the delivery Programme.
- Meet contracted delegations, New Zealand legislation and regulations, and New Zealand construction industry best practice, including adopting/exceeding New Zealand construction industry best practice standards for health, safety, and wellbeing of all involved in the Programme.
- Deliver a sustainable approach to the design and construction of the Projects, including consideration of 6 Green Star sustainability and WELL certifications for the buildings associated with the Project.
- Ensure that the Programme engages with, recognises, and reflects the inherent connection with mana whenua.
- Respect the name gifted by mana whenua representatives from Otamataha Trust for the Project being Te Manawataki o Te Papa for the Civic Precinct Programme.
- Ensure the design fundamentals are met to provide an uplifting, enjoyable experience for those enjoying the civic precinct, waterfront and facilities at Memorial Park area for recreation, enjoyment, and business, and for those bringing events or experiences to the precinct.
- Ensure that the precinct, waterfront and facilities at Memorial Park provides universal access for all. Both within the built facilities and across the entire precinct site and waterfront.

- Minimise the disruption to stakeholders from the project delivery activities.
- Keep stakeholders well informed of all project delivery activities.
- Work with TCC to build excitement and awareness of the benefits of the new facilities.

5 Approach

TMoTPL is dedicated to the Programme and to delivering a uniquely local Civic Precinct, waterfront and aquatic experience that provides the best community outcomes possible for Tauranga, and delights those who visit the city centre.

TMoTPL commits to upholding the intent of Te Tiriti o Waitangi (The Treaty of Waitangi). TMoTPL acknowledge tangata whenua and will continue to commit to working with mana whenua and other local stakeholders in the delivery of the Programme, and in building the narrative and symbols at, surrounding, and leading to the Programme, such as: the visual connection from the Civic Whare through to the moana (ocean); pou whenua and waharoa to formally welcome prospective manuhiri (guests) to the site; and the concepts of paparanga ngahere (the forest layer) and ahi kaa (past and present occupation of the site), all of which form an important part of the design of the programme.

An important principle recognised within this Statement of Intent is the three-way partnership between Tauranga City Council, TMoTPL and the Otamataha Trust (delegated mana whenua representatives) to deliver the Te Manawataki o Te Papa Civic Precinct Programme, Tauranga Moana Waterfront Masterplan and the Memorial Park Aquatic Facility.

It is critical that TMoTPL work closely with Council to ensure that the Programme is delivered in a way that meets operational effectiveness and efficiency, both currently and in terms of the foreseeable future. This will mean TMoTPL must adopt a "whole of life" cost approach balancing capital costs, operating costs, and periodic refurbishment costs.

The partnership must be effective and underpinned by transparency, mutual trust, commitment, understanding and shared values.

6 Key Project Actions

To achieve the goals, vision and purpose as set out in this SOI, TMoTPL will take the following key actions:

Health, safety and wellbeing

- Continue to implement the now refined Health, Safety and Wellbeing system with Council employees, contractors, sub-contractors, and advisors working on the Project that ensure a commitment to achieving no harm incidents and wellness for all during the delivery of the Project.
- The safety and wellbeing of all people connected with the Project, including the Project team, visitors and third-party stakeholders, is a paramount principle underpinning all decisions associated with the Project.
- Ensure all critical risks and hazards are identified and effective controls are implemented to eliminate or effectively manage those hazards.

Partnerships

- The TMoTPL Board and Otamataha Trust will formally meet regularly to ensure that there is a close relationship and continued alignment of the two entities.
- Foster ongoing and effective collaboration with Willis Bond (development managers for TMoTP) and other major contractors to enhance overall performance and ensure success of the Programme.

- Foster ongoing and effective collaboration with the Tauranga Art Gallery, Bay Venues Limited (BVL), Tourism Bay of Plenty, Priority One to enhance engagement and contribution to the Programme. Utilise Governance to Governance forums as a pivotal opportunity to enhance collaborative and transparent relationships with Council.
- Proactively engage with TCC Departments and in particular with the GM Community Services Group as a key client.

Governance

- Clearly define, and agree with Council, the delegation's hierarchy between Council, TMOPL, and key project contractors.
- Provide expert advice to Council in relation to its entering into design and construction contracts.
- Identify, and mitigate or manage, works connected with both procurement and construction phases of the Programme, including reporting regularly to the Council on the health and safety, scope, budget, programme, and the management of significant risks.
- Develop and manage processes to provide assurance that the Programme is progressing according to all expectations and ensure regular reporting by project management to the TMOPL Board.
- Convene robust processes to use external project auditors, probity auditors, and peer reviewers as necessary to provide an agreed level of independence to the Council.
- Support the Council strategic framework outcomes of a liveable city, resilient communities, healthy environment, and prosperous economy.

Creating a vibrant precinct

- Ensure the developed design creates a vibrant inner-city precinct for the Tauranga community and visitors to the city.
- Evaluate 'value-add' opportunities against the Project budgets and on a cost benefit basis, before adopting or recommending to Council for a budget revision.

Project management

- Prepare detailed project plans that identifies activities, timelines, and financial budgets from the inception of the projects to completion of the Programme.
- Provide review and oversight of all contracts, expenditure, and progress during the construction of the Programme.
- Ensure compliance with all legislation, Council procurement policies, and codes of practice of public sector entities during the Programme.
- Proactively engage with the Council's consenting team to ensure an effective approach is co-adopted in support of successful delivery of the Programme of projects.
- Provide local procurement opportunities where practical and commercially feasible, for local stakeholders including mana whenua.
- Consult with key stakeholders to ensure the developed design specifications will deliver the goals set out in this SOI.
- Ensure the Projects are delivered to specification, within the approved budgets, within the agreed timelines, and to a quality that meets the goals set out in this SOI. All material changes to significant risks or new significant risks, will be communicated to Council as early as possible.
- TMOPL will only undertake the responsibility of delivering additional projects (outside of the current programme of works), upon receiving instruction to proceed, provided at a Council meeting.

Financial management

- Ensure the Programme is properly costed with appropriate allowance for both cost escalation over the life of the Projects, and contingencies for variations during the life of the Programme.
- Ensure in establishing the initial capital expenditure and cash flow, whole of life costs are considered to minimise the total costs of the Programme.
- Ensure the Projects remain within the budgets agreed with Council. Where there is risk that the budget will be exceeded, disclose and discuss this with Council prior to any approval for such additional expectation is given.
- Ensure that the overheads and administration costs of TMoTPL are appropriately budgeted and agreed with Council and are managed within that budget.
- Work with the design engineers and construction management to identify areas where costs may be saved to the Programme (without compromising other outcomes set for the Project).
- Advocate / promote with Council to identify and bring opportunities for third party contributions to the funding of the Programme.

Sustainability

- Establish clear standards in respect of the various dimensions of sustainability that are to be achieved during the Programme design and delivery phases. Demonstrate delivery of those sustainability standards.

Shareholder relationships

- Prepare and agree with Council, a programme of regular reporting and dialogue which ensures Council, as the ultimate Programme owner, is fully informed in a transparent and timely manner, on all material risks and issues, progress against plan and opportunities for further enhancement.
- Nurture a respectful and open relationship in the best interests of Tauranga and continue to develop a close and collaborative partnership.
- Keep the Council fully informed of all material matters and operate on a 'no surprises' basis.

Stakeholder engagement

- Ensure all significant stakeholders in the Programme – the Council, key regular users and visitors to the precinct, mana whenua, and the community – regularly receive factual project delivery updates.
- Establish a lessons-learnt process to enable strengthening of outcomes and approaches over the lifetime of the Programme.
- Support the delivery of an integrated communications plan that builds excitement and pride of ownership among the people of Tauranga.
- Ensure the developed design recognises Te Manawataki o Te Papa being the name gifted for the whenua surrounding and within the precinct.

Future proof

- Future proof as best as possible, the venues to ensure they are fit for purpose for a changing events landscape.

Regional Impact

- Where possible and underpinned by commercial viability, procure project services and products from the Bay of Plenty region.
- Deliver the Programme to enable long-term direct economic contribution to the region.

7 Performance measures and targets

Objective and Strategy	Performance Measure		
	2025 - 2026	2026 - 2027	2027-2028
Health, safety and wellbeing			
Establish a health, safety and wellbeing system to ensure all involved with the Project are kept safe and well	Comply with health, safety and wellbeing system.	Comply with health, safety and wellbeing system.	Comply with health, safety and wellbeing system.
Critical hazards are managed effectively	For all work, the programme of critical risk inspections carried out on schedule and report that the critical controls are in place and are effective.	For all work, the programme of critical risk inspections carried out on schedule and report that the critical controls are in place and are effective.	For all work, the programme of critical risk inspections carried out on schedule and report that the critical controls are in place and are effective.
Baseline lead and lag indicators are monitored to ensure safety for all	No harm incidents during both the Pre-Construction Services (PCS) and Design and Construction (D&C) phases.	No harm incidents during the PCS and D&C phases.	No harm incidents during the PCS and D&C phases.
Assurance			
Delegations	Comply with delegations' hierarchy.	Comply with delegations' hierarchy.	Comply with delegations' hierarchy.
Independence	Comply with the Assurance Programme.	Comply with the Assurance Programme.	Comply with the Assurance Programme.
Programme/Project management			
Recommend Project delivery to Council	Recommend developed and detailed design following stakeholder consultation for each project within the broader Programme of projects.	Recommend developed and detailed design following stakeholder consultation for each project within the broader Programme of projects.	Recommend developed and detailed design following stakeholder consultation for each project within the broader Programme of projects.
	Recommend contracts for each project within the broader Programme of projects.	Recommend contracts for each project within the broader Programme of projects.	Recommend contracts for each project within the broader Programme of projects.
Contract management and legal compliance	Provide oversight of all contracts, expenditure and progress during all	Provide oversight of all contracts, expenditure and progress during all	Provide oversight of all contracts, expenditure and progress during all

	phases of the Project in 100% compliance with all standards.	phases of the Project in 100% compliance with all standards.	phases of the Project in 100% compliance with all standards.
Source local	Consider local procurement opportunities through incorporating Broader Outcomes assessments as per Council's Procurement Policy.	Consider local procurement opportunities through incorporating Broader Outcomes assessments as per Council's Procurement Policy.	Consider local procurement opportunities through incorporating Broader Outcomes assessments as per Council's Procurement Policy.
Lesson Learnt	Complete and review lessons learnt to ensure effective uptake across the lifetime of the Programme.	Complete and review lessons learnt to ensure effective uptake across the lifetime of the Programme.	Complete and review lessons learnt to ensure effective uptake across the lifetime of the Programme.
Risk Management	Proactive risk management through oversight of appropriate risk registers, timely risk workshops and leadership of all delivery risks through the Contract Oversight Group (COG).	Proactive risk management through oversight of appropriate risk registers, timely risk workshops and leadership of all delivery risks through the Contract Oversight Group (COG).	Proactive risk management through oversight of appropriate risk registers, timely risk workshops and leadership of all delivery risks through the Contract Oversight Group (COG).
Delivery on time, within budget and at expected quality	Ensure that the Programme is delivered within specification, approved budget, and agreed timelines.	Ensure that the Programme is delivered within specification, approved budget, and agreed timelines.	Ensure that the Programme is delivered within specification, approved budget, and agreed timelines.
	Future deviations to be proactively communicated to Council on a no surprises basis at the earliest opportunity.	Future deviations to be proactively communicated to Council on a no surprises basis at the earliest opportunity.	Future deviations to be proactively communicated to Council on a no surprises basis at the earliest opportunity.
Financial management			
The Programme is delivered on or below budget	Capital and whole of life costs optimised. Operational implications considered.	Capital and whole of life costs optimised. Operational implications considered.	Capital and whole of life costs optimised. Operational implications considered.

Reporting and consultation	Any risk of budget being exceeded must be disclosed to and discussed with Council prior to any approval for increased budget.	Any risk of budget being exceeded must be disclosed to and discussed with Council prior to any approval for increased budget.	Any risk of budget being exceeded must be disclosed to and discussed with Council prior to any approval for increased budget.
Advocate efforts by Council or other opportunities for third party contributions and funding partners	Third party funding opportunities advocated.	Third party funding opportunities advocated.	Third party funding opportunities advocated.
Shareholder relationship and stakeholder engagement			
Prepare and agree regular reporting programme which ensures Council is fully informed in a timely manner of all major issues, Project progress against PMP and opportunities for further enhancement	100% compliance with reporting requirements outlined in SOI and major issues are raised on a no surprises basis.	100% compliance with reporting requirements outlined in SOI and major issues are raised on a no surprises basis.	100% compliance with reporting requirements outlined in SOI and major issues are raised on a no surprises basis.
Nurture a respectful and open relationship in the best interest of the city and develop close and collaborative relationships	Ensure all stakeholders, key regular users, tangata whenua and community receive regular updates on progress towards completion of the Programme.	Ensure all stakeholders, key regular users, tangata whenua and community receive regular updates on progress towards completion of the Programme.	Ensure all stakeholders, key regular users, tangata whenua and community receive regular updates on progress towards completion of the Programme.
	Evaluate, review and adhere to communications plan and strategy.	Evaluate, review and adhere to communications plan and strategy.	Evaluate, review and adhere to communications plan and strategy.
Cultural connection	Consult with mana whenua to ensure cultural narrative incorporated into design.	Consult with mana whenua that cultural design has been delivered.	Consult with mana whenua that cultural design has been delivered.
Sustainability, kaitiakitanga and the environment			
Clear sustainability standards developed for the Project during the PCS and D&C phases	Best practice sustainability building standards, long-term operational sustainability delivered	Best practice sustainability building standards, long-term operational sustainability delivered.	Best practice sustainability building standards, long-term operational sustainability delivered.

8 Governance

The TMoTPL Board of Directors are responsible for the oversight and performance of TMoTPL, and ensuring decisions are made in the interests of Council and the people of Tauranga and the Bay of Plenty region.

The Board recommends TMoTPL's SOI to Council as shareholder, and is accountable for delivering the purpose, vision, objectives and strategies set out in this SOI, complying with its constitution and the provisions of the Companies Act and the LGA.

The Board is committed to a high standard of corporate compliance in guiding the company's activities and providing expert governance and financial control of the delivery of the Programme. The Board guides and monitors the business and affairs of TMoTPL. It draws on relevant corporate governance best practice principles to assist and contribute to the performance of the company. All directors are required to comply with a formal code of conduct which is based on New Zealand Institute of Directors' Code of Proper Practice for Directors.

A Board performance review will be undertaken by an independent entity every two years, alternating between a Board-led review and a Council-led review in 2026. The report will provide assessment on the Board's performance within:

- Chair and individual director effectiveness.
- Board policies and procedures/effectiveness.
- Overall Board effectiveness, dynamics and connectivity to stakeholders and the community.

9 Governance principles

The following principles are required for a strong governance relationship between Council and TMoTPL:

- **Leadership:** Council is responsible for clearly and proactively setting strategic direction for the city of Tauranga and communicating how TMoTPL is expected to give effect and contribute to these strategic aspirations via the Letter of Expectations and other mechanisms. While TMoTPL will show leadership in its area of expertise, this must be consistent with Council expectations and obligations.
- **Community focus:** TMoTPL directors must ensure they behave in a manner that is consistent with having a community focus and require the same from their executives. This requires them to be cognisant with the fact that the Project is ultimately owned by Council, and to ensure opportunities are provided for facility users to engage with TMoTPL.
- **Empowerment:** TMoTPL directors must be empowered to fulfil their statutory, constitutional and LOE responsibilities. If they are unnecessarily constrained, they cannot fulfil their obligations and are unable to add value.
- **Compliance:** TMoTPL directors must be aware of their duty to comply with legislative obligations, including but not limited to the Companies Act, the LGA, the Health and Safety at Work Act 2015 and the Resource Management Act 1991 and all relevant amendments.
- **Accountability:** TMoTPL directors are accountable for meeting the objectives of the company's sole shareholder (Council) as specified in this SOI, being a good employer, and exhibiting a sense of social and environmental responsibility. Their decision-making must recognise and reflect that Council is held to account by the public for its use of ratepayer funding and for their stewardship of Council-owned assets.
- **Transparency:** Transparency requires a high level of Council visibility on any material risks and issues as well as ensuring that funding has been used for intended public good outcomes.
- **Trust:** Productive relationships require a culture of cooperation and trust. The "no surprises" approach is a critical part of this and ensures that TMoTPL and Council keep each other informed before matters are in the public arena.

10 Board composition

The Board of Directors comprises four directors, all appointed by the Council. Director appointments are for the period determined by Council as shareholder but will not be for longer than two terms (or six years), as per Council's [Appointment of Directors to Council Organisations Policy](#).

11 Reporting

TMoTPL is governed by the LGA which requires, among other things:

- *TMoTPL to provide a draft SOI to Council.*
- *Half-year and full year reporting against SOI performance targets.*
- *Quarterly reporting has been sought by the shareholder against SOI performance targets.*
- *SOI letter of expectations and period accountability reports and project reports are published on the Tauranga City Council website.*

12 Statement of intent

Each year TMoTPL will deliver its draft SOI for the following year to the Council as shareholder. It will be in the form required by clause 9(1) of Schedule 8 and section 64(1) of the LGA and will be delivered by 1 March each year.

The Board, when developing its SOI and work programme, will consider the Letter of Expectation issued by Council as shareholder.

Having considered any comments received from the Council, the Board will deliver the completed SOI to the Council as shareholder on or before 30 June each year.

As referenced above, this SOI is written to cover the period from 2025 to 2028 until the completion of the project (no later than 30 June 2029) and the decommissioning of TMoTPL as the project delivery company – anticipated to be during the 2028 calendar year. This SOI therefore covers a three-year period.

13 Quarterly reporting

The Board of TMoTP will meet with representatives of the Council governance body quarterly in a confidential, informal workshop setting to discuss and review issues of common interest.

14 Half-year reporting

TMoTPL will provide Council as shareholder with a half-year report by the end of February each year (being within two months after the end of the first half of the financial year), complying with section 66 of the LGA. The half-yearly report must include the information required by this SOI including the following unaudited financial statements:

- Statement of comprehensive income.
- Statement of financial position.
- Report on non-financial KPIs year to date.
- Commentary on performance year to date.
- Commentary on expected performance for the next 6 months.

15 Annual Reporting

To comply with section 67 of the LGA, TMoTPL will provide Council as shareholder with a draft annual report by the end of August each year (being within two months after the end of the financial year). The final annual report will be made available to the public once audited.

The annual report must include the information required by this SOI and sections 68 and 69 of the LGA, including audited financial statements prepared in accordance with NZGAAP and that also comply with Public Benefit Entity Standards.

The annual report shall also contain an Auditor's Report on both those financial statements and the performance targets and other measures by which performance was judged in relation to TMoTP's objectives.

The annual report is to be presented in the format prescribed by Council to enable consolidation into the Council group, if required.

16 Shareholder meetings

The Board may hold an annual general meeting (**AGM**) between 30 September and 30 November each year to present the annual report to Council as shareholder. If no AGM is held, then the Council as shareholder will consider, and if thought fit, pass any required resolutions.

17 Briefings

TMoTPL will also attend and participate in Council meetings, workshops and briefings in respect of the project as requested by TMoTPL or Council. This may include:

- Briefings sought by TMoTPL;
- Briefings sought by the Council; or
- Attendance at Council and/or committee meetings.

18 No surprises approach

It is expected that TMoTPL will keep Council advised of any issues that may generate public interest – this is referred to as the "no surprises" approach. A failure to keep Council informed on significant issues at appropriate times will be viewed as a governance failure.

Council expects TMoTPL to:

- Present a unified front on issues that affect both Council and TMoTPL. Where TMoTPL and Council have divergent opinions on an issue, the expectation is that both parties will work together to find common ground before the issue enters the public arena.
- Be aware that the Council has interests that are wider than those of TMoTPL.
- Be cognisant of wider Council policy issues as part of their decision-making.
- Be aware of the potential implications of TMoTPL-specific issues on the Council and/or its balance sheet.
- Be cognisant of demand for accountability and transparency placed on councillors from residents and ratepayers of Tauranga.
- Ensure that Council is informed in a timely manner of any issue that may generate significant public interest, as it unfolds. Likewise, Council commits to ensuring issues relating to TMoTPL are communicated with TMoTPL staff and governance (as appropriate) in a timely manner and before issues enter the public arena.

19 Publication of reports

The SOI, Letter of Expectation, periodic accountability reports and Project reports are published on the Tauranga City Council website.

20 Financial performance

TMoTPL aims to operate in a financially sustainable manner. As a CCO governing the delivery of the project, long-term financial performance and position is sustainable where planned deliverables are met without unplanned increases in funding or cuts in deliverables.

Indicative financial performance targets:

- Capital expenditure and the project delivery costs are consistent with the agreed budget.
- TMoTPL has supported TCC advocating to raise at least \$151.5 million from external sources.

21 Compensation from Council

TMoTPL expects to receive funding from the Council for the financial year beginning 1 July 2025, acknowledging Councils intention to potentially cut funding by at least seven percent.

The activity undertaken in exchange for the compensation is set out in the Tauranga City Council Long-term Plan, as per the levels of service and the outcomes in this SOL.

22 Accounting policies

Financial statements will be prepared in accordance with generally accepted accounting practice (GAAP), NZ International Financial Reporting Standards, Companies Act 1993, Local Government Act 2002 and Financial Reporting Act 1993.

