



AGENDA

City Delivery Committee meeting Tuesday, 4 November 2025

I hereby give notice that a City Delivery Committee meeting will be held on:

Date: Tuesday, 4 November 2025

Time: 9.30am

Location: Tauranga City Council Chambers Mareanui
Level 1 - 90 Devonport Road
Tauranga

Please note that this meeting will be livestreamed and the recording will be publicly available on Tauranga City Council's website: www.tauranga.govt.nz.

Marty Grenfell
Chief Executive

Terms of reference – City Delivery Committee

Common responsibility and delegations

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

Responsibilities of standing committees

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

Delegations to standing committees

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

Terms of reference – City Delivery Committee

Membership

| | |
|---------------------------|---|
| Chair | Deputy Mayor Jen Scoular |
| Deputy chair | Cr Kevin Schuler |
| Members | Cr Hautapu Baker Cr Glen Crowther Cr Rick Curach Cr Steve Morris Cr Marten Rozeboom Cr Rod Taylor Cr Hēmi Rolleston Mayor Mahé Drysdale (ex officio) Jacqui Rolleston-Steed - Tangata Whenua Representative |
| Non-voting members | (if any) |
| Quorum | <u>Half</u> of the members present, where the number of members (including vacancies) is <u>even</u> ; and a <u>majority</u> of the members present, where the number of members (including vacancies) is <u>odd</u> . |
| Meeting frequency | Six weekly |

Role

The role of the City Delivery Committee is:

- To ensure and report delivery against agreed targets and benchmarks across capital investment, operating activity, and engagement.
- To ensure community involvement in, and support for, Council projects, proposals, initiatives and services.
- To monitor delivery of activity by community-led organisations receiving Council funding, partnering with, or otherwise contracted to, Council.
- To determine the reporting frequency for financial performance targets across the organisation, and to measure and regularly report on delivery against those.
- To review and improve public confidence and participation in Council decision making processes.
- To measure delivery of projects by ensuring that approved projects are effectively planned and delivered in full, on time, in scope, and within budget.
- To determine the reporting frequency for performance measures for non-financial activity and regularly report against those measures.
- To ensure the Annual Report provides relevant, transparent and accurate information.

Scope

- All projects, both capital and operating, where the business case has been approved are included in the scope of the Delivery Committee.
- Develop and monitor delivery of a council-wide engagement and communications strategy.
- Lead the development of relationships with community organisations, schools, businesses and other groups to broaden Council's reach into the community and use of available resources.

- Receive and consider feedback from the community including, but not limited to, the annual residents' survey.
- Review statements of intent and receive reporting of the Local Government Funding Agency.
- Receive reporting from all other Council-controlled organisations.
- Receive reporting from Priority One.
- Receive reporting by Mainstreet organisations as appropriate.
- Receive reporting against partnership agreements with key cornerstone organisations (as per the Community Funding Policy) and from other community-led organisations as appropriate.
- Assess the organisation's processes to ensure these are not constraining the organisation in delivering value for money.
- Review the proposed approach and options for procurement processes that the Committee considers significant having taken into account value, risk, and public interest.
- Take necessary steps to ensure that procurement processes provide value-for-money.
- Approval of tenders and contracts that are outside of approved staff delegations.
- Ensure that where projects have a potential negative environmental impact, appropriate mitigation is considered in design, delivery, and eventual operations.
- Monitor the delivery of projects. (Note that the development of future strategic and growth-related projects, including future strategic transport projects, will be monitored by the City Future Committee until the project purpose definition, business case, and funding are in place).
- Review regular financial performance reporting, including reporting against strategic outcomes, the Long-term Plan, the Annual Plan, and other strategic and implementation documents.
- Review non-financial performance reporting.
- Provide oversight on the preparation of the Annual Report and other external financial reporting required by legislation to ensure it not only meets legislative requirements, but that it provides transparent, relevant and accurate information.
- To reassess financial reporting targets for the next Long-term Plan process and make recommendations to Council accordingly.

Power to Act

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

Power to Recommend

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

Chair and Deputy Chair acting as Co-Chairs

- While the Chair and Deputy Chair of the Committee roles are separately appointed it is the intention that they act as co-chairs.
 - Only one person can chair a meeting at any one time. The person chairing the meeting has the powers of the chair as set out in standing orders and has the option to use the casting vote in the case of an equality of votes.
 - The rotation of the meeting chairs is at the discretion of the Chair and Deputy Chair and subject to their availability, however it is expected that they will alternate chairing meetings when possible.
 - When the Deputy Chair is chairing the meeting, the Chair will vacate the chair and enable the Deputy Chair to chair the meeting. The Chair will be able to stay and participate in the meeting unless they declare a conflict of interest in an item, in which case they will not participate or vote on that item.
 - The Chair and Deputy Chair will attend pre-agenda briefings and split any other duties outside of meetings, e.g. spokesperson for the Committee.

- The Chair and Deputy Chair will jointly oversee and co-ordinate all activities of the Committee within their specific terms of reference and delegated authority, providing guidance and direction to all members and liaising with Council staff in setting the content and priorities of meeting agendas.
- The Chair and Deputy Chair will be accountable for ensuring that any recommendations from the Committee are considered by the Tauranga City Council.

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

7 CONFIRMATION OF MINUTES

7.1 Minutes of the City Delivery Committee meeting held on 2 September 2025

File Number: A19054789

Author: Caroline Irvin, Governance Advisor

Authoriser: Jeremy Boase, Head of Strategy, Governance & Climate Resilience

RECOMMENDATIONS

That the Minutes of the City Delivery Committee meeting held on 2 September 2025 be confirmed as a true and correct record.

ATTACHMENTS

1. Minutes of the City Delivery Committee meeting held on 2 September 2025



MINUTES

**City Delivery Committee meeting
Tuesday, 2 September 2025**

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**MINUTES OF TAURANGA CITY COUNCIL
CITY DELIVERY COMMITTEE MEETING
HELD AT THE TAURANGA CITY COUNCIL CHAMBERS, LEVEL 1 - 90 DEVONPORT ROAD,
TAURANGA
ON TUESDAY, 2 SEPTEMBER 2025 AT 9.30AM**

MEMBERS PRESENT: Cr Kevin Schuler (Chair), Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Deputy Mayor Jen Scoular, Cr Rod Taylor, Mayor Mahé Drysdale, Cr Hēmi Rolleston and Tangata Whenua Member Ms Jacqui Rolleston-Steed.

IN ATTENDANCE:

Nic Johansson (General Manager: Operations & Infrastructure (Waters & Transport), Sarah Omundsen (General Manager: Regulatory & Community Services), Christine Jones (General Manager: Strategy, Partnerships & Growth), Alastair McNeill (Acting COFO - Commercial & General Counsel), Gareth Wallis (Head of Community Hubs, Arts, Heritage & Events), Kathryn Sharplin (Acting COFO - Finance & Digital), Susan Braid (Finance Lead Capital Performance and Community Investment), Jeremy Boase (Head of Strategy, Governance & Climate Resilience), Josh Logan (Team Leader: Policy & Corporate Planning), Sheree Covell (Treasury & Financial Compliance Manager), James Woodward (Manager: Performance, Monitoring & Assurance), Mike Seabourne (Head of Transport), Wally Potts (Head of City Waters), Kendyl Sullivan (Team Leader: City Partnerships Specialist), Paula Naude (Head of Community Outcomes & Emergency Management), Chris Barton (Programme Director: Major Projects), Brent Lincoln (Team Leader Animal Services), Caroline Irvin (Governance Advisor),

EXTERNAL:

Elena Mead, Key Research

Tauranga Moana Business Association (TMBA):

- Te Rina McRae – Hape, Kaitotoko
- Mel Sio, of Sio Admin and Design
- Marie Roberts, of The Timegifter
- Caryn Rawlinson, Board Member - TMBA
- Kiri McRae, of Kōkiri Limited
- Sharon Maheno, of Kiwibank
- Manawa Farquhar, Chair - TMBA

Timestamps are included at the start of each item and signal where the agenda item can be found in the recording of the meeting held on 2 September 2025 at [Council's You Tube channel](#). (part 1) and [Council's You Tube channel](#). (part 2).

1 OPENING KARAKIA

Cr Hēmi Rolleston opened the meeting with a karakia.

2 APOLOGIES

Nil

3 PUBLIC FORUM

Timestamp: 2:15 minutes (livestream part 1)

3.1 Public Forum - Darach Cassidy – Miro Street Parking

Key Points

Mr Cassidy spoke to a PowerPoint presentation (attached) and noted the following:

- Mr Cassidy represented a large group of Miro Street residents who wished to bring the parking issues on Miro Street to the attention of Councillors.
- The most problematic section was between Matai Street and Hinau Street which, in terms of traffic, was subject to 'rat running' at excessive speeds. There were also high volumes of pedestrian traffic.
- Miro Street now had three bedroom units with one garage, which were often used as storage facilities. Tenants/flatmates who owned a car each (some also had trade vehicles as well) had to park on the street.
- Common parking issues along the street at peak hour times included illegal parking, parking on the footpath, many cars parked on one particular section of a berm (on the eastern side of the street), and cars parking directly up to house boundaries.
- Other related issues were the dumping of rubbish and household goods along the street, potholes and puddles forming after rain events impeding access for the mobility impaired, and a high crime rate .
- The Miro Street issues were long standing issues for its residents. Their desired outcome was that Council made a commitment to include the Miro Street improvements in the infrastructure delivery programme of work for the 2025/26 financial year.

In response to questions

- It was understood that an angle parking option would increase the amount of parking spaces along the street.
- There were a significant amount of temporary tenants along the street who did not seem as concerned about the parking issues, compared to the long term residents who were very supportive of improvements along the street.

Action

- That staff consider the proposal put forward by Mr Cassidy to include Miro Street parking improvements on the infrastructure delivery programme of work for the 2025/2026 financial year.

Attachment

- 1 Presentation: Miro Street

4 ACCEPTANCE OF LATE ITEMS

Nil

5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN

Nil

6 CHANGE TO ORDER OF BUSINESS

The Chair advised that the business items would be addressed in the following order to allow the Mayor to be present for particular items:

| | | |
|----|--|-----------------|
| 1. | Presentation of the Draft 2025 Annual Report | Agenda item 9.5 |
| 2. | Full Year Treasury Update | Agenda item 9.6 |
| 3. | Annual Residents Survey | Agenda item 9.4 |
| 4. | Capital Programme Performance | Agenda item 9.9 |

Lunch break

| | | |
|----|--|-----------------|
| 5. | Tauranga Māori Business Association end of year report | Agenda item 9.2 |
| 6. | Mainstreets monitoring report for the period 1 January to 30 June 2025 | Agenda item 9.3 |
| 7. | Major Projects Update | Agenda item 9.8 |
| 8. | Annual Report on Dog Control Policies and Practices | Agenda item 9.7 |
| 9. | Status Update on actions from prior City Delivery Committee meetings | Agenda item 9.1 |

7 CONFIRMATION OF MINUTES

Timestamp: 17:30 minutes (livestream part 1)

7.1 Minutes of the City Delivery Committee meeting held on 22 July 2025

COMMITTEE RESOLUTION CDC/25/5/1

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Steve Morris

That the Minutes of the City Delivery Committee meeting held on 22 July 2025 be confirmed as a true and correct record with the following amendment:

- Page 19 - Cr Schuler

CARRIED

8 DECLARATION OF CONFLICTS OF INTEREST

Ni

9 BUSINESS

Timestamp: 18:50 minutes (livestream part 1)

9.5 Presentation of Draft 2025 Annual Report

Staff Kathryn Sharplin, Acting COFO - Finance & Digital
Josh Logan, Team Leader: Policy & Corporate Planning
Sheree Covell, Treasury & Financial Compliance Manager

Action

- That the changes in the financials from the 22 July 2025 meeting to the 2 September 2025 meeting are set out in table form to explain the significant changes in the financials that are being presented today.

At 10.07 the meeting adjourned.

At 10.11am the meeting reconvened.

COMMITTEE RESOLUTION CDC/25/5/2

Moved: Cr Hautapu Baker
Seconded: Mayor Mahé Drysdale

That the City Delivery Committee:

- (a) Receives the report "Presentation of Draft 2025 Annual Report".
- (b) Notes that the full document is in designed format and was presented to Audit NZ as a final draft on 1 September 2025.
- (c) Notes that the attachments provided do not currently include consolidated accounts or taxation, and may be subject to further change through the review and audit process.
- (d) Notes that a final audited annual report will be presented to the 29 October 2025 Council Meeting for adoption.

CARRIED

Timestamp: 19:55 minutes (livestream part 2)

9.6 Full Year Treasury Update

Staff Sheree Covell, Treasury & Financial Compliance Manager

COMMITTEE RESOLUTION CDC/25/5/3

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Full Year Treasury Update".
- (b) Approves ongoing borrowing, hedging and investing in line with the Treasury Policy.

CARRIED

Timestamp: 40:42 minutes (livestream part 2)

9.4 Annual Residents Survey Report 2024/25

Staff Josh Logan, Team Leader: Policy & Corporate Planning

External Elena Mead, Key Research

Action

That staff:

- Work with Key Research to consider changing its description of the 'Skeptics' category on page 25 of the Survey from 'Do not value or recognise performance and have doubts and lack of trust' to 'Believe performance could be better and rate trust and leadership poorly', or if it prefers 'Believe performance could be better and have doubts and lack of trust'.
- Provide the Committee with recent annual residents' survey benchmarking reports done by Key Research.

COMMITTEE RESOLUTION CDC/25/5/4

Moved: Cr Rod Taylor

Seconded: Cr Steve Morris

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey Report 2024/25".
and
- (b) To support Council's commitment to deliver better to the people of Tauranga, that an action schedule be drafted, implemented and measured by Elected Members.

CARRIED

Timestamp: 1 hour 15:43 minutes (livestream part 2)

9.9 Capital Programme Performance

Staff James Woodward, Manager: Performance, Monitoring & Assurance

At 11.40am, Mayor Mahé Drysdale withdrew from the meeting.

Action

- That staff add a column of actuals to date not in the Long Term Plan time period, and another long term plan component figure of how much long term plan component changes showing actuals not in the LTP time period and the difference between total budgets and LTP budgets.

COMMITTEE RESOLUTION CDC/25/5/5

Moved: Cr Rod Taylor
Seconded: Cr Rick Curach

That the City Delivery Committee:

- (a) Receives the report "Capital Programme Performance".
- (b) Request that staff prepare a report on options for upgrading the Durham Street bus shelters to improve weather protection.

CARRIED

At 12.04pm the meeting adjourned.

At 12.38pm the meeting reconvened.

Timestamp: 2 hours 26:15 minutes (livestream part 2)

9.2 Tauranga Māori Business Association End of Year Report

External Te Rina Mc Rae – Hape, Kaitotoko - Tauranga Moana Business Association
Manawa Farquhar, Chair - Tauranga Moana Business Association

Cr Rolleston welcomed the Tauranga Māori Business Association (TMBA) representatives to the chamber.

Tangata Whenua Member, Ms Jacqui Rolleston-Steed, declared she sat on the Tauranga Māori Business Association Board.

Ms McRae-Hape and Ms Farquhar spoke to their report (attached).

In response to questions

- TMBA had a longstanding and ongoing relationship with the Tauranga Business Chamber (TBC) and had entered into a Memorandum of Understanding with them. There had been continuing discussions with the TBC around such things as sharing resources and bringing more aspects of their relationship together to find a fresh focus.

- TMBA was in the process of establishing a relationship with Priority One and had recently had a hui with them to discuss how Priority One could support TMBA members going forward.
- The hope was that, in the future, there could be opportunities on the Board for Iwi representation to facilitate more connection and involvement in decision making for the Association.
- Council could support TMBA by engaging with them to understand what opportunities there were for its members and support them to build fit for purpose capabilities.
- One third of Māori business were based in the Bay of Plenty. TMBA had built a relationship with Western Bay of Plenty District Council as it also supported and assisted businesses around the sub-regions.

Action

- That a meeting be held with Tauranga Māori Business Association members and Elected Members to discuss how Elected Members could improve their engagement with tangata whenua going forward.

COMMITTEE RESOLUTION CDC/25/5/6

Moved: Ms Jacqui Rolleston-Steed

Seconded: Deputy Mayor Jen Scoular

That the City Delivery Committee:

- (a) Receives the report "Tauranga Māori Business Association End of Year Report".
- (b) Notes the positive outcomes achieved by Tauranga Māori Business Association End of Year Report in Year 1.
- (c) Supports continued collaboration and funding to enable Year 2 delivery.

CARRIED

Attachments

- 1 Tauranga Māori Business Association - Yearly Report
- 2 Tauranga Māori Business Association - Presentation

Timestamp: 2 hours 56:03 minutes (livestream part 2)

9.3 Mainstreets' Monitoring Report for the period 1 January to 30 June 2025

Staff Kendyl Sullivan, Team Leader: City Partnerships Specialist
Paula Naude, Head of Community Outcomes & Emergency Management

Action

- That the Mainstreet Organisations be invited to an informal meeting with the Mayor and Councillors at the earliest possible convenience.

COMMITTEE RESOLUTION CDC/25/5/7

Moved: Cr Marten Rozeboom

Seconded: Cr Rod Taylor

That the City Delivery Committee:

- (a) Receives the report "Mainstreets' Monitoring Report for the period 1 January to 30 June 2025".
- (b) Receives the Mount Business Association Report to 30 June 2025, and Annual Plan for 2025/26.
- (c) Receives the Papamoa Unlimited Report to 30 June 2025, Annual Plan for 2025/26, and Strategic Plan.
- (d) Receives the Greerton Village Community Association Report to 30 June 2025, Annual Plan for 2025/26, and updated Strategic Plan.
- (e) Receives the Mainstreet Tauranga Report to 30 June 2025, Annual Plan for 2025/26, and Strategic Plan.

CARRIED

Timestamp 3 hours 09.25 minutes (livestream part 2)

9.8 Major Projects Update – Transport

Staff Chris Barton, Programme Director: Major Projects

COMMITTEE RESOLUTION CDC/25/5/8

Moved: Cr Rick Curach

Seconded: Cr Hautapu Baker

That the City Delivery Committee:

- (a) Receives the report "Major Projects Update - Transport".

CARRIED

Timestamp 3 hours 23.30 minutes (livestream part 2)

9.7 Annual Report on Dog Control Policy and Practices

Staff Brent Lincoln, Team Leader Animal Services
Sarah Omundsen, General Manager: Regulatory & Community Services

COMMITTEE RESOLUTION CDC/25/5/9

Moved: Cr Hautapu Baker

Seconded: Cr Hēmi Rolleston

That the City Delivery Committee:

- (a) Receives the report "Annual Report on Dog Control Policy and Practices".
- (b) Pursuant to Section 10A of the Dog Control Act 1996, adopt the Tauranga City Council Report on Dog Management Policy and Practice for 2023/2024.
- (c) Pursuant to Section 10A of the Dog Control Act 1996, adopt the Tauranga City Council Report on Dog Management Policy and Practice for 2024/2025.

CARRIED

Timestamp 3 hours 39:40 minutes (livestream part 2)

9.1 Status Update on actions from prior City Delivery Committee meetings

Staff Alastair McNeil, Acting COFO - Commercial & General Counsel

COMMITTEE RESOLUTION CDC/25/5/10

Moved: Cr Kevin Schuler

Seconded: Cr Steve Morris

That the City Delivery Committee:

- (a) Receives the report "Status Update on actions from prior City Delivery Committee meetings".

CARRIED

10 DISCUSSION OF LATE ITEMS

Nil

11 CLOSING KARAKIA

Cr Hēmi Rolleston closed the meeting with a karakia.

The meeting closed at 1:54pm.

The minutes of this meeting were confirmed as a true and correct record at the City Delivery Committee meeting held on 4 November 2025.

8 DECLARATION OF CONFLICTS OF INTEREST

9 BUSINESS

9.1 Annual Residents Survey 2025/26 - Wave One Results and 2024/25 Benchmarking Report

File Number: A18776346

Author: Carmen Norris, Corporate Planner

Authoriser: Christine Jones, General Manager: Strategy, Partnerships & Growth

PURPOSE OF THE REPORT

1. The purpose of this report is to provide an overview of the results from the Annual Residents Survey for the first quarter of 2025/26 (Wave One).
2. This report also includes an overview of the results from the Annual Residents Survey Benchmarking Report for 2024/25.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey 2025/26 - Wave One Results and 2024/25 Benchmarking Report".

EXECUTIVE SUMMARY

3. Each year, council seeks feedback from its residents regarding their perception on various aspects of council provided services and initiatives. This survey is carried out over four waves during the year and is collated into an annual report. The results of the most recent survey are reported to this Committee.
4. This report, along with the material in Attachment 1, provides a high-level summary of the Wave one results of the Annual Residents Survey.
5. The report also provides an overview of the benchmarking report done by Key Research against the 21 other councils it conducts an Annual Residents Survey for. It compares Tauranga City Council's results against the group's highest, lowest, and average scores to assess where this council sits in that group of 21 councils.

BACKGROUND

ANNUAL RESIDENTS SURVEY

6. The Annual Residents Survey forms part of a wider set of information we have around engagement with the Tauranga community and their wants, needs and perceptions of council and of Tauranga as a place to live.
7. Survey results help council staff assess the performance of council against a set of pre-determined actions and performance levels, including those outlined in the 2024-34 Long-term Plan.
8. Using a post-to-online method, 154 surveys have been undertaken with Tauranga residents during this first wave. An invitation letter, containing an embedded link to an online survey, was sent to a random selection of residents, sourced from the Electoral Roll, with a subsequent reminder follow up.

9. Wave one fieldwork was conducted from 26 August 2025 - 05 October 2025.
10. A summary of the high-level survey results of the 2024/25 full year compared to Wave 1 for 2025/26 and their trend is shown in the table below:

| Measure | 2024/2025 Result | Nett Score 2024/25 | 2025/2026 Result Wave 1 | Nett Score 2025/26 Wave 1 | Trend vs previous year |
|-----------------------------------|------------------|--------------------|-------------------------|---------------------------|------------------------|
| Overall performance | 44% | 18% | 55% | 33% | ▲ |
| Overall reputation | 26% | -23% | 35% | -12% | ▲ |
| Overall value for money | 30% | -16% | 39% | 4% | ▲ |
| Overall core service deliverables | 62% | 49% | 63% | 52% | ▲ |
| Overall water management | 59% | 40% | 60% | 47% | ▲ |
| Overall roads and footpaths | 49% | 28% | 51% | 27% | ▲ |
| Overall waste management | 76% | 68% | 84% | 80% | ▲ |
| Overall outdoor spaces | 76% | 69% | 79% | 74% | ▲ |
| Overall public facilities | 71% | 64% | 77% | 70% | ▲ |

Table 1: 2025/26 results compared to previous year.