23 Contact details

Contact details for the Chair and Directors are as follows:

Address: 90 Devonport Road, Tauranga, 3110

Registered office: 90 Devonport Road, Tauranga, 3110

Chair: Kim Wallace

Directors: Barry Bragg

Peter Neven

Nathan Speir

Website: www.tauranga.govt.nz

TE MANAWATAKI O TE PAPA CHARITABLE TRUST - STATEMENT OF INTENT 2024-27

June 2023



Recognising our past as we shape our future
Joint land ownership of Te Manawataki o Te Papa – the heartbeat of Te Papa



OBJECTIVES	KEY DELIVERABLES – to be undertaken by TCC staff	NATURE AND SCOPE OF ACTIVITIES	PERFORMANCE MEASURES
<p>Te Manawataki o Te Papa – the Heartbeat of Te Papa - a \$303 million transformative redevelopment of Tauranga’s civic precinct, which will reinvigorate our city centre and make it the cultural, historic, economic and social centrepiece of New Zealand’s fastest growing city.</p> <p>The land underlying the Civic Precinct has been the subject of disputed ownership since it was gifted to the Crown by the Church Missionary Society (CMS) in the 1860s, in contravention of mana whenua’s understanding when it was sold to the CMS in 1838, that the land would be held for the benefit of Māori.</p> <p>In undertaking this project, Tauranga City Council (TCC), in collaboration with iwi and hapū, sought and implemented a joint ownership solution which has restored the mana of the whenua to its original owners.</p> <p>Joint land ownership – the right thing to do To achieve the objectives of restoring mana of the whenua to hapū and iwi and provide certainty for how the land will be used in the future for the community, a new council-controlled organisation (CCO) was established as a charitable trust, called Te Manawataki o Te Papa Charitable Trust (CCO Charitable Trust). The Council and Otamataha Trust each appointed 50 percent of the trustees to the CCO Charitable Trust.</p> <p>The purpose of the CCO Charitable Trust is to:</p> <ul style="list-style-type: none">Own the land referred to as Site A of the civic precinct – the land bounded by Willow Street, Wharf Street, Durham Street, and Hamilton Street.Support and encourage the development of Site A of the civic precinct, including (but not limited to) a library, civic whare, museum and exhibition centre and the beautification of surrounding areas. <p>Formally recognise long-standing grievances associated with this land and provide certainty for how the land will be owned and used in the future, so that everyone in the community can benefit.</p> <p>Ensure that Te Manawataki o Te Papa development respects and reflects the significant history and importance of the area to mana whenua.</p> <p>Restore the original trust relationship to which our ancestors (both Māori and the CMS) agreed. The relationship with mana whenua will be pivotal to the success of many of the outcomes to be achieved on the civic precinct site.</p>	<ul style="list-style-type: none">Establishment of CCO structure, e.g., Trust Deed, rules, etc.Divest Lot 45 reserve with DOC consent.Appointment of Trustees.Establish management and administration structure.Complete title amalgamation, transfer to the CCO Charitable Trust, and subsequent lease back to TCC.IRD registration.Set up systems required, including accounting etc.Complete Statement of Intent.Annual and Half-Yearly reporting and monitoring.Annual Audit.	<p>Support and encourage the development of a vibrant civic precinct</p> <p>Ensure that the project respects and reflects the significant history and importance of the area to mana whenua.</p> <p>Stakeholder relationships</p> <p>LOCAL GOVERNMENT ACT REQUIREMENTS</p> <p>Approach to governance</p> <p>Ratio of funds to assets</p> <p>Accounting policies</p> <p>Expected shareholder distributions</p> <p>Financial reporting</p> <p>Procedures for purchase of shares</p> <p>Activities for which the Charitable Trust Board seeks compensation</p> <p>Board’s estimate of value of the group</p> <p>Any other matters that are agreed by the shareholder and the Board</p>	<p>Quarterly meetings with Te Manawataki o Te Papa Limited Board.</p> <p>Representative of Otamataha Trust to liaise between mana whenua and the Te Manawataki o Te Papa Limited Board.</p> <p>Nurture respectful and open relationships in the best interest of the community and the city. Develop close and collaborative relationships.</p> <p>The Trust Deed outlines that Otamataha Trust and Tauranga City Council both “<i>have the power, exercisable by deed, to appoint up to two persons as Trustees</i>”. In addition, where Council considers it to be practicable, their Trustees should be the Mayor and Chief Executive.</p> <p>Te Manawataki o Te Papa Charitable Trust will have Half-Yearly board meetings.</p> <p>N/A</p> <p>The CCO Charitable Trust will adopt accounting practices that comply with NZIFRS, the requirements of the Local Government Act (2002), and the Financial Reporting Act (1993).</p> <p>The CCO Charitable Trust is not expected to make profits that would ordinarily be distributed by way of dividends.</p> <p>Within three months after the end of each financial year, the CCO Charitable Trust will deliver audited financial statements in respect of that financial year.</p> <p>The CCO Charitable Trust is not expected to purchase or acquire shares.</p> <p>The ongoing activities of the CCO Charitable Trust will be budgeted for in advance and funded by TCC.</p> <p>The Board estimates that Te Manawataki o Te Papa Charitable Trust has limited commercial value.</p> <p>Te Manawataki o Te Papa Charitable Trust will not undertake any activity of a significant nature or scope not provided for in the Enduring Statement of Expectations or Statement of Intent without prior consultation with Tauranga City Council and Otamataha Trust.</p>

JOINT LAND OWNERSHIP – THE RIGHT THING TO DO



STATEMENT OF INTENT FOR 2025-2028



June 2025

“COUNCILS PARTNERING FOR VALUE AND SERVICE”

1. Introduction

This Statement of Intent (SOI), developed under Schedule 8 of the Local Government Act 2002:

- Declares a public statement of the activities and intentions of BOPLASS Ltd and the objectives to which those activities will contribute.
- Provides an opportunity for the shareholders to influence the direction of BOPLASS Ltd, and
- Provides a basis for the accountability of the Directors to the Shareholders for the performance of BOPLASS Ltd.
- Covers BOPLASS Ltd and any subsidiary company established in pursuance of the objectives herein.

2. Background and Benefits

The councils that operate within the Bay of Plenty and Gisborne Regions have formed a Council Controlled Organisation (CCO) to investigate, develop and deliver Joint Procurement and Shared Services projects where delivery is more effective for any combination of some or all of the councils.

Since inception, estimated financial savings of over \$34 million have been achieved by the participating councils through undertaking joint initiatives. BOPLASS is forecast to return in excess of \$2.5 million in savings in the 2024-25 financial year.

Other benefits that have been achieved through collaboration are:

- improved levels and quality of service;
- a co-ordinated and consistent approach to the provision of services;
- reductions in the cost of support and administrative services;
- opportunities to develop new initiatives;
- economies of scale resulting from a single entity representing many councils in procurement.

These benefits and opportunities can apply to all councils irrespective of location or size.

Business processes, information architectures and functional tools differ in each council to varying degrees. The BOPLASS strategies facilitate a journey of progressive development using the approach identified in the BOPLASS Strategy and Action Plan to:

- enhance the capability to collaborate;
- encourage the elimination of barriers to collaborative action; and
- identify services that deliver viable business cases.

A generic sequence or stages of collaboration between multiple councils is followed to develop Shared Services, as shown in *Figure 1*.

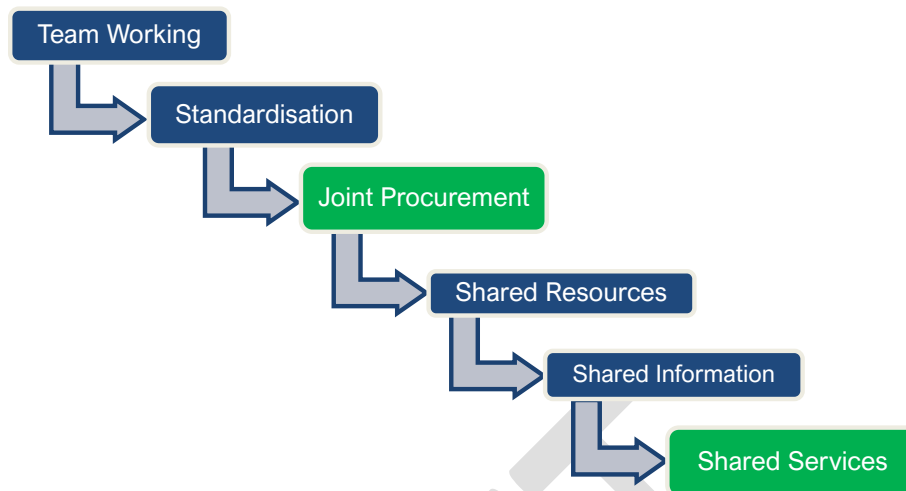


Figure 1

Many of the BOPLASS Joint Procurement projects have supported the development of standard products, services or solutions across the councils. These standards assist in creating a foundation for the delivery of collaboration within the councils.

Examples of Joint Procurement and Shared Service projects are:

- Infrastructure Insurance
- Collective Training
- Aerial Imagery and LiDAR
- Provincial Growth Fund Co-funding for LiDAR Capture
- Standardised Community Engagement App
- Lone Worker Field Solutions
- Robotic Process Automation
- Accounts Payable Automation Software
- Print Media Licencing
- Insurance Valuations
- Contractor Online Inductions
- Health and Safety Management Software
- Radio Telephony (RT) Strategy
- Solid Waste Management
- Health and Safety Inter-Council Audits
- Asbestos Protocols
- Sustainable Public Procurement
- Health and Safety Benchmarking
- Video Conferencing Services
- Archive Services
- Inter-Council Network (ICN) Review, Redesign and Renegotiation
- Debt Collections
- Collaboration Portal
- Capital Construction and Civil Works Projects
- Fortigate Firewall Services
- Wireless WAN
- Inter-LASS Collaboration
- Human Resources Information Systems
- CCTV and monitoring

A full list of projects is provided in Appendix B.

3. Our Vision

“COUNCILS PARTNERING FOR VALUE AND SERVICE”

4. Objectives of BOPLASS Ltd

Working together with the full support and involvement of staff, we will provide benefit to councils and their stakeholders through improved levels of service, reduced costs, improved efficiency and/or increased value through innovation.

These will be achieved primarily through:

Joint Procurement

Being the procurement of services or products by two or more councils from an external provider regardless of whether the service is paid for through BOPLASS or individually by participating councils.

Shared Services

Being the participation of two or more councils in the provision of a common service which may be jointly or severally hosted.

5. Nature and Scope of Activities

The principal nature and scope of the activities of BOPLASS Ltd is to:

- Use Joint Procurement to add value to goods and services sourced for its constituent councils.
- Establish the underlying technology, framework, platform and policies to enable and support collaboration.
- Facilitate initiatives that benefit councils and their stakeholders through improved levels of service, reduced costs, improved efficiency, innovation and/or increased value.
- Pursue best practice in the management of all activities to obtain best value and minimise risk.
- Demonstrate fiduciary responsibility by ensuring that its activities are adequately funded from savings achieved, levies, council contributions, or Government funding where available.
- Allow other councils or organisations to participate in its activities where this will benefit its constituent councils directly or indirectly.
- Actively monitor and engage with Shared Service developments across the public sector to identify opportunities for further development and establishing best practice.
- Represent the collective views of its Shareholders in matters with which it is associated.

6. Sustainable Future: Environmental, Social and Governance (ESG)

The board recognises the importance of ESG in BOPLASS' role and ensuring that integrated risk management, non-financial outcomes, and Te Tiriti are considered in all BOPLASS joint procurement and shared services initiatives.

The company is committed to operating all aspects of its business with a focus on protecting and enhancing our communities today and in the future through sustainable environmentally responsible business practices, social contribution, and good governance.

The company has always had a stakeholder-centric approach, ensuring the company's objectives, goals and the undertaking of business are aligned with our constituent councils, our wider communities and supporting ESG outcomes that have wide-ranging benefits.

While achieving financial savings for member councils through BOPLASS joint procurement is a key objective, the company recognises the importance and responsibility of social procurement and will continue to consider the broader environmental, social and cultural outcomes as part of all BOPLASS procurement processes.

As examples, BOPLASS is working towards satisfying ESG criteria within social procurement by:

- Increasing access to BOPLASS procurement contracts for NZ businesses and local businesses, with particular focus on those groups that may have limited access to opportunities (such as Māori and Pacific Peoples' businesses).
- Giving consideration to organisations that provide employment opportunities to targeted groups and promote inclusion and diversity within their workforce.
- Recognising vendors that will help future-proof the ability of New Zealand businesses to trade.

With a focus on *Social Sustainability*, BOPLASS ensures a balanced approach is taken with the company's activities to create positive social and cultural outcomes for the local communities it serves while also maximising positive outcomes for Māori and the broader community.

Environmental Sustainability is a priority in all BOPLASS business activities – internal and external. Through collaboration and partnership with its constituent councils, BOPLASS strives to protect and enhance our environment and biodiversity. The company is committed to operating in an environmentally responsible way and will embed sustainability considerations (including ethical considerations) within a culture of excellence across its wider business and all joint procurement and shared services initiatives.

Te Tiriti o Waitangi responsibilities and outcomes are a driver for governance and management decisions within BOPLASS, include acknowledging and involving mana whenua as Kaitiaki o Te Taiao in project decisions impacting on land or natural

resources. The company is committed to providing and improving opportunities for Māori to contribute to local government decision-making processes and establishing collaborative partnerships and processes that reflect mutual outcomes.

7. Governance Structure

BOPLASS Ltd will conduct itself in accordance with its Constitution, its annual Statement of Intent, and the provisions of the Companies Act 1993 and the Local Government Act 2002.

The Company is governed by its directors. To ensure total synergy between the Company's activities and its council shareholders' activities, nine Directors are also the current Chief Executives of their respective shareholding councils. The dual roles recognise the interdependence of BOPLASS and its councils in the undertaking of its activities.

The Board also includes an independent Chair, appointed with specific skills and knowledge to add incremental value. This appointment brings experience and specialist skills that are complementary to those held by the other Directors.

Shareholder	Appointed Director
Bay of Plenty Regional Council	Fiona McTavish
Gisborne District Council	Nedine Thatcher-Swann
Kawerau District Council	Morgan Godfery
Ōpōtiki District Council	Stace Lewer
Rotorua Lakes Council	Andrew Moraes
Taupō District Council	Julie Gardyne
Tauranga City Council	Marty Grenfell
Western Bay of Plenty District Council	John Holyoake
Whakatāne District Council	Steven Perdia
Independent Director and Chair	Craig O'Connell

Sub-groups of council subject matter experts have responsibility for regular monitoring of operational aspects of BOPLASS projects, allowing the Board to primarily focus on supporting the strategic development of the organisation.

Each activity or project is managed by an Advisory Group, nominated by the shareholding councils in that particular service. The Board retains the right to approve nominations to the Advisory Groups and all of their material decisions – there is only one Board of Directors and that remains at the umbrella or holding company level.

The Board has established a principle that participation in each initiative is decided by individual councils on an 'opt in' basis.

Services delivered are subject to a formal service level agreement between BOPLASS Ltd and the participating councils, outlining the services and activities provided, where when and how; and reflecting the capital and operational costs being met by each service shareholder.

Joint Procurement initiatives consistent with their nominated role may be undertaken by any advisory group or as approved by the Operations Committee. In considering Joint Procurement initiatives, the Company will take into account the opportunities available through All of Government (AoG) purchasing arrangements and, where there is demonstrated benefit to the Company or its constituent councils, support such initiatives. In assessing the benefits of a Joint Procurement initiative, opportunities for integration shall be considered. The Board has recognised that the availability of All of Government Procurement options has the potential to impact on BOPLASS' ability to provide procurement options in some categories.

Subject to the approval of shareholders in accordance with the shareholder agreement the Directors may decide that a particular activity is best managed as a subsidiary company and proceed accordingly. Any subsidiary company whose objectives are in accordance with the objectives set out in this Statement of Intent shall not be required to have a separate Statement of Intent.

8. Future Developments

The company recognises the importance of remaining adaptive in what is a complex and changing working environment. BOPLASS continues to look at new opportunities or alternative approaches to progressing projects that benefit our shareholding councils.

The Board recognise that the drive for change and/or collaboration in some key areas of council business will often be led by other groups, e.g., waters reform, RMA changes. Although BOPLASS may not be leading these specific projects, the organisation may be considered as one of the vehicles available to assist with managing collective regional outputs from these projects.

BOPLASS Joint Procurement opportunities will continue to be actively pursued to ensure maximum savings and benefits are delivered to the participating councils through existing and new contracts.

Joint Procurement initiatives will be considered by the Board and/or its advisory groups where there is demonstrated support from two or more member councils, with councils participating on an opt-in basis.

BOPLASS will explore opportunities for councils to develop ICT solutions using middleware and cloud technologies that allow for future sharing and the development of Shared Services without the wholesale replacement of IT systems.

Shared Services projects are approved by the board based upon identifying initiatives that will provide genuine value to all participating councils. Shared Services may be delivered by BOPLASS, partnering with a LASS, or in conjunction with multiple LASS.

The Board will be looking for commitment from councils to participate in collaborative services and to provide a lead in the identification and management of opportunities and projects.

9. Inter-Regional Collaboration

The board recognise the benefits of BOPLASS proactively partnering with other local authorities and Shared Services organisations where they are either developing or considering developing cost effective services or Joint Procurement initiatives that are of value to the BOPLASS councils. The Board is constantly looking to expand on this activity and the range of opportunities for inter-regional partnering. BOPLASS will work towards providing improved visibility of projects being undertaken in other regions that may provide opportunities for multiple councils to participate in.

Where practicable, BOPLASS will work with other LASS or councils to leverage off, or participate in, services established by other collective local government groups.

The Collaboration Portal, established by BOPLASS for the sharing of information on Shared Services or Joint Procurement opportunities, has been made available to the wider local government community to provide better visibility of common projects and to encourage further cross-regional collaboration. BOPLASS will continue to market the benefits of inter-region collaboration and assist other councils through providing support and access to the Collaboration Portal.

BOPLASS has provided substantial savings to its shareholding councils through joint procurement undertaken with neighbouring regions. The Board has tasked BOPLASS with leading further inter-regional joint procurement initiatives that will provide benefit to all parties through an aggregated approach.

Significant benefits and savings have been achieved in the placement of councils' insurance through working in conjunction with other LASS. BOPLASS is considered a leader in the development of the interLASS insurance collective. Promoting the size of the aggregated LASSes to provide critical mass and maintain our favourable position within the insurance industry will continue to be leveraged.

10. Stakeholder Engagement

BOPLASS recognises the ambitious plans our constituent councils have for their communities and endeavours to support these aspirations through:

- Regular engagement at project, management, and governance level.
- Including councils' short, medium, and long-term goals within BOPLASS planning.
- Using quality information from councils to guide our decision-making.
- Identifying and developing services that directly benefit councils and/or their communities.
- Monitoring councils' future plans and remaining agile to change to include these aspirations in our own planning.
- Ensuring there are regular communications about individual council's LTP developments to assist BOPLASS with aligning with councils' strategic direction.
- Regularly communicating to ensure stakeholders are aware of what we are doing and why we are doing it.
- Involving councils in our decision-making and planning.

11. Performance Targets

To ensure the Company continues to operate effectively in both governance and management terms over the next three years the targets are to:

Target	How	Measure
Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.	Manage and/or renegotiate existing contracts.	Contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable.
Investigate new Joint Procurement initiatives for goods and services for BOPLASS councils.	Procure from sources offering best value, service, continuity of supply and/or continued opportunities for integration. (Current identified projects are listed in Appendix B.)	A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils.
Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.	BOPLASS to regularly engage with other LASS to identify and explore opportunities for further inter-regional collaboration.	Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually.
Implement Shared Services demonstrating best practice and added value to participating councils and stakeholders.	Identify Shared Services projects of benefit to two or more councils and lead the implementation.	Initiate at least one new Shared Service each year and no less than two Shared Services successfully implemented within three years.
Communicate with each shareholding council at appropriate levels.	Actively engage in obtaining political support for identified projects.	Information provided to elected members, and feedback sought, on BOPLASS projects, benefits to local communities, and value added to each council.
Ensure current funding model is appropriate.	Review BOPLASS expenditure and income and review council contributions and other sources of funding.	Performance against budgets reviewed quarterly. Company remains financially viable.

12. Balance Sheet Ratios

The Local Government Act 2002 Schedule 8 (9) requires the SOI to include the projected ratio of shareholders' funds to total assets within the Forecast Statement of Financial Position. As at 30 June 2024 the consolidated Shareholder funds comprised \$27,197 and the total assets were \$1,608,694. The resulting ratio is 1.69%.

As asset owning Shared Services are approved, the Board will, if appropriate, provide a mechanism for the recognition of each council's contribution.

13. Accounting Policies

13.1 Statement of Accounting Principles

The Company will adopt accounting practices that comply with NZ IFRS, the requirements of the LGA and the Financial Reporting Act 1993.

13.2 IPSAS Accounting Standards

As a Public Sector Public Benefit Entity (PS PBE), the Company has elected to report using International Public Sector Accounting Standards for Public Benefit Entities under Tier 3 PBE standards.

13.3 Measurement Basis

The Company will follow generally accepted international accounting principles for reporting of earnings and financial position.

13.4 Specific Accounting Principles

The following are principles which will have a significant effect on the measurement of financial position:

- Accounts Receivable are stated at their expected realisable value after writing off any known bad debts and providing for doubtful debts.
- Investments are valued at the prevailing market value.
- Fixed assets are recorded at cost, less accumulated depreciation.
- Any liability for overseas funding of equipment, systems or services is based on the prevailing exchange rate as at balance date.
- Where intangible assets are purchased, such as intellectual property, these are capitalised and written off on a straight-line basis over their expected life, but no greater than four years.
- All assets are depreciated over their expected useful lives. Depreciation is provided on a diminishing value basis over the estimated useful life, at the same rate as is allowed by the Income Tax Act 1994.
- It is not envisaged that the Company will hold inventories, other than those that might relate to providing information services to a number of parties. They will be valued at net realisable value.
- Taxation will be provided as required in line with relevant legislation.
- In accordance with the Public Audit Act 2001 and the Local Government Act 2002, the office of the Auditor General will be responsible for the audit of the Company's financial statements.

14. Distributions to Shareholders

The Company is not expected to make profits that would ordinarily be distributed by way of dividends. Any surplus funds (after tax) remaining from an activity, or the annual operations of the Company shall be carried forward to the ensuing year and may be used to reduce service costs, invest in further developing other services, and/or as the Directors may decide.

15. Information to be Provided to Shareholders

The Company will deliver the following statements to shareholders:

- On a three-monthly basis the Financial Position and Cashflow.
- Within two months of the end of the first half of the financial year: Financial Performance and Financial Position.
- Within three months of the end of the financial year the following audited statements: Financial Position, Movements in Equity, Cashflows, Service Performance plus a summary of how the Company has tracked against its objectives and prospects for the next financial year, and a report on the Company's medium to long term plans.
- Six monthly summaries of project activities included in Half Yearly and Annual Reports.

16. Procedures for the Purchase and Acquisition of Shares

The Board will give approval before BOPLASS Ltd subscribes for, purchases, or otherwise acquires shares in any company or other organisation, which is external to the group.

17. Activities for Which the Board Seeks Compensation

The ongoing activities to identify, develop, procure Shared Services will be budgeted for in advance, subject to a business case and either funded by individual councils without BOPLASS Ltd involvement, or agreed by the Board to be funded by BOPLASS Ltd with consequent recovery from participating councils.

Shareholding councils will contribute to the operational costs of the Company on an annually agreed basis.

The Company will also seek contributions by way of a levy or administration charges on services provided or administered. In determining an appropriate charge, the Directors may take into account the cost of running the Company, its future operational requirements, the nature and cost of the service provided, benefits achieved and councils' ability to pay.

The Company may provide services (at a cost recovery or a cost-plus basis) to other non-shareholding councils within or beyond the region. Any surplus from such activity will be used to either reduce service costs and/or invest in further developing of that or other services, as agreed by the Advisory Group and by the Board.

18. Value of Shareholder's Investment

The Directors estimate that, at this stage, BOPLASS Ltd has limited commercial value. As each shareholder's investment in BOPLASS Ltd is less than \$20,000, the Board believe that fairly represents the value of their investment. The Directors will reassess the value of this shareholding on or about the 1st of March each year.

19. Financial Forecasts

The Forecast Financial Statements for the years 2025-2028 are included (Appendix A).

The Aerial Photography revenue/expenses reflects the flying programme determined by the participating councils which includes interim flying programmes and extensive region-wide flying programmes over the next five years.

A continued increase in Recoveries has been forecast to reflect the direct recovery of purchases made on behalf of councils through Joint Procurement projects.

It is the company's intention to always fully recover costs incurred on behalf of participating councils.