11. Overall, the results show an improvement in public satisfaction with council performance, with upward trends across all nine key performance indicators. Notably, the 2025/26 wave one result for overall performance exceeded 50%, the first time this measure has passed the 50% mark since the 2021/22 financial year.
12. Verbatim comments highlighted appreciation for core services such as water management, libraries, pools, and parks, alongside concerns about affordability and perceived overspending. Many respondents felt council decisions lacked transparency and questioned whether spending aligned with community priorities. While some acknowledged improvements and praised frontline staff, others expressed frustration with leadership, financial management, and the need for more meaningful public engagement. Comments also frequently referenced homelessness, particularly its visibility in the city centre and parks, with concerns about the adequacy of support systems and its impact on public spaces. Safety was another recurring theme, with residents expressing unease about antisocial behaviour, especially after dark, and calling for increased police presence, better lighting, and more proactive community safety measures.
13. Further information on each of the overall sections and the measures within, along with a summary of the verbatim comments, are included in the report as **Attachment 1**.

RATES, RENT, AND LIVING AFFORDABILITY

14. On 9 December 2024, Council resolved to add additional questions on household rates affordability, rental affordability, and the cost of living in Tauranga to the Annual Residents Survey. The wave one results show that 30% of respondents agree that rates are affordable for their household, with 29% agreeing that rent is affordable and 30% agreeing

that the overall cost of living is affordable. These results are trending up and the level of dissatisfaction has declined in all three measures in the first wave.

| Measure | 2024/2025 Result (W3 and W4) | Nett Score 2024/25 | 2025/2026 Result Wave 1 | Nett Score 2025/26 Wave 1 | Trend vs previous year |
|---|------------------------------|--------------------|-------------------------|---------------------------|------------------------|
| Rates in Tauranga are affordable for my household | 21% (n=207) | -30% | 30% (n=117) | -19% | ▲ |
| Rent in Tauranga is affordable for my household | 18% (n=39) | -43% | 29% (n=21) | -16% | ▲ |
| The cost of living in Tauranga is affordable for my household | 17% (n=265) | -44% | 23% (n=153) | -30% | ▲ |

Table 2: Additional questions on household rates

COMPARISON TO PREVIOUS YEARS

15. To provide the Council with a performance comparison against the last two full-term elected Councils, a summary of the high-level survey results for the 2025/26 is presented in the table below. This responds to an elected member request from a previous committee meeting. Also for comparative purposes is a comparison of the average result from 2015/16 to 2018/19 and how the current results compare. (Refer graphs below and the attachment for information on the wave results over the past 5 years).

| | 13/14 Result | 14/15 Result | 15/16 Result | 16/17 Result | 17/18 Result | 18/19 Result | Avg 15/16-18/19 | 25/26 YTD Result | Trend |
|---|--------------|--------------|--------------|--------------|--------------|--------------|-----------------|------------------|-------|
| Overall performance | 65% | 67% | 75% | 74% | 73% | 66% | 72% | 55% | ▼ |
| Overall reputation | - | - | 55% | 51% | 53% | 44% | 51% | 35% | ▼ |
| Overall value for money | - | - | 59% | 57% | 58% | 48% | 56% | 39% | ▼ |
| Overall core services deliverables | - | - | 79% | 79% | 73% | 71% | 76% | 63% | ▼ |
| Overall water management | - | - | 65% | 68% | 67% | 64% | 66% | 60% | ▼ |
| Overall road and footpaths | - | - | 76% | 68% | 63% | 56% | 66% | 51% | ▼ |
| Overall waste management | - | - | 75% | 75% | 61% | 66% | 69% | 84% | ▲ |
| Overall outdoor spaces | - | - | 83% | 86% | 82% | 81% | 83% | 79% | ▼ |
| Overall public facilities | - | - | 76% | 79% | 78% | 73% | 77% | 77% | - |

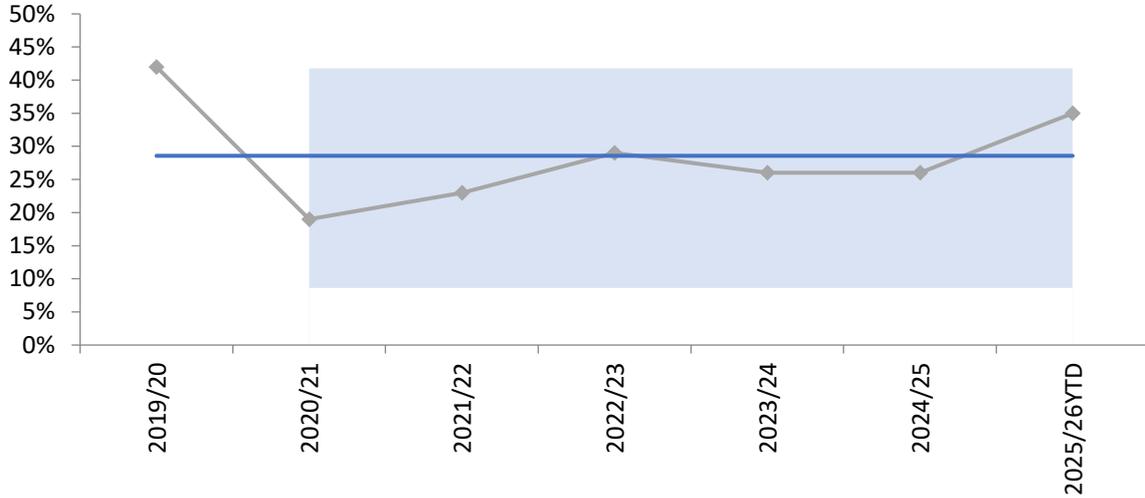
Table 3: 2025/26 results compared to previous years.

MEASURES OF INTEREST

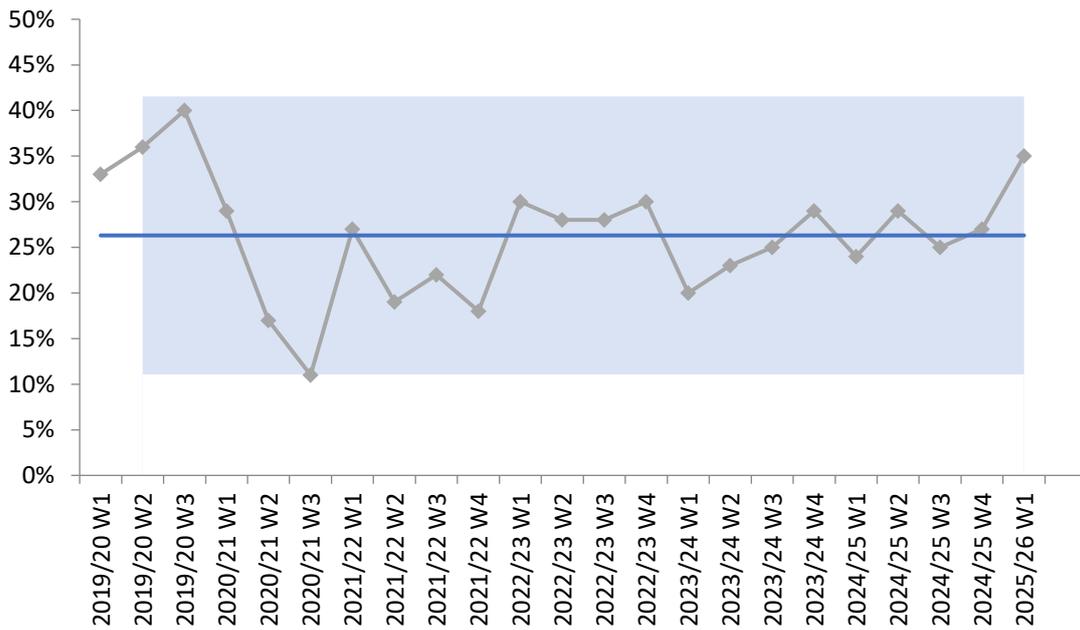
16. The 2024/25 full year report highlighted two areas of council performance as measures that have the highest impact on residents' overall perception of the Council combined with relatively low performance. The results for wave one for these areas are discussed below and in the attached report.
17. The below graphs used are XmR (Moving Range) charts. An XmR is a type of control chart used in process improvement and statistical analysis to monitor the variation in a single data

series over time. The charts below track individual data points, showing how each measurement compares to the overall average and upper and lower control limits (shaded blue area), which define the expected range of natural variation. The XmR chart helps identify trends, shifts, or unusual variations in a process, making it useful for detecting changes and ensuring that processes remain stable and predictable.

IMAGE AND REPUTATION



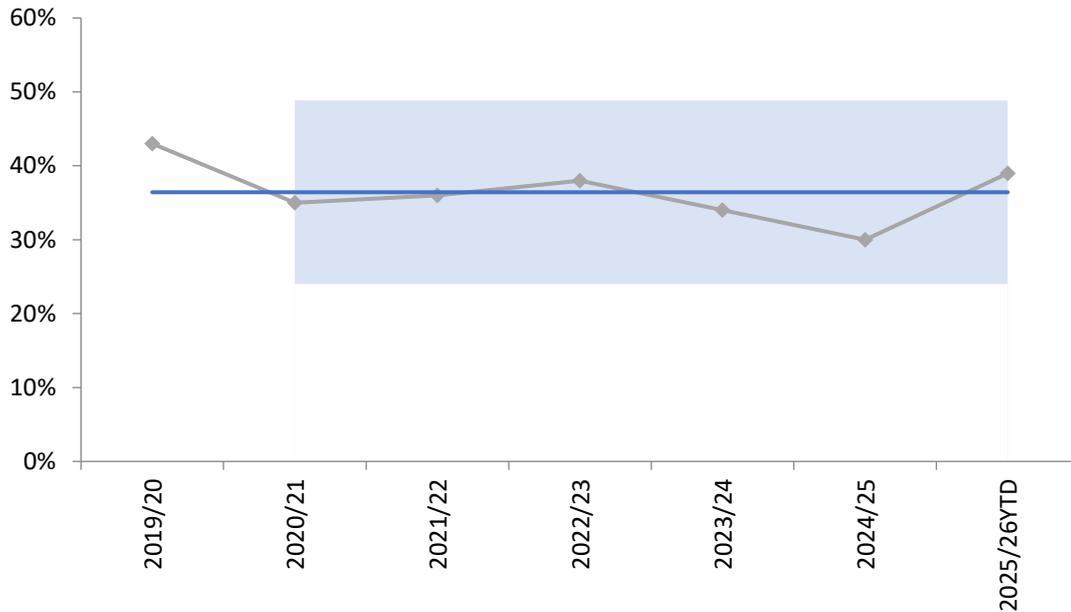
Graph 1: Image and Reputation Year to Date (YTD)



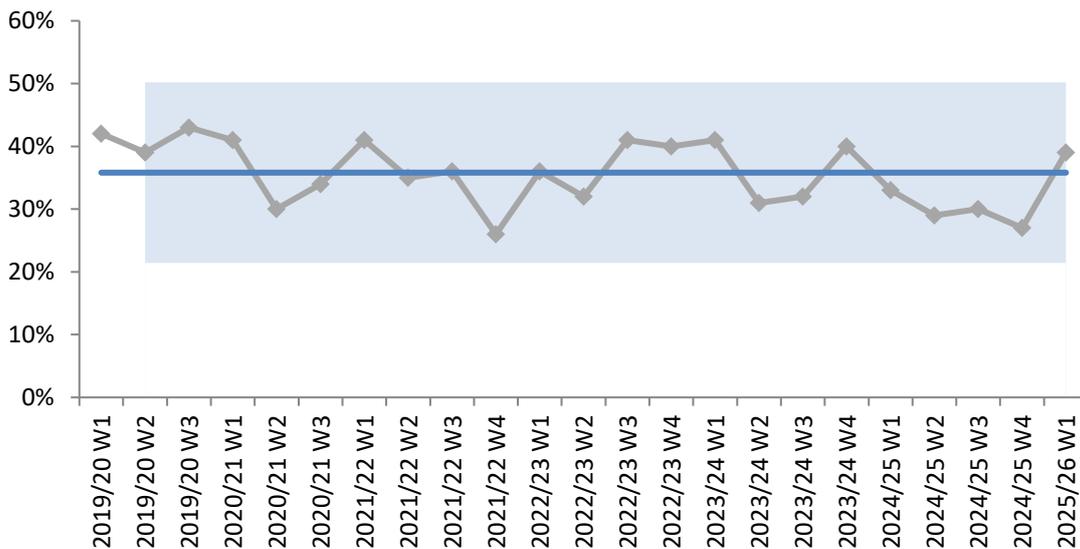
Graph 2: Image and Reputation by wave

- 18. Wave one results show an increase in satisfaction with council’s image and reputation for both the year to date (YTD) and wave results, with a significant increase in the YTD result (from 24% at the end of 2024/25 to 35%). Further monitoring will confirm whether this trend reflects a shift in public perception rather than a temporary fluctuation.

VALUE FOR MONEY



Graph 3: Value for Money Year to Date (YTD)



Graph 4: Value for Money by wave

- The Value for Money XmR charts show a significant improvement in satisfaction levels for both the wave and the YTD results. The YTD satisfaction rate has increased from 30% at the end of 2024/25 to 39%. Similarly, the wave one result for 2025/26 increased from 27% in wave four of 2024/25 to 39%. These gains suggest a genuine improvement in how residents perceive the value delivered by Council services.

ANNUAL RESIDENTS SURVEY BENCHMARKING REPORT 2023/24.

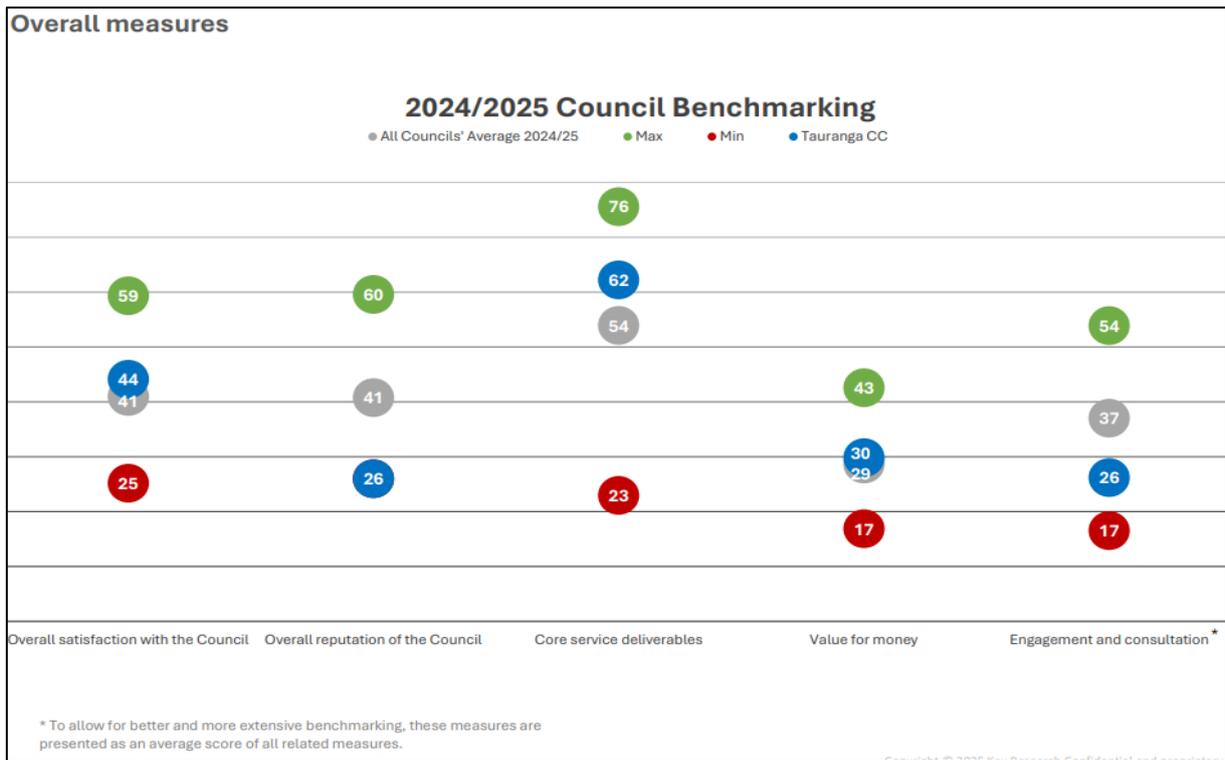
20. This is a recent comparative analysis report, which benchmarks Tauranga City Council against 21 other councils that use the same research provider (Key Research). The other councils, including 18 district councils and three city councils are listed on page three of **Attachment 2**.
21. The specific objectives of Key Research compiling this research were to understand residents' satisfaction with services and facilities provided by councils across New Zealand and to benchmark the key performance indicators against other councils.
22. In different councils, respondents were selected at random from the electoral roll, ratepayer database, and/or email contacts collected through previous years' surveys. The questionnaires were designed in consultation with councils and were structured to provide a comprehensive set of measures relating to core activities, services, and infrastructure, and to provide a wider perspective of performance. This includes an assessment of reputation and knowledge of council's activities.
23. Post data collection, the samples were weighted to be exactly representative of key population demographics for each area based on the 2023 Census. At an aggregate level, the surveys have an expected 95% confidence interval (margin of error) of between +/- 3.2% and +/- 4.8%.
24. Maximum, minimum, and average scores for key performance indicators are shown and benchmarked based on 21 councils' performances. Questions used are either identical or closely related, allowing for comparison. To allow better and more extensive benchmarking, several measures are presented as an average score of all related measures in the relevant section.

ALL COUNCIL AVERAGES

25. The 2024/25 benchmarking results show that the 'all councils average' scores for both overall and core service deliverables have declined across all but three benchmark measures (engagement and consultation, enquiry handling and overall roading infrastructure) compared to 2023/24.
26. The largest declines were observed in measures related to public confidence and perception, including overall performance of elected members, overall reputation of the council and overall satisfaction with the council, which could be interpreted as a sign of reduced confidence in local government performance across New Zealand.

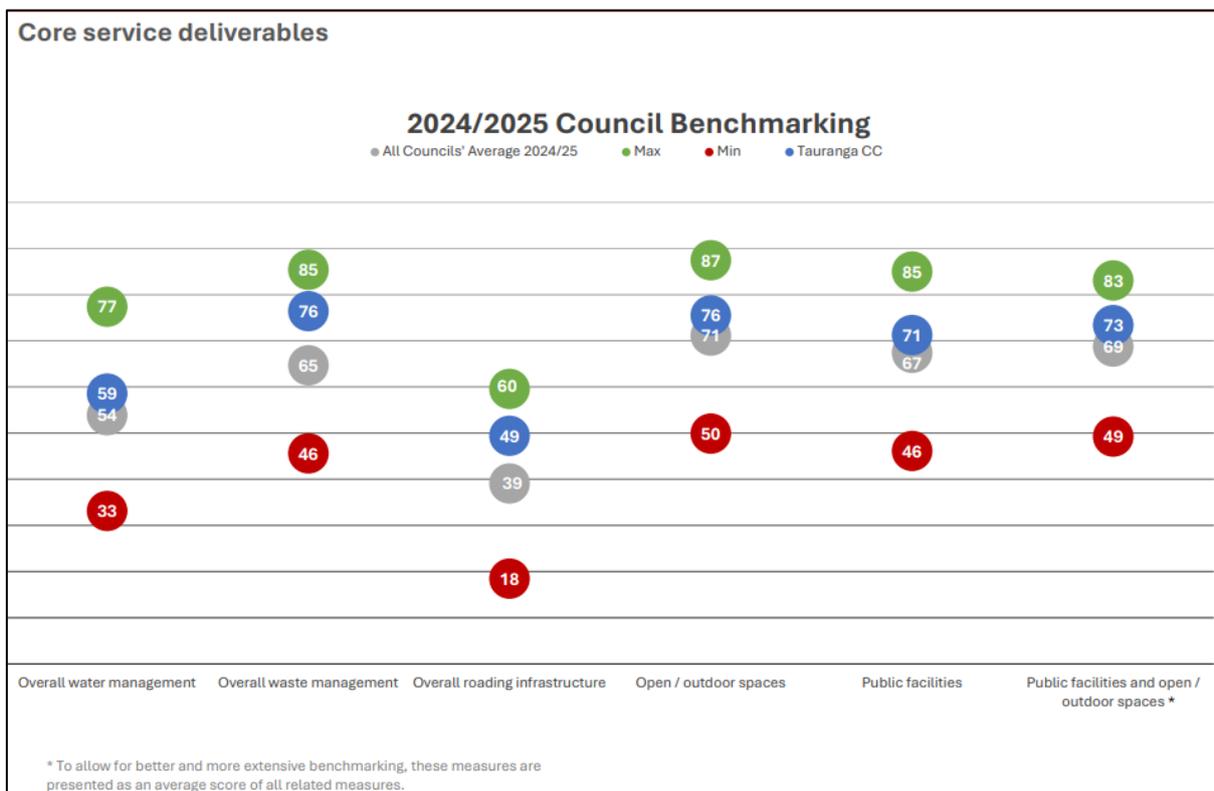
COUNCIL BENCHMARKING

27. Tauranga City Council's benchmarking results for 2024/25 highlight a clear distinction between service delivery outcomes and reputation related measures. While the council performed well across core services, results for reputation, engagement, and elected member performance were below the all-council average.



Graph 5: Council Benchmarking - Overall Measures

28. Graph 5 shows that the ‘overall satisfaction’ and ‘satisfaction with core service deliverables’ measures have improved compared to the previous year’s benchmarking results. These measures now sit above the all-council average in the 2024/25 analysis. In contrast the ‘overall reputation’ and ‘engagement and consultation’ measures for Tauranga City Council were below the all-council average.



Graph 4: Council Benchmarking - Core Service Deliverable

28. Graph 6 shows that all 'core service deliverable' measures sit above the all-council average with notable improvements observed in waste management (76%, up from all council average of 65%), (roading infrastructure 49%, compared to the average of 39%), and open /outdoor spaces (76%, above the average of 71%).

STATUTORY CONTEXT

30. The Annual Residents Survey allows effective monitoring of performance and insights to be gained to inform future planning.

OPTIONS ANALYSIS

31. There are no options associated with this report. The report is provided as information only.

FINANCIAL CONSIDERATIONS

32. There are no financial implications or risks associated with this report Legal Implications / Risks

CONSULTATION / ENGAGEMENT

33. This report is made public.

SIGNIFICANCE

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

ENGAGEMENT

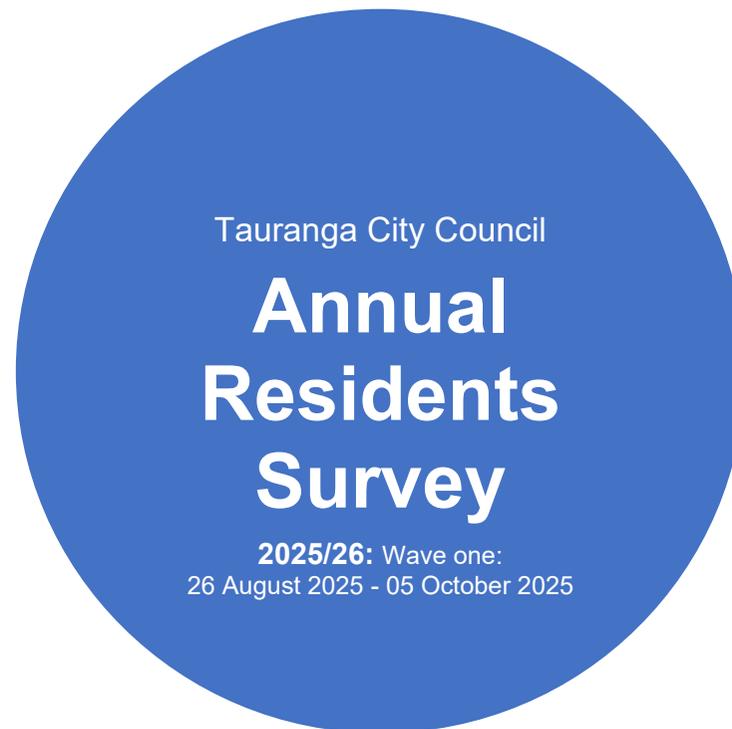
37. Taking into consideration the above assessment, that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

NEXT STEPS

30. The next wave (Wave 2) for 2025/26 is due to be collected during November and December 2025 with the results scheduled to be reported to this committee in February 2026.

ATTACHMENTS

1. **Annual Residents Survey 2025_26-Wave 1-Performance report - A19124984** [↓](#) 
2. **ARS - Benchmarking 2024-25 Tauranga CC - A18947038** [↓](#) 



Introduction

The Annual Residents Survey measures the perceptions of residents regarding various aspects of services that council provides. The results of this survey feed into the Tauranga City Council Long-term Plan reporting process and allow council to assess its performance against a set of pre-determined actions and performance levels.

What does this report show?

This report summarises the responses received from the first wave of Tauranga City Council's 2025/26 Annual Residents Survey. In this wave, 154 people responded. Responses are on-track to receiving feedback from at least 600 responses in total across all waves.

A high-level view of the responses received to date and how they compared to previous years is presented in this report. It is important to note that as the full year survey has not yet been completed, these results are indicative but do not meet the threshold of statistical relevance to be reflective of the views of the whole city.

Research Objectives:

- To determine residents' satisfaction with various Council services and facilities.
- To determine residents' perceptions about aspects of living, working, and playing in Tauranga.
- To identify progress towards Key Performance Indicators (KPIs) in Council's Annual Report.
- To assess trends in perceptions and satisfaction through comparisons with previous survey results.

Methodology:

The 2025/26 annual study will target 600 responses from the residents in the Tauranga City Council area, with approximately 150 per wave.

Each wave's mail out quotas are applied according to age, gender, and ward, to ensure that a representative sample of Tauranga City's population is achieved.

The data is weighted to account for variances in the achieved quotas and to ensure that the sample reflects the population profile achieved.

Data collection is taking place in four waves between August 2025 and June 2026 to align with the quarterly reporting of the non-financial performance targets.

The overall results have an anticipated margin of error of +/- 4.6% at the 95% confidence level.

Summary results

Overall, the results show an improvement in public satisfaction with council performance, with upward trends across overall measures. The wave one result for overall performance exceeded 50% (55%), this is the first time this measure has surpassed the 50% mark since the 2021/22 financial year. In several areas, particularly waste management, climate and sustainability, and outdoor spaces, all contributing drivers to the overall measure also improved. The only year-to-date (YTD) measure that remained unchanged from the 2024/25 year end results was leadership, steady at 25%.

Verbatim comments highlighted appreciation for core services such as water management, libraries, pools, and parks, alongside concerns about affordability and perceived overspending. Many respondents felt council decisions lacked transparency and questioned whether spending aligned with community priorities. While some acknowledged improvements and praised frontline staff, others expressed frustration with leadership, financial management, and the need for more meaningful public engagement. Comments also frequently referenced homelessness, particularly its visibility in the city centre and parks, with concerns about the adequacy of support systems and its impact on public spaces. Safety was another recurring theme, with residents expressing unease about antisocial behaviour, especially after dark, and calling for increased police presence, better lighting, and more proactive community safety measures.

Increasing satisfaction trends 2025/26 YTD compared to the year end 2024/25 results worth noting:

- Overall measures showed upward trends, with significant increases in public satisfaction with overall performance (55%YTD up from 44% in 2024/25), image and reputation (35% YTD up from 26% in 2024/25), value for money (39% YTD up from 30% in 2024/25), and waste management (84% YTD up from 76% in 2024/25).
- Waste management satisfaction continues to improve year-on-year with significant increases in YTD measures of overall waste management, rubbish day collection (91%YTD up from 86% in 2024/25) and the state of the street after collection day (91% YTD up from 85% in 2024/25).
- Affordability perceptions also improved with increases in rates (30% YTD up from 21% in 2024/25), rent (29% YTD up from 18% in 2024/25), and the overall cost of living in Tauranga (23% YTD up from 17% in 2024/25).
- Water-related services showed notable gains with significant improvements in protection from flooding (79% YTD up from 66% in 2024/25) and the quality of drinking water (76% YTD up from 62% in 2024/25).
- There were significant increases in the public's satisfaction with library services (95%YTD up from 88% in 2024/25), the perception of safety in local neighbourhoods (95%YTD up from 89% in 2024/25) and the city centre during the day (82% YTD up from 74% in 2024/25).

Declining satisfaction trends YTD worth noting

- The declining trend continued in YTD measures of satisfaction with invoicing clarity and correctness (58% YTD down from 65% in 2024/25) and fair and reasonable payment arrangements (60% YTD down from 68% in 2024/25).
- A large decrease in the public's perception of safety when cycling on roads and foot paths from 56% in 2024/25 to 45% YTD.

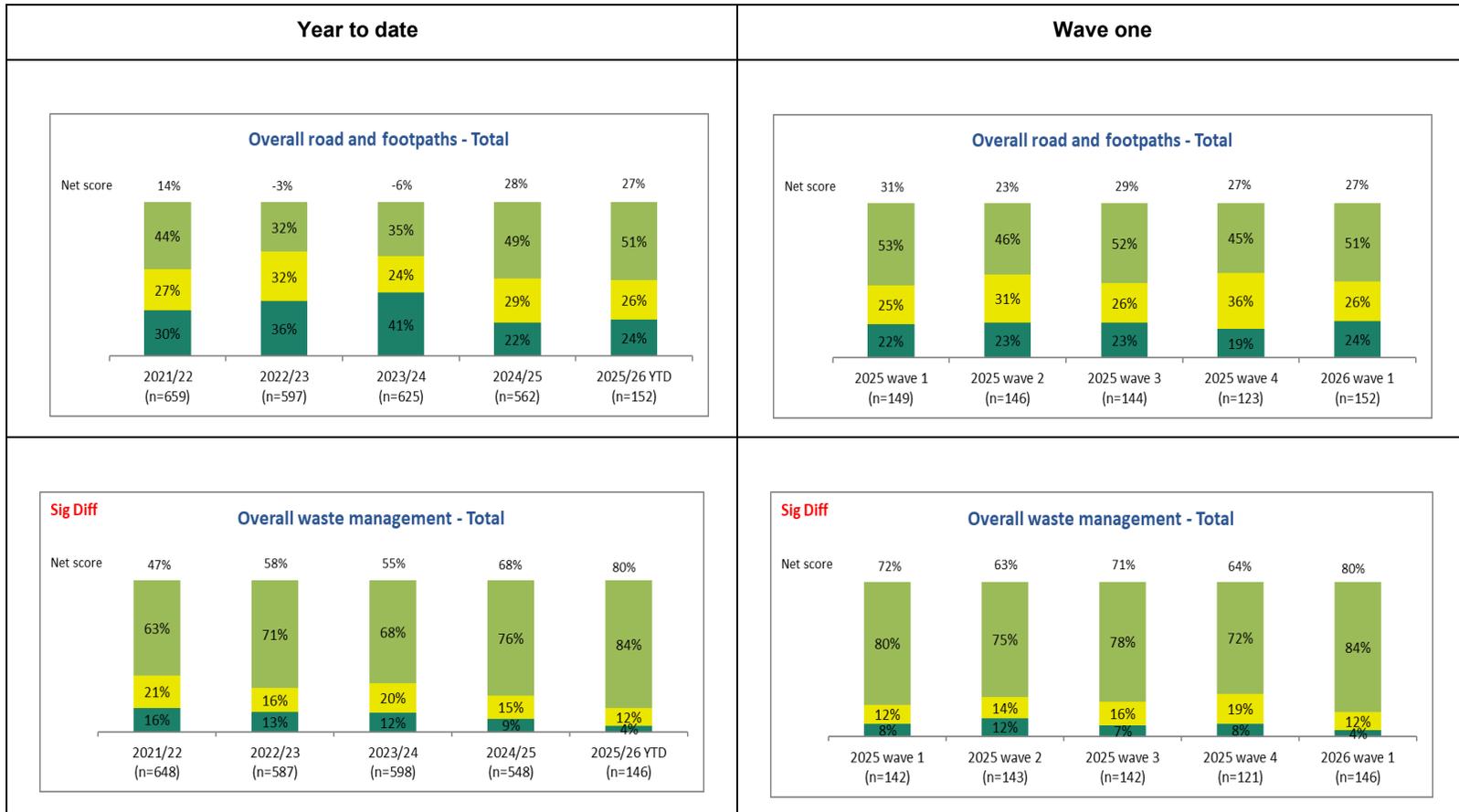
Key

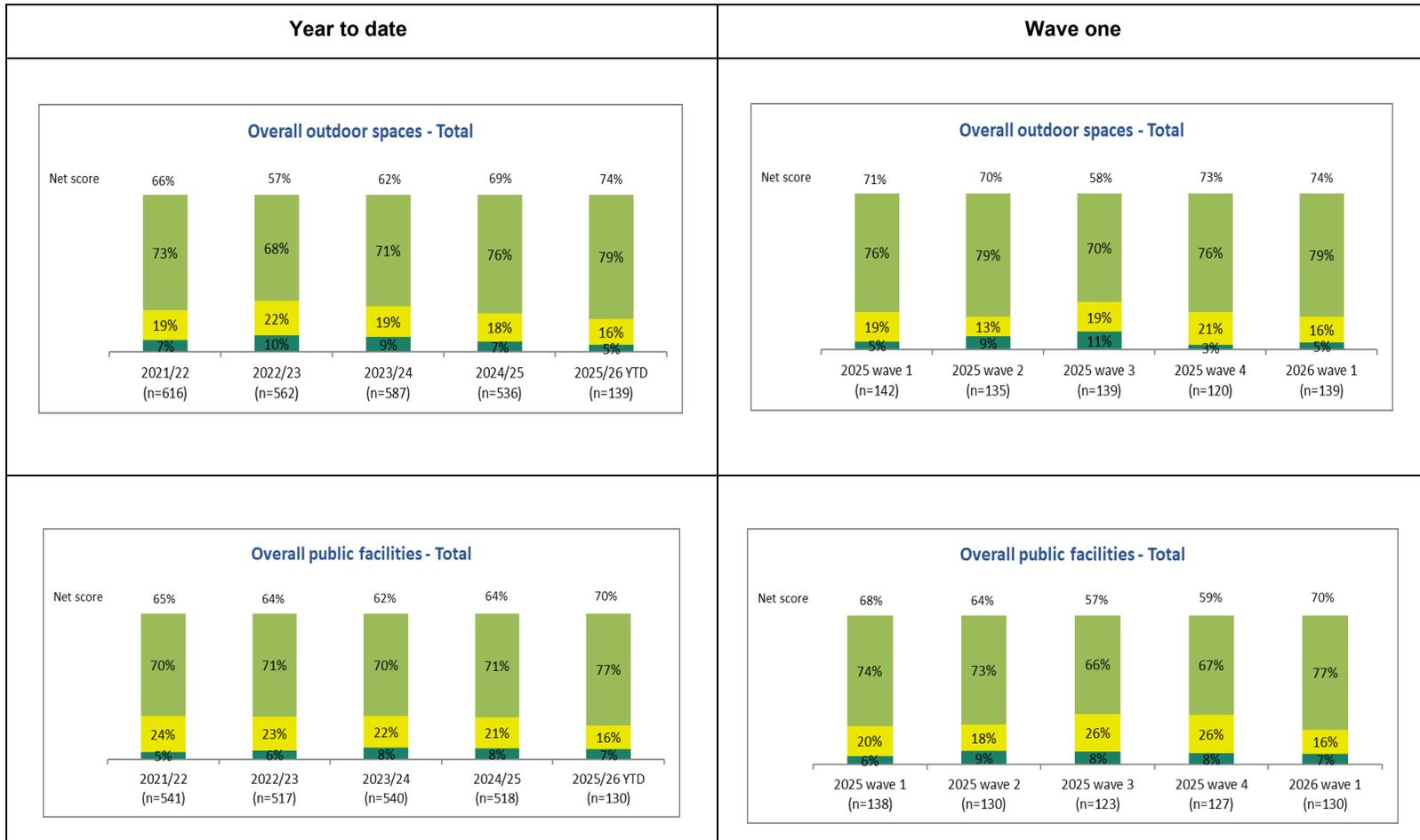
- Satisfied (%7-10)
- Neutral (%5-6)
- Dissatisfied (%1-4)

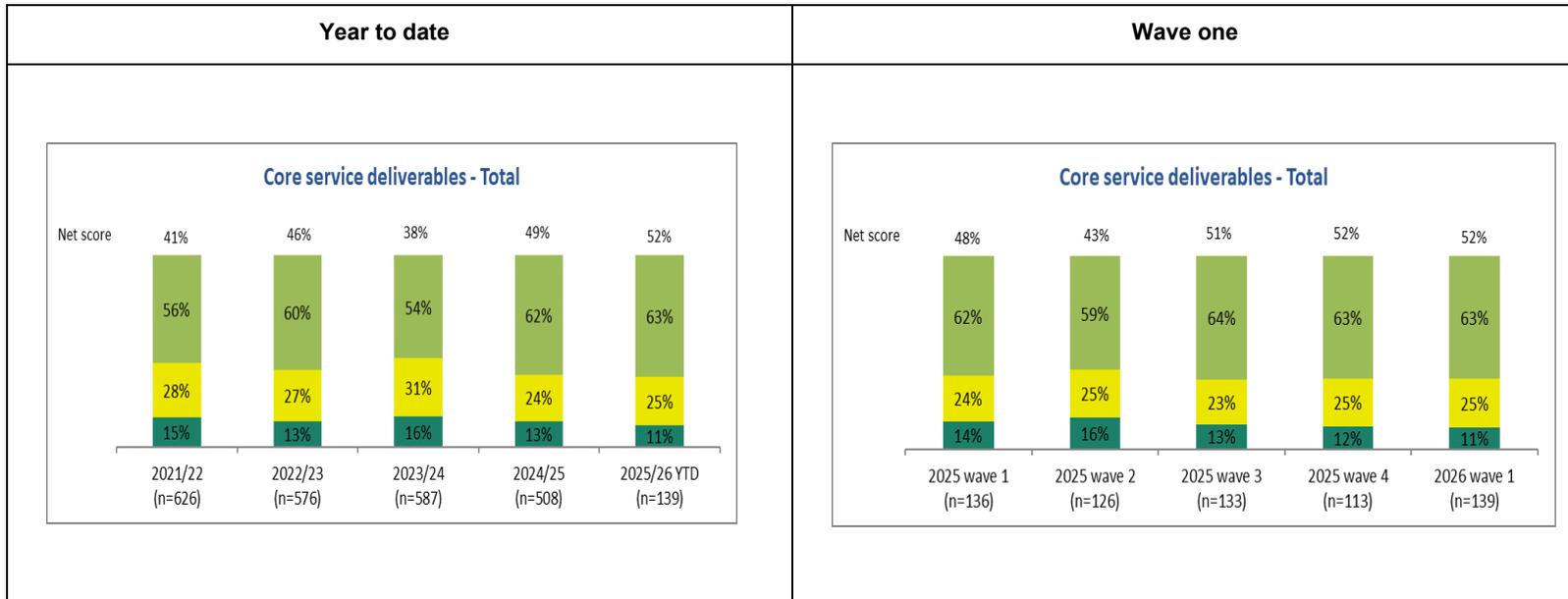
Sig Diff = Showing a significant difference for year 2023/24 and 2024/25 YTD (%7-10)











Overall image and reputation

| Driver | Result | YTD Result | Net Score | Trend |
|----------------------|--------|------------|-----------|-------|
| | 24/25 | 25/26 | | |
| Overall | 26% | 35% | -12% | ▲ |
| Leadership | 28% | 28% | -17% | = |
| Trust | 25% | 29% | -16% | ▲ |
| Financial Management | 20% | 22% | -32% | ▲ |
| Quality of services | 47% | 54% | 28% | ▲ |

The 2025/26 YTD results show a significant increase in overall satisfaction compared to the 2024/25 result. This increase is largely driven by the increase in quality of services from 45% in the 2024/25 results to 54% in the 2025/26 YTD results. Small increases were seen in trust and financial management while leadership remained unchanged at 28%.

Verbatim comments:

Leadership and trust

Public trust in Council leadership was mixed. Some respondents appreciated recent improvements and leadership efforts, while others expressed concern over perceived lack of transparency and decisions made without sufficient community input.

Financial Management:

Many ratepayers voiced frustration over spending priorities, citing costly projects, consultant fees, and questionable property deals. However, some acknowledged the complexity of managing a growing city and noted improvements in service delivery. Calls for greater transparency and accountability were frequent.

Quality of Services:

Core services like water supply and customer support were generally well-regarded, with several respondents praising responsiveness and maintenance. Libraries and pools received positive mentions, and the re-opening of the new library was seen as a welcome development. Some questioned the value of spending on certain parks and public art, suggesting a need for better alignment with community priorities.

Overall value for money

| | Result | YTD Result | Net Score | Trend | Comments |
|--|--------|------------|-----------|-------|---|
| Driver | 24/25 | 25/26 | | | |
| Overall | 30% | 39% | 4% | ▲ | <p>The 2025/26 YTD results show a significant increase in satisfaction in overall value for money, and annual rates are fair and reasonable compared to 2024/25. Improvements were also observed in perceptions of affordability for rates, rent, and the overall cost of living in Tauranga. However, the significant increase in satisfaction with perceived rent affordability should be interpreted with caution, as it is based on a relatively small number of responses (21), which may limit the reliability of this result.</p> <p>Decreases were observed in 2025/26 YTD satisfaction measures for clear and correct invoicing and fair and reasonable payment arrangements compared to the previous year end results.</p> <p>Verbatim Summary:</p> <p>Many respondents expressed frustration with rising rates and the overall cost of living in Tauranga, noting that rent and everyday expenses are becoming increasingly unaffordable. Concerns were raised about water charges, with some questioning the fairness of billing and the affordability of filtering drinking water due to chlorine and fluoride content. A few mentioned issues with invoicing and payment arrangements, including distrust of direct debit systems. While some acknowledged the complexity of managing a growing city, there was a strong call for more transparency, better budgeting, and prioritisation of essential services to ensure ratepayers feel they are getting fair value.</p> |
| Annual rates fair and reasonable | 22% | 33% | -15% | ▲ | |
| Water rates fair and reasonable | 39% | 47% | 14% | ▲ | |
| Invoicing clear and correct | 65% | 58% | 40% | ▼ | |
| Payment arrangements fair and reasonable | 68% | 60% | 46% | ▼ | |
| Rates in Tauranga are affordable | 21% | 30% | -19% | ▲ | |
| Rent in Tauranga is affordable | 18% | 29% | -16% | ▲ | |
| Cost of living in Tauranga is affordable | 17% | 23% | -30% | ▲ | |

Community Engagement and Communications

| | Result | YTD Result | Net Score | Trend |
|---|--------|------------|-----------|-------|
| Driver | 24/25 | 25/26 | | |
| Involves the public in the decisions it makes | 30% | 32% | -44% | ▲ |
| Decisions being in the best interests of the city | 27% | 36% | -12% | ▲ |
| Efforts to consult and engage directly with the community | 29% | 31% | -20% | ▲ |
| Influence the public has on the decisions Council makes | 19% | 16% | -44% | ▼ |
| Contact council when and how you want | 60% | 63% | 50% | ▲ |

Comments:
 The 2025/26 YTD results show an increase in satisfaction with decisions made being in the best interests of the city compared to 2024/25, with smaller increases seen in involving the public in the decisions council makes and efforts to consult and engage directly with the community. A small decrease in satisfaction was seen in the public's perception of how much it can influence council decisions.

Verbatim Summary:
 Feedback on community engagement was mixed. Many respondents felt that public consultation often lacked sincerity, with decisions appearing predetermined and not always aligned with the best interests of the city. Several expressed frustrations that community votes or feedback, such as opposition to the museum, were disregarded. Others acknowledged improvements in communication channels, including positive experiences with the contact centre and suggestions for more accessible updates via email or social media. Overall, there is a desire for more meaningful involvement, transparency in decision-making, and assurance that public input genuinely influences outcomes.