Appendix A

SOI Forecast 2025/28	Budget 2024/2025	Forecast 2025/2026	Forecast 2026/2027	Forecast 2027/2028
REVENUE				
Revenue - Core	362,115	371,130	380,871	394,131
Bank Interest Received	1,500	1,500	2,000	2,000
Council Contribution	360,615	369,630	378,871	392,131
Revenue - Projects	1,317,000	1,327,000	1,245,000	1,245,000
Aerial Photography Income	400,000	400,000	320,000	320,000
Bank Interest Received	7,000	10,000	10,000	10,000
Collaboration Portal	40,000	45,000	50,000	50,000
Lease Income - ICN	135,000	137,000	130,000	130,000
Lease Income - Video Confer.	15,000	15,000	15,000	15,000
Recoveries	720,000	720,000	720,000	720,000
Total Operating Revenue	1,679,115	1,698,130	1,625,871	1,639,131
EXPENSES				
Expenditure - Core	423,436	444,451	458,992	469,563
ACC	950	950	950	950
Accommodation & Travel	5,500	6,000	5,000	5,000
Accounting & Audit	24,000	25,000	26,000	26,000
Administration	20,000	20,000	22,000	22,000
Amortisation	5,000	4,500	3,800	3,800
Bank Fees	200	200	200	200
Conferences	2,500	2,500	2,500	2,500
Depreciation	4,300	4,000	4,000	4,000
Directors' costs	23,000	23,000	25,000	25,000
Fringe Benefit Tax	4,500	4,500	4,500	4,500
General & Catering	1,500	1,500	1,500	1,500
Health and Safety	1,000	1,000	1,000	1,000
Insurance	14,000	16,000	17,000	18,000
Interest Paid - TCC Loan	0	0	0	0
Legal	2,500	2,500	2,500	2,500
Salaries	300,723	309,744	319,037	328,608
Salaries - C'Portal Opex	-18,000	-10,000	-10,000	-10,000
Staff Support Costs	19,500	21,000	22,000	22,000
Staff Training Costs	2,500	2,500	2,500	2,500
Subscriptions	4,263	4,057	4,005	4,005
Tax Advice	5,500	5,500	5,500	5,500
Expenditure - Projects	1,255,679	1,253,679	1,166,879	1,169,569
Aerial Photography Expense	400,000	400,000	320,000	320,000
Collaboration Portal Opex	27,979	27,979	27,979	27,979
Lease Expense - ICN	129,600	131,600	124,800	124,800
Lease Expense - Video Confer.	14,100	14,100	14,100	14,100
Projects - Recoveries	684,000	680,000	680,000	682,690
Total Operating Expenditure	1,679,115	1,698,130	1,625,871	1,639,132
Operational Surplus/ (Deficit) before Tax	0	0	0	0

Appendix B

Undertaken Joint Procurement Projects

Requiring ongoing management for performance, renewal or replacement:

- Accounts Payable automation software
- Advertising services
- Aerial imagery and LiDAR
- Air travel services
- Antivirus software
- Archaeological services
- Asbestos protocols
- Banking
- Capital construction and civil works
- Cloud services
- Collective training services
- Community engagement app
- Courier services
- Cyber insurance
- Document management – EDRMS
- Document storage
- EFTPOS services
- Electricity
- Electronic purchasing
- EMA membership
- Firewall Services
- FME Server
- Fuel
- Geospatial training services
- GIS regional technical advisor
- GIS software
- GPS vehicle tracking
- Health & Safety benchmarking
- Health & Safety management software
- Health & Safety training services
- Health & Wellbeing online platform
- Historic imagery digitisation
- HR information systems
- Infrastructure as a Service
- Insurance brokerage services
- Insurance – General
- Insurance – Infrastructure
- Internet services
- IPWEA library
- Media monitoring
- N3/GSB membership
- Oblique imagery
- Office supplies
- Postal services
- Print media copyright services
- Provincial Growth Fund co-funding
- Radio telephony
- Rapid antigen tests
- Reprographic – printers/copiers
- Risk management workshops
- Security services
- Staff wellbeing portal
- Telephony – voice, data, mobile
- Tender facilitation
- Transactional banking
- Travel and accommodation services
- Valuation services provider
- Video conferencing services
- Website analytics
- Wireless WAN

Appendix B

Shared Services

Managed by BOPLASS or by one or more constituent councils:

- After hours call management
- Contractor H&S prequalification
- Debt recovery services
- Employee benefit schemes
- FME licensing pool
- GIS imagery data storage
- GIS support (inter-council)
- GIS web services
- Health and safety auditing
- Historic aerial imagery digitisation
- Insurance COE
- Inter-council network
- Internal audit services
- MahiTahi LG Collaboration Portal
- Media monitoring
- Occupational health services
- Radio telephony strategy
- Section 17a reviews
- Shared licence server
- Solid waste services
- Standards NZ
- Video conferencing hosting
- Waste Operator and Licensing Data System

Projects for Consideration

- Agenda management software
- Archive services
- Asset Management
- Building consents
- Business continuity planning
- CCTV monitoring
- Centralised insurance resource
- Chemicals
- Consents processing
- Contractor online inductions
- Debt Management
- Diversion of putrescible waste from landfill
- Driver training
- Drug & Alcohol testing
- Electoral Officer services
- Engineering Codes of Practice
- Fleet purchasing and management
- Geospatial services
- Health & Safety management system
- Health insurance
- High volume print
- ICT security policies
- Insurance valuations
- Inter-council secondments
- Joint software support
- LGOIMA requests
- Lone worker field solutions
- PPE & uniform
- Property valuation services
- Rates collection
- Regional contractor database
- Risk and total assurance
- Solid waste regional facilities strategy
- Staff engagement survey systems
- Vehicle monitoring
- Web services



BAY VENUES REPORT

Prepared for
Tauranga City Council
H1 FY25 (July - Dec 2024)



 BayVenues



1. Executive Summary

H1 FY25 TOTAL OPERATING REVENUE*

TCC/RATEPAYER \$3.8M (25%) | USER FEES & VENUE HIRE \$6.7M (44%) | BAY VENUES GENERATED \$4.8M (32%)



\$15.29m

(↓ \$263k or 2% behind budget | ↑ \$2.04m or 15% ahead of prior year)

H1 FY25 TOTAL EBITDA*



\$111k

(↓ \$50k or 31% behind budget | ↑ \$1.39m or 109% ahead of prior year)

H1 FY25 TOTAL VISITS**



1,113,712

(↑ 3% ahead of target | ↓ 2% behind prior year)

H1 FY25 CUSTOMER SATISFACTION



87%

(↑ 2% ahead of target | ↑ 1% ahead of prior year)

Welcome to the Bay Venues half year report for FY25.

Bay Venues' network of community facilities welcomed more than 1.1 million visits in the first six months of the year, which included hosting 40 significant events and 37 sporting and aquatic tournaments.

Visitation across all our venues was slightly behind the same period last year and overall remains steady and ahead of target, despite the ongoing challenges posed by the country's economic downturn. Added to that is an increasingly tough funding environment that is impacting some community groups and programmes that use our facilities.

Economic headwinds continue to affect our revenue, which was 2% behind budget for H1. Like many other businesses and organisations around the country, we have had to make tough decisions to find cost savings, with some impact on people as a handful of roles have been removed from our organisation.

These changes have been part of a comprehensive cost reduction programme that has improved our financial performance. The introduction of some new revenue generating initiatives and a strong focus on sustainability and technology-driven enhancements and efficiencies have also made positive contributions to help keep us on track.

This has been a challenging period for Bay Venues but we are working hard to minimise any impact on our community of users and customers. We remain firmly focused on being financially sustainable and these priorities will continue for the rest of the year to ensure we meet our FY25 budget. We are now also working on how we will retain a break-even in FY26 given the intention of Tauranga City Council to lower our operating grant in FY26 by 7% (\$680k). We remain committed to working hard to deliver these further savings and provide value to TCC and its ratepayers.

Even with these challenges, there were many bright spots to celebrate in H1, including several new sustainability initiatives that will bring environmental and financial benefits, such as a project to install solar panels at three of our venues.

New revenue generating initiatives have included a commercial lease and partnership with Bay Roller Sports that has seen Pavilion 3 at Mercury Baypark converted into an indoor roller-skating rink, which is now open and busy throughout the week. A new digital billboard has also been installed along State Highway 29A at Mercury Baypark, bringing new advertising opportunities. And our partnership with the University of Waikato continues to develop, with the campus cafe and catering contract performing steadily, and the sports and fitness partnership being rolled out across our venues.

The jewel in the crown of that partnership will be the University of Waikato Haumaru Sport & Recreation Centre, which is scheduled to open in Q4. Located on Cameron Road, this new facility will deliver much-needed additional capacity to the city's indoor court network.

There is plenty to look forward to in the second half of this year and beyond and we are buoyed by the performance of our organisation in these challenging times. Community demand for our venues and services has withstood tough economic conditions and our people have stepped up and continued to deliver exceptional experiences, with overall customer satisfaction increasing to 87%.

As the economy gradually stabilises, we look forward to the return of more events and events-related business, customers spending more in our venues, and believe we are in a strong position to capitalise on new opportunities.

Chad Hooker, CEO

Simon Clarke, Board Chair

*Tauranga City Council (our shareholder) has facilitated the return of Bay Venues to a cash-flow break-even position from FY25 via increased operational funding in the Long-Term Plan. This operating revenue excludes Tauranga City Council renewal and interest funding.

**Numbers are at the time of reporting and are subject to minor changes over time.

2. Community Outcomes

VISITS*	H1 FY24 YTD	H1 FY25 YTD	Variance (%)
Aquatics	399,804	420,657	5%
Community Centres & Halls	194,948	167,404	-14%
Sports & Fitness	417,039	401,120	-4%
Mercury Baypark	119,380	124,531	4%
Total	1,131,171	1,113,712	-2%

FY25 YTD REVENUE

\$15.29m

TOTAL OPERATING REVENUE

TCC/RATEPAYER \$3.8M (25%)
USER FEES & VENUE HIRE \$6.7M (44%)
BAY VENUES GENERATED \$4.8M (32%)

\$3.80m

TCC COMMUNITY
OPERATING GRANT

\$0.41m

COMMUNITY CENTRES
& HALLS

\$3.33m

AQUATICS

\$5.06m

EVENTS & ASSOCIATED
ACTIVITIES

\$2.60m

SPORTS & FITNESS

\$0.10m

BUSINESS SUPPORT

NON-OPERATING REVENUE

\$8.18m

TCC RENEWALS FUNDING

\$0.55m

TCC DEBT SERVICING

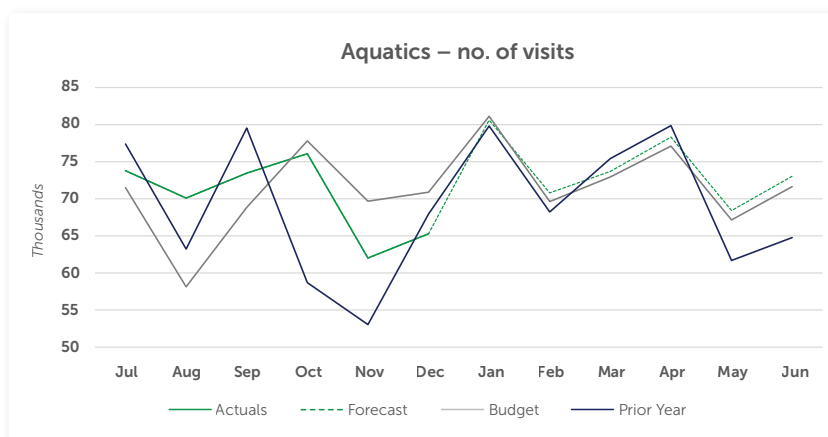
2.1 Aquatic Facilities

The first half of the year has been characterised by resilience, innovation, and growth across our Aquatics network.

Participation remains high in our learn to swim and school water safety programmes, we continue to make progress with our accessibility and inclusion efforts, and new initiatives such as our family water safety workshops have driven strong community engagement.

Despite operational challenges, we've exceeded visit targets and adapted to evolving community needs, ensuring our facilities and programmes continue to provide value and make a positive impact.

Our aquatic venues hosted 420,657 visits in H1, slightly ahead of target and 5% ahead of the same period last year. This is despite the scheduled closure of Greerton Aquatic & Leisure Centre for planned renewals and maintenance, which included resurfacing all pool tanks and surrounds, as well as completing essential plant room maintenance.



1,688

TAMARIKI ATTENDING WATER
SAFETY LESSONS YTD

2,730

DISABILITY AQUATIC
MEMBERSHIPS

5,003

BAYSWIM TERM
ENROLMENTS YTD

*Numbers are at the time of reporting and are subject to minor changes over time.

The average spend per head across Aquatics has also risen by 16% year on year which is a positive sign after feeling the impact of the challenging economic downturn earlier in 2024.

Evolution Aquatics, the anchor tenant at Ōtūmoetai Pool, concluded its learn to swim lessons at the end of Term 4 due to declining enrolments and financial challenges. To support affected families and staff, BaySwim has offered discounted enrolments and employment opportunities.

Funding for the school water safety programme, which historically supported bus transport for lower-decile schools without pools, is facing challenges. Previously funded through Tauranga City Council's applications to NZCT, future applications are under the spotlight due to a highly competitive funding environment and other significant projects in Tauranga Moana. As a result, transport support for approximately 900 tamariki from four major schools may be at risk.

The demand for our free Aquatics Disability Access Membership has grown significantly in recent times, and the diverse needs of applicants has made the well-intended initiative increasingly complex to manage. A review of eligibility criteria will be conducted to ensure the offering remains sustainable.

A working group continues to explore the current state of Ōtūmoetai Pool and options going forward. The working group is made up of representatives from the Ōtūmoetai community, Evolution Swim Club, Ōtūmoetai College, Tauranga City Council, Bay Venues, and an external independent aquatics expert. All geotechnical assessment work at Ōtūmoetai Pool has now been completed, the results are being collated, and a final Geotechnical report will be now prepared for the working group to consider in early 2025, alongside the other completed reviews and reports including the final condition assessment of the facility. A set of options on next steps is being prepared to be viewed alongside the final Geotechnical report.

Leaders in their field

Our experienced Aquatics team includes industry experts who are well respected at a regional and national level. Mike Page, our Aquatics Operations Manager, has been appointed to the national Poolsafe assessors group for 2025. He will assess nine aquatic facilities in other parts of the country against the national pool safety and operations standards on behalf of Recreation Aotearoa. Erin Fowler, our Aquatics Training and Development Coordinator, is a member of the Recreation Aotearoa Central Region Committee and also does consultation work with Te Mahi Ako for Aquatics Level 4 courses.



Aquatics (including Baywave cafe)

“We love our lessons at Baywave! Audrey is 18 months old and has been coming for lessons since she was 3 months old, she loves the water, loves her teachers and has so much confidence! We really appreciate the wonderful teachers and what a great job they do.”

– BaySwim Customer, December 2024

84.3%
Overall Customer Satisfaction

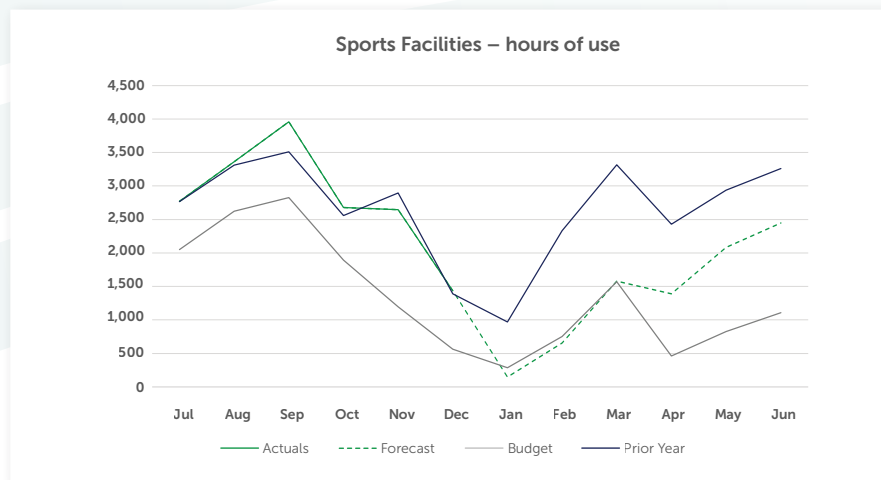
117,180
Website Visitors

800,181
Social Media Reach

SOLAR PANELS

Solar panels are being installed at three of our facilities – the Mount Hot Pools, the Adams Centre for High Performance, and Pavilion 3 at Mercury Baypark. The estimated completion date for this project is in late April. There are plans to extend the number of solar panels at our venues across the city over the coming years, which will positively contribute to our environmental sustainability as well as our financial sustainability by reducing our electricity costs and reliance on the main grid during the day.

2.2 Sports & Fitness Facilities



Note: Sports Facilities include Mercury Baypark Arena six court, Queen Elizabeth Youth Centre and Memorial Hall, Mount Sports Centre, Aquinas Action Centre, and Merivale Action Centre.

Our sports facilities across the city continue to be well utilised. Hours of use over the first six months of the year are in line with target and marginally ahead of the previous year's performance, helped by increased court activity during large tournaments such as the annual Zespri AIMS Games in September.

There was a 4% drop in the number of overall visits year on year, however. This could be the result of not as many people attending some tournaments and community sport bookings compared to the year before.

Our social sports leagues and community play programmes continue to track well, meeting targets and the performance of previous years.

Our Clubfit gyms performed well over the majority of H1 despite the economic downturn. However, the gyms have experienced some expected seasonal decline, with increased temporary December holiday period membership suspensions.

Increased competition in the local fitness market is anticipated, with experienced operators set to open venues in Mount Maunganui and Pāpāmoa. The introduction of popular brands and low-cost membership enticements may have some short-term impact on Clubfit membership levels.

The partnership between the Adams Centre for High Performance and High-Performance Sport NZ has been extended for the 2025 calendar year, as has the sponsorship from the Carrus Corporation for its Academy programme.



Football Family

Morgan and Caleb Wellsbury have been immersed in the world of indoor social football their entire lives. Their introduction came through their dad Richie and his beloved team, The Bone Rangers FC, which has been playing for over 20 years. The brothers grew up on the sidelines and have fond childhood memories of cheering on their dad every Wednesday night. Richie's love for the game – and for The Bone Rangers – passed down to the boys and, soon, supporting from the sidelines wasn't enough. The brothers were "begging dad to get on the court". They joined the team as soon as they were old enough, and then started refereeing as well, at just 13. Like many of the young referees, it was their first part-time job, running matches in the busy league at Mercury Baypark Arena with 60 mixed teams and players aged from 13 to 70. The brothers say the experience has left a lasting impression. They talk about the confidence they've gained, the friends they've made, and the life skills learned, particularly people and social skills. "Customer service skills as well," Morgan adds. "The most important thing, I think, is being around people and talking to people," the 19-year-old says. "It's a really good community and a good space." Richie says he's seen his sons grow in confidence and learn about work ethic, the value of money, and the responsibility and commitment of having a job. It's also just a chance to spend quality time with his sons every week. "It's going to come to an end at some stage, so I'm just enjoying the moment," Richie says. "It's pretty special to me."

Activating community spaces

As part of our community play offering, funded through Tū Manawa Active Aotearoa, our BayActive team has launched two new programmes in the first half of this year. We have started a programme for children and their parents to participate in a range of sports and activities at Pāpāmoa Sports & Recreation Centre, encouraging families to be active together. We have also teamed up with community partner ConneXu, which provides disability support services, to run a programme at Greerton Hall for people with disabilities. This programme has been designed in collaboration with the users to create a balance between play and fundamental skill development. These are just two of five different community outreach play and activation programmes run by BayActive at our venues across the city. The others include weekly drop-in sessions for youth at Welcome Bay Hall and Merivale Action Centre, as well as weekly sessions at Memorial Hall for youngsters who have been excluded from mainstream schools.



Sports & Fitness

“I have been to other gyms and felt overwhelmed with a few things, ie. body builders and fashion. This is a real gym for people who need it for their health not just to look good. Very relaxed and friendly.”

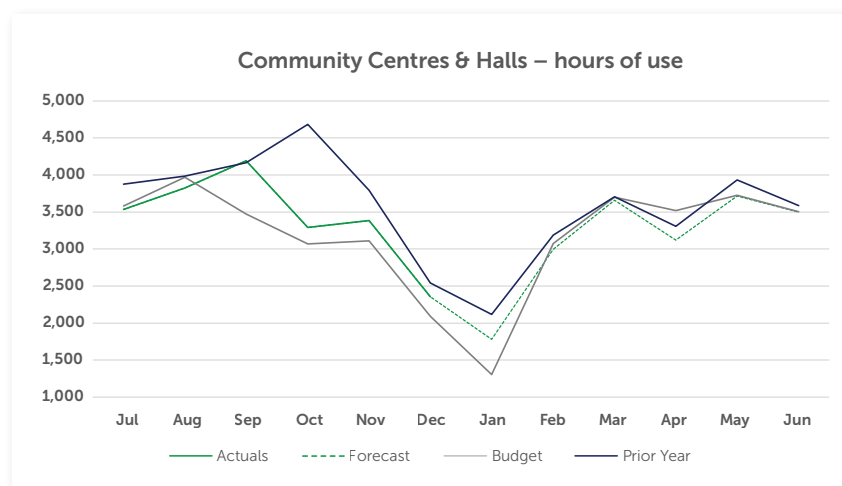
– Clubfit Customer, December 2024

89.9%
Overall Customer
Satisfaction

34,566
Website Visitors

740,747
Social Media Reach

2.3 Community Centres and Halls



Our Community Centres & Halls across Tauranga continue to host a wide range of events and activities spanning many different cultures and celebrating language, dance, music, food, as well as special occasions like national independence days.

Utilisation was on target for H1, with hours of use totalling close to 20,600. However, this was down 11% year on year due to Tauriko Hall closing, as well as some key user groups relocating. This has also had an impact on the number of overall visits in H1, which was down 14% year on year.

Play Time OSCAR programmes moved from Arataki Community Centre and Pāpāmoa Sports & Recreation Centre to school premises, and Diamond Dance relocated most classes to its own premises. While the latter has contributed to the decline in hours of use and visits, it is also a positive outcome as it reflects the growth and success of a local organisation that we have supported, enabling them to establish their own dedicated space.

Another contributing factor to the decrease in hours of use and visits is community funding. Groups booking our Community Centres & Halls are increasingly raising concerns about reduced funding availability compared to previous years. This could affect their activities and operations, leading to fewer future bookings or the cancellation of existing ones.

In the first half of this year, communities from the Cook Islands, Vanuatu, Nepal, India, Fiji, Tuvalu, Bangladesh, and the Philippines held events and activities at our community venues.

Our Community Centres & Halls have also been utilised during several large sporting events, including the city-wide Zespri AIMS Games.

Pāpāmoa Sports & Recreation Centre also celebrated its 30th birthday in September with a day of free community fun celebrating the venue's past and present-day activities, user groups and milestones.

New AEDs

Working alongside a Welcome Bay community group and Tauranga City Council, we have been able to introduce an additional six defibrillator units (AEDs) to the Tauranga community, including three supplied by Bay Venues. All our Community Centres & Halls will now have AED units available.

Tauranga Access Map

In collaboration with Tauranga City Council and Access Maps, we've successfully added all our Bay Venues facilities to an innovative digital map that helps enhance accessibility for our disabled community and those with age-related access needs. This initiative, funded by Tauranga City Council, helps people easily find detailed information about the accessibility features

Tauriko Hall was decommissioned in the first half of this year. Built in the late 1930s and in poor condition due to its age, the hall was demolished in September, timed to align with the SH29 Tauriko Enabling Works. Bay Venues worked with Tauranga City Council and all regular users of the hall to help find alternative locations for their bookings in advance of the hall closing and kept key stakeholders up to date.

Four of our Community Halls across the city – Welcome Bay, Greerton, Bethlehem, and Matua – are having some maintenance and renewals work done over the summer holiday period (a quiet time of year for these facilities). All four of these facilities are more than 40 years old and this is a great opportunity to refurbish them.



Community Centres & Halls

“It was the perfect size, with the correct amenities that was available at a very short notice. We lucked out being able to book a place that had all the characteristics we required for our event.”

– Greerton Hall Customer, December 2024

100%
Overall Customer Satisfaction

56,693
Website Visitors

229,790
Social Media Reach

2.4 Events

37

**Sporting & Aquatic
Tournaments YTD**

40

**Significant Events
(over 500 pax) YTD**

26

**Cultural Activities &
Events YTD**

20

**Diversity & Inclusion
Initiatives YTD**

Event activity stabilised during the second quarter of the year at Mercury Baypark, boosting the number of total visits across the first half of the year, with H1 finishing 4% up on the same period last year.

There was a steady stream of events at Mercury Baypark in H1. Highlights included the Zespri AIMS Games, Tauranga Food Show, Women's Lifestyle Expo, Uenukurangi Symposium hosted by Ngāti Ranginui, 30 Years of NZKGI Gala Dinner, The Classic basketball tournament by HoopNation, the Māori Sports Awards, and the Bay of Plenty Home & Outdoors Show.

We also hosted a run of successful live music shows over the summer season, starting with a Crowded House concert in late November. Californian ska-punk rock band Sublime with Rome performed in late December during their final ever tour, and that was followed by Famous Last Words – the New Year's Eve drum and bass concert. Whilst numbers were lower than expected for the two December events, all summer concerts ran smoothly with a fantastic time had by attendees. We are continuing to see a trend of downsized events, particularly ticketed events, which is consistent with the wider industry and the squeezed economic environment.

A new event in the first half of this year was Te Waka Pererua, the Tauranga Moana Kapa Haka competition, with 16 kura performing and a strong volunteer and supporter presence.

The 2024/25 Baypark Speedway season opened on Labour Weekend, with six race events held in H1 and a particularly strong turnout for the always popular Bay Super Bowl & Fireworks Extravaganza in early November. Former Supercars champion Shane van Gisbergen also drew a good crowd when he took to the famous Baypark Speedway clay track in late December.

EVANZ appointment

Bay Venues Chief Executive Chad Hooker has been elected to the Board of Directors at EVANZ – the Entertainment Venues Association of New Zealand. EVANZ has more than 120 venue members around New Zealand including theatres, stadia, arenas, convention centres, sports grounds and community event centres, as well as 30 associate members – businesses that provide support to the entertainment venues industry. The EVANZ Board of Directors is comprised of senior executives from a range of New Zealand venues around the country.