Overall Water management

| Driver | Result | YTD Result | Net Score | Trend |
|--|--------|------------|-----------|-------|
| | 24/25 | 25/26 | | |
| Overall | 59% | 60% | 47% | ▲ |
| Protection from flooding | 66% | 79% | 72% | ▲ |
| Quality of drinking water | 64% | 76% | 62% | ▲ |
| Know ways to conserve water | 85% | 81% | 81% | ▼ |
| Have conserved water in last 12 months | 82% | 80% | 80% | ▼ |

Comments:
 The 2025/26 YTD results show a slight increase in overall satisfaction with water management compared to 2024/25. Notably, there were significant improvements in satisfaction with protection from flooding and the quality of drinking water in the 2025/26 YTD results compared to 2024/25. However, the 2025/26 YTD results show small decreases in both water conservation awareness and reported conservation behaviours compared to 2024/25.

Verbatim Summary:
 Feedback on water management was mixed. Several respondents noted improvements in stormwater drainage and praised flood protection efforts, particularly in areas like Papamoa East. Others raised concerns about water quality, especially chlorine and fluoride levels, and called for more proactive maintenance of drains and culverts. Suggestions included better infrastructure planning, climate resilience measures, and smarter water usage tools.

Overall road and footpaths

| | Result | YTD Result | Net Score | Trend |
|--|--------|------------|-----------|-------|
| Driver | 24/25 | 25/26 | | |
| Overall | 49% | 51% | 27% | ▲ |
| Safety when cycling on roads and cycleways | 56% | 45% | 19% | ▼ |
| Safety on footpaths | 70% | 69% | 60% | ▼ |
| General cleanliness of footpaths | 73% | 77% | 69% | ▲ |
| Safety when driving on roads | 56% | 65% | 47% | ▲ |

Comments:
 The 2025/26 YTD results show a slight increase in overall satisfaction with roading, and footpaths compared to 2024/25. Notably, there has been a large improvement in the public’s perception of safety when driving. However, perceived safety when cycling on roads and footpaths has declined sharply, dropping from 56% in 2024/25 to 45% in the 2025/26 YTD results.

Verbatim Summary:
 Feedback highlighted concerns about safety for both cyclists and drivers, particularly around poorly designed cycle lanes and inconsistent road treatments. Many noted hazards such as potholes, tree root damage, and slippery footpaths, especially in wet conditions. Cleanliness was also mentioned, with broken glass and debris on footpaths seen as a risk to pedestrians and pets. While some acknowledged recent improvements, others felt maintenance and planning could be more consistent and responsive.

Overall sustainability and waste

| Waste Management | | | | |
|--|---------------|-------------------|------------------|--------------|
| | Result | YTD Result | Net Score | Trend |
| Driver | 24/25 | 25/26 | | |
| Overall | 76% | 84% | 80% | ▲ |
| Rubbish day collection | 86% | 91% | 87% | ▲ |
| State of street after collection day | 85% | 91% | 87% | ▲ |
| The management of street litter | 72% | 87% | 82% | ▲ |
| The management of litter bins in our parks and streets | 69% | 77% | 69% | ▲ |
| Te Maunga Transfer Station | 72% | 80% | 71% | ▲ |

| Climate and Sustainability | | | | |
|--|---------------|-------------------|------------------|--------------|
| | Result | YTD Result | Net Score | Trend |
| Driver | 24/25 | 25/26 | | |
| Overall | 40% | 44% | 19% | ▲ |
| Help our city adapt to a changing climate | 43% | 46% | 23% | ▲ |
| Help our city reduce its emissions | 36% | 40% | 9% | ▲ |
| Enabling Tauranga residents to live sustainably | 42% | 48% | 23% | ▲ |
| An organisation that is committed to delivering sustainable outcomes | 41% | 46% | 17% | ▲ |

Comments:

The Waste Management area continues to improve year on year with 2025/26 YTD increases in all measures of satisfaction including significant increases in overall waste management, rubbish day collection, state of the street after collection day and the management of street litter compared to 2024/25.

Similarly, the Climate and Sustainability area saw 2025/26 YTD increases in all measures compared to 2024/25.

Verbatim Summary:

Waste Management

Residents generally appreciate the kerbside collection system and the Council's efforts to promote recycling and sustainability. Some suggested expanding recycling options and improving education around waste minimisation.

Climate & Sustainability

Many residents demonstrated a strong commitment to sustainable living and environmental stewardship. There was appreciation for the Council's efforts in areas like planting native trees, maintaining green spaces, and investing in modern water infrastructure to future-proof the city against climate impacts. Residents also expressed interest in seeing more visible leadership on climate adaptation, including improved public transport, and more sustainable urban planning.

Overall outdoor spaces

| | Result | YTD Result | Net Score | Trend |
|--|--------|------------|-----------|-------|
| Driver | 24/25 | 25/26 | | |
| Overall | 76% | 79% | 74% | ▲ |
| Enough parks or green spaces | 75% | 80% | 73% | ▲ |
| Quality of playgrounds | 78% | 79% | 74% | ▲ |
| Cemetery | 79% | 81% | 78% | ▲ |
| Boat ramps and associated parking | 68% | 74% | 67% | ▲ |
| Opportunities to access and experience nature | 76% | 77% | 69% | ▲ |
| Open spaces, park, and play spaces | 73% | 77% | 71% | ▲ |
| Availability of places to be physically active | 76% | 78% | 72% | ▲ |
| Affordability of options to be physically active | 61% | 74% | 63% | ▲ |
| Quality of facilities for physical activity | 67% | 71% | 66% | ▲ |

Comments:

The 2025/26 YTD results show overall positive trends in all areas related to parks, green spaces, and recreational facilities.

Verbatim Summary:

Outdoor spaces were generally appreciated, with many respondents valuing the availability of parks, green areas, and opportunities to experience nature. Playgrounds and open spaces were seen as important for families, though some questioned the quality and upkeep of facilities. Comments on boat ramps and associated parking were mixed, with concerns about access and congestion. Overall, there was support for maintaining accessible, well-designed spaces that encourage physical activity and community use.

Overall public facilities

| | Result | YTD Result | Net Score | Trend |
|--|--------|------------|-----------|-------|
| Driver | 24/25 | 25/26 | | |
| Overall | 71% | 77% | 70% | ▲ |
| Libraries | 88% | 90% | 92% | ▲ |
| Historic Village | 64% | 71% | 60% | ▲ |
| Tauranga Art Gallery | 54% | 59% | 31% | ▲ |
| Baycourt | 70% | 74% | 65% | ▲ |
| Council swimming pools | 76% | 72% | 62% | ▼ |
| Council indoor sports facilities | 75% | 72% | 64% | ▼ |
| Council community centres | 69% | 63% | 53% | ▼ |
| Community-share indoor sports facilities | 70% | 68% | 58% | ▼ |

Comments:

The 2025/26 YTD results show a small increase in overall satisfaction with public facilities compared to 2024/25. While small improvements were noted in satisfaction with libraries, Baycourt, and the Historic Village, slight declines in satisfaction were observed with swimming pools, indoor sports facilities, and community centres.

Note: Results include all survey responses, including users and non-users.

Verbatim Summary:

Public facilities were generally well-regarded, with libraries and swimming pools receiving consistent praise for their accessibility and quality. The reopening of the library and museum was seen as a positive step for revitalising the CBD. Baycourt, the Historic Village, and the Art Gallery were mentioned as valued cultural assets, though some questioned the level of investment. Community centres and indoor sports facilities were appreciated, especially where they support inclusive and shared use.



Councils' Annual Residents Surveys Benchmarking Report 2024/2025



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Research background



Research Objectives

The specific objectives of this research were:

- To understand residents' satisfaction with services and facilities provided by Councils across New Zealand.
- To benchmark the key performance indicators against other Councils.



Method

- Surveys were undertaken with 21 different Councils across New Zealand in 2024/25, including 18 District Councils and 3 City Councils.
- Respondents were selected at random from the Electoral Roll, ratepayers database, and/or email contacts collected through previous years' surveys.
- The questionnaires were designed in consultation with Councils and were structured to provide a comprehensive set of measures relating to core activities, services, and infrastructure, and to provide a wider perspective of performance. This includes assessment of reputation and knowledge of Council's activities.
- Post data collection, the samples were weighted to be exactly representative of key population demographics for each area based on the 2023 Census.
- At an aggregate level the surveys have an expected 95% confidence interval (margin of error) of between +/- 3.2% and +/-4.8%.
- Maximum, minimum and average scores for key performance indicators are shown and benchmarked based on 21 Council's performances. Questions used are either identical or closely related, allowing for comparison.
- To allow for better and more extensive benchmarking, several measures are presented as an average score of all related measures in the relevant section.
- Please note: if minimum, average, or maximum values are not visible in a chart, it means that your Council results are equal to that value. For clarity, please view the table on the page following each chart.



September 2025

ARS Benchmarking – 2024/2025

Councils included in 2024/25 Benchmarking report

- Far North District Council
- Gisborne District Council
- Hauraki District Council
- Kaipara District Council
- Manawatū District Council
- Matamata-Piako District Council
- Nelson City Council
- Palmerston North City Council
- Queenstown Lakes District Council
- Rotorua Lakes District Council
- South Taranaki District Council
- South Waikato District Council
- Stratford District Council
- Tararua District Council
- Tauranga City Council
- Thames-Coromandel District Council
- Waikato District Council
- Waimate District Council
- Waipā District Council
- Waitaki District Council
- Waitomo District Council

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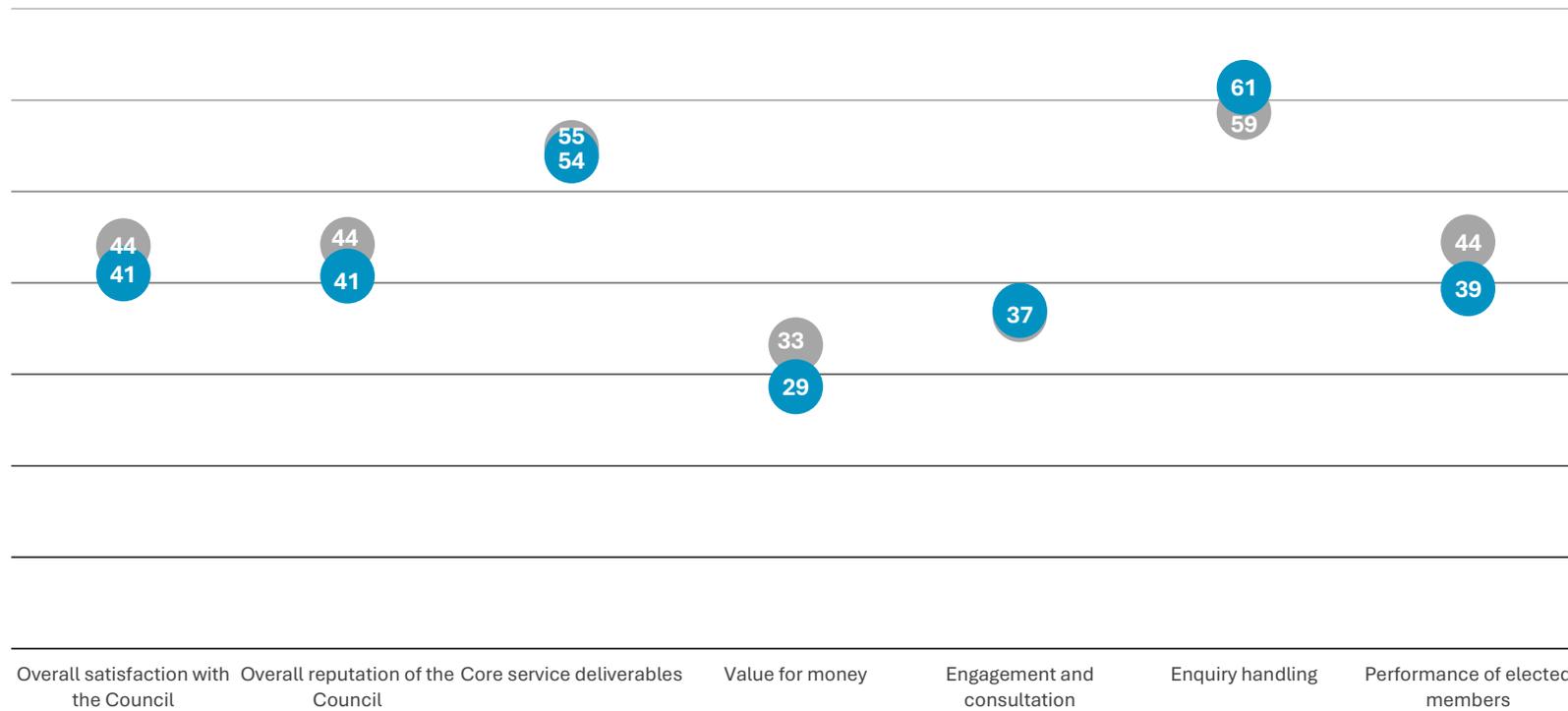
September 2025

ARS Benchmarking – 2024/2025

Year on year change – Overall

2024/2025 Council Benchmarking

● All Councils' Average 2023/24 ● All Councils' Average 2024/25



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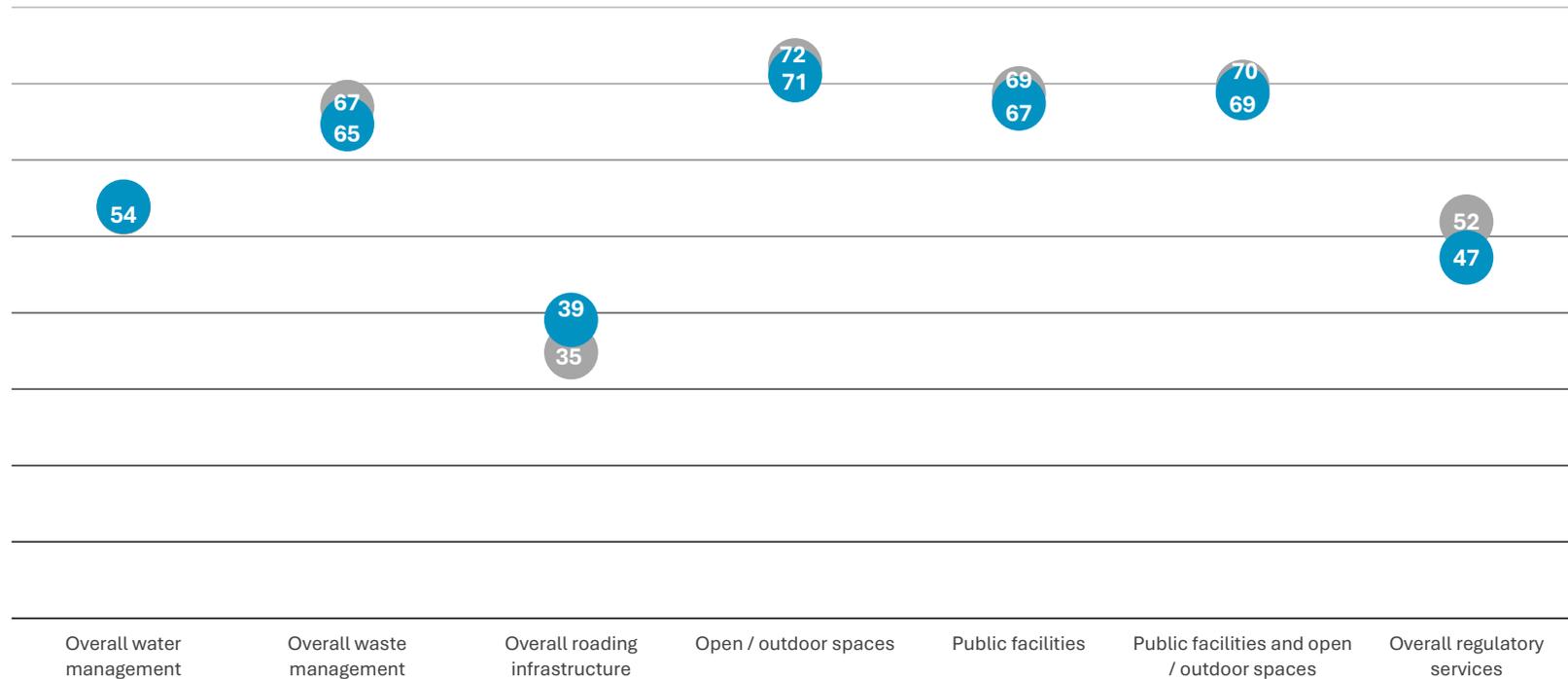
September 2025

ARS Benchmarking – 2024/2025

Year on year change – Core service deliverables

2024/2025 Council Benchmarking

● All Councils' Average 2023/24 ● All Councils' Average 2024/25



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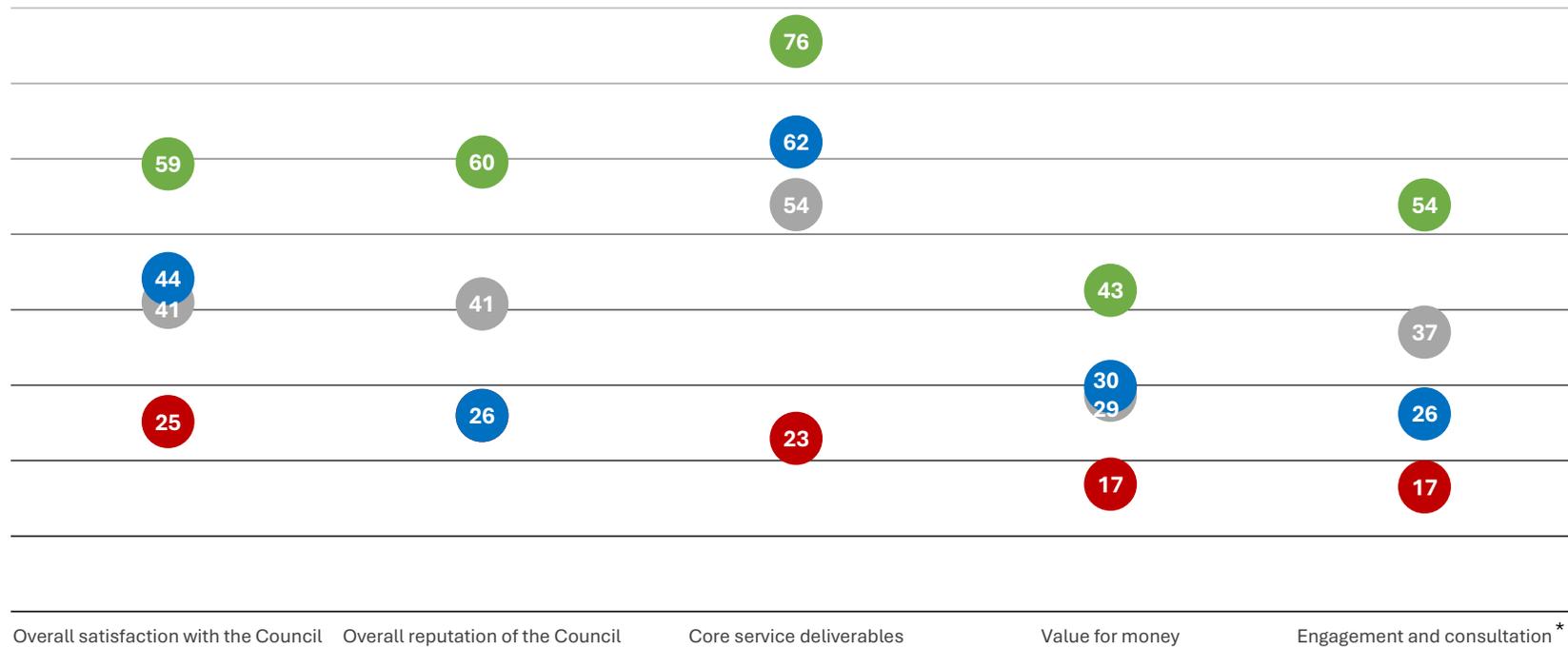
September 2025

ARS Benchmarking – 2024/2025

Overall measures

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.



September 2025

ARS Benchmarking – 2024/2025

Overall measures

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---------------------------------------|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Overall satisfaction with the Council | | 44 | 41 | +3 | 59 | -15 | 25 | +19 |
| Overall reputation of the Council | | 26 | 41 | -15 | 60 | -34 | 26 | - |
| Core service deliverables | | 62 | 54 | +8 | 76 | -14 | 23 | +39 |
| Value for money | | 30 | 29 | +1 | 43 | -13 | 17 | +13 |
| Engagement and consultation | | 26 | 37 | -11 | 54 | -28 | 17 | +9 |

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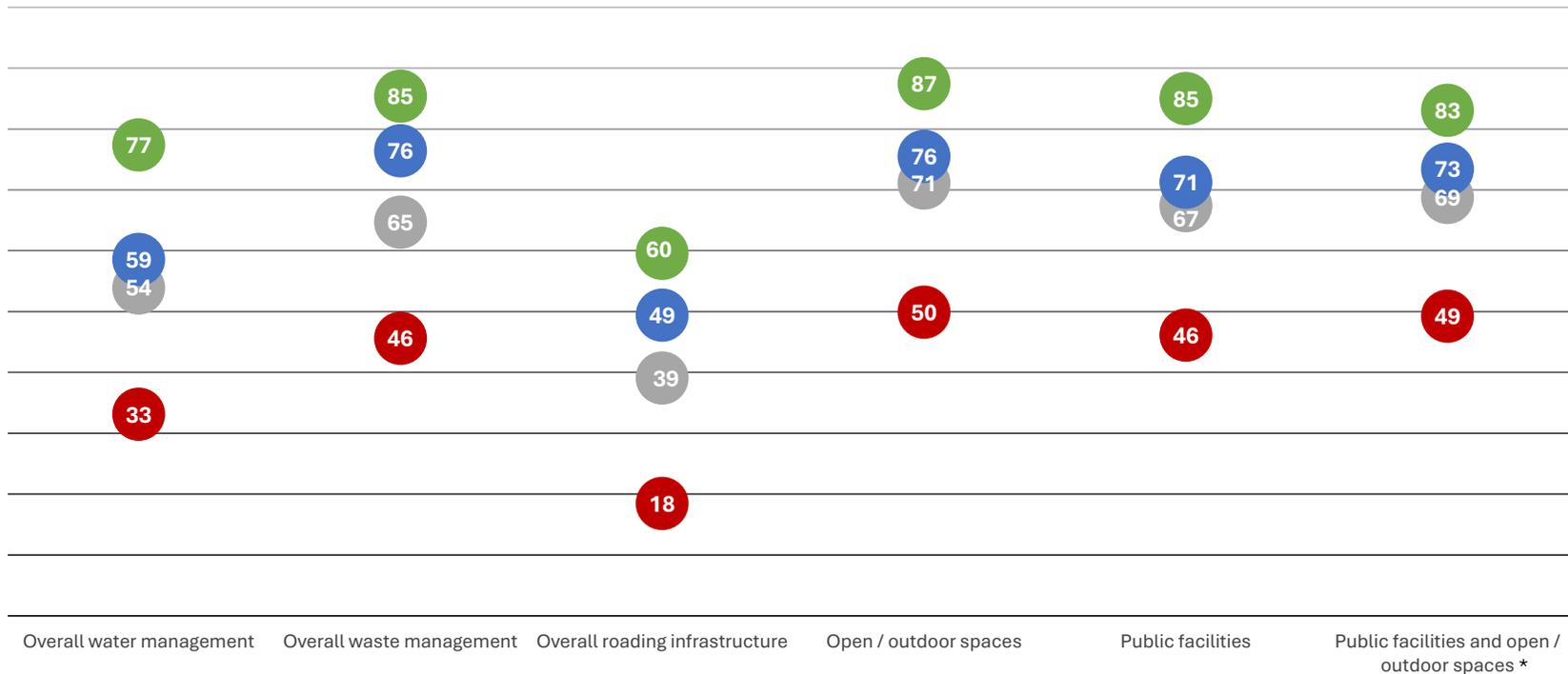
September 2025

ARS Benchmarking – 2024/2025

Core service deliverables

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.

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September 2025

ARS Benchmarking – 2024/2025

Core service deliverables

| % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Overall water management | 59 | 54 | +5 | 77 | -18 | 33 | +26 |
| Overall waste management | 76 | 65 | +11 | 85 | -9 | 46 | +30 |
| Overall roading infrastructure | 49 | 39 | +10 | 60 | -11 | 18 | +31 |
| Open / outdoor spaces | 76 | 71 | +5 | 87 | -11 | 50 | +26 |
| Public facilities | 71 | 67 | +4 | 85 | -14 | 46 | +25 |
| Public facilities and open / outdoor spaces | 73 | 69 | +4 | 83 | -10 | 49 | +24 |

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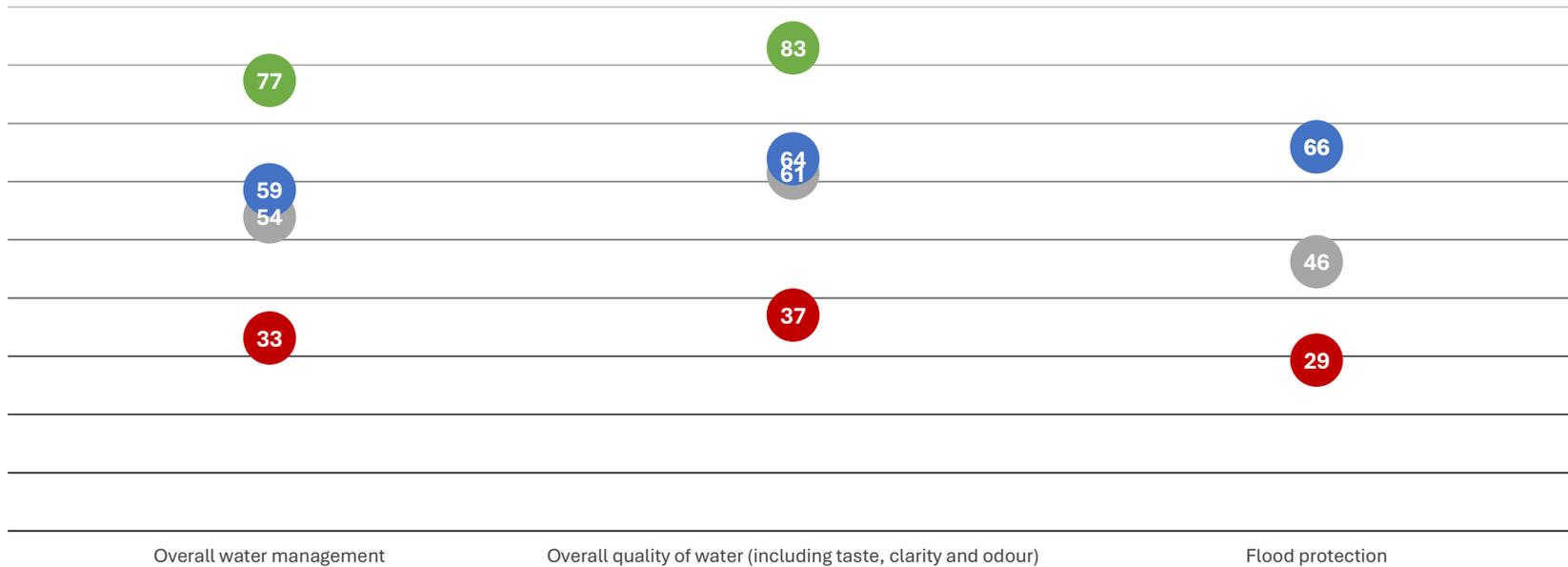
September 2025

ARS Benchmarking – 2024/2025

Water management

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



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September 2025

ARS Benchmarking – 2024/2025

Water management

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Overall water management | | 59 | 54 | +5 | 77 | -18 | 33 | +26 |
| Overall quality of water (including taste, clarity and odour) | | 64 | 61 | +3 | 83 | -19 | 37 | +27 |
| Flood protection | | 66 | 46 | +20 | 66 | - | 29 | +37 |

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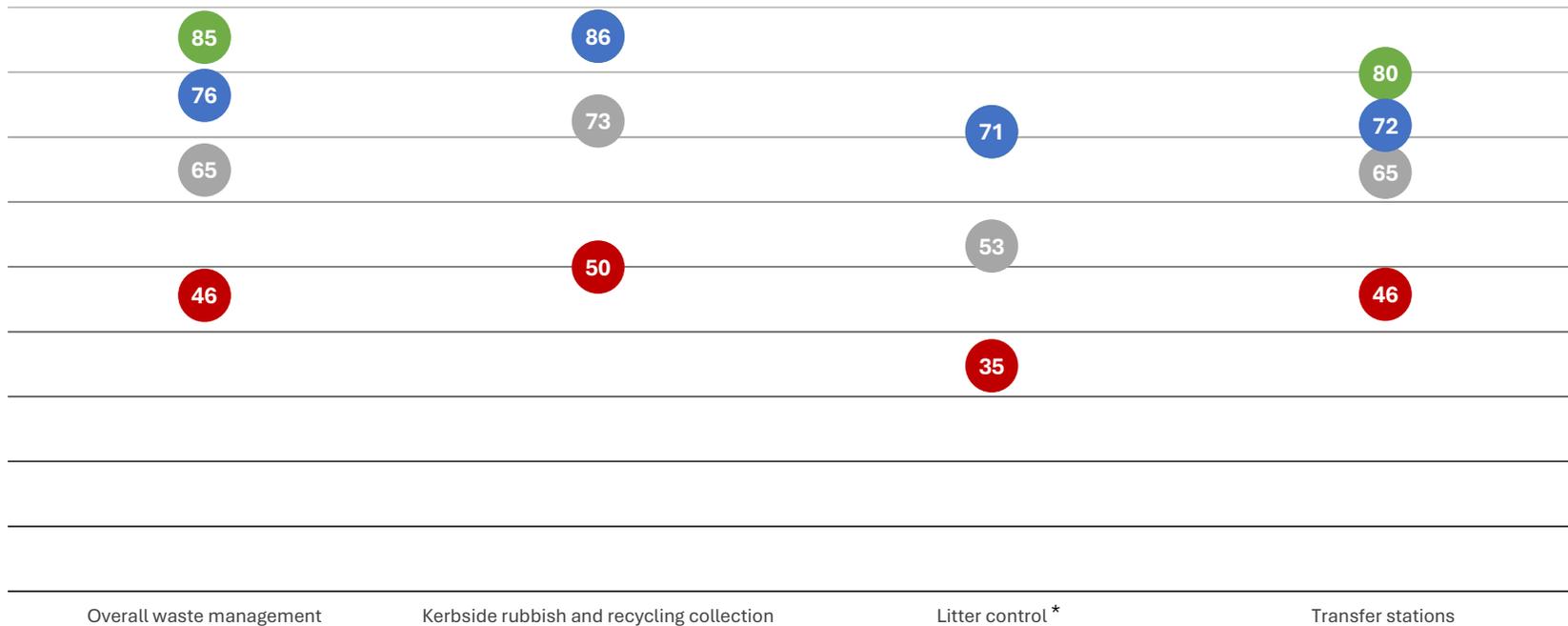
September 2025

ARS Benchmarking – 2024/2025

Waste management

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.



September 2025

ARS Benchmarking – 2024/2025

Waste management

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Overall waste management | | 76 | 65 | +11 | 85 | -9 | 46 | +30 |
| Kerbside rubbish and recycling collection | | 86 | 73 | +13 | 86 | - | 50 | +36 |
| Litter control | | 71 | 53 | +18 | 71 | - | 35 | +36 |
| Transfer stations | | 72 | 65 | +7 | 80 | -8 | 46 | +26 |

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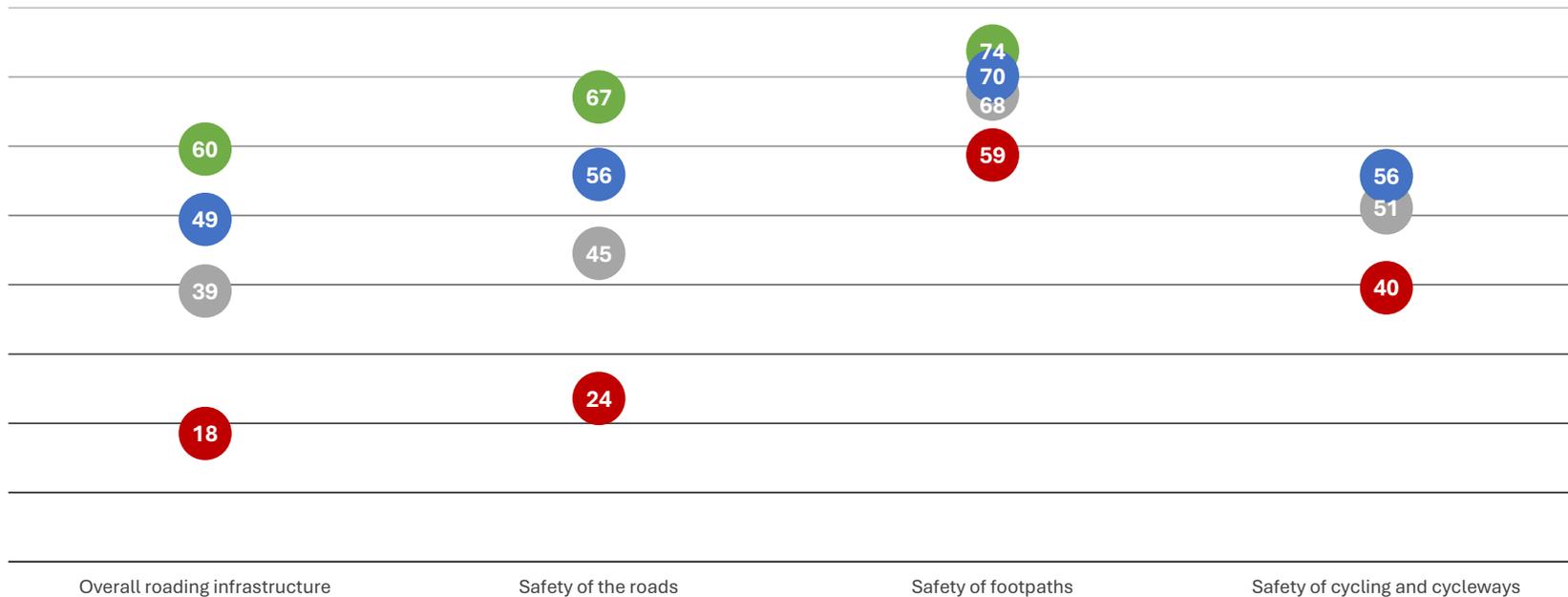
September 2025

ARS Benchmarking – 2024/2025

Roading infrastructure

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



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September 2025

ARS Benchmarking – 2024/2025

Roading infrastructure

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---------------------------------|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Overall roading infrastructure | | 49 | 39 | +10 | 60 | -10 | 18 | +31 |
| Safety of the roads | | 56 | 45 | +11 | 67 | -11 | 24 | +32 |
| Safety of footpaths | | 70 | 68 | +2 | 74 | -4 | 59 | +11 |
| Safety of cycling and cycleways | | 56 | 51 | +5 | 56 | - | 40 | +16 |

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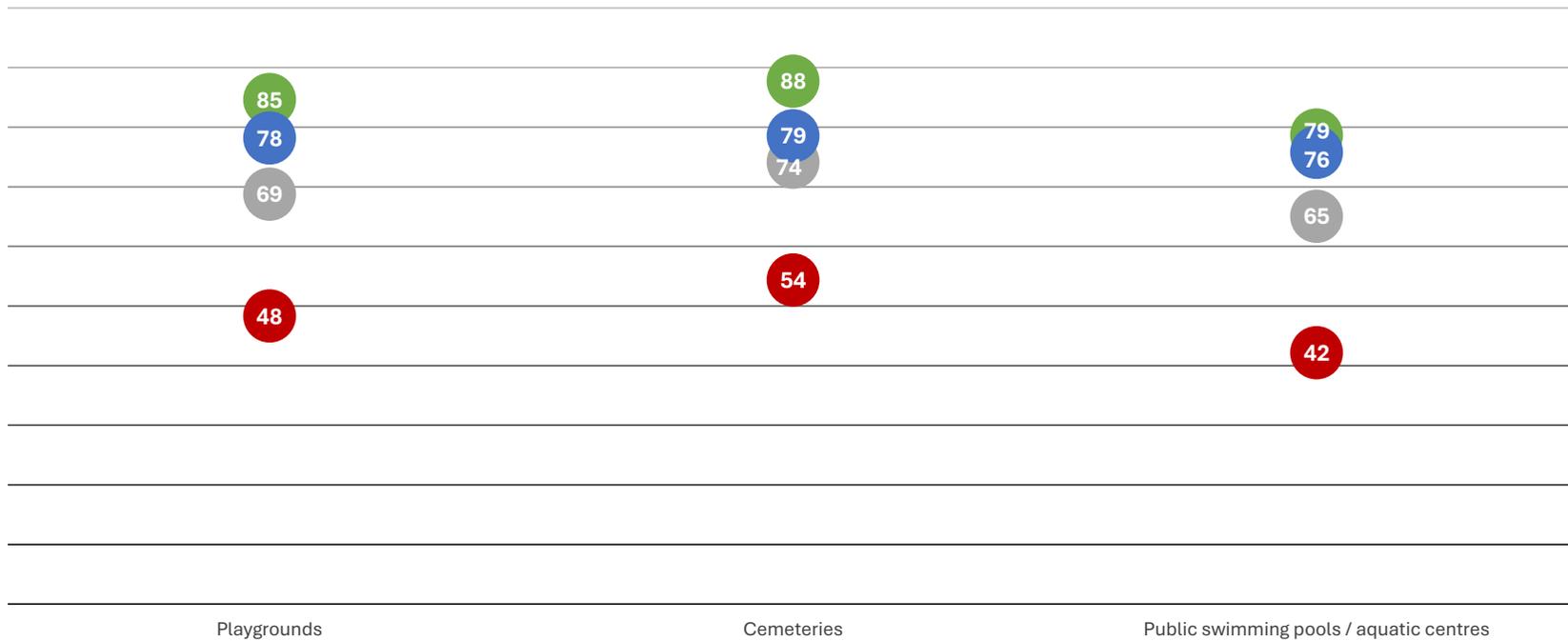
September 2025

ARS Benchmarking – 2024/2025

Public facilities and open / outdoor spaces

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



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September 2025

ARS Benchmarking – 2024/2025

Public facilities and open / outdoor spaces

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Playgrounds | | 78 | 69 | +9 | 85 | -7 | 48 | +30 |
| Cemeteries | | 79 | 74 | +5 | 88 | -9 | 54 | +25 |
| Public swimming pools / aquatic centres | | 76 | 65 | +11 | 79 | -3 | 42 | +34 |

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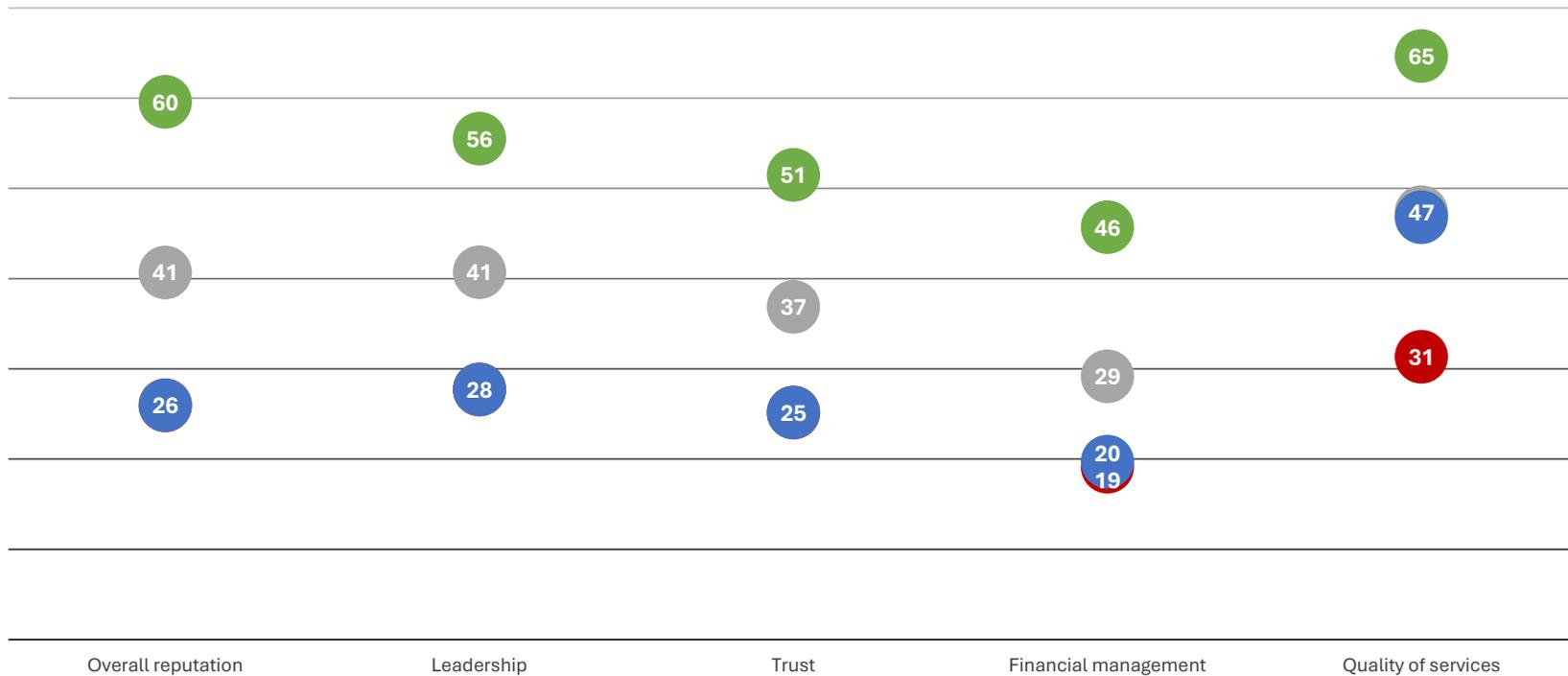
September 2025

ARS Benchmarking – 2024/2025

Reputation

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



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September 2025

ARS Benchmarking – 2024/2025

Reputation

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|----------------------|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Overall reputation | | 26 | 41 | -15 | 60 | -34 | 26 | - |
| Leadership | | 28 | 41 | -13 | 56 | -28 | 28 | - |
| Trust | | 25 | 37 | -12 | 51 | -26 | 25 | - |
| Financial management | | 20 | 29 | -9 | 46 | -26 | 19 | +1 |
| Quality of services | | 47 | 47 | - | 65 | -18 | 31 | +16 |

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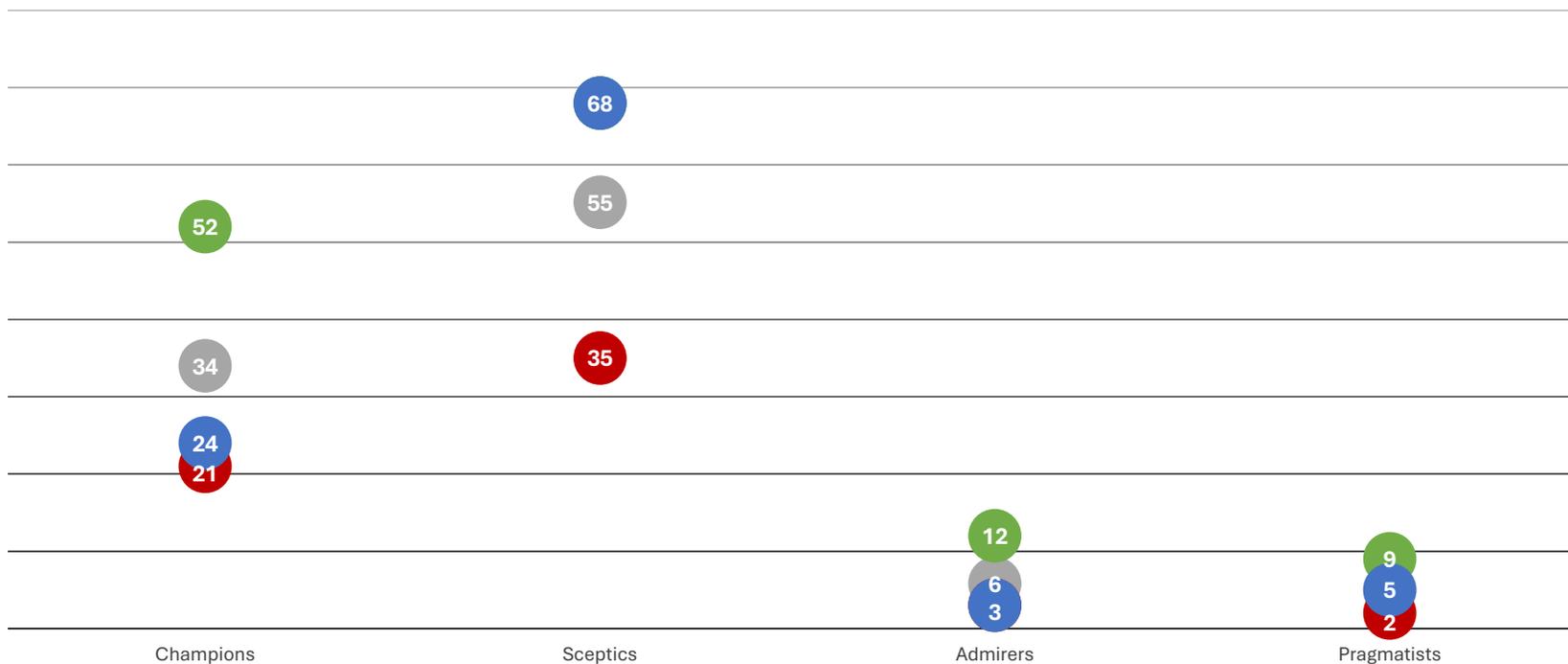
September 2025