New digital billboard

A brand new double-sided digital billboard has been installed along State Highway 29A at the edge of the Mercury Baypark site. This new billboard, which has been in the pipeline since late 2023, provides us with an opportunity to generate additional billboard revenue and modernise our billboard offering. We have partnered with Outdoor Attractions NZ, a local billboard advertising company, which is selling advertising on our behalf (and is now selling ads on all our static billboards too). We will also be using this new digital billboard to promote our own venues and activities.

Events (including Catering and Audio Visual)

**“All the stress was taken off me and our Event Coordinator/
Planner was great.”**

– Mercury Baypark Event Client, November 2024

89.2%

Overall Customer Satisfaction

38,343

Website Visitors

753,361

Social Media Reach

2.5 Associated Activities

Healthy School Kai

116,964 LUNCHES **9** schools

The first half of the year saw a decline in student numbers, resulting in a 15% revenue shortfall against budget. This trend is expected to continue for the remainder of the year. To mitigate this, we have placed a strong focus on cost control by introducing new menus and adjusting labour.

As we approach what is expected to be our final year delivering the Government's Ka Ora, Ka Ako | Healthy School Lunches programme, the team remains committed to strengthening relationships with schools, students, and the wider community. The programme's operating model has undergone changes, with new savings targets implemented.

COMPOSTING INITIATIVE

Our Healthy School Kai team is teaming up with Welcome Bay School to deliver a new composting initiative. Healthy School Kai will be working alongside the school to ensure all food packaging is properly sorted before being processed in two composting machines. Each composter can process 10kg of food waste per cycle and reduce it by up to 90% within 24-48 hours. The resulting compost will be donated back to the school for use in its gardens or fundraising initiatives. This is also a learning opportunity for the students – they will be taking part in the sorting process, learning about the power of composting and get to see the composting in action at our facility.

Bay Catering

The first half of the year ended with EBITDA \$49k below budget. While we saw some recovery with November's strong performance, the lower-than-expected attendance at the December concerts significantly impacted revenue.

Retail continues to experience a downturn due to ongoing cost of living pressures, however our out-catering events have seen strong growth, with 72 events held so far. These events saw a significant increase in December, with 20 held outside our venues.

A key highlight this year has been the opening of our new 101 Cafe Experiment at the University of Waikato Tauranga campus. The cafe is part of a wider commercial contract with the University that also includes event catering at the central city campus. The cafe opened in October and has been trading steadily since opening, helping us strengthen and build new relationships with the local community in the central city, including nearby businesses. The associated event catering contract at the University continues to grow month by month, exceeding targets. We are looking forward to the return of students in late February.



Bay Audio Visual

H1 ended with an EBITDA profit of \$143k, \$17k behind budget, with H2 forecast to make positive gains.

In H1 we took delivery of our new rolling stage and doubled the capacity of the Mercury Baypark on-site audio visual workshop; both projects delivering improved efficiencies. A new score boarding solution that serves professional and community sport was developed in H1 and is being implemented.



3. Management Update

3.1 Health, Safety, and Wellbeing

Health & Safety

Lead Indicators	FY24	H1 FY24	H1 FY25
Near misses reported	79	18	39
Health & Safety conversations completed	44	17	22
Lag Indicators			
Total incidents recorded	701	321	311
Actual critical consequence incidents under Bay Venues control	0	0	0
Actual major consequence incidents under Bay Venues control	4	0	0

In H1 FY25, near-misses made up 18% of all reported incidents, compared to 11% in FY24. This improvement in a key lead indicator reflects a proactive safety culture and indicates that risk maturity is beginning to develop within our workforce. Increased near-miss reporting is a critical indicator because it demonstrates that staff are identifying potential risks and driving learning and system improvements before harm occurs.

This achievement has been supported by further investment in our incident reporting software. In H1, we further upgraded our software to align with a revised incident classification framework to further operationalise changes made in July 2024. Key changes included enabling Health and Safety Representatives to be the default investigator for minor incidents and simplifying the reporting process to reduce reporting barriers. These enhancements have strengthened operational learning and proactive risk management and have been replicated in our security incident reporting module.

The Security Manager has transitioned from the Facilities Management Team to join the Health and Safety Team within H1. While the role will continue to oversee the upgrade of physical security controls during this financial year, the integration represents a valuable opportunity to harness the natural alignment between security and health and safety. By bringing these functions together, we can adopt a more holistic approach, enabling us to strengthen risk management practices, enhance operational resilience, and further improve our ability to efficiently manage antisocial behaviour incidents.

MONITORING & IMPROVING WATER CONSUMPTION & EFFICIENCY

We have installed water meters in the main car park at Mercury Baypark to measure water consumption and washdown activities. These meters provide critical data, enabling us to monitor usage more accurately and develop strategies to improve water efficiency in the future.

3.2 HR

One of our focus areas in the people space for the first half of the year has been on implementing changes within our structure to contribute to the overall organisational cost saving initiatives. The approach has been to achieve a balance of achieving the required savings while trying to minimise disruption and uncertainty for our people. This process has resulted in a handful of roles being removed from our business.

We have also had a focus on technology with a significant investment made in renewing our rostering system and in doing so supporting the organisation to increase efficiencies in processing, achieving legal compliance from a Holidays Act perspective, and allowing managers accurate financial data to make informed rostering decisions on.

Planning is also underway to establish a calendar of activity to support our internal learning and development programme Strive to Thrive which includes leveraging material and content from Tauranga City Council.

3.3 Technology

In H1 we established a new IT support partnership with Synergy; delivering cost savings and value add enhancements, including increased cyber security and monitoring capability.

Work embedding our new workforce management system continued, and a new technology integration between this and our payroll system is now undergoing testing, with a March go-live date.

In H1 we also introduced an updated five-year technology roadmap, with a focus on improved customer experiences, self-service, digital communication, business insights, data management, and AI. Work on some of these areas is already underway including demos of AI tools and self-service kiosks.

Several new online forms for ease of customer service have also been delivered. The Technology team continues to support various business projects and initiatives including improved payment solutions, process automation, facilities maintenance job management solution, the opening of 101 Cafe Experiment, facility closures and maintenance projects, and new leased spaces.

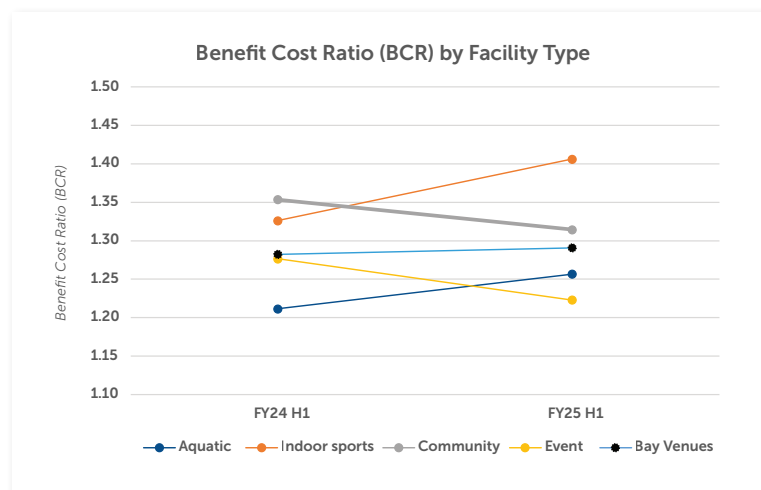
3.4 Finance

The first half of the year generated revenue of \$15.3m, 2% lower than budgeted. This was primarily driven by cost-of-living pressures driving reduced spend per head through our Aquatics facilities as well as lower event volumes, particularly in the first quarter.

During H1 we embarked on a significant cost reduction programme in order to meet our FY25 budget. We have started to see the benefit of the cost savings towards the end of H1 with total operational savings of \$213k against budget.

Looking forward, whilst we are not expecting to see a significant improvement in trading conditions this financial year, we do expect to meet our FY25 full year EBITDA budget with a continued focus on cost control.

Cost Benefit Analysis



Bay Venues H1 Benefit-Cost Ratio (BCR) increased by 1% on prior year, to 1.29. BCR greater than 1 means we are delivering a positive financial benefit on our investment. Significant increases were seen in Aquatics and Indoor Sport, driven by increased visits combined with cost savings in operating the facilities. Community Hubs and Events BCR declined on prior year, driven by declines in visitation. All segments delivered a positive BCR in H1, ranging from 1.22 to 1.41.

MONITORING AND REDUCING GREENHOUSE GAS EMISSIONS

In partnership with Tauranga City Council, we have successfully completed the annual greenhouse gas (GHG) audit for Bay Venues. Our emissions primarily stem from direct energy usage and transportation, with planned initiatives to reduce these figures through energy efficiency upgrades and fleet optimisation. The report offers a comprehensive framework for monitoring and improving our environmental impact.

Consolidated Statement of Performance – H1 FY25

	Aquatic Facilities			Community Hubs			Sports Facilities			Events Facilities			Associated Activities			Business Support			Grand Total		
	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year	Current Year	Budget	Prior Year
Revenue																					
User Fees	3,277	3,550	2,978	406	370	323	2,582	2,555	2,380	1,008	1,053	1,026	3,944	3,915	3,728	56	64	(3)	11,274	11,508	10,432
TCC Operating Subsidy	1,220	1,220	1,320	758	758	278	536	536	986	1,269	1,269	0	0	0	0	12	18	0	3,795	3,801	2,584
Other Income	50	39	90	2	0	1	17	54	14	94	86	88	12	13	25	42	47	9	217	240	227
COVID-19 Subsidies	0	0	2	0	0	0	0	0	1	0	0	0	0	0	1	0	0	3	0	0	6
Total Revenue	4,547	4,809	4,390	1,166	1,128	601	3,136	3,145	3,380	2,371	2,409	1,114	3,955	3,929	3,753	110	129	9	15,286	15,549	13,248
Expenditure																					
Cost of Goods Sold	0	0	0	3	1	4	4	7	11	0	0	0	1,336	1,422	1,344	0	0	0	1,343	1,430	1,359
Employee Expense	2,200	2,422	2,202	277	271	273	1,262	1,359	1,362	390	425	363	1,713	1,619	1,690	3,218	3,283	2,946	9,059	9,377	8,837
Administrative Expense	68	74	87	11	13	15	48	60	49	20	26	10	67	54	55	652	675	618	865	903	834
Advertising and Marketing	42	44	36	4	2	2	29	35	46	27	42	40	9	8	6	55	53	51	167	183	181
Consultancy	13	5	0	2	0	0	8	1	0	0	0	12	3	0	0	427	408	349	452	413	361
Operating Expense	761	687	663	140	134	133	322	329	310	313	222	182	191	118	185	1,057	1,041	914	2,784	2,531	2,388
Repairs & Maintenance	192	215	244	27	17	24	52	55	41	0	0	0	64	53	50	169	211	208	504	551	568
Total Expenditure	3,276	3,447	3,234	464	439	452	1,726	1,846	1,820	750	715	607	3,383	3,273	3,330	5,577	5,670	5,086	15,175	15,388	14,528
EBITDA Profit/ (Loss) pre-allocations	1,271	1,362	1,156	702	689	149	1,410	1,300	1,560	1,622	1,694	507	573	656	423	(5,467)	(5,541)	(5,076)	111	161	(1,280)
Business Support Allocations	1,585	1,606	1,472	609	618	566	1,159	1,175	1,076	1,535	1,556	1,426	578	586	537	(5,467)	(5,541)	(5,076)	0	0	0
% total allocations	0			0			0			0			0								
EBITDA Profit/ (Loss) post-allocations	(313)	(244)	(315)	93	72	(416)	251	125	484	86	138	(919)	(5)	70	(113)	0	0	0	111	161	(1,280)
Non-Funded Depreciation	2	2	2	0	0	0	30	39	32	0	0	1	18	19	19	17	45	20	67	106	73
Non-Funded Debt Servicing costs	1	3	1	0	0	0	4	7	4	0	0	0	3	9	4	1	2	1	9	21	10
Surplus/(Deficit) after BVL capital costs	(317)	(249)	(319)	93	72	(416)	216	78	448	86	138	(920)	(27)	43	(136)	(17)	(47)	(21)	35	35	(1,363)
Other Transactions																					
Renewal Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	8,175	10,964	3,952	8,175	10,964	3,952
Interest Funding	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	549	549	658	549	549	658
Less:																					
Interest Expense	0	0	0	0	0	0	0	0	0	0	0	0	(0)	0	0	477	527	593	477	527	593
Depreciation	1,368	1,404	1,069	193	299	171	664	872	708	447	370	371	289	265	204	1,407	2,002	1,188	4,368	5,212	3,710
Profit/Loss on Disposal	0	0	0	0	0	0	0	0	0	0	0	0	(50)	0	0	(13)	0	0	(63)	0	0
Net Surplus/(deficit)	(1,685)	(1,653)	(1,387)	(100)	(227)	(587)	(448)	(794)	(260)	(361)	(232)	(1,290)	(265)	(223)	(340)	6,835	8,938	2,809	3,978	5,809	(1,055)

11 - Bay Venues Report: H1 FY25 (Jul - Dec 2024)

Tauranga Art Gallery Trust 6 Month Report

1 July – 31 December 2024



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Tauranga Art Gallery Trust (TAGT) is incorporated under the Charitable Trusts Act 1957 as a not-for-profit entity, established to deliver and operate a public art gallery to serve residents of Tauranga, the Western Bay of Plenty, and visitors to the region. TAGT has charitable status with the Inland Revenue Department.

This report has been completed in accordance with our Tauranga City Council Statement of Intent and the Local Government Act 2002, which requires that TAGT report to Council on a six-monthly and annual basis.

Cover: Featured artwork by Rob McLeod



CHAIRS REPORT

3

The Tauranga Art Gallery Trust (TAGT) wishes to express our appreciation of the financial assistance and ongoing support that we receive from Tauranga City Council and the people of Tauranga.

The last six months

We commenced Q1 for the 1st time in 17 years without a physical site. Both the main gallery building closed for redevelopment and the temporary pop-up we had operated on Devonport Road, ceased after 12 months of operation (as per our arrangement with Tauranga City Council). This meant deliverables and challenges compared to previous financial years have been quite different. This said we are delighted to be delivering for the people of Tauranga – *as they expressed in our strategic review and letters of support towards the 2025–2035 Long Term Plan* – an upgraded facility.

Across print and online platforms the Gallery has presented a strategic marketing and comms campaign focussed on highlighting for ratepayers the following:

- Keep informed about the exciting redevelopment of your art gallery
- Discover our pop-up events, Strand exhibition and holiday programmes all on in our city centre
- Our city centre is transforming into a vibrant destination city

The Gallery Educator has been delivering an exceptional outreach programme to schools, along with July and October holiday programmes and workshops (see pages 9–13). This has been complimented with a series of art talks that we delivered around the city centre at Tauranga Libraries and The University of Waikato.

The Gallery team have been working hard behind the scenes preparing for re-opening including:

- Securing and fitting out a new collection storage on Waihirere Lane
- Exhibition programme development two years in advance
- Website and online store upgrade
- Audio, digital and print resource development
- Securing patrons and naming partners
- Fitting out retail store and cafe, procuring stock and tenant

The Gallery Director completed an organisational restructure, finalising three departments, Business, Exhibitions and Experience. The latter is to implement the Visitor Experience Strategy which will optimise audience engagement.



The Gallery finished the year on a high announcing a naming partnership with Craigs Investment Partners. Huge thank you to Neil Craig and the team for supporting the Gallery since 2007. 4

Building redevelopment

The Gallery team has been dedicated to advising and actioning requirements as they arise from the project control group. The fit-out in its entirety is a significant undertaking. It has been wonderful to see Masonic Park and the waterfront open, and the vision for Te Manawataki o Te Papa begin to take shape.

Financials and Governance

The shifting work programme of the gallery build has impacted our ability to attract funding that is tagged to output and delivery. In return the Gallery has been financially prudent in expenditure, this is reflected in the mid-point result. The six-monthly results vary to budget mainly due to lower HR costs, with a lower staff base than anticipated at this point in time but increasing to meet the demands of the refurbished Gallery at the beginning of the next financial year. We are forecasted to end the end of year with a modest surplus, demonstrating financial prudence and accountability to ratepayers.

In the last six months the Trust Board welcomed a new Māori representative Allanah Winiata-Kelly who replaces Sylvia Willison. We would like to thank Sylvia for her valuable contribution to the Gallery.

Looking ahead

We acknowledge the current fiscal environment across the country and support Tauranga City Council's 7% reduction in operating expenditure. We will therefore be adjusting ours accordingly in response to the grant we receive, for the forthcoming year.

The upcoming year is going to be energising and exciting. For the public the Gallery is hosting art tours to Hamilton and Whanganui, along with a Winter art history series. The Collection is to be moved to Waihirere Lane in April. With the work programme going to schedule TAGT will be handed back the building end of August, to move back in, test and fit out the spaces in September, and then install artworks in October. Ready for a cracker of an opening come November.

Ngā mihi,

Rosemary Protheroe

Chair – Tauranga Art Gallery



Tauranga Art Gallery Trust (TAGT) was established in 1998 to manage and operate Tauranga Art Gallery Toi Tauranga (TAG), ensuring sound governance and financial management.

TAG creates lifelong relationships with art through exceptional art experiences that engage, inspire, challenge, and educate.



Building Project:

Redeveloping & Fitting Out The Gallery

The Gallery staff has worked tirelessly alongside and to support Tauranga City Council and Warren and Mahoney Architects to ensure the redeveloped building and fit-out will meet future needs to present artwork, and international museum standards. For example the heating ventilation and air conditioning (HVAC) unit installed in 2007 increasingly required expensive maintenance as it neared the end of its working life. The staff consulted with Te Papa and the Sarjeant Art Gallery and other industry professionals. They then procured a specialist to design a solution, which then informed the final detailed designs for the building.



The Gallery is also a multi-functional community facility. This has been considered from lighting, sound, suspension points, to cabling and digital systems. Every inch of the Gallery has had to be considered to ensure space is optimised in its function.

The detailed fit out of public spaces including the cafe, reception, retail and Creativity Centre has been led by the Gallery staff to ensure it is fit for purpose. They sourced furniture and fittings and advised on finishes for the wider build. The cafe has been designed so that it can operate by day for visitors and by night to cater for venue hire bookings and event. Likewise the reception area can function as a space to welcome and a bar to serve drinks from when needed.

The overall look throughout these spaces has been informed by a colour palette designed by Ngāi Tamarāwaho mana whenua artist Marea Timutimu. The palette is distinctly Tauranga Moana and includes references to the earthy pigments of the land, the chalky grey of the pipi and the bright bloom of the pohutukawa flower.

Building Project:

New Collection Storage

The (under construction) new entrance for the Gallery onto Masonic Park is located where Education offices were. Therefore a new site within the building footprint had to be found for this. The Collection storage was the obvious choice as it sat adjacent to the Exhibitions offices, creating an opportunity for an open plan office and greater collaboration for both teams.

Before the Gallery closed to the public the Exhibitions team undertook the major task of preparing paperwork, crating and relocating the entire Art Collection. And we wish to thank Tauranga City Heritage Collection and Waikato Museum for temporarily housing these works.

This left the problem of finding a new storage facility. A number of options were considered. The preferred solution was located within 100m of the Gallery which meant transporting artworks would be simpler than a storage located on the city fringes. The other major benefit was accessibility to the collection by the public. Researchers have always been able to request access to works, but this site would mean the general public could too. Following consultation with industry on design, and fire suppression experts UltraFire, designers BCD Group developed plans, and consent was granted.



Based in this concept and the need to appropriately accommodate and protect the Collection, Lotteries made a grant to the Gallery of \$97,800, with the remaining costs of \$88,600 funded through TAGT cash reserves.

The fit out including repurposing the old art racks, is underway to be completed Q3 with the Collection to be moved onsite by the Exhibitions team at the start of Q4.

The facility will open to the public at the start of 2026. Until then it will house the Collection and crates of artworks for the re-opening programme, (saving on leasing additional storage).



Building Project:

Preparing for Reopening

Visitors to the Gallery in particular Tauranga residents are going to experience greater opportunities to engage and enjoy their visit.



Resource and programme creation

We are all different and how we view, learn from and interpret an artwork changes from person to person. A visit to a Gallery can be greatly enhanced when audiences find a connection or 'way-in' to an artwork. The team are developing a range of resources and programmes to add value for the visitor. A Curiosity Activity booklet means audiences of all ages will have fun discovering and learning about artworks and the artists who create them. In conjunction with Arts Access Aoteroa an accessibility review is underway which means solutions such as scaled up wall text for sight impaired or for light and sound sensitive visitors, quiet and low light times will be available.

Funding through Lotteries means staff have also been developing artist videos, exhibition audio guides and online art making workshops. In Q1 and Q2 we kick started this initiative and released videos for at home activities in mono-prints, weaving and hirameki, a Japanese form of ink work.

Led by our Marketing Manager the website is undergoing a major content and functionality upgrade. Along with what's on in the gallery, travel tips and where to park, will make our visitors journey easier.

Friends of the Gallery

Launched 27 years ago, FOTAG has been undertaking a review, and our Business Manager has supported the Chair of FOTAG to develop a steering group, deliver focus groups and surveys. Findings are to be delivered in March Q3.

Te Kāhu ō Hinewa

A Māori Advisory group has been formed and will advise and mentor staff in the areas of tikanga, Mātauranga a Toi Māori and Manākitanga. Commencing in February Q3 this collective expertise will champion excellence for Māori artists and communities.

toi
Tauranga
art gallery

Building Project:

Preparing for Reopening

Naming and funding partners

In 2024 the Gallery launched new opportunities and benefits for individual benefactors and corporates to show their support. Led by the Business Manager as of Q3 three of the four downstairs spaces have partners aligned. And we were delighted to announce one of those at the conclusion of Q2 being Craigs Investment Partners. The 3 year partnerships that commence when the Gallery is open, offer a more sustainable model rather than individual exhibition sponsorship. For the partner it is a more focussed and rewarding opportunity. Tiered patronage enables annually a major project. To date patrons (starting at \$500 annually) to the value of \$15,000 have signed up, and this will continue to grow.

Cafe Tenancy Procurement

The Business team have been procuring a tenant for the cafe. We are looking to attract a local business that has an excellent reputation. Q2 saw the RFT process well underway, with Q3 looking to confirm an operator.



Retail

There is a gap in the city centre retail offerings for a store that showcases quality art, jewellery and design from around the region. Complemented with books, and other gallery merchandise, the team have been commissioning local artists, makers and designers to create stock for this destination gift shop.



Exhibitions & Events

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The Gallery has enjoyed collaborating with City Centre partners to present exhibitions and events. Conversations with writers as part of the October Escape Festival and workshops with artist Sara Hughes for the Tauranga City Council Re-Imagine our City project.

Monthly, the Director has been presenting an update to community groups such as U3A, retirement villages and the Citizens Club building excitement for the reopening.



Ans Westra Book Launch @ Tauranga City Libraries

In July at Tauranga City Library we hosted a lively and engaging conversation between author and historian Paul Moon, gallerist David Alsop, and Ans Westra's daughter, Lisa Van Hulst. They discussed the accomplishments of formidable New Zealand documentary photographer Ans Westra.

Claudia Jarman Lecture @ University of Waikato

Then in October at Waikato University our annual Claudia Jarman Lecture, this time with Mary Kisler, a renowned art historian, writer, and former senior curator at Auckland Art Gallery. Mary shared her research into the work and life of Frances Hodgkins, sharing insights into Frances's European connections, her artistic influences and her fervent personality. (Pictured above)

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art gallery

Exhibitions & Events

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Frances Hodgkins @ Waihirere Lane

With artworks generously loaned by Claudia Jarman's son, following the lecture audiences were able to view works by the famous New Zealand artist.



Playback @ The Strand

Showcasing exhibitions over the years visitors to Tauranga City Centre were able to enjoy this walk down memory lane over the Summer.

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tauranga
art gallery



Education Programmes

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Over Q1 and Q2 our Educator presented holiday workshops, community workshops, and a schools outreach programme. 569+ children and youth engaged with a programme over this time. The outreach programme focussed on schools such as kura kaupapa, special needs or low decile that have not had strong engagement with the gallery. It has been an opportunity to strengthen relationships with teachers and link our programmes with local pūrākau, stories what is being taught in the classroom. An example follows.