ARS Benchmarking – 2024/2025

Reputation profile

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



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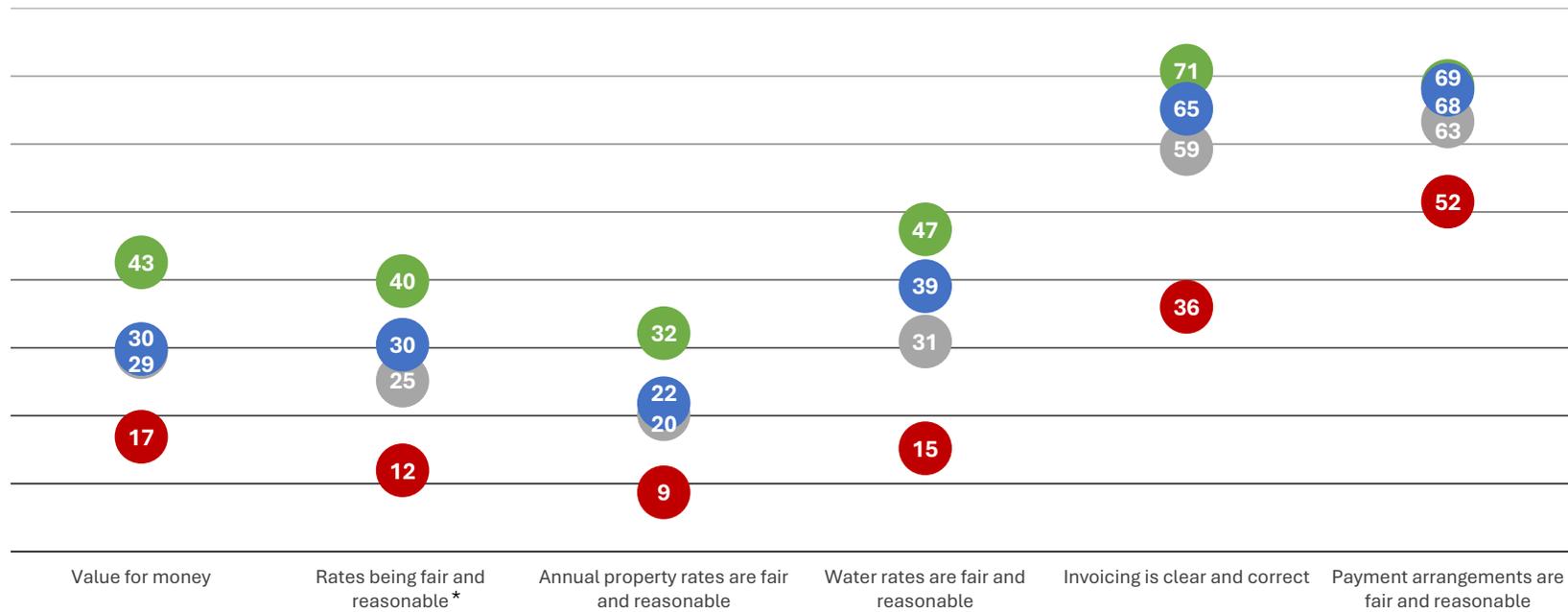
September 2025

ARS Benchmarking – 2024/2025

Value for money

2024/2025 Council Benchmarking

● All Councils' Average 2024/25 ● Max ● Min ● Tauranga CC



* To allow for better and more extensive benchmarking, these measures are presented as an average score of all related measures.



September 2025

ARS Benchmarking – 2024/2025

Value for money

| | % 7-10 | Your Council % | Average based on 21 Councils % | point diff % | Top performance % | point diff % | Lowest performance % | point diff % |
|---|---------------|-----------------------|---------------------------------------|---------------------|--------------------------|---------------------|-----------------------------|---------------------|
| Value for money | | 30 | 29 | - | 43 | -13 | 17 | +13 |
| Rates being fair and reasonable | | 30 | 25 | +5 | 40 | -10 | 12 | +18 |
| Annual property rates are fair and reasonable | | 22 | 20 | +2 | 32 | -10 | 9 | +13 |
| Water rates are fair and reasonable | | 39 | 31 | +8 | 47 | -8 | 15 | +24 |
| Invoicing is clear and correct | | 65 | 59 | +6 | 71 | -6 | 36 | +29 |
| Payment arrangements are fair and reasonable | | 68 | 63 | +5 | 69 | -1 | 52 | +16 |

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September 2025

ARS Benchmarking – 2024/2025

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9.2 City Centre Development Incentive Fund - Annual Report 2024/25

File Number: A17402202

Author: Emily McLean, **Manager:** Urban Centres Development

Authoriser: Barbara Dempsey, **Acting General Manager Operations and Infrastructure**

PURPOSE OF THE REPORT

1. To report to Council on the progress made and activities funded by the City Centre Development Incentive Fund between 1 May 2024 and 30 June 2025.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "City Centre Development Incentive Fund - Annual Report 2024/25".

EXECUTIVE SUMMARY

2. In April 2023, Council broadened the scope of the City Centre Development Incentive Fund (**the Fund**) to support a wider range of initiatives aimed at revitalising Tauranga's city centre. This report outlines progress made between May 2024 and June 2025, highlighting how the Fund has been used to stimulate residential accommodation, enhance vibrancy, support businesses, and attract foot traffic during a period of significant disruption.
3. Key achievements include:
 - (a) Implementation of strategic initiatives including a revitalisation strategy, vacant shopfronts strategy, vacant wall audit, and a student accommodation feasibility study;
 - (b) Delivery of high-impact events such as the Street Art Festival, Whanau Fun on the Waterfront, Kiwi Art Trail, and International Buskers Day, which collectively attracted thousands of attendees and boosted foot traffic and local business engagement; and
 - (c) Continued collaboration with city partners and stakeholders to ensure alignment with the City Centre Action and Investment Plan and broader strategic outcomes.
4. Looking ahead, the Fund is expected to evolve in response to the changing needs of the city centre. As new destinations and anchor institutions open - such as the opening of Te Manawataki o Te Papa and/or if Mainstreet-led initiatives increase - the Fund may be strategically phased out, with its role transitioning to support these emerging programmes.
5. Additionally, if new budget was made available through the next Long-Term Plan, there is potential to expand the Fund's scope to other urban centres within Tauranga if similar revitalisation needs are identified, ensuring equitable support across the city's growth areas.
6. The Fund is now administered by the Urban Centres Development team (within Spaces & Places), with future updates to be provided annually.

BACKGROUND

7. The Fund was originally approved by the Commission to facilitate an increase in the supply of residential accommodation in the city centre, by supporting feasibility assessments of possible residential accommodation developments.
8. The Fund was initially allocated \$500,000 per annum (for three years) as part of the 2021-2031 Long-term Plan. This funding was reduced to \$470,000 in 2024/25 and \$375,000 in 2025-26 to contribute to annual cost savings.
9. While there is an identified and ongoing need to stimulate residential accommodation in the city centre, the original scope of the fund was narrow and limited by the finite number of feasibility studies that could be initiated to investigate the viability of residential and/or student accommodation in the city centre.
10. It also became increasingly clear that the challenges facing the city centre were broader and more complex beyond the need for more housing. The scope restricted Council's ability to support other initiatives that would meaningfully contribute to the future prosperity of the city centre and support the community while the city centre undergoes a period of significant disruption.
11. On [3 April 2023](#), recognising that the decline in prosperity of the city centre was unlikely to be rectified by focusing on one particular solution, the Commission resolved to broaden the scope of the Fund to enable a wider range of initiatives that will support the ongoing growth, development, and prosperity of the city centre (Resolution CO4/23/3). The broader scope of the fund also allowed for opportunities to support the community as the city centre goes through an extended period of significant disruption.
12. The wider range of initiatives is identified in the 'City Centre Development Incentive Fund Framework' (**Attachment 1**) and was approved by Council specifically to:
 - (a) Attract and incentivise the development of residential and in particular, student accommodation;
 - (b) Support short- to medium-term tactical parking interventions that will increase the availability of car parking;
 - (c) Generate initiatives that will support city centre businesses that are severely impacted by the current period of construction disruption; and
 - (d) Support increased activation and vibrancy.
13. Other initiatives supported by this fund that have been previously reported (in [May 2024](#)) on:
 - (a) A city centre-based Safety and Engagement Advisor fixed term role;
 - (b) Secure bike parking facility utilising a vacant shopfront;
 - (c) Relief for city centre hospitality businesses by discounting Licence to Occupy fees;
 - (d) Funding towards city centre public art installations – FONT and Kowhai Grove (prior to the establishment of the new Public Art Fund);
 - (e) Funding a report to provide vacant shopfront data, enabling the team to report the progress of transformation work in revitalising the city centre and monitor business and investor attraction; and
 - (f) A comprehensive and ongoing programme of activations highlighted by 'hero' events giving people regular reasons to visit the city centre.
14. To date, the Fund has supported a range of initiatives that are contributing to a responsive and aligned effort to ensure the city centre is a great place to be now, not just in the future – helping to attract necessary foot traffic and retail spend to support existing city centre businesses while showcasing what is possible for investors in the future.

15. The Fund allows initiatives and ideas to be trialled in flexible and low-cost ways before undertaking significant investment with a focus on things that are smaller in scale, easy to deploy and are cost effective.

KEY PROJECTS UNDERTAKEN MAY 2024 TO JUNE 2025

16. The following key initiatives have been undertaken subsequent to the last reporting period ([May 2024](#)), in collaboration with our city partners, during the period May 2024 to June 2025. Further detail on each of these activities is provided at (**Attachment 2**).

May & June 2024:

| | |
|---------------------|---|
| \$18,594.21 | Secure public bike parking facility Continued delivery of the facility (under a trial) in Grey Street as a response to demand. |
| \$20,000.00 | “Paper Pals” sculptures Sculptures leased for 12 months as part of the vacant window and playful streets strategies. |
| \$55,150.00 | Revitalisation Strategy A strategy that clearly articulates ambition, priorities, and a roadmap to achieve this in collaboration with key stakeholders and partners. |
| \$28,198.72 | Continued programme of activations and events Programme including regular activations such as the Little Big Markets and Pocket Size Play and Event Marketing and support. |
| \$140,000 | Seven murals and a ‘vacant wall audit’ Development of a masterplan of available walls for mural activations and delivery of murals including 5 by Creative Bay of Plenty as part of the Street Art Festival in March 2025. |
| \$261,942.93 | Total in reporting Period |

July 2024 to June 2025:

| | |
|---------------------|---|
| \$50,000.00 | Feasibility Study For the development of student accommodation in Spring Street. |
| \$170,801.55 | Delivering a programme of activations and events that: <ul style="list-style-type: none"> • Provides regular reasons to routinely visit the city centre; • Leverages existing seasonal celebrations and events and highlights newly opened spaces; and • Delivers ‘hero events’ to provide a compelling reason to visit the city centre (at least) monthly (as outlined individually below). Includes salary for a fixed term .5 FTE events and activations lead who manages the development and coordination of the programme of events and activations as well as a financial contribution of \$8,000 received from Downtown Tauranga to support the weekly delivery of pocket-sized play activations. |
| \$15,000 | Whanau Fun on the Waterfront A two-day Matariki festival that attracted 1500 attendees. |

| | |
|---------------------|--|
| \$12,577 | Kings Birthday “King size your Long weekend” Attracted over 2000 attendees during the 4-day event. |
| \$8,830 | International Buskers Day Out 2025. This free, family-friendly event attracted over 3000 attendees. |
| \$15,000 | Kiwi Art Trail Brought a collection of 20+ kiwi sculptures painted by New Zealand artists to the city centre delivering a free, family-friendly public art trail in the city centre for two weeks in September and October. |
| \$80,295.07 | Winter Light and Arts Trail A light and arts trail to bring people into the city during the winter months, and outside standard business hours in late August and early September across two weeks, including 3 weekends of activations. |
| \$82,861.87 | Beautification of eight vacant windows produced by Artist Sara Hughes Backlit artworks, taking inspiration from the Museum collection to create a trail for people to admire both during the day and night, delivering the vacant window strategy and supporting the lighting strategy. |
| \$19,052.41 | Operational costs relating to the vacant shopfront’s strategy Activating vacant shopfronts to enhance attraction including extending the display of the ‘Paper Pals’ sculptures and contributions to power. |
| \$23,500 | International Buskers Day Out 2026. The world-class busking acts will perform across two pitch sites in Tauranga’s city centre on 31 January 2026. |
| \$477,917.90 | Total |

PROJECTS UNDERWAY

17. The following key initiatives are underway for 2025/2026:

- (a) Continuation of the Activation Programme to deliver on the City Centre Action and Investment Plan (CCAIP) strategic outcome “An engaging city centre, that is vibrant and inclusive, with exciting things to do for people of all ages, stages and abilities.” The activations programme has been the catalyst for the printed monthly event calendar and delivered to city centre businesses to promote ‘what’s on in the city centre’.
- (b) Further engagement on the City Centre Revitalisation Strategy including the business “think tank” session and subsequent next steps including investigating options for supporting business and development. This may include leveraging existing funding or policies/bylaws or looking at what initiatives have been successful in other areas of New Zealand that may be applicable in Tauranga.
- (c) Investigation into a catalyst development in the ‘early Avenues’ Mixed-use precinct to encourage greater density of residential accommodation.
- (d) Continued engagement with Downtown Tauranga and other partners to determine right-sized opportunities for activation, vibrancy and business support.

STRATEGIC ALIGNMENT

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

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

19. The Fund enables increased alignment with Te Rapunga Ora ki Te Papa – City Centre Action and Investment Plan, delivering on several strategic outcomes including:
- (a) A city centre for people, a great place to live, work, learn and play, that prioritises people at its heart;
 - (b) An accessible city centre, that supports walking, cycling, micro-mobility and public transport for all ages and abilities;
 - (c) A waterfront city centre, where high-quality, vibrant spaces connect people with the moana;
 - (d) A city centre with identity and culture, that represents our culture and heritage, and enhances our sense of place; and
 - (e) An engaging city centre, that is vibrant and inclusive, with exciting things to do for people of all ages, stages and abilities.

FINANCIAL CONSIDERATIONS

20. The Fund was allocated \$500,000 per annum (for three years) as part of the 2021-2031 Long-term Plan. This funding was reduced to \$470,000 in 2024/25 and \$375,000 in 2025-26 to contribute to annual cost savings.
21. In future years, there is \$383,250 in the Fund each year in 2026/27, 2027/28 and 2028/29 with no further funding currently allocated for years beyond 2028/29.
22. Consideration could be given in the next Long-Term Plan to continuing and expanding this Fund in the city centre and/or across other urban centres. Staff will develop options for inclusion in the Long-Term Plan process.

LEGAL IMPLICATIONS / RISKS

23. There are several strategic and operational risks that are monitored through the implementation and distribution of the Fund. These include reputational, equity, and geographic distribution risks, amongst others:
24. There is a reputational risk associated with perceived inequity in the allocation of funding across the various streams of the Fund. While the Fund was not designed to ensure equal distribution across all streams, allocations have been guided by a needs-based approach, prioritising initiatives with the greatest potential to support the prosperity of the city centre with urgency. This may lead to stakeholder concerns regarding fairness or transparency; however the Fund is expected to evolve in response to the changing needs of the city centre over time.
25. A reputational risk exists due to the perception that the Fund disproportionately supports city centre initiatives, potentially overlooking other urban centres within Tauranga. However, the Fund was purposefully established to catalyse residential development in the city centre in response to significant transformation and disruption. Its targeted scope reflects strategic priorities rather than a lack of commitment to broader urban development. Additionally, if new

budget was made available through the next Long-Term Plan, there is potential to expand the Fund's scope to other urban centres within Tauranga if similar revitalisation needs are identified, ensuring equitable support across the city's growth areas.

TE AO MĀORI APPROACH

26. Staff have engaged internally with the Takawaenga Māori Unit to ensure the activations/events programme considers Te Ao Māori opportunities and perspectives. Feedback provided has enabled further consideration of how we could integrate an improved approach moving forward resulting in new initiatives and activations such as the Whanau Fun on the Waterfront, a two-day Matariki festival that attracted 1500 attendees.

CLIMATE IMPACT

27. This is an administrative report, the recommendations in this report do not have implications for our climate impact. Staff will continue to work with suppliers and partners to ensure that all initiatives and activations are considered through the lens of our climate impact.

CONSULTATION / ENGAGEMENT

28. Key city centre stakeholders and partners are engaged with on a regular basis and help to inform how the Fund is best utilised.
29. Proactive stakeholder engagement continued over the period with multiple individual one-to-one visits with business and property owners, speaking engagements and walking tours. City centre project updates were presented and feedback received.
30. Staff continue to gather community feedback to understand any concerns, listen to any ideas, and measure community support for a wide variety of issues and opportunities. The engagement team monthly calendar drop, featuring the upcoming activations and events in the city centre, provides a valuable opportunity to engage directly with city centre businesses and gather evidence that the ongoing activations have been successful in supporting businesses and driving foot traffic.
31. Over this period, we held monthly activations and city centre taskforce meetings. This internal collaboration structure enables a cross-functional and cohesive approach to ensure that initiatives undertaken through this funding are supported and aligned with other projects and activations in the city centre, providing great outcomes and value for money for the community.

SIGNIFICANCE

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

ENGAGEMENT

35. Taking into consideration the above assessment, that the matter is of low significance, officers are of the opinion that no further engagement is required.

NEXT STEPS

36. The Fund is now being administered under the Urban Centres Development team (within Spaces and Places) who will continue to collaborate with our key city centre stakeholders and partners to consider how the Fund can be best utilised to support the ongoing needs of the city centre.
37. Staff will develop options for the continuation and potential expansion of the Fund to other urban centres, for consideration through the Long-Term Plan process.
38. Further updates will be provided to Council annually.

ATTACHMENTS

1. **CCDIF Funding Framework Update April 2023 - A14592701** [↓](#) 
2. **CCDIF Further Detail on funded initiatives - A19191502** [↓](#) 

CITY CENTRE DEVELOPMENT INCENTIVE FUND FRAMEWORK



| | | | |
|----------------------|----------------|-------------------------|------------|
| Authorised by | Council | | |
| First adopted | 4 October 2021 | Minute reference | CO18/21/12 |
| Updated | 3 April 2023 | | |

1. PURPOSE

- 1.1 The purpose of the City Centre Development Incentive Fund is to enable a broad range of initiatives that will support the ongoing growth and development of the city centre.
- 1.2 This framework enables identification of initiatives in the Tauranga city centre that would meaningfully contribute to the future prosperity of the city centre, and/or support businesses and the community while the city centre undergoes the current period of significant disruption.

2. SCOPE

- 2.1 The City Centre Development Incentive Fund only applies to initiatives in the city centre zone and the city living zone.
- 2.2 Opportunities that can be considered for funding include:
 - a) feasibility studies that investigate the viability and encourage the development of residential and student accommodation in the city centre;
 - b) short- to medium-term tactical parking interventions that will increase the availability of car parking in the city centre;
 - c) feasibility studies that investigate the viability and encourage the development of car parking buildings in the city centre;
 - d) initiatives that support city centre businesses who are severely impacted by the current period of construction disruption; and
 - e) initiatives that support increased activation, which leads to increased vibrancy in the city centre.

3. DEFINITIONS

| Term | Definition |
|-----------------------|--|
| City centre zone | As defined in the Tauranga City Plan |
| City living zone | As defined in the Tauranga City Plan, including both city living (mixed use) and city living (residential) zones |
| Council | Refers to Tauranga City Council |
| Dwelling unit | As defined in the Tauranga City Plan |
| Student accommodation | Accommodation options for tertiary students who domicile within the city centre |

4. PRINCIPLES

- 4.1 Council encourages residential development in the city centre and city living zones in order to intensify development in areas with existing amenity and infrastructure.
- 4.2 Encouraging development in the city centre and city living zones supports Council to implement the Te Papa Spatial Plan and meet the objectives of the Urban Form and Transport Initiative and the National Policy Statement for Urban Development.
- 4.3 Encouraging development and initiatives in the city centre supports the vision and objectives of Te Rapunga Ora ki Te Papa – City Centre Action and Investment Plan 2022-32.
- 4.4 Council is required to be financially prudent and undertake commercial transactions with good business practice.
- 4.5 Council recognises its role in supporting transition to a low carbon and environmentally resilient future by encouraging sustainable development.

5. POLICY STATEMENT

5.1 Strategic outcomes for city centre student and/or residential accommodation

- 5.1.1 Council acknowledges the following as strategic outcomes for residential accommodation in the city centre;
 - a) delivery of high-quality urban design;
 - b) provision of universal access¹;
 - c) increased public amenity; and
 - d) incorporation of sustainable design.

5.2 Specific criteria for feasibility studies

- 5.2.1 To qualify for Council part-funding of a feasibility study, a potential development must be expected to provide more than 40 dwelling units upon completion.
- 5.2.2 Council will partner with developers on feasibility studies where the following criteria are met:
 - a) commitment to complete the feasibility work within six months of the study being commissioned;
 - b) willingness to work in a collaborative manner with Kāinga Ora and/or community housing providers, and/or the University of Waikato or other education providers; and
 - c) willingness to contribute financially to the feasibility studies.
- 5.2.3 The feasibility results are non-binding, but information will be shared with all partners and treated with confidence.