Workshop @ Merivale Primary

Pūrākau Landscapes – the workshop format was inspired by a recent gallery exhibition *Tauranga Moana Waterscapes*. After viewing a slideshow about the artists, landscape drawing and the local pūrākau of Taurikura the children explored different drawing techniques and material's. Then using a reference photo from the rohe they made a realistic water colour drawing. (Pictured below)



July holiday workshop @ Te Puna Rugby Clubrooms

Mixed Media Korowai – inspired by fabric artist Ron Te Kawa's 7 sisters of Matariki. The tamariki used a variety of interesting fabric scraps and specialty papers along with tempura paint and posca pens to create their mahi toi.

"Thank you again for your mahi with us last week, the tamariki really enjoyed themselves and responded really well to your presence and facilitation style 😊"

Brody Leatham – Rangatahi Projects Coordinator

"Thank you for your wonderful mahi with our tamariki. Loads of positive feedback from the akonga and the kaiako."

Irene Martin – Year 5 & 6 teacher, Merivale School

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art gallery

Education Programmes

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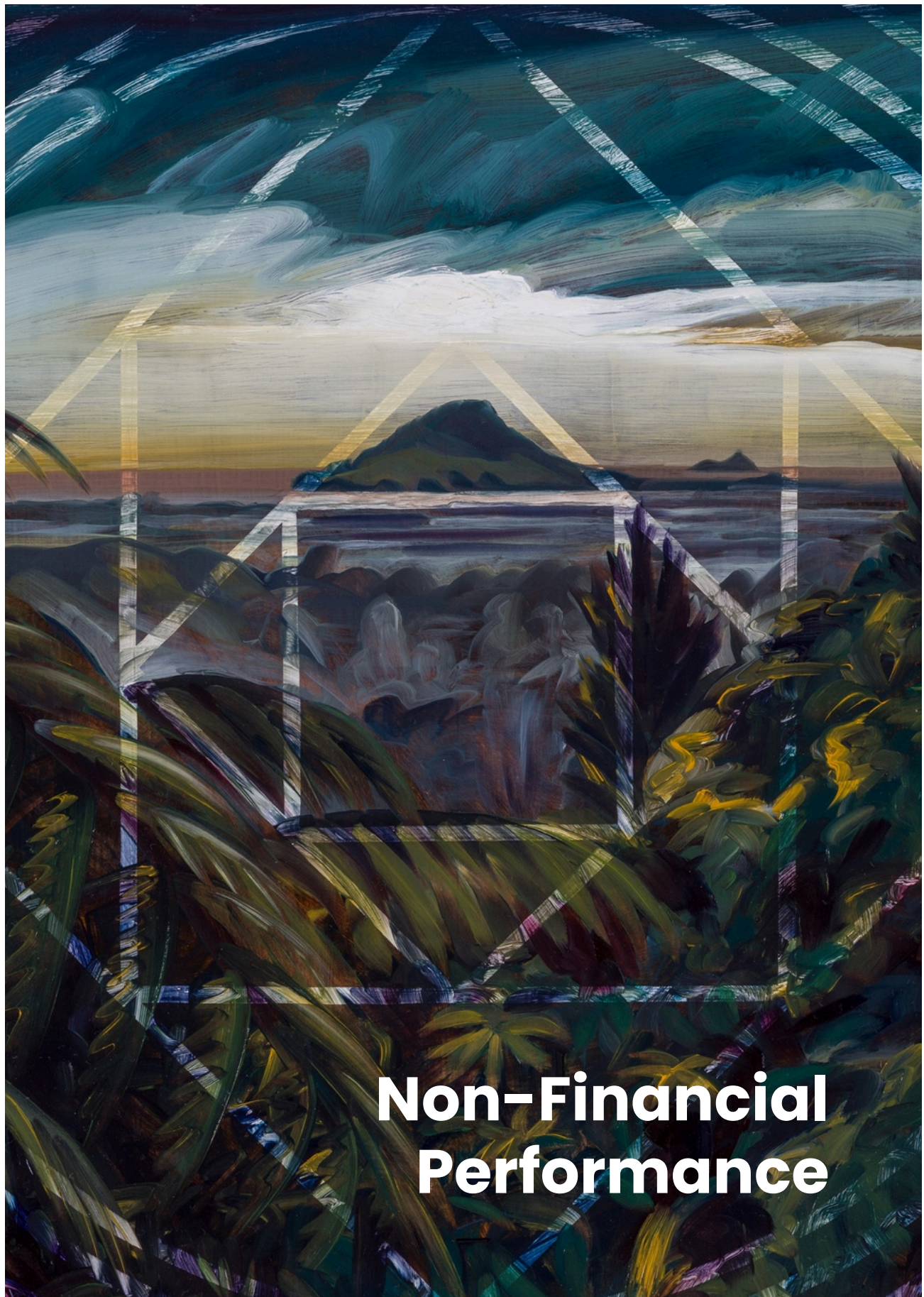
October Holiday workshop @ Waihirere Lane















Eye Sculptures – inspired by the bold, vibrant artwork of NZ/Scottish artist Rob McCleod. After viewing part of McCleod's wild and colourful mural, children designed, painted, and built their very own eye sculpture, which was then displayed on its own custom wooden stand (pictured above).







Online workshops

To enhance learning resources whilst closed this the team have created a suite of online art making workshops that can be accessed via the website by schools and the public.

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tauranga
art gallery



Strategy	Objective	Performance Target	Q1 / Q2 results
			17
He Tauranga Auaha To be an anchor of innovation and creativity TAG is a destination for both city visitors and residents, providing the opportunity for all to learn about and experience art	1. Deliver a range of exhibition, learning and engagement programmes that achieve a high level of visitor experience satisfaction	Annual programme of at least 12 shows are in development Content to enhance visitor experiences is in development to include publications, digital, and self-guided resources re-opening annual programme of exhibitions and experiences is launched and achieves a high level of visitor satisfaction	 
He Tauranga Matarau To be an anchor for diversity TAG is inclusive and promotes partnerships with tangata whenua, values culture, and diversity and where people of all ages and backgrounds are included, feel safe, connected, and healthy.	2. Implement Visitor Experience Strategy that grows and diversifies audiences, and engagement 3. Implement Māori Engagement Framework.	Stakeholders and audiences are informed during the closure and leading up to the reopening of the gallery through a targeted campaign upgraded website launched Diverse audiences engage with gallery reopening programme * Kaitohotohu toi Māori role appointed ** Māori advisory group established	   
	4. Our brand value is strengthened through touring exhibitions, media coverage and invitations to participate in high profile events	Media coverage is tracked and is positive Touring shows in development with confirmed venues	 
He Tauranga Whaihua To be an anchor of enduring success TAGT will pursue opportunities to secure funding and manage all funds with prudence and care with a commitment towards being financially sustainable.	5. Implement and monitor prudent financial management and processes 6. Establish, grow and diversify revenue streams that will achieve financial sustainability 7. Demonstrate accountability and transparency of investment of public funds.	Annual Budget is approved and met Audit Report completed Approved Annual revenue Plan and targets met. * Annual report and audited accounts are loaded onto website.	   
			*Target will not be met due to gallery building not open. **Role deferred
KEY  TARGET NOT MET  TARGET COMPLETED OR ON TRACK TO BE MET			

Strategy	Objective	Performance Target	Q1 / Q2 results
18			
He Tauranga Haukaha To be an anchor of great shelter	8. Deliver an enhanced facility contributing towards a strong Te Manawataki o Te Papa precinct and city centre partnerships	Building reopens offering enhanced visitor and art experiences *	
He Tauranga Taiao To be anchor in environmental sustainability		TAG works closely with TMOtP partners to grow the profile of the precinct and city	
He Tauranga Haumaru To be anchor for development.	9. Health, safety, well-being, and organisational culture is a priority	Monthly H&S Report to Board for review and discussion Safe 365 implemented	
TAGT will take all practical steps to ensure our people are valued, supported feel safe, connected, and healthy.	10. The board is providing best practice governance.	Board professional development undertaken and reported on	
*Target will not be met due to gallery building not open.			
<div>KEY</div> <div> TARGET NOT MET</div> <div> TARGET COMPLETED OR ON TRACK TO BE MET</div>			



Financial Performance

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Compilation report

Tauranga Art Gallery

For the six months ended 31 December 2024

Compilation Report to Tauranga Art Gallery

Scope

On the basis of information provided and in accordance with Service Engagement Standard Number Two: Compilation of Financial Information, we have compiled the special purpose financial statements of Tauranga Art Gallery for the six months ended 31 December 2024.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilities

Tauranga Art Gallery is solely responsible for the information contained in the special purpose financial statements and have determined that the Special Purpose Reporting Framework used is appropriate to meet your needs and for the purpose that the special purpose financial statements were prepared.

The special purpose financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the special purpose financial statements.



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Statement of Financial Performance

Tauranga Art Gallery

For the six months ended 31 December 2024

Account	Notes	Jul-Dec 2024 Actual	Jul-Dec 2024 Budget (unaudited) \$	Jul-Dec 2023 Actual
Revenue				
Funding from Local and Central Government	1	838,254	804,266	860,593
Non-government grants, sponsorship and donations	1	31,541	293,980	39,878
Interest, dividends and other investment revenue	1	47,818	15,600	31,257
Other revenue	1	14,137	6,500	83,501
Total Revenue		931,750	1,120,346	1,015,230
Expenses				
Volunteer and employee related costs	2	455,947	621,628	521,429
Advertising and marketing	2	9,232	31,000	25,330
Lease expense	2	1,546	1,662	4,275
Depreciation and amortisation		74,378	75,870	74,365
Gain/loss on sale/disposal of assets		2,550	0	0
Costs related to providing goods or service	2	219,665	403,791	449,016
Special Projects		0	0	24,088
Total Expenses		763,318	1,133,951	1,098,504
Surplus/(Deficit) for the Year		168,432	(13,605)	(83,275)

This statement has been prepared without conducting an audit or review engagement, and should be read in conjunction with the attached Compilation Report.

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Statement of Financial Position

Tauranga Art Gallery

As at 31 December 2024

Account	31 Dec 24	31 Dec 23
Assets		
Current Assets		
Bank accounts and cash	877,733	372,937
Debtors and prepayments	54,737	45,742
Inventory	6,848	7,161
Term deposits	1,933,354	889,399
Total Current Assets	2,872,673	1,315,239
Non-Current Assets		
Property, plant and equipment	11,132,736	13,559,905
Total Non-Current Assets	11,132,736	13,559,905
Total Assets	14,005,409	14,875,143
Liabilities		
Current Liabilities		
Creditors and accrued expenses	1,362,532	203,797
Employee costs payable	26,748	54,882
Total Current Liabilities	1,389,281	258,679
Total Liabilities	1,389,281	258,679
Total Assets less Total Liabilities (Net Assets)	12,616,129	14,616,464
Accumulated Funds		
Capital contributed by owners or members	1,000,000	1,000,000
Accumulated surpluses or (deficits)	6,051,259	5,749,157
Reserves	5,564,870	7,867,307
Total Accumulated Funds	12,616,129	14,616,464

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Statement of Cash Flows

Tauranga Art Gallery

For the six months ended 31 December 2024

Account	Jul-Dec 24	Jul-Dec 23
Cash Flows from Operating Activities		
Receipts from customers	838,254	908,432
Payments to suppliers and employees	(773,105)	(1,051,258)
Cash flows from other operating activities	-	185,774
Total Cash Flows from Operating Activities	65,149	42,948
Cash Flows from Investing and Financing Activities		
Payments to acquire property, plant and equipment	(12,426)	(27,381)
Payments to purchase investments	(315,114)	(154,610)
Cash flows from other investing and financing activities	96,231	6,516
Total Cash Flows from Investing and Financing Activities	(231,309)	(175,475)
Net Increase/(Decrease) in Cash	(166,160)	(132,527)
Bank Accounts and Cash		
Opening cash	1,043,893	505,465
Closing cash	877,733	372,937
Net change in cash for period	(166,160)	(132,527)

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Notes to the Performance Report

Tauranga Art Gallery

For the six months ended 31 December 2024

Account	Jul-Dec 24 Actuals	Jul-Dec 24 Budget \$ (unaudited)	Jul-Dec 23 Actuals
1. Analysis of Revenue			
Funding from Central and Local Government			
Tauranga City Council			
Operating Grant	767,270	767,268	627,551
Other Grants	31,984	-	209,377
Total Tauranga City Council	799,254	767,268	836,928
Western Bay of Plenty District Council	22,000	20,000	6,667
ELC Funding Education Programme	17,000	16,998	16,999
Total Funding from Central and Local Government	838,254	804,266	860,593
Non-government grants, sponsorship and donations			
Exhibition Sponsorship	31,071	117,980	7,500
Artbus Sponsorship	-	-	13,333
Grants Other (Non Ed/Exh related)	-	168,000	0
Donations Other	470	8,000	19,045
Total Other donations	470	176,000	19,045
Total Non-government grants, sponsorship and donations	31,541	293,980	39,878
Interest, dividends and other investment revenue	47,818	15,600	31,257
Other revenue			
Education programme revenue	11,491	6,500	23,968
Events and exhibitions	2,300	-	51,434
Retail Sales	-	-	3,952
Sundry Income	346	-	4,145
Total Other revenue	14,137	6,500	83,501
Account	Jul-Dec 24 Actuals	Jul-Dec 24 Budget \$ (unaudited)	Jul-Dec 23 Actuals

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2. Analysis of Expenses

Volunteer and employee related costs			
Salaries and wages	315,511	561,072	468,544
Recruitment and HR costs	19,603	9,700	7,317
Staff travel	11,258	9,320	5,258
Staff training	1,327	3,750	150
Other Employee related costs	5,439	19,784	8,521
Contractor expenses	102,809	18,002	31,639
Total Volunteer and employee related costs	455,947	621,628	521,429
Advertising and marketing			
Advertising Print Media	1,700	-	12,648
Advertising Radio, TV	0	-	3,666
Digital Media	469	-	3,856
Marketing and advertising Other	6,863	31,000	3,880
Graphic Design	200	-	0
Large Format M&M	-	-	1,280
Total Advertising and marketing	9,232	31,000	25,330
Lease expense			
TCC Car Park Lease	-	-	2,214
TCC Transformer Site Rental	1,546	1,662	2,061
Total Lease expense	1,546	1,662	4,275
Costs related to providing goods or services			
Accounting and payroll administration	1,573	5,202	4,691
Administration expenses	60,731	57,837	32,587
Audit fees	29,097	41,600	12,635
Building and maintenance	34,983	70,853	98,266
Consultants and legal	5,513	1,560	6,515
Cost of goods sold	(4,042)	270	7,209
Education expenses - Art bus	2,116	-	18,661
Education program expenses	2,815	-	14,408
Relocation expenses	9,003	3,500	166,481
Insurance	16,368	13,560	(7,414)
Offsite Storage	11,577	12,998	13,507
Event and exhibition expenses			
Exhibition Catalogue	-	-	1,892
Exhibition Contractors	-	-	11,290
Exhibition Misc Expenses	22,930	192,911	8,838
Artist Exhibition Fee	5,750	-	17,107
Fundraising Expenses	-	3,500	1,138
Graphics Production Exhibitions	3,275	-	7,721
Licencing Fees	-	-	954
Materials Exhibition	14,000	-	2,869
Opening Exhibition/TAG Event expenses	1,265	-	2,220
Artist related expenses	952	-	5,000
Paint	-	-	1,045
TAG Events Supplies and Facilities	1,681	-	10,413
Touring Costs Exhibitions	-	-	261
Freight	80	-	10,725
Total Event and exhibition expenses	49,933	196,411	81,471
Total Costs related to providing goods or services	219,665	403,791	449,016

Staff

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Tauranga Art Gallery Trust

Chair: Rosemary Protheroe
Deputy Chair: Wayne Werder
Trustee: Hannah Scott
Trustee: Zara Stanhope
Trustee: Ciska Vogelzang
Trustee: Sylvia Willison
Trustee: Alan Withrington

Tauranga Art Gallery

Director: Sonya Korohina

Business Development and Experience Manager: Ian Griffin
Management Accountant: S. Benbow
Marketing & Communications Manager: Ashlee Hastings
Office and Accounts Manager: Janeen Gleeson

Senior Curator & Exhibitions Manager: Serena Bentley
Curatorial Assistant & Public Programmes Lead: Monique Barnett
Educator: Angie Ogilvy-Clark

Design Lead: Campbell Yule (fixed term)







SIX MONTH REPORT

6-MONTH REPORT - 1 JULY TO 31 DECEMBER 2024

TOURISM BAY OF PLENTY | TĀPOI TE MOANANUI Ā TOI

(WESTERN BAY OF PLENTY TOURISM AND VISITOR TRUST)

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Appendix: KPIs Progress

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

1

KIA ORA

Welcome to the Six-Month Report for Tourism Bay of Plenty, a CCO of Tauranga City and Western Bay of Plenty District Councils'. Covering the period 1 July to 31 December 2024, this report provides an overview of the key activities that have been delivered in accordance with our Statement of Intent 2024-2025.

To provide a brief overview of our efforts to date, find below a topline summary of our key programmes (with specific projects outlined in more detail within the wider report).

- **VISITOR SERVICES & CRUISE SECTOR FACILITATION**

The delivery of destination visitor services is a core part of what we do across multiple iSITE locations in downtown Tauranga, main street Mount Maunganui and on the Port of Tauranga. During the 2024/25 cruise season, we expect to host upwards of 95 cruise ship visits (with 28 already welcomed during this reporting period). Our team of volunteer ambassadors and iSITE staff oversee passenger arrivals and daily cruise desk ticketing. They work alongside local day tour operators and collectives, liaising between them, the Port of Tauranga, Tauranga City Council, Traffic Management personnel, Mount retailers, local lwi and residents.

- **DOMESTIC & EVENTS MARKETING**

We collaborate with local media, councils', event and conference organisers in order to maximise a programme of PR and online digital and campaign promotions. We also manage various consumer and special interest channels and databases as we aim to ensure our profile not only remains 'top-of-mind' with domestic visitors but also reinforces our growing reputation as a leading New Zealand event destination.

- **INTERNATIONAL TRAVEL TRADE & OPERATOR CAPABILITY**

We deliver travel trade programmes that see us work alongside local tourism operators and key industry agency and distribution partners to grow awareness and understanding of Tauranga and the Bay of Plenty region. We host and coordinate key international media and travel trade, as well as support the capability building of our local operators (both new and existing) to better understand and promote their experiences in markets such as Australia, North America and UK/Europe, working with Tourism NZ and others.

- **CELEBRATING OUR UNIQUE COASTAL BOP PLACE DNA © PILLARS**

Intrinsically, when people think of attributes unique to the coastal BOP, they think of the likes of our horticultural provenance, natural landscapes, Māori culture, and ocean and beaches. Weaved inherently across our core of programs at Tourism BOP are such projects and initiatives as; the Flavours of Plenty platform, the Green Room, Te Rere ō Ōmanawa Falls and Native Nations to name a few - all of which are initiatives aimed at strongly engaging with and supporting our local community, lwi and business entrepreneurs in the delivery of experiences that reinforce the unique Place DNA© pillars of our region.

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

KIA ORA

In addition, we continue to contribute significant staff time, resource and specialist skills in support of a range of wider council projects and initiatives we know add real value to ratepayers and our host communities across Tauranga and the coastal BOP.

Specifically, our ongoing leadership across the likes of major events promotion, cycleway and trail guide map delivery, digital kiosks and wayfinding, business climate change adaption and numerous projects relating to Te Manawataki o Te Papa are all exemplars.

We were extremely proud to be the only regional tourism organisation to reach dual finalist placings in the 2024 NZ Tourism Awards, going on to win the coveted Industry Alignment & Collaboration Award for Flavours of Plenty (a winner of both Best Lifestyle and Best Local Government Awards at the NZ Event Awards in 2023). The significance of wins such as these are in the collaborative nature that we seek to work alongside our industry in order to collectively stimulate and grow our tourism and hospitality sectors.

We are also leading the way in the innovative provision of regional tourism information via digital channels across social and online platforms and through our expanding digital kiosk network and destination app. This initiative is also allowing us to increase communication with local residents and communities alike, providing our shareholder councils an effective way to provide real-time updates on core council services, events and emergency alerts.

In closing, I remain extremely proud of the commitment of my team and the ongoing encouragement and steer of our board in supporting us to get on with the work we do.

As a CCO we main steadfastly aware of the continual need to be prudent and efficient in the use of funds and how we go about delivering outcomes for our shareholder councils and the communities we serve. We do this work with a genuine passion as we seek to deliver on our purpose which is 'to lead the prosperity of our people and place through tourism'.

Noho ora mai,
Oscar Nathan

General Manager | Tumuaki

Tourism Bay of Plenty | Tāpoi Te Moananui ā Toi



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

PROGRESS AGAINST KPIs



Achieved



On track



Work in progress



At risk

ECONOMIC WELLBEING Visitor Spend (Western Bay Combined) +3.0% Compared to Jul-Dec 2023 +16.2% Compared to July-Dec 2019	SOCIAL WELLBEING Percentage of residents who agree that tourism has a positive impact on the community +68% Target: 60%
CULTURAL WELLBEING Incorporated Tauranga Moana cultural history and stories into digital storytelling and wayfinding platforms managed by TBOP.	ENVIRONMENTAL WELLBEING Number of businesses participating in The Green Room. 15 Underway 20 Planned
TBOP ORGANISATIONAL WELLBEING Based on October employment engagement survey: +89% Target: 80%	DESTINATION MANAGEMENT Elevate the region's cycling offering. 7,500 copies of the Western Bay of Plenty and Tauranga cycle trails booklet were printed and distributed.
DESTINATION MARKETING Elevate the region's food story. 50+ Events Flavours of Plenty Festival 27 March-13 April 2025.	DESTINATION MANAGEMENT Operator capability building. Operators supported to engage in capability building programmes, with a minimum of three additional operators being endorsed with Qualmark certification.
DESTINATION MARKETING Promote destination to target markets. Deliver an updated domestic marketing campaign which incorporates the destination's DNA elements and is focused on the target markets.	DESTINATION MANAGEMENT Business Events. 20 Conference bids submitted. Yearly target is 25. 3 Confirmed conferences. Yearly target is 7.

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

CRUISE SECTOR FACILITATION

I-PORT OPERATIONS

- An additional 20ft container has been set up on the port to support operator sales which includes 5 operator desks and 13 operators.
- TBOP continues to work closely with Port of Tauranga, Tauranga City Council and Road Safe to ensure the delivery of a safe and successful visitor experience.



OPERATOR SUPPORT

- TBOP continues to support cruise day operations.
- TBOP developed a sales brochure for distribution on cruise days with a digital version available on the TBOP website.
- In December, TBOP launched an Australian targeted Google Ads campaign to raise awareness, generate operator sales and promote the digital version of the brochure. The campaign will run through to the end of February 2025.
- TBOP facilitated operator pre-season familiarisation tours to ensure the cruise sales team are well informed on what passengers can experience when visiting the region to support operator sales.

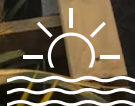


CRUISE STUDY

- TBOP in partnership with Priority One commissioned KPMG to conduct a research study to better understand stakeholder perceptions and the value proposition of the cruise sector for coastal Bay of Plenty.
- Following release of the study in November 2024, TBOP are currently progressing the recommended next steps.



28 Total ships
(*68 remaining)



25 ship days



50,219 passengers



22,109 crew

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

FLAVOURS OF PLENTY

Tourism Industry New Zealand Trust
Industry Collaboration and
Alignment Award

WINNER

NEW ZEALAND
**TOURISM
AWARDS**
2024

FLAVOURS OF PLENTY PLATFORM

Whilst the Flavours of Plenty Festival continues to grow and evolve each year, the more important aspect is the fact that Flavours of Plenty platform is an integrated network that enables us to uncover, connect and celebrate the distinctive eco-system of growers, suppliers and purveyors of the unique Coastal Bay of Plenty food and hospitality across the region.

FLAVOURS OF PLENTY FESTIVAL

27 March - 13 April 2025

18 Days



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

DOMESTIC EVENTS & MARKETING

DOMESTIC CAMPAIGNS

- Delivered two campaigns: a winter campaign which focused on Matariki events and compelling reasons to visit the region during July. Our second campaign highlighted the Bay of Plenty as a spring travel destination. We also launched our new destination video, featuring the song Dreaming by local emerging artist Eve Kelly, and two influencer partnerships.
- These campaigns generated over 3m impressions, 100k website visits, 226,895 video views and over 4000 new subscribers to our e-newsletter databases.



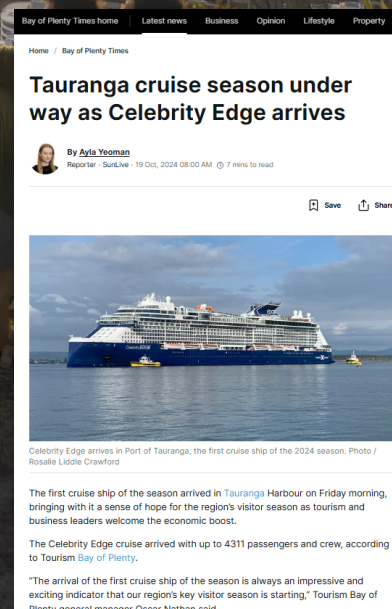
COLLATERAL

- 20,000 copies of a refreshed regional visitor guide were printed and distributed to accommodation, airports and ferries around New Zealand.
- 7,500 copies of the 2024 cycle trails guide were printed in November. The new version included 17 trails across Coastal BOP and has been distributed to information centres, airports, accommodation providers, bike shops, cycle groups and shopping centres.



NEWS & MEDIA COVERAGE

- TBOP news media responses, media releases, and media mentions generated a digital advertising value (EAV) of \$422,800* and reached a combined potential audience of 67.1 million readers. (*Data excludes print and broadcast coverage.)
- Of the 56 articles, some of the most far-reaching were about the 24/25 cruise season, Flavours of Plenty and its festival, the Tauranga city centre development project, Oscar's appointment to the Regional Tourism NZ Board, and tourism sector expectations for the October school holidays.
- Hosted four travel journalists (three international, one domestic) to experience the region, resulting in two in-depth digital travel stories, 11 unique videos promoting the Bay of Plenty and \$6.71M in digital EAV for destination travel stories.



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

DOMESTIC & EVENTS MARKETING

DIGITAL KIOSK PROJECT

- TBOP continued developing our wayfinding project for the city in the form of three new digital kiosks. Kiosks were installed at Masonic Park, Red Square in Tauranga city centre, and at the Tauranga airport.



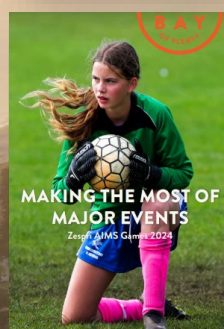
Australian visitor, Alex Stone, using the

AI TRAVEL ASSISTANT ON WEBSITE

- Deployed an AI powered travel assistant on our website in December. To date, it has successfully had 581 unique conversations in two languages. Queries range from information about accommodation, tourism activities & tours and accessing walking tracks and trails.

EVENT PROMOTION

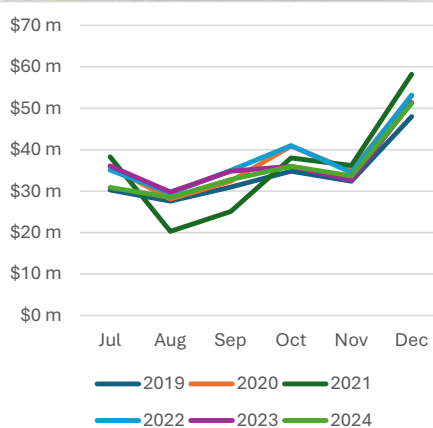
- Support provided to over 35 events via social, digital, and print promotions, including Kia Ora magazine submissions and seasonal event guides.
- Supported Tauranga City Council with destination footage for a major event bid and creation of a Zespri AIMS Games document for local businesses.



DOMESTIC ELECTRONIC VISITOR SPEND*

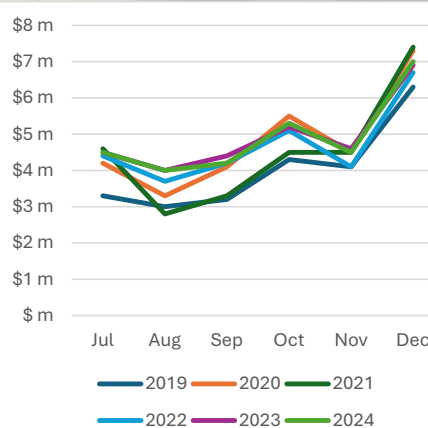
TAURANGA

Down 1% compared to July-Dec 2023
Up 6% compared to July-Dec 2019



WESTERN BOP

Up 0.1% compared to July-Dec 2023
Up 15% compared to July-Dec 2019



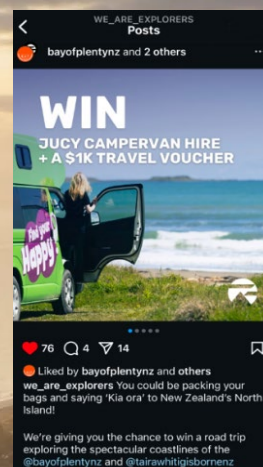
*Electronic card transactions only. Excludes cash, online & pre-bookings. Source: Marketview

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

INTERNATIONAL TRADE & MARKETING

WE ARE EXPLORERS

- We partnered with fellow RTO, Tairāwhiti Gisborne, and Jucy rentals, to host Australian adventure travel media company We Are Explorers for a Pacific Coast Highway famil. Resulting in 1 branded web editorial, a competition, 4 social media posts / stories, 2 inclusions in their weekly eDM and display advertising across the We Are Explorers website, raising awareness of the BOP as an adventure travel destination amongst Australians.
- Hosted Canadian influencers Made To Explore for a famil, which resulted in five reels and 29 stories, and almost 150 photos and videos that we can use with full rights.



SALES ACTIVITY AND OPERATOR SUPPORT

- TBOP facilitated a Digital Trade Workshop with over 24 operators aimed at helping build capability and providing them with the tools to grow their online and trade ready presence.
- TBOP delivered virtual sales calls to travel sellers that supports international sales in our key markets Australia, UK/Europe and North America.
- TBOP hosted an operator connect with over 30 operators to connect our industry and encourage collaboration in our region.
- TBOP hosted an Air BnB to connect over 15 operators with more than 20 hosts to help drive promotion and sales
- Overall, the above activity has resulted in higher reach and profiling within international markets to



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

INTERNATIONAL TRADE & MARKETING

TRADE FAMILIARISATIONS

- TBOP hosted various industry and trade leaders over the period, including the likes of ANZCRO, Pacific Destinations, Get your Guide, Tāpoi Travel, Down Under Answers (DUA) and Grand Circle.



OPERATOR QUALMARK ACCREDITATION

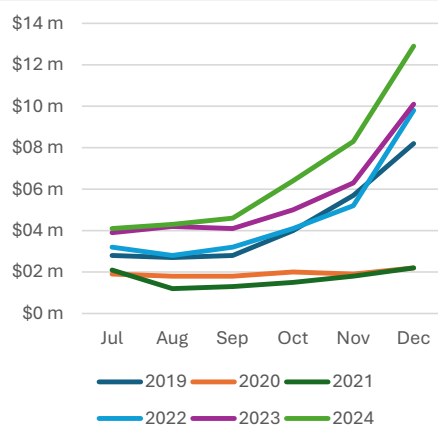
- TBOP continues to support operators to become Qualmark accredited, which in turn also enables them to be included within Tourism New Zealand international marketing and familiarisations.
- Newly accredited operators include:
 - Tauranga Moana Tourism
 - Tauranga Taxi Society
 - Smith Tours Company



INTERNATIONAL ELECTRONIC VISITOR SPEND*

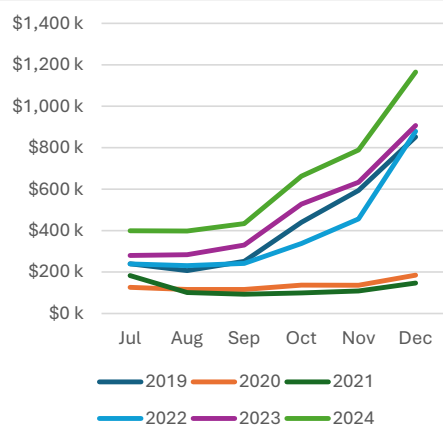
TAURANGA

Up 29% compared to July-Dec 2023
Up 55% compared to July-Dec 2019



WESTERN BOP

Up 27% compared to July-Dec 2023
Up 39% compared to July-Dec 2019



*Electronic card transactions only. Excludes cash, online & pre-bookings. Source: Marketview

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

BUSINESS EVENTS

BUSINESS EVENTS FAMILIARISATIONS

- TBOP hosted a variety of Professional Conference Organiser's and Event Planners from around NZ Including: Chartered Accountants NZ, NZ Dairy, Physiotherapy NZ, Emerge Aotearoa and Meeting News. Connecting our business partners and showcasing new and existing venue experiences.



OPERATOR SUPPORT

- TBOP facilitated a Business Events sales workshop with over 8 BE Partners. To help build capability and provide partners and suppliers with the tools to grow their presence in the BE sector. With the inclusion of the sales training, this workshop is a popular choice with our industry.



SALES ACTIVITY

- TBOP alongside Tauranga City Council, Bay Venues and University of Waikato attended the annual Business Events Expo and PA Expo in Auckland. Attendance generated over 20 current leads and 50 potential future connections.
- TBOP showcased in the Meetings News Magazine with a double spread promoting and encouraging 'Business By the Beach'. This is one of the main media outlets for BE promotion in NZ with over 3,000 subscribers.
- As a result of the above activity, our regional presence in business events is strengthening, accompanied by an increase in both demand and supply.



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

ELEVATION OF CULTURAL TOURISM

NATIVE NATIONS

- Partnered with Kohutapu Lodge and local industry on the second Native Nations indigenous youth exchange between Australia, Canada and New Zealand, with the final celebration event successfully held in Tauranga.
- Native Nations also launched a new website that includes various Bay of Plenty itineraries and operator listings to generate awareness and drive sales.
- TBOP has hosted various families showcasing new and existing Māori experiences that follow Native Nations Itinerary suggestions.
- Native Nations has partnered with AU to develop resources to support the visitor experience by providing cultural safety information when visiting Māori operators, significant landmarks and sites.



CULTURAL FAMILIARISATIONS

- Together with Tāpoi Travel, TBOP hosted a very successful North American luxury family agents visit.
- In addition to Tāpoi Travel and Native Nations, TBOP also hosted a number of other cultural families to showcase Māori experiences which has resulted in relationships formed and operators signing up with inbound operators.



OMANAWA FALLS

- TBOP continues to support the development of Te Rere Ōmanawa Falls with JV partner Kaitiaki Adventures and local Iwi Ngāti Hangarau, which launched in December 2023.
- TBOP supported a detailed cruise family that resulted in the Omanawa Falls experience being contracted with key inbound operators and is now selling on board cruise ships.
- Omanawa Falls also has a desk in the i-port during the cruise season to build awareness and generate sales.



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

VALUING OUR ENVIRONMENT

THE GREEN ROOM | TE RŪMA KĀKĀRIKI

- A further 15 organisations have now completed our industry-leading sustainability programme, with another 20 scheduled to complete it this financial year.
- The programme assists visitor sector organisations to become more environmentally, socially, culturally and financially sustainable via tailored action plans.
- Key actions of this programme include carbon and waste measurement and reduction, reviewing business plans to build resilience, along with donating to and participating in community and environmental initiatives.

FINALIST

NEW ZEALAND
**TOURISM
AWARDS**
2024



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

NEXT STEPS

DESTINATION MARKETING & LOW SEASON CAMPAIGNS

The remainder of the year will see Tourism BOP continue to explore ways to maximise the new 'Off-Peak' 3-Year Strategy focus (specifically the months of May through October) set by Tourism New Zealand mid-last year. This essentially sees a change in direction by the government to encourage a stronger travel seller focus in the off-season, in order to boost visitation into regions of New Zealand. This will see us working closely with local operators, businesses, and agencies as we work to promote travel programmes and build itineraries focussed on these quieter months, better supporting our tourism, hospitality, and event offerings during this time of year.

SMART CITY DIGITAL INTEGRATION

Tourism BOP will continue to explore and innovate the use of smart technologies across Tauranga and the wider Bay of Plenty to enhance visitor access to information, services and experiences. Through our expanding network of interactive digital kiosks (and the destination App), visitors and locals alike are able to access a growing menu of established and real-time information on particular areas of interest, local retail products and experiences, upcoming events, weather forecasts and other such functions as emergency warnings. The current network which is growing across Tauranga City Council boundary, has now raised interest from the likes of Western Bay of Plenty Council who are keen to explore options over the coming months. Interest has also been shown from the likes of surrounding regions such as Rotorua and Taupō, both of which are keen to adopt a similar digitally integrated approach to visitor information provision.

CRUISE SECTOR ADVOCACY & KEY ACTIONS

We are committed to facilitating the delivery of a number of milestone actions from the recently completed Coastal BOP Cruise Sector Study (Sep 2024) - refer [here](#) for the summary. A KPMG led report sponsored by Tourism BOP and Priority One, the study enabled a better understanding of key stakeholder perceptions and the value proposition of the cruise sector to Tauranga and the Bay of Plenty. Specifically, we are now working through actions that see us mobilise a dedicated taskforce of key stakeholders, focussed on a series of actions aimed at improving advocacy, understanding and outcomes within the sector. Specifically short-lead in nature, these actions involve the coordination of key updates and Port visits by Mayors, chairs and key operational staff in relation to improved promotional opportunities, cost-sharing and revised traffic and by-law signage.

TOURISM FUNDING & GROWTH MODELS

We remain committed to exploring alternate funding models and options that will support the ongoing investment presently made by our shareholder councils. To this end, we have established a funding committee of the board, whereby we are reviewing a range of destination case studies and models, both from within New Zealand and abroad. We are also actively engaged in submissions and discussion forums where existing levies such as the international Visitor Levy (IVL) and other mechanisms are under review. Together with Rotorua Lakes Council, our neighbouring tourism region, we are working to coordinate a Local Government Tourism Summit alongside TRENZ in May 2025, focussed specifically on issues facing regional tourism such as funding (and various user-pay / Air BNB options), as well as how to best attract inwards investment into growth of the sector.

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

ACCOUNTS

STATEMENT OF COMPREHENSIVE REVENUE & EXPENDITURE FOR THE SIX MONTHS ENDED 31 DECEMBER

	2024	2024	2023
	Actual	Budget	Actual
REVENUE			
Funding - Tauranga City Council	1,233,914	1,233,909	1,295,661
Funding - Western Bay of Plenty District Council	134,000	133,998	129,480
Funding - Whakatāne District Council	43,260	43,260	42,000
Retail sales	6,940	3,500	3,318
Finance revenue	14,767	20,762	23,008
Other revenue	153,933	187,118	353,755
Total revenue	1,586,813	1,622,547	1,847,222
EXPENDITURE			
Cost of sales	6,540	1,600	1,849
Operating & Marketing	291,403	390,358	579,301
Administration & overhead	208,644	208,814	152,899
Finance costs	0	0	
Employee benefit expenses	805,559	820,941	769,688
Trustee fees	48,938	48,936	42,188
Depreciation and loss on sale of assets	25,738	24,660	55,458
Total expenditure	1,386,822	1,495,309	1,601,383
Total Comprehensive Revenue & Expense	199,991	127,238	245,839

STATEMENT OF CHANGES IN NET ASSETS/EQUITY FOR THE SIX MONTHS ENDED 31 DECEMBER

	2024	2023
	Actual	Actual
Net Assets/Equity at start of the year	857,483	1,031,077
Total comprehensive revenue and expenses	199,991	245,839
BALANCE AT 31 DECEMBER	1,057,474	1,276,916

The accompanying notes form part of these financial statements.

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

ACCOUNTS

STATEMENT OF FINANCIAL POSITION AS AT 31 DECEMBER

	2024	2023
ASSETS		
Current assets		
Cash and cash equivalents	711,654	1,201,155
Investments	800,000	600,000
Debtors and prepayments	126,283	84,926
Inventories	6,104	7,723
Total current assets	1,644,041	1,893,804
Non-current assets		
Property, plant and equipment	153,679	140,335
Intangible assets	4,291	13,223
Total non-current assets	157,970	153,558
TOTAL ASSETS	1,802,011	2,047,362
LIABILITIES		
Current liabilities		
Creditors and accrued expenses	157,379	154,727
Revenue Received in Advance	442,691	427,346
Employee benefit liabilities	144,467	188,372
Total current liabilities	744,537	770,445
TOTAL LIABILITIES	744,537	770,445
TOTAL ASSETS LESS TOTAL LIABILITIES	1,057,474	1,276,917
EQUITY		
Net Assets / Equity at start of the year	857,483	1,031,077
Current year retained earnings	199,991	245,840
TOTAL EQUITY	1,057,474	1,276,917

Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

ACCOUNT NOTES

SUMMARY

These financial statements include the operations of TBOP and the Tauranga i-SITE. The financial summary shows an overall surplus of \$199k compared to the budget surplus of \$127k for the six months, a favourable variance of \$72k. This is primarily due to a mix of timing differences (where expenses will come in later than expected) and savings against budget.

INCOME

Income totals \$1.586M compared to the budget of \$1.622M which reflects a decrease in total revenue of \$36k. This is mainly due to the later timing of Flavours of Plenty funding receipts. Income is down on last year by \$261k which represents less funding from MBIE \$200k and TCC \$61k.

EXPENSES

Expenses at \$1.386M are \$109k below the budget of \$1.495M. This is partly due to projects and Business Events costs that have been deferred to the second half of the year.

BALANCE SHEET

The total of cash held at ASB bank is less than to December 2023 by \$289k, due to our prior year and current year deficit budget position using our cash reserves.

There has been an increase in debtors compared with December 2023, due to new invoicing for kiosk project work \$20k and iPort desk licences \$21k.

Fixed assets value is similar to December 2023 although we have since write off the CRM software as we are not continuing with this project, and we upgraded our IT equipment in June 2024. Equity is currently at \$1.057M a decrease over December 2023 of \$219k. The Statement of Intent 2023–2026, states an equity ratio target of 0.5 to 1.00; As of 31 December 2024, this is within the range at 0.59.

FORECAST TO JUNE 2025

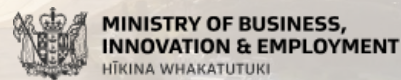
As noted above, we expect the results to June 2025 will be better than budget, with a net deficit of circa \$300k. We have sufficient cash reserves to cover this shortfall.

ACKNOWLEDGEMENTS

MAIN FUNDERS



OTHER FUNDING PARTNERS



THANK YOU FOR YOUR CONTINUED SUPPORT

CONTACT

Tourism Bay of Plenty
8 Wharf Street
Ph 07 577 6234
Info@bayofplentynz.com
bayofplentynz.com



Tourism Bay of Plenty, Six Month Report Jul-Dec 2024

APPENDIX: KPIs PROGRESS

FOCUS AREA	PROJECT DELIVERABLE	MEASURE	TBOP	SOURCE	TARGET BY JUNE 2025	UPDATE	STATUS
ECONOMIC Wellbeing	Grow the value of tourism to the western bay economy.	Trends in visitor spending via electronic card transactions.	Direct Partnered Indirect	MBIE MRTE's – Monthly Regional Tourism Estimates	Increased visitor spend in the Western Bay compared to YE June 2024.	The MBIE MRTE dataset is currently paused until further notice. However, the Marketview dataset shows a 3% visitor spend increase YoY compared to July-Dec 2023.	On track.
SOCIAL Wellbeing	Enhance the value of tourism to our community (according to the community).	Residents' sentiment towards tourism. Measured by the percentage of residents who agree that tourism has a positive impact on their community. Residents provide a rating of 1 to 10, where 1 is strongly disagree and 10 is strongly agree.	Direct Partnered Indirect	Resident surveys conducted by the respective councils.	Tauranga City Council resident positive impact sentiment: 60% Western Bay District Council survey currently paused.	Wave 2 TCC resident positive impact sentiment: 67%. YTD = 68%.	On track.
CULTURAL Wellbeing	Improving the cultural wellbeing of the community through tourism.	Facilitation of programmes that elevate the Māori cultural tourism proposition in the western bay region.	Direct Partnered	TBOP Six-Month and Annual Reports.	Incorporated Western Bay of Plenty District cultural history and stories into digital storytelling and wayfinding platforms managed by TBOP.	Both cultural history and stories continue to be updated on various platforms, including the TBOP website, digital kiosks and Te Ara Whānui app.	Work in progress.
ENVIRONMENTAL Wellbeing	Improving the environmental wellbeing of the region via environmental sustainability and regeneration projects.	Industry-focused environmental sustainability and regeneration initiatives facilitated or enabled by TBOP.	Direct Partnered	Programme reports.	Key opportunities identified to support climate change mitigation and adaptation projects relating to tourism (connecting with the Tauranga Climate Change Action and Investment Plan, where relevant).	15 organisations have completed our Green Room sustainability programme in this financial year, with a further 20 to complete by July 2025.	On track.
TBOP ORGANISATION Wellbeing	Enhance TBOP's ability to achieve its goals through high staff engagement.	TBOP staff engagement.	Direct	Employee engagement survey.	Employee Engagement score of ≥80%.	October Employment Engagement score of 80%.	On track.

APPENDIX: KPIs PROGRESS

FOCUS AREA	PROJECT DELIVERABLE	MEASURE	TBOP	SOURCE	TARGET BY JUNE 2025	UPDATE	STATUS
DESTINATION MANAGEMENT & MARKETING	Elevate the region’s cycling proposition.	Develop, update, and promote informative material on cycle trail options in the western bay.	Direct Partnered	Council’s feedback.	Cycle trails booklet updated with new trails, supported by an initial print run and digital deployment. Support the development of tourism ventures that make use of this experience.	7,500 copies of the Western Bay of Plenty and Tauranga cycle trails booklet were printed, distributed and deployed online.	Achieved.
	Build operator capability to enhance the quality of the region’s tourism offering.	Provide opportunities for western bay operators to train or upskill in sales, marketing and trade capability areas while also gaining, retaining or achieving higher Qualmark rated certification.	Direct Partnered Indirect	Capability programme report.	Operators supported to engage in capability building programmes, with a minimum of five additional operators being endorsed with Qualmark certification.	Operators continue to be supported by TBOP to build capability, with three new operators being accredited with Qualmark certification, and more to be confirmed.	On track.
	Coordinate activity that attracts key business events to the western bay region.	Facilitate leads and bids for business events in the region.	Direct Partnered	TBOP Six-Month and Annual Reports.	Facilitated 25 leads or bids for business events in the region and won 7.	20 conference bids have been submitted, of which 3 have been confirmed.	On track.
	Elevate the region’s food story and proposition.	Promote and support the delivery of the Flavours of Plenty Festival to draw visitors to the Coastal Bay of Plenty region.	Direct Partnered	Festival delivery.	Continued TBOP support of Flavours of Plenty, via key visitor marketing channels, reaffirms the festival as a signature DNA™ event for the region.	The Flavours of Plenty festival is scheduled for the 27 th of March to 13th of April, with 52 events confirmed at time of writing.	On track.
	Promotion of the western bay region to key target markets (cultural explorers, surf & beach lovers, outdoor adventurers, and eco-travellers).	Annual development and delivery of marketing campaigns that incorporate our key DNA™ pillars that reach and convert the travel intentions of our target markets to visit, stay and spend in the region.	Direct Partnered	Campaign collateral.	Review previous campaign results and deliver an updated/renewed domestic marketing campaign which incorporates the destination’s DNA™, converting the travel intentions of our target markets to visit, stay and spend in the region.	Updated spring campaign with new video promoted to outdoor adventurer market.	Achieved.



Te Manawataki o Te Papa Limited

Half Year Report to
31 December 2024



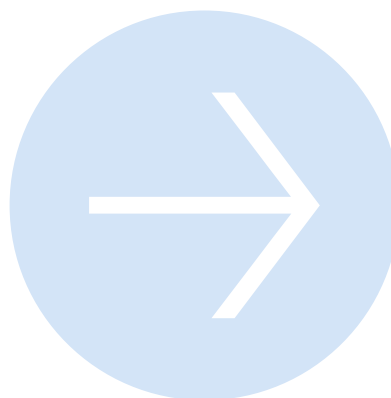
Te Manawataki o Te Papa Limited

Welcome

Te Manawataki o Te Papa Limited (TMOTPL) was established in December 2022 and is the Council Controlled Organisation (CCO) responsible for governing the effective delivery of a suite of projects across the Tauranga City Centre, benefitting the whole community.