5.3 Scope for feasibility studies

- 5.3.1 Council and those parties potentially involved in a development will agree the scope of each feasibility study prior to proceeding.
- 5.3.2 Council will look to incorporate assessment of the following in the scope of each feasibility study:
 - a) provision of housing at a range of price points; and
 - b) provision of diversity of housing typologies and/or dwelling sizes.

¹ Universal access, or universal design, “refers to buildings, products and environments that are inherently accessible to older people, people without disabilities and people with disabilities” (TCC Disability Strategy)

- 5.3.3 Consideration of the strategic outcomes listed in 5.1.1 may be incorporated into the scope of any feasibility study where practical.
- 5.4 Specific criteria for other incentives that encourage the development of student and/or residential accommodation
- 5.4.1 To qualify for other support, student and/or residential accommodation projects must demonstrate an ability to increase student and/or residential accommodation options in the city centre.
- 5.4.2 The developer must also demonstrate a willingness to sign a Housing Outcome Agreement for residential developments.
- 5.4.3 Funding will only be provided in instances where building consent has been issued and construction has commenced.
- 5.4.4 Funding for student-based accommodation initiatives will need a letter of support from the University of Waikato, or another relevant tertiary education provider.
- 5.5 Scope for residential and/or student accommodation
- 5.5.1 Subject to the specific criteria listed in 5.4, Council will consider any of the following to support developers and/or other organisations with initiatives that support the delivery of additional residential and/or student accommodation in the city centre:
- development contributions deferrals or subsidies;
 - rates deferrals or subsidies;
 - building and/or resource consent support; and
 - short-term revenue shortfall to support student accommodation developments.
- 5.6 Specific criteria for short- to medium-term tactical parking interventions
- 5.6.1 Funding will be provided for short- (less than six months) or medium-term (less than two years) car parking initiatives.
- 5.6.2 Initiatives that deliver additional car parking spaces:
- must result in the establishment of at least 10 additional car parking spaces; and
 - must result in all car parks being made available for public use (i.e. not leased or private).
- 5.6.3 Initiatives that don't deliver additional car parks will be considered, as long as they are assessed to be likely to increase the general public's awareness of car parking availability and/or affordability in the city centre.
- 5.6.4 Council will partner with developers on feasibility studies for new car park buildings where the following criteria are met:
- commitment to complete the feasibility work within six months of the study being commissioned;
 - willingness to work in a collaborative manner with Council;
 - a commitment that at least 50% of the parking planned for delivery is made available for public use (i.e. not leased or private); and
 - willingness to contribute financially to the feasibility studies.
- 5.6.5 Parking interventions will align with the general vehicle access areas approach outlined in the City Centre Access and Movement Framework and seek to avoid areas of the city centre impacted by construction.
- 5.7 Scope for parking interventions
- 5.7.1 Council and those parties potentially involved in parking interventions, will agree the scope and deliverables of each intervention prior to proceeding.

- 5.7.2 Council will consider assessment of the following initiatives as part of the scope for tactical car parking interventions in the city centre:
- (a) investigation of vacant sites (private and council-owned) for possible short-term, at-grade car parking;
 - (b) maximising the availability and utilisation of current council parking assets;
 - (c) improve wayfinding and real-time digital occupancy signage on key transportation routes;
 - (d) development of a website/app with real-time parking info available for the public;
 - (e) roll out of apps that support ease of parking; and
 - (f) investigation of options to reduce the number of trade vehicles in the city centre;
- 5.7.3 Initiatives that deliver safe and secure e-bike and/or scooter parking for public use will also be considered, with or without end-of-trip facilities, including but not limited to toilets, showers and lockers.
- 5.8 Specific criteria for initiatives that support businesses that are severely impacted by construction disruption
- 5.8.1 Impacted businesses must be able to reasonably demonstrate the severe negative effect on their business from current construction in the city centre, over an extended period of time.
- 5.8.2 Initiatives will be considered that support the sustainability and growth of local businesses during a period of significant disruption, but direct cash support will not be provided to any disrupted business.
- 5.8.3 The fund cannot be used to apply for the perceived loss of earnings for businesses.
- 5.9 Scope for business interventions
- 5.9.1 Council will consider assessment of the following initiatives as part of the scope for supporting businesses in the city centre, including but not limited to:
- (a) increased signage to inform the public and create a heightened level of awareness that a business (or businesses) are still trading;
 - (b) in partnership with Downtown Tauranga, city centre specific marketing, promotion and/or advertising support;
 - (c) additional safety and security support, including enhanced lighting;
 - (d) Licence To Occupy support, and
 - (e) in extreme cases, support to relocate to another part of the city centre.
- 5.10 Specific criteria for support for increased activation and vibrancy
- 5.10.1 Initiatives must be temporary in nature i.e. a short-term activation, activity or event.
- 5.10.2 Initiatives must be different and not a continuation of an existing initiative or a business-as-usual activity.
- 5.10.3 As much as possible, initiatives should not compete with an existing city centre business.
- 5.10.4 Preference will be given to initiatives that are assessed to have the most significant impact and likelihood for an increase in vibrancy in the city centre.
- 5.11 Scope for increase activation and vibrancy
- 5.11.1 All kinds of activations, activities and initiatives will be considered if they are assessed to have a high likelihood of increasing vibrancy in the city centre, drawing people in and extending their city centre dwell time, and/or leaving a lasting positive impression of their city centre visit.

- 5.11.2 Initiatives may also be considered that take a place-based approach to activating a space and support increased vibrancy by taking a 'proof of concept' approach, informing the design for current and future city centre developments e.g. placemaking initiatives.
- 5.11.3 Funding will be available to support marketing, advertising and promotion of initiatives, activations and activities taking place in the city centre.

6. RELEVANT DELEGATIONS

- 6.1 The Chief Executive has delegated authority to implement this framework, including negotiation and agreement on which potential opportunities are supported through feasibility studies.
- 6.2 The Chief Executive will provide regular updates to the Council on the fund and projects that have been supported and enabled through it.

7. REFERENCES AND RELEVANT LEGISLATION

- 7.1 National Policy Statement for Urban Development
Urban Form and Transport Initiative
Te Papa Spatial Plan
City Centre Action and Investment Plan

4 November 2025 – City Delivery Committee

Attachment 2

Supplementary detail on Initiatives funded through the City Centre Development Incentive Fund

May & June 2024:

| | |
|---------------------|---|
| \$18,594.21 | Continued delivery of a secure public bike parking facility (under a trial) in Grey Street as a response to demand from city centre businesses and cycling groups, and in alignment with modal shift initiatives. This was a collaboration between Tauranga City Council's City Development and Partnerships and Transportation teams. Day-to-day operations were managed by a private operator. <i>The trial period finished in March 2025 and the "Bike Stop" was closed with alternative bike parking options provided in the "Bike Boxes" and in carparking buildings.</i> |
| \$20,000.00 | "Paper Pals" sculptures Leased for 12 months. This shopfront display is part of a wider project to create more ambience in the city centre in alignment with the vacant window strategy and playful streets strategy. |
| \$55,150.00 | A city revitalisation strategy that closes the gap between aspirations and action – a clear articulation of ambition, priorities, and a roadmap to achieve this was undertaken in collaboration with our key stakeholders and partners. |
| \$28,198.72 | Programme of activations and events such as Little Big Markets, Pocket Size Play, and Event Marketing and support. |
| \$140,000 | Development of a 'Vacant Wall Audit' by Creative Bay of Plenty to establish masterplan of available walls for mural activations and delivery of seven new murals in the city centre made up of five walls delivered as part of the Street Art Festival in March 2025. |
| \$261,942.93 | Total in reporting Period |

July 2024 to June 2025:

| | |
|---------------------|--|
| \$50,000.00 | Feasibility Study for the development of student accommodation in Spring Street. |
| \$170,801.55 | Delivering a programme of activations and events that: <ul style="list-style-type: none"> • Provides regular reasons to routinely visit the city centre including the Little Big Markets, Pocket Size Play and pop-up cinemas; • Leverages existing seasonal celebrations and events and highlights newly opened spaces to enhance the activation of the city centre including: <ul style="list-style-type: none"> ○ School holiday focused activations such as collaborative events with Whai basketball and Mini Golf on the Waterfront; |

| | |
|-----------------|---|
| | <ul style="list-style-type: none"> ○ Activating Masonic Park with Christmas concerts and supporting the opening of the new Waterfront playground; and ○ Supporting Children’s Day, the Street Art Festival and other externally led events, event marketing and promotion including the Jazz Festival; and ● Delivers ‘hero events’ to provide a compelling reason to visit the city centre (at least) monthly (as outlined individually below). <p>This includes salary for a .5 FTE events and activations lead who manages the development and coordination of the programme of events and activations as well as a financial contribution of \$8,000 received from Downtown Tauranga to support the weekly delivery of pocket-sized play activations.</p> <p>The activations programme targets current users of the city centre to increase the duration of their stay, develop visitors to be ambassadors for the city centre, encourage users to come back and encourage their friends and family to visit as well as to attract new visitors.</p> |
| \$15,000 | <p>Whanau Fun on the Waterfront, a two-day Matariki festival that attracted 1500 attendees. The range of entertainment, tamariki-friendly activities, and meaningful program created a space that was engaging, welcoming, and uniquely local.</p> <p>Moana 2 in Te Reo Māori was a success along with a wide mix of entertainment for all ages, including weaving, face painting, pottery, a photobooth, backyard games, and live music. One highlight was the powerful Pasifika performance by Mount Maunganui College students. There was a noticeable increase in foot traffic for surrounding businesses. Weekend attendance numbers were estimated to be between 3000-4000 and the Facebook Event page recorded over 3k people clicking 'interested' and reached over 60k people.</p> <p><i>“Brilliant. Was so good to see the food trucks, Pacifica group and movie set-up. I took a friend from Romania and she was super impressed. The Strand was buzzing. Thanks for a great set-up, delicious food and entertainment.”</i> (social media comment)</p> |
| \$12,577 | <p>Kings Birthday “King size your Long weekend” Mini Golf, Facepainting and kids curling. Attracted over 2000 attendees during the 4-day event.</p> |
| \$8,830 | <p>International Buskers Day Out 2025. This free, family-friendly event attracted over 3000 attendees with sensational international performers who wowed crowds with non-stop entertainment throughout the day. This included supplementary activations such as a face painter and photobooth.</p> |
| \$15,000 | <p>Kiwi Art Trail - a collection of 20+ kiwi sculptures that have been turned into bespoke pieces of art by talented New Zealand artists and placed</p> |

| | |
|---------------------------|---|
| | <p>throughout Tauranga’s City Centre. The Kiwi Art Trail delivered a free, family-friendly public art trail in the city centre for two weeks in September and October.</p> <p>Engagement on social media were overwhelmingly positive with references to how much people enjoyed undertaking the trail throughout the city centre, how beautiful the kiwi sculptures were, and how they livened up the city centre streets and spaces:</p> <p style="text-align: center;"><i>‘I saw the kiwis the other weekend, it was most unexpected but certainly welcome. Unexpected art is always the best!’</i></p> <p>The Kiwi Art trail post was one of the most engaged posts for the month of October 2024 (8.8k reach/704 engagement; 12 comments on TCC Facebook Page/13 on external pages; 100% positive reactions – 102 Likes/39 Loves)</p> |
| <p>\$19,052.41</p> | <p>Various operational costs relating to the vacant shopfronts strategy - the number of vacant premises in a concentrated area leads to a perception of high vacancy rates in the city centre and a loss of attraction/attractiveness- including:</p> <ul style="list-style-type: none"> • funding an extension of time for the display of the Paper Pals sculptures; • monthly contributions to power; • contribution to the retention of i-site in the city centre; and • repairs to allow future display of Angus Muir feature lights. <p><i>The Paper Pals sculptures have now been removed.</i></p> |
| <p>\$80,295.07</p> | <p>A light and arts trail to bring people into the city during the winter months, and outside standard business hours, was piloted in late August and early September across two weeks. This included 3 weekends of activations such as a photobooth (sponsored by Mercury), face painters, and roving entertainment. Event ambassadors were provided onsite to support with additional security as required. The trail leveraged off the install of the Sara Hughes artworks in vacant shopfronts (detailed below), Angus Muir large scale light installations, the Paperpals sculptures, artistic lights at Tunks Reserve and Wharf Street, a projection supported by Bay Audiovisual, and existing artworks such as Kowhai Lane.</p> <p>The objectives to draw people into the city centre, showcase our recent developments, and to support city centre businesses were met with positive feedback received including:</p> <p style="text-align: center;"><i>‘I took my grandchildren into the city centre for dessert and a walk around the lights display and we thoroughly enjoyed it. Well done TCC on this initiative.’</i></p> <p style="text-align: center;"><i>‘This has been great for the CBD and has definitely had a positive impact on us late night businesses. So good to see families out and about having a look around the CBD.’</i></p> <p style="text-align: center;"><i>‘These are a great show for anyone young, old, or weary. Have fun and drop in and have a meal or bring a feed and enjoy the atmosphere.’</i></p> |

| | |
|---------------------|--|
| | <i>'Such a great event our kids loved it. So nice seeing the city alive.'</i> |
| \$82,861.87 | <p>Beautification of eight vacant windows (in alignment with Paperpals Sculptures) which are backlit, creating a trail for people to admire both during the day and night, thus delivering the vacant window strategy and supporting the lighting strategy</p> <p>Pieces from the museum are the inspiration for the artwork produced by local school children under the direction of artist Sara Hughes. Artwork windows include information about the museum piece that inspired the work and includes #reimaginetauranga messaging which supports the revitalisation of the city centre work.</p> |
| \$23,500 | International Buskers Day Out 2026. The event will again light up the heart of Tauranga City. The world-class busking acts will perform across two pitch sites in Tauranga's CBD ensuring even more fun for all ages. To be delivered January 31, 2026. |
| \$477,917.90 | Total |

9.3 Variable speed limit update and speed limit proposals

File Number: A18922769

Author: Karen Hay, Team Leader: Engineering Services
Will Hyde, Senior Transport Engineer

Authoriser: Barbara Dempsey, Acting General Manager Operations and Infrastructure

PURPOSE OF THE REPORT

1. To seek approval for consultation regarding proposed permanent speed limit changes on Truman Lane, Gasson Lane, Welcome Bay Road, and part of the Domain Road interchange on State Highway 2.
2. To provide an update on the roll out of variable speed limits outside schools.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Variable speed limit update and speed limit proposals".
- (b) Approves public consultation on the following proposed speed limit changes:
 - (i) Truman Lane: Temporary 50 km/h limit introduced during Baylink project is no longer enforceable. Proposal to make it permanent.
 - (ii) Gasson Lane: Amend the speed limit from 100km/h to 60km/h.
 - (iii) Welcome Bay Road: Proposal to reduce a 210m section from 80 km/h to 50 km/h to enable a mandatory school zone at Tauranga Waldorf School.
 - (iv) Domain Road interchange – adjust the section from Te Puke highway to the interchange from 50km/h to 80km/h to provide consistency at the interchange.
- (c) Notes that the final recommendations will be presented to Council for approval once consultation has concluded and submissions have been received and considered.

EXECUTIVE SUMMARY

Variable 30km/h school speed zones update

3. The *Land Transport Rule: Setting of Speed Limits 2024* ("the Rule") requires all schools to have variable speed zones which operate during pick-up and drop-off times to improve safety for children. They are all required to be in place by June 2026. In summary:
 - (a) Approval has been received from NZTA for the majority of school speed zones, with some still requiring finalisation.
 - (b) NZTA has approved 51% of the \$858K required to implement the speed zones.
 - (c) Procurement to undertake the work is currently underway, with implementation to commence early in 2026.
4. Although the Rule does not require consultation for 30 km/h variable speed limits outside schools, consultation was carried out in early 2024. A total of 1,038 people responded, with 71.7 percent supporting the introduction of a variable 30 km/h speed limit around schools.

End of Temporary Speed Limits

5. Several temporary speed limits have exceeded their allowable timeframes and now require resolution, i.e. these roads will revert to the permanent speed limits.
6. **Domain Road**, from its intersection with Tara Road northwards for approx. 500m (to the start of the urban area), will revert from the signposted temporary limit of 60 km/h to the permanent speed limit of 80 km/h. A proposal to make the 60 km/h limit the new permanent speed has previously been consulted on, and rejected by the TCC Commission. No further consultation is required.
7. **Truman Lane** has a permanent speed limit of 80 km/h but is signposted with a temporary limit of 50 km/h. The area has undergone substantial development, resulting in increased adjacent land use and high turning movements. Engineering Services staff are concerned that reverting to the legal 80 km/h legal limit would significantly reduce road safety. To maintain safety and support current land use, it is recommended that the 50km/h speed limit be made permanent. Public consultation is required before this change can be made.

Proposed changes to Permanent Speed Limits

8. **Gasson Lane** is a rural road with a speed limit adjacent activity being mostly rural-residential, with some small-scale commercial orchards. Residents on Gasson Lane have requested a reduction in the speed limit from 100km/h to 60km/h. Their primary concern is safety, as children walk along the road to reach the school bus. The road lacks footpaths and experiences busy traffic during peak times. This change requires public consultation before a decision can be made.
9. A 210-metre section of **Welcome Bay Road** requires a reduction from 80km/h to 50km/h to enable a mandatory school zone. Previous consultation indicated support for this change. However, to meet the consultation requirements of the Rule, re-consultation is necessary and must include a cost-benefit disclosure statement.
10. The Crown Commission approved a recommendation not to progress speed limit changes at the **Domain Road/State Highway 2 interchange**. Only 39 percent of submissions supported lowering the speed. As a result, the temporary speed limits will be removed and the permanent 80 km/h limit reinstated. However, one short section of the interchange remains legally set at 50 km/h. It is recommended that this section be amended to 80 km/h to align with the rest of the interchange. The Rule requires that public consultation is required before this change can be made.
11. If approved, consultation/engagement for these proposals is expected to occur in early 2026. Once complete, staff will present the results and recommendations to Council for final endorsement. Upon approval, the required documentation will be submitted to NZTA for final authorisation and the changes can be made on site.

BACKGROUND

Truman Lane

12. The permanent speed limit on Truman Lane, between Baypark Stadium and Mangatawa Link Road, is currently 80 km/h. During the Baylink project on SH2, Truman Lane was used as a detour route and traffic volumes tripled to approximately 13,200 vehicles per day. A temporary 50 km/h speed limit was introduced for safety reasons. Although the signs remain, the limit is no longer enforceable.
13. Traffic volumes have since returned to around 4,000 vehicles per day. However, increased industrial and commercial activity on the southern side, along with on-street parking on the northern side, continues to present safety risks. Engineering Services staff recommend consulting on making the 50 km/h limit permanent. This change would add approximately 35 seconds of travel time along this section of Truman Lane during off-peak hours, compared to a speed limit of 80 km/h.

14. **Welcome Bay Road**

15. Tauranga Waldorf School is located near the urban–rural boundary at the eastern end of Welcome Bay. The permanent speed limit changes from 50 km/h to 80 km/h approx. 40 metres from the school entrance.
16. To meet the Rule’s requirement for a 30 km/h variable school zone, the zone would need to extend 150 metres either side of the school entrance, which would encompass the 50/80 km/h speed threshold. This overlap would require a series of closely spaced signs in order to correctly display the correct sequence of speeds at any given times. This would create confusion for drivers and make it difficult to clearly communicate the active speed limit.
17. Furthermore, urban development has extended beyond the current 50 km/h zone, creating a mismatch between posted speed limits and surrounding land use. The proposed solution is to extend the urban 50 km/h speed limit by 210 metres eastwards. This would better reflect the adjacent residential activity and enable the mandatory school speed zone to be established with minimal cost, while allowing for clear communication of the speed limit to drivers.
18. Consultation on the school speed zone and the extension of the 50 km/h zone was previously undertaken, and received strong support. However, to meet the Rule’s requirements, re-consultation is required so that it can include the required cost-benefit disclosure statement.

Domain Road and Domain Road and SH2 interchange

19. Temporary 70 km/h speed limits remain in place on the roundabouts that form the Domain Road and SH2 interchange, as well as on the southern end of Domain Road between the interchange and the residential area. Following previous consultation and a resolution by the Crown Commission, these temporary limits will be removed. The legal speed limit of 80 km/h will be reinstated and signposted on both the interchange and Domain Road south of the residential area.
20. However, the legal speed limit on a small part of the interchange is 50km/h and needs to be increased to 80 km/h in order to be consistent with the rest of the interchange. The interchange legal speed limits are outlined in Figure 1 below.



Figure 1 : Outline of legal speed limits at the Domain Road interchange

21. The Rule requires council to undertake a consultation which includes a cost-benefit disclosure statement.

Gasson Lane

22. Several residents have submitted requests to reduce the speed limit on this rural road from 100 km/h to 60 km/h. Their concerns highlight the absence of footpaths, which forces children to walk along the carriageway to access the school bus stop at the end of the road. This presents a significant safety risk, particularly during peak travel times.
23. Given the nature of the road, the vulnerable road users involved, and the community feedback, it is recommended that formal consultation be endorsed to assess the opinion of affected parties in relation to the proposal.

STATUTORY CONTEXT

24. The proposals align with the Land Transport Rule: Setting of Speed Limits 2024. This rule requires variable speed zones outside schools to be in place by June 2026.
25. It also mandates that consultation must be undertaken for other speed limit changes, and that this consultation must include a cost-benefit disclosure statement.

STRATEGIC ALIGNMENT

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

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

27. The proposed changes support safer travel, better alignment with land use, and improved enforcement.

OPTIONS ANALYSIS

28. The specified consultation is required for all of the proposed speed limit changes (for clarity, consultation is not required for the introduction of school speed zones).
29. This report recommends proceeding with public consultation. Following the consultation, Council could consider the options and decide whether to implement the proposed changes.

FINANCIAL CONSIDERATIONS

30. The total cost to consult and implement the proposed speed limit changes is estimated at around \$8,000. These costs will be covered within existing approved budgets.
31. The cost to implement variable speed zones at all schools, in line with the Rule, is \$885K. Waka Kotahi NZ Transport Agency has approved funding for 51% of the total cost. This budget is confirmed for the current fiscal year.

LEGAL IMPLICATIONS / RISKS

32. Consultation using the principles of consultation in section 82 of the Local Government Act 2002 is required by the Rule. Failure to consult in this manner may result in speed limits being unenforceable.

TE AO MĀORI APPROACH

33. The proposals create safety, access and/or amenity improvements for our residents and visitors and therefore align with the principal of manaakitanga.