The Te Manawataki o Te Papa Limited board has four independent directors, appointed by Tauranga City Council (TCC), Kim Wallace (Chair), Barry Bragg, Peter Neven and Nathan Speir. The skillset of the individual board members collectively provides a diverse range of relevant sector, industry, and commercial expertise along with strong governance of significantly complex projects.

This report has been completed in accordance with the Tauranga City Council Statement of Intent and the Local Government Act 2002.



*Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024*

Te Manawataki o Te Papa Limited

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Artist's impression: Te Manawataki o Te Papa

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Chair's Report

The first half of the 2024/25 Financial Year has seen the Te Manawataki o Te Papa Programme continue to gather speed and deliver outstanding outcomes for the community.

The year has seen a shift for the Te Manawataki o Te Papa Limited Board (the Board) to not only oversee the ongoing delivery of the City Centre Programme but the successful completion and opening of several key public spaces.

We have been privileged this year to attend a number of blessings and opening events, sharing in the pride and joy of the many people that have been involved in the projects and the public that now get to enjoy them.

The opening of Masonic Park, the Underpass and Boardwalk, Park North and the Waterfront Playground have truly transformed the city's waterfront.

The close relationship the Board and Civic Development team has with the Otamataha Trust has been highlighted in the site blessings held for the newly opened public spaces where the kaumatua highlighted the historical significance of the sites. This was reinforced by the speeches from Elected Members who shed light on the collaborative approach to the design of

these spaces and the precious cultural, artistic and practical elements that have been woven into the design and function of these outstanding spaces.

The year to date has seen a remarkable positive shift in public and commercial feedback and in media reporting of the city centre. The Civic Development Communication team have undertaken a marked increase in engagement with businesses in the city centre, making a huge effort to personally engage with these businesses on a regular basis. This has formed a key part of the sentiment shift we have seen and resulted in a greater understanding of the ongoing work programme and plenty of positive feedback and media coverage.

We have been privileged this year to attend a number of blessings and opening events, sharing in the pride and joy of the many people that have been involved in the projects...

*Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024*

Chair's Report

We have enjoyed working alongside the newly elected Council members and have begun to forge a trusted and collaborative relationship working toward a shared vision for the city. The Board continue to challenge the wider project team to manage project risks and achieve value for money through effective procurement and project management. Following approval from the Mayor and Councillors, we have now signed the two major construction contracts for the Library Community Hub and Civic Whare, Exhibition and Museum (CWEM) with project partners Willis Bond and LT McGuinness. This was a major milestone and one celebrated by many in the community, those involved in the project and especially those who have been waiting a long time for a museum in Tauranga.

The Board and Civic Development Team have further developed strong relationships with the many stakeholders involved in the projects including contractors, wider Council teams, the Otamataha Trust, Bay of Plenty Tourism and Bay Venues Limited. The team have worked hard to ensure that TCC's Spaces & Places team have been at the forefront of all of the civic space projects from design to delivery and ultimately handover to the team to maintain.

We were immensely proud to see the Civic Development Team celebrated with two awards at the annual Te Waka Taumata o Tauranga awards ceremony...

Bay Venues have become a key stakeholder in the Indoor Court and Aquatic Centre projects with representatives within the project teams and a collaborative approach to all aspects of the projects. The benefits of these close relationships and collaboration has become clear as more projects move successfully toward handover and with the remainder on-track to become integral public assets.

We were immensely proud to see the Civic Development Team celebrated with two awards at the annual Te Waka Taumata o Tauranga awards ceremony. The team took home the Environmental Sustainability Award for The Strand Living Seawall Project and a Making Tauranga Better Award for their efforts in delivering a suite of amazing public places this year.

*Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024*

Chair's Report

The Civic Precinct site will be in full swing with the completion of the Library Community Hub structural elements and the installation of the curtain walls and façade elements.

Work over the next six months will see the rapid progress and completion of several projects. The Civic Precinct site will be in full swing with the completion of the Library Community Hub structural elements and the installation of the curtain walls and façade elements. The CWEM site will undergo further foundation works in preparation for the buildings to begin construction.

We are immensely excited to see the 90 Devonport Road project through to completion and fully occupied by Council staff over the coming months. This will be a monumental moment for the Council, a decade in the making and one which will be celebrated by all in this impressive building.

The Indoor Court project is also scheduled for completion in April providing an outstanding new recreational facility to the community.

The Board would like to thank all those that have so far contributed to what will be a very big year. We look forward to the remainder of the year and working together toward a shared vision for our city.

A handwritten signature in black ink that reads "Kim Wallace".

Kim Wallace



Te Manawataki o Te Papa Limited

Completed Projects

Masonic Park

The opening of Masonic Park marked the first completed section of the Civic Precinct and the impressive landscaping has been gladly welcomed by the community and local businesses. The recessed water fountains provide a particularly attractive feature and tie the site to its history as an area rich with life and natural springs.

Underpass & Boardwalk

The underpass and boardwalk (Te Hononga ki Te Awanui) opened in October, once again connecting Tunks Reserve to the waterfront.

The impressive structure was barged into place following a complex design and build process in challenging conditions. The wooden boardwalk includes Fibreglass Reinforced Plastic (FRP) panels providing views to the harbour below and the wooden benches and platforms provide ample seating along the length of the structure.



Above: Masonic Park by night

Right: Southern Waterfront Boardwalk and connecting Railway Underpass



*Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024*

Completed projects

Park North & Playground

The completion of the Park North and Waterfront Playground was a major milestone in realising the vision for a waterfront without cars and delivering a complex and environmentally sustainable project.

The playground opening received a huge amount of positive media and public attention with hundreds attending the opening 'Whanau Day'. Of particular note were the local school children who contributed to the final design and Tauranga Special School, who were the first to play on the playground prior to opening. The sea pods have also been extremely well received from being the subject of environmental studies to the inquisitive eye of many children visiting the waterfront.



Above: Northern Waterfront Reserve

Left: Waterfront Playground

Te Manawataki o Te Papa Limited

Ongoing Projects

Library & Community Hub

The project build has accelerated this year with the installation of the rammed aggregate piers (RAPs), construction of inground services and floor foundation, erection of the K-Frame bracing and commencement of structural Cross Laminated Timber panels (CLT) and Laminated Veneer Lumber (LVL) columns in place prior to end of December.

Civic Whare, Exhibition & Museum

Inground works have been in full swing with sheet piling and the installation of 1,500 RAP's to provide a solid footing for the building construction to begin in May 2025.



Left: Library and Community Hub (under construction)

Above: Artist's impression - Civic Whare, Museum and Exhibition

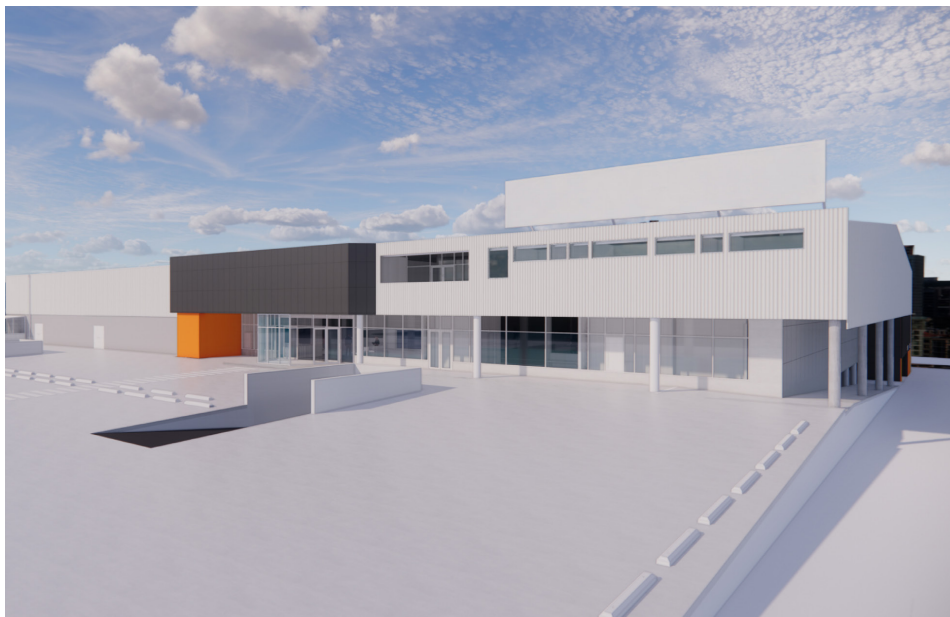
Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Ongoing projects

Cameron Road Indoor Courts

The Contractor commenced on-site works following the resolution of complex building consent issues related to the seismic strengthening of the building and basement.

An additional \$1.5M was approved at the Council meeting in October 2024 to fund the required additional seismic strengthening. This project is scheduled for completion in April 2025.



Artist's impression: Indoor Courts facility, Cameron Road

*Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024*

Te Manawataki o Te Papa Limited

Art Gallery Refurbishment

Following project confirmation and pricing, LT McGuinness started work on the Art Gallery upgrades in September 2024. The discovery of defects in the roof structure has required the development of an amended programme with a revised project completion date in August 2025.

90 Devonport Road Administration Building

The contractor completed the construction of the building in late 2024. The Sectional Hard Fitout (SHF) works are well underway with practical completion of the project scheduled for late March 2025.

Staff will be relocated from various buildings around the city into the new building in April/May 2025.



Right: 90 Devonport Road
Above: Artist's impression - Tauranga Art Gallery



Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Projects in Design

Memorial Park Aquatic Centre

The Memorial Park Aquatic Centre has been subject to a formal review with Council considering several reports, business case and design updates alongside public consultation in late 2024. As a result, the Elected Members requested further consideration of the design and project delivery options are to be presented in early 2025.

Central Plaza and Wharewaka Projects

Procurement and consenting for the Central Waterfront Plaza and Wharewaka are underway with the Central Waterfront Plaza works scheduled to commence in April 2025 and the construction of the Wharewaka scheduled to commence in July 2025. Four upgraded rail crossings along The Strand are also in the design and consultation phase alongside KiwiRail.



Above: Artist's impression - Wharewaka

Right: Artist's impression - Central Waterfront Plaza



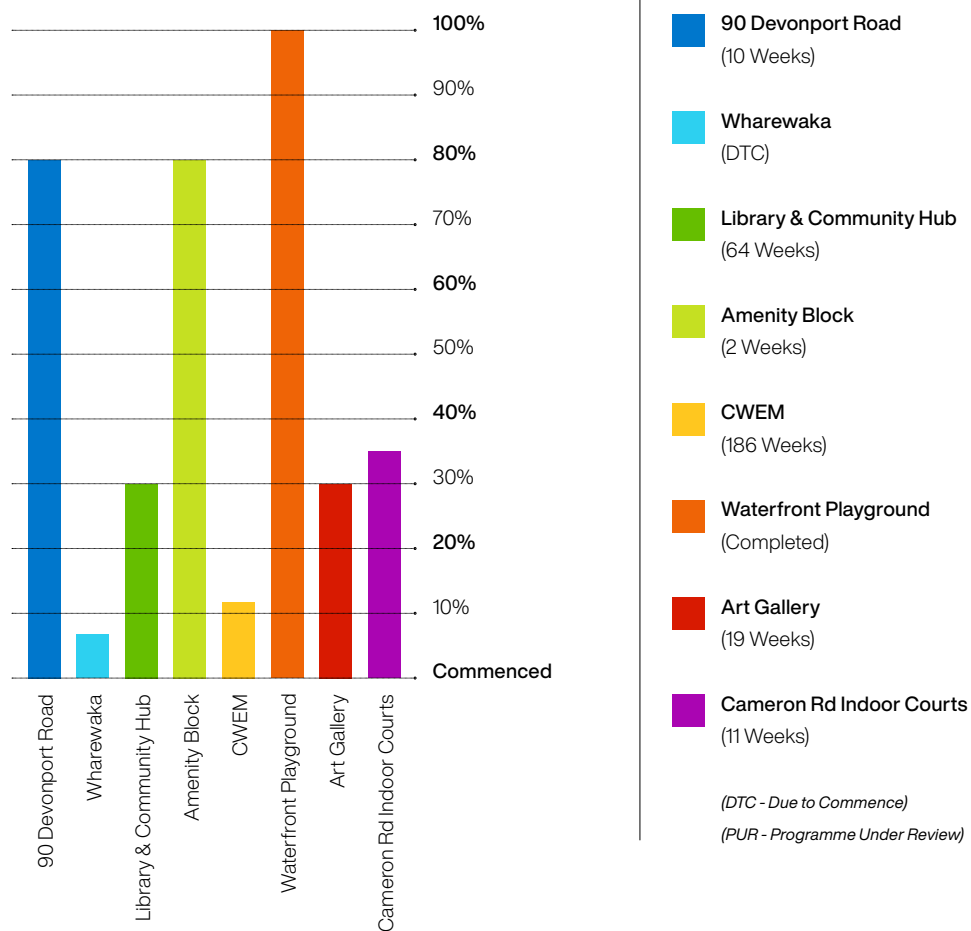
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Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Project Countdown

December 2024 Project Countdown to Completion



Continued →

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Performance Targets and Measures

Performance targets	Performance measures	Status: Achieved, Not Achieved, Not Measured	Comments
Establish a health, safety, and wellbeing system to ensure all involved with the projects are kept safe and well.	Comply with health, safety, and wellbeing system.	Achieved	The Board considers monthly reports and dashboards enabling governance scrutiny of health and safety risk and issues. Bi-monthly due diligence inspections on work sites are conducted by Directors. Training is provided to all relevant stakeholders on TCC's contractor management procedures.
Manage critical hazards effectively, with baseline lead and lag indicators monitored.	Critical risk inspections are carried out on schedule and reported on, with no harm incidents reported in any phase.	Achieved	TCC's contractor management procedures provide visibility on how critical hazards are effectively managed. All accidents/incidents are reported to the Board monthly. Serious injuries are reported immediately after event with follow up close out reports.
Develop and maintain with TCC, contractors and consultants a comprehensive risk register.	Total Recordable Incident Frequency Rate (TRIFR) less than 10.0 per 1,000,000 hours worked on the projects.	Not measured	TCC proactively manage risk indicators including site observations, risk assessments, regular H&S monitoring and due diligence. Recordable incidents are investigated with corrective actions and shared learnings
Delegations.	Comply with delegations hierarchy.	Achieved	All delegation hierarchies complied with.

Performance Targets and Measures

Performance targets	Performance measures	Status: Achieved, Not Achieved, Not Measured	Comments
Recommend project delivery to Council.	Recommend developed and detailed design for each project, along with relevant contracts.	Achieved	All detailed designs signed off through TMOTP Business Owners Control Group and the Board, and progress on each project reported to TCC.
Contract management and legal compliance.	Provide oversight of all contracts, expenditure, and progress during all phases in 100% compliance with all standards.	Achieved	The Board endorses all terms and conditions of major project contracts. Monthly project reports are presented to the Board to provide oversight of project status.
Risk management and lessons learnt.	Proactively manage risk through timely risk workshops and the Civic Development Assurance Group.	Achieved	Risk and assurance specialist participates in monthly risk workshops and quarterly reports to the Board. Project completion reports are reported to the Board. A database of lessons learned is maintained and forms part of ongoing improvement of project management plans.
Delivery on time and at expected quality.	Ensure the programme is delivered within specification and agreed timelines. Any future deviations to be communicated to TCC in a timely manner.	Achieved	Delivery of programmes are ongoing and are reviewed monthly to ensure timelines are met and budgets not exceeded. Components of the programme are evaluated as part of the project completion reporting for each project.

Te Manawataki o Te Papa Limited

Performance targets	Performance measures	Status: Achieved, Not Achieved, Not Measured	Comments
Deliver the Programme on or below budget.	Capital and whole of life costs optimised. Operational implications considered.	Achieved	Ongoing evaluation of project estimated costs to completion versus budget (including contingency) with an emphasis on value engineering to ensure projects and programmes remain within budget prior to tendering and during the life of the project.
Reporting and consultation.	Report and discuss with TCC any risk of budget being exceeded prior to any approval for increased budget.	Achieved	Where, following value engineering, evaluation of projects identify additional funding requirements to meet design standards and/or regulatory compliance, TCC is reported to and appropriate authorisation obtained.
Advocate efforts by TCC or other opportunities for third party funding.	Third party funding opportunities advocated.	Achieved	A number of sources of external funding have been secured to date. The Board continue to support TCC initiated fundraising activities.
Prepare and agree regular reporting programme which ensures TCC is fully informed in a timely manner of all major issues, project progress against PMP and opportunities for further enhancement.	100% compliance with reporting requirements outlined in SOI and major issues are raised on a no surprise basis.	Achieved	The Board issues a Summary Report monthly and reports major project updates to TCC on a quarterly basis and as required.

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Performance Targets and Measures

Performance targets	Performance measures	Status: Achieved, Not Achieved, Not Measured	Comments
Nurture respectful, collaborative, and open relationships in the best interests of the city.	Ensure all stakeholders receive regular updates on progress of the programme	Achieved	The Board engages regularly with mana whenua, other TCC CCOs, key stakeholders and the community.
Cultural connection	Engage with mana whenua to ensure cultural narrative incorporated into design.	Achieved	Cultural design and interpretation form a key part of the design process.
Clear sustainability standards developed for the programme during the PCS and D&C phases.	Monitor programme sustainability outcomes on project delivery.	Achieved.	Current designs include sustainable design solutions to achieve Green Star accreditation.

Te Manawataki o Te Papa Limited

Health & Safety

TCC has completed 58 Health and Safety monitoring checks across the projects. Checks are carried out with main contractor site managers, contractor H&S officers, TCC Project Managers and TCC H&S business partners. Records of checks, findings and corrective actions

are kept in DAMSTRA (TCC H&S System). Sixteen (16) Officer H&S due diligence site visits have been completed across the projects. This covers critical risks, worker engagement, general observations and potential improvements.

Below: Library and Community Hub under construction



*Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024*

Te Manawataki o Te Papa Limited



Artist's impression: Te Manawataki o Te Papa - Library and Community Hub

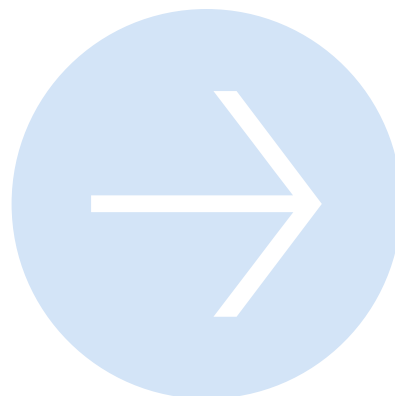
Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Financial Statements For The 6 Months Ended 31 Dec 2024

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Te Manawataki o Te Papa Limited

Financial Statements For The 6 Months Ended 31 December 2024 Statement of Financial Performance "How was it funded?" and "What did it cost?"

	Note.	Actual. 6 Months Ended 31 December 2024. \$	Budget. 6 Months Ended 31 December 2024. \$	Actual. 6 Months Ended 31 December 2023. \$
Revenue				
Grant revenue	1	368,504	300,000	436,201
Interest, dividends and other investment revenue	1	78	–	295
Total Revenue		368,582	300,000	436,496
Expenses				
Costs related to providing goods or services	2	368,582	300,000	436,496
Total Expenses		368,582	300,000	436,496
Surplus/(Deficit) for the Year		–	–	–

Note: expenditure reflects higher than anticipated board support expenditure during the first 6 months of the year.

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Financial Statements For The 6 Months Ended 31 December 2024 Statement of Financial Position: As at 31 December 2024 "What the entity owns?" and "What the entity owes?"

	Note.	Actual. 31 December 2024. \$	Actual. 31 December 2023. \$
Assets			
Current Assets			
Bank accounts and cash	3	34,953	64,508
Other current assets	3	–	42,673
Total Current Assets		34,953	107,181
Total Assets		34,953	107,181
Liabilities			
Current Liabilities			
Creditors and accrued expenses	3	23,065	35,898
Other current liabilities	3	11,888	71,283
Total Current Liabilities		34,953	107,181
Total Liabilities		34,953	107,181
Total Assets less Total Liabilities (Net Assets)		–	–
Accumulated Funds			
Total Accumulated Funds		–	–

Continued →

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Financial Statements For The 6 Months Ended 31 December 2024 Statement of Cash Flows "How the entity has received and used cash"

	Actual. 6 Months Ended 31 December 2024. \$	Actual. 6 Months Ended 31 December 2023. \$
Cash Flows from Operating Activities		
Cash was received from:		
Donations, fundraising and other similar receipts	342,749	218,958
Interest, dividends and other investment receipts	78	295
Net GST	-	1,131
Cash was applied to:		
Payments to suppliers and employees	397,966	155,876
Net Cash Flows from Operating Activities	(55,139)	64,508
Net Increase / (Decrease) in Cash	(55,139)	64,508
Opening Cash	90,092	-
Closing Cash	34,953	64,508
This is represented by:		
Bank Accounts and Cash	34,953	64,508

The financial statements were approved by the Board of Directors on 27 February 2025.

Continued →

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Financial Statements For The 6 Months Ended 31 December 2024 Statement of Accounting Policies "How did we do our accounting?"

Basis of Preparation

Te Manawataki O Te Papa Limited has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

Te Manawataki O Te Papa Limited is registered for GST.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

Changes in Accounting Policies

There have been no changes in accounting policies during the financial year (last year - nil)

Subsequent Events

There were no significant events subsequent to 31 December 2024.

Continued →

Te Manawataki o Te Papa Limited

Notes to the Financial Statements For The 6 Months Ended 31 December 2024

Note 1: Analysis of Revenue

		Actual. 6 Months Ended 31 December 2024.	Actual. 6 Months Ended 31 December 2023.
Revenue Item	Analysis	\$	\$
Grant revenue	Grant - Tauranga City Council	368,504	436,201
	Total	368,504	436,201

Revenue Item	Analysis	\$	\$
Interest, dividends and other investment revenue	Interest	78	295
	Total	78	295

Continued →

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Notes to the Financial Statements For The 6 Months Ended 31 December 2024

Note 2 : Analysis of Expenses

		Actual. 6 Months Ended 31 December 2024.	Actual. 6 Months Ended 31 December 2023.
Expense Item	Analysis	\$	\$
Costs related to providing goods or services	Board Remuneration	112,500	143,019
	Governance and Board Support	293,895	270,896
	Subscriptions	438	282
	Travel	13,345	14,866
	Consultancy	–	3,800
	Protective Clothing & Equipment	–	1,953
	Meeting Expenses	2,404	1,680
	Total	368,582	436,496

Continued →

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024

Te Manawataki o Te Papa Limited

Notes to the Financial Statements For The Year Ended 30 June 2024

Note 3 : Analysis of Assets and Liabilities

		Actual. 6 Months Ended 31 December 2024.	Actual. 6 Months Ended 31 December 2023.
Asset Item	Analysis	\$	\$
Bank accounts and cash	Current account	34,953	64,508
	Total	34,953	64,508

Liability Item	Analysis	\$	\$
Creditors and accrued expenses	Accounts payable	23,065	35,898
	Total	23,065	35,898

Liability Item	Analysis		
Other current liabilities	Grant received in advance	9,325	62,500
	GST and WHT payable	2,563	8,783
	Total	11,888	71,283

Continued →

Te Manawataki o Te Papa Limited
Half Year Report to 31 December 2024



Tauranga City

Te Manawataki O Te Papa Charitable Trust
Performance Report
For the year ended
Half Yearly Report ended 31 December 2024

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Te Manawataki O Te Papa Charitable Trust	
Entity Information	
"Who are we?", "Why do we exist?"	
For the year ended	
Half Yearly Report ended 31 December 2024	
Legal Name of Entity:	Te Manawataki o Te Papa Charitable Trust
Other Name of Entity (if any):	TMOTP Charitable trust
Type of Entity and Legal Basis (if any):	Registered Charity
Registration Number:	CC60888
Entity's Purpose or Mission:	
The purpose of the CCO Charitable Trust is to:	
<ul style="list-style-type: none"> • Own the land referred to as Site A of the civic precinct – the land bounded by Willow Street, Wharf Street, Durham Street, and Hamilton Street. • Support and encourage the development of Site A of the civic precinct, including (but not limited to) a library, civic whare, museum and exhibition centre and the beautification of surrounding areas. 	
Entity Structure:	
Te Manawataki o Te Papa Charitable Trust (CCO Charitable Trust). The Tauranga City Council and OtamatahaTrust each appointed 50 percent of the trustees to the CCO CharitableTrust.	
Main Sources of the Entity's Cash and Resources:	
Local Government and Iwi	
Main Methods Used by the Entity to Raise Funds:	
Title amalgamation, transfer to the CCO and subsequently leased back to Tauranga City Council	
Entity's Reliance on Volunteers and Donated Goods or Services:	
Te Manawataki o Te Papa Charitable Trust (CCO Charitable Trust) is reliant on the return of Crown land	
Contact details	
Postal Address:	Te Manawataki o Te Papa Charitable Trust Private Bag 12022, Tauranga Mail Centre, Tauranga 3143
Email/Website:	https://www.tauranga.govt.nz/council/working-with-organisations/council-controlled-organisations/te-manawataki-o-te-

Te Manawataki O Te Papa Charitable Trust

Statement of Financial Performance

"How was it funded?" and "What did it cost?"

For the year ended

Half Yearly Report ended 31 December 2024

	Note	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
Revenue				
Donations, fundraising and other similar revenue		-	-	
Fees, subscriptions and other revenue from members		-	-	
Revenue from providing goods or services		-	-	
Interest, dividends and other investment revenue		-	-	
Other revenue		-	-	
Total Revenue		0.00	0.00	0.00
Expenses				
Expenses related to public fundraising		-	-	
Volunteer and employee related costs		-	-	
Costs related to providing goods or services		-	-	
Grants and donations made		-	-	
Other expenses		-	-	
Total Expenses		0.00	0.00	0.00
Surplus/(Deficit) for the Year		0.00	0.00	0.00

Te Manawataki O Te Papa Charitable Trust

Statement of Financial Position

"What the entity owns?" and "What the entity owes?"

As at
31 Dec 2024

	Note	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
Assets				
Current Assets				
Bank accounts and cash		-	-	
Debtors and prepayments		-	-	
Inventory		-	-	
Other current assets		-	-	
Total Current Assets		0.00	0.00	0.00
Non-Current Assets				
Property, plant and equipment		1	-	1
Investments		-	-	
Other non-current assets		-	-	
Total Non-Current Assets		1.00	0.00	1.00
Total Assets		1.00	0.00	1.00
Liabilities				
Current Liabilities				
Bank overdraft		-	-	
Creditors and accrued expenses		1	-	1
Employee costs payable		-	-	
Unused donations and grants with conditions		-	-	
Other current liabilities		-	-	
Total Current Liabilities		1.00	0.00	1.00
Non-Current Liabilities				
Loans		-	-	
Other non-current liabilities		-	-	
Total Non-Current Liabilities		0.00	0.00	0.00
Total Liabilities		1.00	0.00	1.00
Total Assets less Total Liabilities (Net Assets)		0.00	0.00	0.00
Accumulated Funds				
Capital contributed by owners or members		-		-
Accumulated surpluses or (deficits)		-		-
Reserves		-		-
Total Accumulated Funds		0.00	0.00	0.00

This performance report has been approved by the Trustees for and on behalf of Te Manawataki O Te Papa Charitable Trust

Date _____ Date _____

Signature _____ Signature _____

Name _____ Name _____

Position _____ Position _____

Te Manawataki O Te Papa Charitable Trust

Statement of Cash Flows

"How the entity has received and used cash"

For the year ended

31 December 2024

	Actual 2025 \$	Budget 2025 \$	Actual 2024 \$
Cash Flows from Operating Activities			
Cash was received from:			
Donations, fundraising and other similar receipts	-	-	
Fees, subscriptions and other receipts from members	-	-	
Receipts from providing goods or services	-	-	
Interest, dividends and other investment receipts	-	-	
Net GST	-	-	
Cash was applied to:			
Payments to suppliers and employees	-	-	
Donations or grants paid	-	-	
Net Cash Flows from Operating Activities	0.00	0.00	0.00
Cash flows from Investing and Financing Activities			
Cash was received from:			
Receipts from the sale of property, plant and equipment	-	-	
Receipts from the sale of investments	-	-	
Proceeds from loans borrowed from other parties	-	-	
Capital contributed from owners or members	-	-	
Cash was applied to:			
Payments to acquire property, plant and equipment	-	-	
Payments to purchase investments	-	-	
Repayments of loans borrowed from other parties	-	-	
Capital repaid to owners or members	-	-	
Net Cash Flows from Investing and Financing Activities	0.00	0.00	0.00
Net Increase / (Decrease) in Cash	0.00	0.00	0.00
Opening Cash	0.00		
Closing Cash	0.00	0.00	0.00
This is represented by:			
Bank Accounts and Cash	0.00	0.00	0.00

Te Manawataki O Te Papa Charitable Trust

Statement of Accounting Policies

"How did we do our accounting?"

**For the year ended
31 December 2024**

Basis of Preparation

Te Manawataki O Te Papa Charitable Trust has elected to apply PBE SFR-A (NFP) Public Benefit Entity Simple Format Reporting - Accrual (Not-For-Profit) on the basis that it does not have public accountability and has total annual expenses of equal to or less than \$2,000,000. All transactions in the Performance Report are reported using the accrual basis of accounting. The Performance Report is prepared under the assumption that the entity will continue to operate in the foreseeable future.

Goods and Services Tax (GST)

Te Manawataki O Te Papa Charitable Trust is registered for GST. Therefore amounts recorded in the Performance Report are exclusive of GST (if any).

Income Tax

Te Manawataki O Te Papa Charitable Trust is wholly exempt from New Zealand income tax having fully complied with all statutory conditions for these exemptions.

Bank Accounts and Cash

Bank accounts and cash in the Statement of Cash Flows comprise cash balances and bank balances (including short term deposits) with original maturities of 90 days or less.

Changes in Accounting Policies

There have been no changes in accounting policies during the financial year (last year - nil)

Related Party Transactions

Te Manawataki o Te Papa has purchased land from the Tauranga City Council for \$1.

Subsequent Events



HALF YEARLY REPORT TO SHAREHOLDERS



Period ended 31 December 2024

“COUNCILS PARTNERING FOR VALUE AND SERVICE”



BOPLASS Chair's Report

It is with pleasure that the Directors present their 2024/2025 Half Yearly Report to Shareholders demonstrating the continuing contribution the company makes to collaboration between councils.

With the renewal of councils' insurance through BOPLASS in November 2025, it is pleasing to report a reduction in insurance rates for key categories across the BOPLASS councils when compared with premiums for the year prior. While this partly reflects additional capital coming into the insurance markets, it also highlights the benefit of the collective insurance programme and the strong interest being generated in the BOPLASS programme through direct presentations into the insurance markets. This continued build in interest has allowed BOPLASS to further leverage established relationships to obtain very competitive pricing for member councils. The indication from our brokers and the underwriters is that the BOPLASS history and approach helps achieve a significant reduction in rate relative to similar organisations.

Although particularly good outcomes have been achieved with insurance this year, BOPLASS continues to investigate alternative risk transfer mechanisms to ensure our councils are well-positioned should the cost or availability of traditional insurance change. A project is currently underway to complete loss modelling across all the BOPLASS councils to ensure the information on councils' assets and risks is accurate and up to date to support decisions on loss limits for the group and for individual councils.

The collective aerial photography programme continues to provide financial savings for councils, with tenders awarded this year for urban and rural orthophotography covering Taupō, Rotorua, Western BOP, Gisborne, and Tauranga regions. In addition to the procurement savings, the aerial imagery programme is providing significant resource savings through councils working together to establish collaborative services. The sharing of Bay Maps is an excellent example of this, effectively forming a single hub for councils' communities to access mapping and associated data.

It is good to see increasing collaboration with MW LASS and/or Co-lab, with a number of procurement and shared services opportunities being developed which benefit a large group of councils and reduce the effort involved.

BOPLASS has a number of active procurement opportunities either in the formative stage or about to go to tender. Additionally, the board have identified shared service opportunities for BOPLASS to further investigate. Additional information about current projects is available in the attached report.

Yours faithfully

Craig O'Connell
Chair



BOPLASS Ltd
“COUNCILS PARTNERING FOR VALUE AND SERVICE”

HALF YEARLY REPORT TO SHAREHOLDERS

14 FEBRUARY 2025

1 INTRODUCTION

The Local Government Act 2002 requires that the Directors deliver to the Shareholders a report within two months of the end of the first six months of the financial year. The report is required to provide information against the objectives set out in the Statement of Intent. The following report records the objectives of the company and reports on performance against a table of specific performance requirements set out in the Statement of Intent.

2 OBJECTIVES OF BOPLASS LTD

The company exists to provide councils in the Bay of Plenty and Gisborne regions with an umbrella vehicle to investigate, procure, develop, and deliver shared services.

Working together with the full support and involvement of staff, we will provide benefit to councils and their stakeholders through improved levels of service, reduced costs, improved efficiency and/or increased value through innovation.

These will be achieved primarily through:

JOINT PROCUREMENT

Being the procurement of services or products by two or more councils from an external provider regardless of whether the service is paid for through BOPLASS or individually by participating councils.

SHARED SERVICES

Being the participation of two or more councils in the provision of a common service which may be jointly or severally hosted.

3 GOVERNANCE

The end of 2024 included a change of Chief Executive at Whakatāne District Council. BOPLASS welcomes new director Steven Perdia (Whakatāne District Council) to the BOPLASS Board.

4 NATURE AND SCOPE OF ACTIVITIES

The principal nature and scope of the activities of BOPLASS Ltd is to:

- Use joint procurement to add value to goods and services sourced for its constituent councils.
- Facilitate shared services that benefit councils and their stakeholders through improved levels of service, reduced costs, improved efficiency, innovation and/or increased value.
- Pursue best practice in the management of all activities to obtain best value and minimise risk.
- Demonstrate fiduciary responsibility by ensuring that its activities are adequately funded from savings achieved, levies, council contributions, or Government funding where available.
- Allow other councils or organisations to participate in its activities where this will benefit its constituent councils directly or indirectly.
- Represent the collective views of its shareholders in matters with which it is associated.

5 FUTURE DEVELOPMENTS

BOPLASS Ltd will continue to work on business cases for joint procurement and shared services that may be provided in the region or cross-regionally.

The Board has adjusted its strategy to ensure a greater focus on shared services opportunities, while continuing to deliver savings and value to councils through new and existing joint procurement initiatives.

Current reviews for joint procurement and shared services cover but are not limited to:

- | | |
|--|--|
| • Agenda management software | • Health insurance |
| • Archive services | • High volume print |
| • Asset Management | • ICT security policies |
| • Building consents | • Insurance valuations |
| • Business continuity planning | • Inter-council secondments |
| • CCTV monitoring | • Joint software support |
| • Centralised insurance resource | • LGOIMA requests |
| • Chemicals | • Lone worker field solutions |
| • Consents processing | • PPE & uniform |
| • Contractor online inductions | • Property valuation services |
| • Debt management | • Rates collection |
| • Diversion of putrescible waste from landfill | • Regional contractor database |
| • Driver training | • Risk and total assurance |
| • Drug & Alcohol testing | • Solid waste regional facilities strategy |
| • Electoral Officer services | • Staff engagement survey systems |
| • Engineering Codes of Practice | • Vehicle monitoring |
| • Fleet purchasing and management | • Web services |
| • Geospatial services | |
| • Health & Safety management system | |

Other collaborative opportunities may be progressed after the Board has considered individual business cases and formally agreed to take on and deliver (or host/procure etc.) the project.

Joint procurement opportunities will continue to be identified and developed with individual councils engaging under the opt-in principle established by the Board. Joint procurement initiatives will be considered by the Board and/or its advisory groups where there is demonstrated support from two or more member councils.

The Board supports BOPLASS continuing to develop collaboration opportunities outside of the regional boundaries. BOPLASS will continue to proactively explore opportunities to partner with other Local Authorities and shared services organisations within New Zealand where they are developing, or considering developing, cost effective shared services and products that are of value to the Bay of Plenty and Gisborne councils.

BOPLASS development of the Collaboration Portal for the sharing of information on joint procurement or shared services opportunities within the constituent councils has identified a number of duplicate projects across councils which present an opportunity for further collaboration. The BOPLASS Collaboration Portal has become more widely used by other LASS, councils, and local government organisations and provides an opportunity to assist with the identification and management of inter-regional collaboration opportunities. BOPLASS will continue to develop the Collaboration Portal and make it available to the wider local government community.

6 PERFORMANCE TARGETS

To ensure the company continues to operate effectively in both governance and management terms over the next three years the current SOI targets are to:

- Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils.
- Investigate new joint procurement initiatives for goods and services for BOPLASS councils.
- Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.
- Further develop and extend the Collaboration Portal for access to, and sharing of, project information and opportunities from other councils and the greater Local Government community to increase breadth of BOPLASS collaboration.
- Communicate with each shareholding council at appropriate levels.
- Ensure current funding model is appropriate.

The Board believes that all targets are being achieved or are on-track to be achieved, as is demonstrated by the following list of current initiatives.

7 CURRENT INITIATIVES

The following initiatives have been under consideration or operating during the first part of the year:

HIGHLIGHTS

- Electoral Officer services – BOPLASS has engaged with electoral services companies to investigate potential benefits of shared electoral officer services and/or joint procurement of services. Any service would be established subsequent to 2025 local body elections.
- Cyber risk management – All councils have again been able to achieve full cyber insurance cover through the BOPLASS programme. Insurers requirements remain stringent and continued cover is dependent on high standards of cyber security being maintained by all BOPLASS councils. To assist with this, BOPLASS recently facilitated an information session for the BOPLASS councils' IT managers, where a cyber insurance expert provided information on insurers' new requirements, new threats, and how to manage an incident to ensure compliance with insurers expectations.
- Risk management services – Every year the BOPLASS insurance underwriters become more demanding in the levels of data they require and the accuracy of the data. This has created challenges for some of the smaller councils. BOPLASS has worked with Aon to develop a risk management service to assist our councils with this specific skillset. The service has been established to, particularly, provide risk management support and expertise to our smaller councils that may not have a risk management skillset inhouse as a dedicated resource.
- Occupational health services – BOPLASS is managing a tender in conjunction with Co-Lab for occupational health services across the greater region.
- Bay Maps open data – Bay Maps has been established as a shared portal for Bay of Plenty mapping services and is utilised by the BOPLASS GIS group. Having a single portal negates the requirement for councils to develop and maintain individual mapping services.
- LGOIMA requests – BOPLASS is facilitating a collaborative project between councils to share information on LGOIMA processes and help ensure consistent responses to requests. Working in conjunction with the other two LASS, a shared platform is being developed to share information between councils to assist with establishing consistency and best practice.
- Artificial Intelligence (AI) – AI technology is moving fast with the integration now embedded in a multitude of platforms and software solutions. BOPLASS facilitated a seminar delivered by Houston Technology specifically to member councils to provide awareness in preparing for AI using Microsoft Office 365. BOPLASS continues to identify opportunities for councils to share learnings as they adopt AI.

- Inter-LASS collaboration – Multiple projects continue to be identified by LASS leads that would benefit from inter-regional collaboration and could leverage shared services across LASS groups. This collective approach aims to streamline procurement processes and achieve superior outcomes through aggregated volumes. The recent joint tender by BOPLASS and Co-Lab for Occupational Health Services, covering Waikato, Gisborne, and Bay of Plenty councils, highlights the tangible benefits of such collaborative efforts.
- Crime Prevention/CCTV Monitoring – Working in conjunction with NZ Police, BOPLASS is investigating establishing three regional hubs for CCTV monitoring across BOPLASS councils. The establishment of these three centres of excellence will assist in providing coordinated police monitoring within each region.
- Insurance renewals – In the first half of the financial year, BOPLASS led insurance renewals of behalf of the collective group of councils and achieved improved outcomes for all councils across a range of policies. Of particular note was the below-ground infrastructure insurance, with a decrease in rates achieved this year. In addition to the reduced premium rates, benefits also included improved insurance terms, increased coverage limits, and renewed underwriter interest in our programme. Our continued proactive approach and direct presentations into the markets has helped build strong relationships with underwriters and favourable outcomes for all councils involved.
- Waste Operator and Licensing Data System (WOLDS) – The rollout of WOLDS is being phased across the BOPLASS and Waikato councils, with six councils in the initial tranche. The balance of councils will move at a later date, with some still to complete changes to their bylaw to allow external management of these services. WOLDS will allow centralised management of waste contractor licensing, significantly reducing the workload for councils, while also providing improvements in waste data.
- Aerial Imagery – Tenders have been awarded for urban and rural orthophotography covering Taupō, Rotorua, Western BOP, Gisborne and Tauranga regions, with aerial capture to be undertaken during the summers of 2024-25.
- Contours from LiDAR – A project is underway to produce contours for the entire Bay of Plenty region using the LiDAR data BOPLASS councils procured collectively for the region. The contours will provide an important complete topography layer for councils' mapping. The collective agreement offers councils a cost-effective solution and improved efficiency for the region under a single process.
- Oblique Imagery – BOPLASS is investigating a collective agreement across the BOP region for oblique imagery – aerial imagery collected at an angle to the horizon. Oblique imagery helps provide a much higher level of understanding of landscapes, which is particularly helpful for wetlands or biodiversity work. BOPLASS has successfully negotiated a free trial of oblique software and imagery, allowing councils an opportunity to experiment with the technology and develop use cases.

- Contractor and Employee H&S Inductions – A project continues to be investigated to develop a common platform and standard for the development and management of H&S inductions – for both staff and contractor purposes.
- GIS Software and Services – A number of key contracts for councils' geospatial software have been reviewed and renewed through collective BOPLASS agreements.
- MahiTahi Collaboration Portal – Further growth has been achieved with the MahiTahi Collaboration Portal with additional councils joining and using it as a collaboration tool for sharing information across councils.
- Health insurance – A project is underway to explore benefits of establishing a group scheme across the BOPLASS group.
- Media Copyright Agency (MCA) – A collective contract providing savings for all BOPLASS councils has been renegotiated with MCA.
- Institute of Public Works Engineering Australasia (IPWEA) – BOPLASS has renewed the single BOPLASS membership covering all councils and providing membership savings.
- Media Monitoring Service – A collective contract continues to provide BOPLASS councils with a more cost-effective broader service including print, online, broadcast media, social media and 'social listening' services that analyse social media feedback or sentiment.
- Debt Management Services – BOPLASS is working with MW LASS to provide debt management as a shared service to BOPLASS councils.
- Driver Training – BOPLASS continues to investigate options for appointing a preferred provider for driver training services.
- Lone worker field solutions – BOPLASS is investigating technologies and solutions to support council staff in lone worker situations.
- Communication – BOPLASS continues to regularly engage with our constituent councils, senior management and shareholders to ensure opportunities continue to be developed to the benefit of all stakeholders. Additionally, advisory groups, comprising subject matter experts from each council, meet regularly to identify and lead specific projects to provide benefits to all councils through collaboration.
- Viability of Current Funding Model – The sources of BOPLASS funding and the viability of the funding model are regularly reviewed with financial reporting provided to the BOPLASS Board.

8 FINANCIAL REPORTS

8.1 Financial Support and Accounting Services

Accountancy services and support continue to be provided by Tauranga City Council.

8.3 Accounting Policies

The company is compliant with the accounting policies stated in the Statement of Intent.

8.4 Tier 2 PBE Accounting Standards Applied

The financial accounts are prepared with application of Tier 2 accounting standards.

8.5 Financial Reports

Financial Reports for the period to 31 December 2024 are attached.

8.6 Variations

Aerial photography revenue and expenditure are slightly behind target but this is simply a timing issue with progress payments, with imagery capture often being at the mercy of the weather.

Project revenue is reported as \$25,310 ahead of budget. This is due to contributions being received at the commencement of projects and will balance in the second half of the year.

9 STAFFING, ACCOMMODATION AND SUPPORT

Staff

Staffing levels are unchanged with a part-time administrator continuing to provide additional project support and management of existing activities.

Accommodation and Support

We continue to appreciate the office space provided to us by BOP Regional Council and the support that is offered for IT and Accounting services by Tauranga City Council.

BOP LASS LTD STATEMENT OF COMPREHENSIVE INCOME FOR THE MONTH ENDED 31 DECEMBER 2024				
	Actual YTD	Budget YTD	Total Budget	YTD Variance
REVENUE				
Revenue - Core	189,700	183,808	367,615	5,893
Bank Interest Received	9,845	3,500	7,000	6,345
Council Contribution	179,855	180,308	360,615	(453)
Revenue - Projects	754,520	765,750	1,311,500	(11,230)
Bank Interest Received	2,029	750	1,500	1,279
Aerial Photography Revenue	114,813	150,000	400,000	(35,187)
Collaboration Portal Revenue	30,000	20,000	40,000	10,000
Lease Revenue - ICN	72,505	67,500	135,000	5,005
Lease Revenue - Video Conference	13,104	7,500	15,000	5,604
Projects - Recoveries Revenue	522,069	520,000	720,000	2,069
TOTAL OPERATING REVENUE	944,220	949,558	1,679,115	(5,337)
EXPENSES				
Expenditure - Core	223,576	223,104	423,436	472
ACC	595	500	950	95
Accommodation & Travel	7,932	5,500	5,500	2,432
Accounting & Audit	10,185	12,000	24,000	(1,815)
Administration	8,655	10,000	20,000	(1,345)
Amortisation	631	2,500	5,000	(1,869)
Bank Fees	1	100	200	(99)
Conferences	4,296	2,500	2,500	1,796
Depreciation	1,889	2,150	4,300	(261)
Directors Costs	11,754	10,111	23,000	1,643
Fringe Benefit Tax	1,732	2,250	4,500	(518)
General & Catering	0	750	1,500	(750)
Health & Safety	0	500	1,000	(500)
Insurance	13,066	13,000	14,000	66
Interest Paid - TCC Loan	0	0	0	0
Legal	0	1,250	2,500	(1,250)
Salaries	149,795	150,362	300,723	(567)
Salaries - Projects OpEx	(3,527)	(9,000)	(18,000)	5,473
Staff Support Costs	10,554	9,750	19,500	804
Staff Training Costs	535	1,250	2,500	(715)
Subscriptions	533	2,132	4,263	(1,598)
Tax Advice	4,950	5,500	5,500	(550)
Expenditure - Projects	720,203	726,454	1,255,679	(6,251)
Aerial Photography Expense	114,813	150,000	400,000	(35,187)
Collaboration Portal OpEx	6,562	13,990	27,979	(7,428)
Lease Expense - ICN	73,123	64,800	129,600	8,323
Lease Expense - Video Conference	16,830	14,100	14,100	2,730
Projects - Recoveries Expenditure	508,874	483,564	684,000	25,310
TOTAL OPERATING EXPENDITURE	943,778	949,558	1,679,115	(5,779)
OPERATIONAL SURPLUS / (DEFICIT) BEFORE TAX	442	0	0	442

BOP LASS LTD STATEMENT OF FINANCIAL POSITION AS OF 31 DECEMBER 2024	
	Actual YTD
Bank	
Cheque Account	1,038,841
Trust A/c Aerial Photography	83,242
Crime Prevention	1,139
Total Bank	1,123,222
Current Assets	
Trade Debtors	89,763
Accrued Revenue	57,318
Tax Payable (Tax Receivable)	28,837
Prepayments	3,907
Total Current Assets	179,824
Non-current assets	
Intangible - Computer Software	79,175
Intangible - Amortisation	(74,440)
Computer Equipment at cost	4,516
Less Accumulated Depreciation on Computer Equipment	(4,653)
Inter Council Network	25,097
Accumulated Depreciation Inter Council Network	(14,289)
Total Non-current assets	15,407
TOTAL ASSETS	1,318,453
Current Liabilities	
Business Credit Card	935
Trade Creditors	13,129
Accrued Expenses	4,537
TCC Loan	0
GST Collected, Paid, Payments (Refunds)	(11,627)
Retentions	11,893
Income in Advance	1,257,469
PAYE Accruals Payable	14,477
Total Liabilities	1,290,813
NET ASSETS	27,639
Equity	
Current Year Earnings	99,002
Retained Earnings	(71,805)
Share capital	442
TOTAL EQUITY	27,639