CLIMATE IMPACT

34. Lower speed limits contribute to reduced vehicle emissions and improved road safety. These outcomes support Tauranga's climate goals and align with national transport objectives. It is noted that while some speed limits will be lowered, others will increase from current temporary limits to reflect permanent legal settings.

CONSULTATION / ENGAGEMENT

35. The Rule requires specific consultation for speed limit changes, including:
- (a) Must be undertaken using the principles of consultation in section 82 of the Local Government Act 2002.
 - (b) Must include a cost-benefit statement that outlines expected safety improvements, travel time impacts, and any costs to implement the change. The proposal must align with the national policy statement for transport.
 - (c) Feedback should be easy to give, and the consultation period must be clearly defined, usually 4 to 6 weeks.
 - (d) After consultation, councils must consider the feedback, adjust the proposal if needed, and document how feedback was used.
 - (e) Once finalised, the decision must be published. At that time approval will be sought from NZTA Director to formally approve the speed limits.

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

41. Undertake consultation on proposed speed limit changes in early 2026, noting the process must align with the requirements of the Rule.
42. Report back to Council, summarising the outcomes on all consultation/engagement.
43. Where approved, implement and communicate the rollout of speed limit changes.
44. Implement and communicate the rollout of 30km/h variable speed limits outside schools.

ATTACHMENTS

Nil

9.4 Local Government Funding Agency - Annual Report 2024/25 and Annual General Meeting Shareholder Voting

File Number: A17358942

Author: Caroline Lim, CCO Specialist
Jeremy Boase, Head of Strategy, Governance & Climate Resilience

Authoriser: Kathryn Sharplin, Acting COFO - Finance & Digital

PURPOSE OF THE REPORT

1. For Tauranga City Council (TCC) to formally receive the Local Government Funding Agency's (LGFA) Final Audited Annual Report 2024/25, as required by the Local Government Act (2002).
2. The Local Government Funding Agency's Annual General Meeting is being held on 18 November 2025. The agreement on resolutions to vote in support of and the agreement to a proxy are requested based on the recommendations of the LGFA Shareholders Council.

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Local Government Funding Agency - Annual Report 2024/25 and Annual General Meeting Shareholder Voting".
- (b) Receives the Local Government Funding Agency's Annual Report 2024/25 (Attachment 1 of this report).
- (c) Receives the Local Government Funding Agency's Letter to its Shareholders on its Annual Report 2024/25 (Attachment 2 of this report).
- (d) Notes the Letter of Recommendations from the Shareholders Council (Attachment 3 of this report).
- (e) Approves the following resolutions to allow voting by proxy for the Local Government Funding Agency Annual General Meeting (Attachments 4 and 5 of this report):
 - (i) Approve the **re-election of Helen Robinson** as an Independent Director (Proxy Form Resolution 1(a));
 - (ii) Approve **the election of Paul Anderson** as an Independent Director (Proxy Form Resolution 1(b));
 - (iii) Approve the **re-election of Christchurch City Council** as a Nominating Local Authority to the Shareholders Council (Proxy Form Resolution 2(a));
 - (iv) Approve the **re-election of Tasman District Council** as a Nominating Local Authority to the Shareholders Council (Proxy Form Resolution 2(b)).
- (f) Authorise by way of proxy, the Tauranga City Council Mayor or Deputy Mayor to sign the proxy form and for the Chair of the Local Government Funding Agency to act as the proxy on behalf of Tauranga City Council.

EXECUTIVE SUMMARY**Annual Report 2024/25**

3. The City Delivery Committee meeting scheduled for 4 November 2025 is the first appropriate opportunity to formally receive the LGFA's Final Audited Annual Report 2024/25.
4. It is noted that the Annual Report 2024/25 for the other six CCOs are also to be received at the same Committee meeting under a separate cover report.
5. In accordance with the LGFA's Statement of Intent (SOI), this CCO is required to draft annual reports to Council within two months of the end of the financial year (by 31 August). In accordance with the Local Government Act (2002), the final audited annual reports are to be provided to Council within three months of the end of the financial year (by 30 September).
6. Annual reports are provided by this CCO to TCC as part of LGFA's accountability to ensure its performance is consistent with its SOI and other accountability documents.
7. A CCO's annual report is a key indicator of how well it is performing against the financial and non-financial performance measures outlined in its SOI.
8. The Annual Report 2024/25 of the LGFA has met the legislative and SOI requirements as outlined in the Local Government Act (2002).
9. No decision or options analysis is required for the annual report as this cover report serves to formally present the Annual Report 2024/25 to the City Delivery Committee as part of LGFA's annual reporting responsibilities.
10. LGFA's performance against its statement of intent targets are also outlined below. LGFA had a total of 21 performance targets for FY25. Seventeen targets were achieved and four targets not achieved.
11. A summary of the financials and achievements are outlined below.
12. There are no identified financial or legal risks associated with the annual report.
13. Overall for the year to 30 June 2025, LGFA met the expectations of its shareholders, delivered against the majority of its performance targets as outlined in its SOI and operated in a financially prudent manner.

Local Government Funding Agency's performance against its Statement of Intent performance targets for the year to 30 June 2025

14. LGFA had a total of 21 performance targets for FY25. Seventeen targets were achieved and four targets not achieved. LGFA is proactively managing its performance. Please refer to Attachment 1 of this report, pages 39-43 for more information):

| Deliverables | 2024-2025 performance target | LGFA's performance to 30 June 2025 |
|--|---|--|
| Comply with the Shareholder Foundation Policies and the Board-approved Treasury Policy at all times. | No breaches. | Not achieved.  There was a breach of the Foundation Policy where the nominal amount of loans to a non-guarantor exceeded the \$20 million limit by \$186k. |
| Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency | LGFA credit ratings equivalent to NZ Sovereign. | Achieved.  |
| A succession plan be put in place for the Board and staff and be reviewed annually. | | Achieved.  |

| | | | |
|---|--|--|---|
| LGFA's total operating income for the year to 30 June 2025. | >\$31.4 million. | Achieved. |  |
| LGFA's total operating expenses for the year to 30 June 2025. | <\$11.5 million. | Achieved. |  |
| Share of aggregate long-term debt funding to the Local Government sector. | >80% | Not achieved. 74.9% as at June 2025. |  |
| Total lending to Participating Borrowers. | >\$23,957 million. | Not achieved. \$22,657 million as at June 2025. |  |
| Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities. | >85% satisfaction score. | Achieved. |  |
| Successfully refinance existing loans to councils and LGFA bond maturities as they fall due. | 100% | Achieved. |  |
| Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements. | 100% | Achieved. |  |
| Comply with the Health and Safety at Work Act 2015. | No breaches. | Achieved. |  |
| Maintain Toitū Net Carbon Zero certification. | Net Carbon Zero certification maintained. | Achieved. |  |
| Meet reduction targets outlined in LGFA's carbon reduction management plan. | Reduction targets met. | Achieved. |  |
| Increase Green, Social and Sustainability Loans (GSS) and Climate Action Loans (CAL). | Two new GSS loans undertaken. Three new borrowers approved for CAL. | Not achieved. One new GSS loan approved, and no new CAL borrowers approved. |  |
| Meet all mandatory climate reporting standards. | 100% | Achieved. |  |
| Provide annual seminar for councils updating them on latest sustainability developments, climate change impact and LGFA reporting requirements. | One seminar for councils and CCOs. | Achieved. |  |
| Review each Participating Borrower's financial position. | 100% | Achieved. |  |

| | | | |
|---|---|-----------|---|
| Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested. | 100% | Achieved. |  |
| Provide input into Local Water Done Well Legislation. | Provide feedback to DIA and Treasury during legislation drafting. | Achieved. |  |
| Provide quarterly updates to shareholders and borrowers on sector developments that are impacting LGFA. | Four quarterly updates to councils and CCOs. | Achieved. |  |
| Meet annually with Infrastructure Commission, Local Government New Zealand, Taituara, Water New Zealand, Infrastructure New Zealand, Crown Infrastructure Partners, Department of Internal Affairs, Treasury and Minister's office to discuss sector issues from an LGFA perspective. | Nine meetings across stakeholders. | Achieved. |  |

Local Government Funding Agency's key financial information for the year to 30 June 2025

15. Interest income reached \$1,267 million, up 4% from FY24.
16. Operating income was \$35.6 million, exceeding forecasts by \$4.4 million due to lower offshore borrowing costs and higher liquid asset holdings.
17. Expenses were slightly under budget at \$0.2 million and net operating profit rose 89% to \$19 million.

Local Government Funding Agency's key achievement highlights for the year to 30 June 2025

18. The following outlines some of the key achievements of LGFA. For a full account of this CCO's achievements, please refer to Attachment 1 of this report:
 - A record financial and operational performance for FY25 – see above.
 - Excelled in industry leadership and engagement with over 100 meetings, panel discussions and keynote presentations with its council and CCOs members on both the Local Water Done Well (LWDW) and Climate & Sustainability programmes.
 - Remains an award-winning CCO with two KangaNews Awards 2024 for Dollar Rates Bond Deal of the Year and Sustainability Bond Deal of the Year.
 - Three new CCO members, bringing the total to eight CCOs, with the inclusion of Timaru District Holdings Limited, Far North District Holdings Limited and Christchurch City Holdings Limited.
 - Provided Green, Social and Sustainability (GSS) lending to TCC of up to \$103 million for the Te Manawataki o Te Papa green building project, aiming to transform the city centre into a vibrant heritage, cultural and economic hub.
 - Declared a dividend payment of \$1,675,500 (\$0.067 per paid up share). For TCC that came to a dividend payment of \$125,057.91.

- A successful 18-month Future Director Programme with talented future director Sarah Matthews from Taupō District Council, further strengthening and fostering corporate governance talent across the local government sector.

Coming up in FY26

19. LGFA will continue to assist its council and CCO members, and the local government sector with the LWDW Programme to ensure smooth transition and provide a range of competitive financing lending products.
20. LGFA is developing a Ratepayer Assistance Scheme (RAS) which aims to offer lower-cost financing options to ratepayers. Potential products under consideration include development contributions, postponement of rates and property improvement loans. A refreshed business case is being prepared to seek Central Government endorsement for launching the scheme.

Annual General Meeting Shareholder Voting

21. Tauranga City Council's City Delivery Committee meeting scheduled for 4 November 2025 is the first appropriate opportunity to request authorisation by way of the TCC Mayor or Deputy Mayor to complete the proxy form on behalf of TCC.
22. The LGFA Annual General Meeting provides TCC the opportunity to vote on matters covered under the Shareholders agreements requiring shareholder approval.
23. The Annual Meeting will be held in Wellington on 18 November and voting can be undertaken by proxy with TCC usually identifying the Chair of LGFA as the proxy. TCC's shareholders' Council representative will also attend the Annual General Meeting.
24. Council's shareholding in the LGFA is 8.3% (paid up capital).
25. The Shareholders Council (SC) has provided recommendations on:
 - (a) the re-appointment of one director and the appointment of a new director;
 - (b) two members of the shareholders council for re-appointment.
26. The SC recommendations letter, the notice of meeting and explanatory notes, along with the proxy form to be completed following the decisions from this meeting, are attached to this cover report (Attachments 3, 4 and 5 of this report).
27. The pros and cons of requesting authorisation is provided in the options analysis section below.

Resolution 1a and b – Election of Company Directors

28. The SC has considered the nominations for election of company directors in the light of the skills required for the LGFA Board and recommends **re-appointment of one** independent Board nominee and **appointment of one** independent Board nominee based on skills required for the Board and recognising the significant changes facing LGFA over the next few years.
29. In summary with respect to resolution 1, the SC recommends:
 - (a) **Helen Robinson** is re-elected as an Independent Director for an additional three-year term.
 - (b) **Paul Anderson** is elected as an Independent Director for a three-year term.
30. It is noted that the SC supports the proposed re-appointment and appointment of the above named directors to provide the necessary experience, skills and continuity for the Board in the next few years when there will be significant changes for LGFA and the local government sector.
31. Please refer to Attachment 3 of this report for more detail on Helen and Paul's backgrounds.

Resolution 2a and b – Election of Nominating Local Authorities to the Shareholders Council

32. The SC recommends the **re-election of Christchurch City Council and Tasman District Council** to the shareholders council.
33. These councils continue to provide a valuable contribution to the SC and the SC wishes to retain its current number of members. No other nominations were received for these positions.

BACKGROUND**The Local Government Funding Agency's core purpose and membership**

34. Tauranga City Council holds an 8.3% shareholding in LGFA, which currently has total equity of \$121 million.
35. LGFA's core mandate is to support community wellbeing by providing efficient and cost-effective financing solutions to the local government sector.
36. The LGFA comprises 31 shareholder members (including the New Zealand Government), 77 council members, and eight CCO members. All territorial authorities, with the exception of the Chatham Islands District Council, are members of the LGFA.
37. Tauranga City Council is one of the 31 shareholders of the LGFA.

Requirement to report

38. Specifically, the Statement of Intent requires that the Annual Report includes:
 - (i) Statement of Financial Performance (balance sheet);
 - (ii) Statement of Comprehensive Income (income statement);
 - (iii) Statement of Movements in Equity;
 - (iv) Statement of Cash Flows;
 - (v) Disclosure of related party transactions;
 - (vi) Notes to the Financial Statements; and
 - (vii) 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.
39. The CCO board is also required to provide a board report, including a summary of the financial results, a report of the operations, and a comparison of performance in relation to objectives.

Responsibilities of the Local Government Funding Agency Shareholders Council

40. Under the LGFA Shareholders' Agreement (SHA), the SC is required to:
 - Make recommendations to Shareholders about the appointment, removal, re-election, replacement and remuneration of Directors.
 - Make recommendations to Shareholders about any matters which require the approval of Shareholders.
41. The SC recommendations on the meeting resolutions are provided in a letter to shareholders attached to this cover report. The SC recommendations and rationale are supported by TCC staff. TCC is a member of the SC and currently holds the Chair role. The resolutions and recommendations are summarised above.

Composition of the Local Government Funding Agency Board

42. The Board is required to have between five and seven Directors, with at least five being Independent Directors, as per the 2021 Shareholders' Resolution and clause 3.1 of the SHA.
43. Currently, the Board has seven members, including six Independent Directors and one non-Independent Director.

44. With Linda Robertson and Helen Robinson both reaching the end of their current appointment terms, shareholders may appoint at least one Independent Director and up to two Directors in total at the upcoming meeting. Helen Robinson is re-offering herself for re-election.

Composition of the Local Government Funding Agency Shareholders Council

45. The Shareholders Council is comprised of between five and ten members.
46. The New Zealand Government can appoint a member, and the remaining members are nominated by up to nine Nominating Local Authorities.
47. With Christchurch City Council and Tasman District Council both reaching the end of their current appointment terms, there are currently two positions available, and both these local authorities re-offer themselves for re-election.

STATUTORY CONTEXT

48. The Local Government Act 2002 requires council-controlled organisations to provide audited annual reports to their shareholders.
49. The annual reports are helpful when developing Council's letters of expectation for its council-controlled organisations for the following financial year.
50. LGFA also provides quarterly updates and the latest update is available [here](#).
51. Council's involvement in the LGFA allows access to long-term funding and lower debt servicing costs.
52. The LGFA supports the local authority sector and adds depth to the New Zealand debt capital markets.
53. Tauranga City Council's partnerships with LGFA and its other CCOs, help to successfully deliver community outcomes and facilitate Tauranga becoming a vibrant city that attracts businesses, people and visitors, is well planned, connected, and inclusive.

STRATEGIC ALIGNMENT

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

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

55. Being part of the 31 shareholder members of LGFA ensures that Tauranga City Council can continue to leverage optimal financing conditions, which will enable better planning and investment in the future infrastructure of the city.

OPTIONS ANALYSIS

56. With regards to LGFA's Annual Report 2024/25, there is no options analysis available as TCC is formally receiving the document.
57. The following are the options for voting by proxy.

Option 1: Approve all resolutions in the Notice of the Annual General Meeting in accordance with the recommendations of the Shareholders Council – RECOMMENDED

58. Council can agree to vote by proxy on all resolutions proposed in the Notice of Annual General Meeting.

59. The SC recommends voting in favour of all resolutions in the AGM, and has recommended all four nominations of Helen Robinson, Paul Anderson, Christchurch City Council and Tasman District Council.
60. It is noted that the SC supports the proposed re-appointment and appointment of the above named directors to provide the necessary experience, skills and continuity for the Board in the next few years when there will be significant changes for LGFA and the local government sector.
61. It is noted that the SC supports the proposed re-appointment of Christchurch City Council and Tasman District Council as they continue to provide a valuable contribution to the SC and the SC wishes to retain its current number of members.

Option 2: Do not approve all resolutions as recommended by the Shareholders Council – NOT RECOMMENDED

62. Council can agree to vote by proxy on all resolutions proposed in the Notice of Annual Meeting but can vote against some or all of the resolutions and recommendations of the SC.
63. The main implication for the LGFA is that if the resolutions are not passed by a majority of voters, there will be a delay in having a full Board in place and the LGFA will not be able to retain its current number of members. The LGFA Board will have to carry out the recruitment process again after a robust process has already been undertaken.

FINANCIAL CONSIDERATIONS

64. The financial summary for FY25 is outlined in the main body of this cover report and also in Attachment 1 of this report.
65. Decisions on voting for directors do not directly affect TCC borrowing from LGFA.

LEGAL IMPLICATIONS / RISKS

66. The Annual Report 2024/25 meets the legislative requirements for LGFA to provide TCC with an overview of performance against its SOI on both financial and non-financial measures.
67. There are no identified legal risks if the request to vote by proxy is approved.

TE AO MĀORI APPROACH

68. The matters addressed in this cover report are of a legislative and procedural nature, and are not directly affected by Council's Te Ao Māori approach.

CLIMATE IMPACT

69. Climate issues are important to the LGFA. For example, this CCO approved one new GSS Loan to TCC for the Te Manawataki o Te Papa green building project, met all mandatory climate reporting standards, and met reduction targets outlined in its carbon reduction management plan.

CONSULTATION / ENGAGEMENT

70. It is not required or expected to consult on a CCO's annual report under the Local Government Act.
71. It is not required or expected to consult on the decision on voting at the LGFA's Annual General Meeting.

SIGNIFICANCE

72. The Local Government Act 2002 requires an assessment of the significance of matters, issues, proposals and decisions in this report against Council's Significance and Engagement Policy. Council acknowledges that in some instances a matter, issue, proposal

or decision may have a high degree of importance to individuals, groups, or agencies affected by the report.

73. In making this assessment, consideration has been given to the likely impact, and likely consequences for:
- (a) the current and future social, economic, environmental, or cultural well-being of the district or region
 - (b) any persons who are likely to be particularly affected by, or interested in, the matter.
 - (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.
74. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance.

ENGAGEMENT

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

Click here to view the [TCC Significance and Engagement Policy](#)

NEXT STEPS

76. The annual report will be made available to the public via Tauranga City Council's website.
77. If approval is given to vote by proxy, the voting will be counted at the Annual General Meeting and decisions will be known after 18 November.

ATTACHMENTS

1. **Attachment 1 - LGFA Final Audited Annual Report 2024-2025 - A18779380 (Separate Attachments 1)** 
2. **Attachment 2 - LGFA Letter to Shareholders for Annual Report 2024-2025 - A18779392 (Separate Attachments 1)** 
3. **Attachment 3 - LGFA Shareholders Council recommendations letter to shareholders for 2025 AGM - A18824950 (Separate Attachments 1)** 
4. **Attachment 4 - Notice of LGFA Annual General Meeting 18 November 2025 - A18824951 (Separate Attachments 1)** 
5. **Attachment 5 - Proxy Form - LGFA Annual General Meeting 18 November 2025 - A18824952 (Separate Attachments 1)** 

9.5 Council-Controlled Organisations - Annual Reports 2024/25

File Number: A17358853

Author: Caroline Lim, CCO Specialist
Jeremy Boase, Head of Strategy, Governance & Climate Resilience

Authoriser: Christine Jones, General Manager: Strategy, Partnerships & Growth

PURPOSE OF THE REPORT

1. For Tauranga City Council (TCC or Council) to formally receive the Annual Reports 2024/25 for Council's six council-controlled organisations (CCOs), as required by the Local Government Act (2002).

RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Council-Controlled Organisations - Annual Reports 2024/25".
- (b) Receives the Annual Reports 2024/25 for the year to 30 June 2025 for:
 - I. Bay Venues Limited (Attachment 1 of this report);
 - II. Tauranga Art Gallery Trust (Attachment 2 of this report);
 - III. Tourism Bay of Plenty (Attachment 3 of this report);
 - IV. Te Manawataki o Te Papa Limited (Attachment 4 of this report);
 - V. Te Manawataki o Te Papa Charitable Trust (Attachment 5 of this report); and
 - VI. Bay of Plenty Local Authority Shared Services Limited (Attachment 6 of this report).

EXECUTIVE SUMMARY

2. Tauranga City Council's City Delivery Committee meeting scheduled for 4 November 2025 is the first appropriate opportunity to formally receive the CCOs' Annual Report 2024/25. It is noted that the Annual Report 2024/25 for the Local Government Funding Agency is also intended to be received at the same Committee meeting under a separate cover report.
3. In accordance with the CCOs' Statements of Intent (SOIs), Bay Venues Limited (Bay Venues), Tauranga Art Gallery Trust (TAGT), Tourism Bay of Plenty (TBOP), Te Manawataki o Te Papa Limited (TMOTPL), Te Manawataki o Te Papa Charitable Trust (TMOTP Charitable Trust) and Bay of Plenty Local Authority Shared Services Limited (BOPLASS), are required to provide draft annual reports to Council within two months of the end of the financial year (by 31 August). In accordance with the Local Government Act 2002, the final audited annual reports are to be provided to Council within three months of the end of the financial year (by 30 September).
4. Annual reports are provided by the CCOs to Council as part of the CCOs' accountability to ensure their performance is consistent with their SOIs and other accountability documents.
5. A CCO's annual report is a key indicator of how well it is performing against the financial and non-financial performance measures outlined in its SOI.
6. The annual reports of Bay Venues, TAGT, TBOP and BOPLASS have been audited.

7. At the time of this cover report being written, the annual reports of TMOTPL and TMOTP Charitable Trust will be audited by end of October by Silks Audit Chartered Accountants Limited.
8. No decision or options analysis is required as this cover report serves to formally present the Annual Reports 2024/25 to the City Delivery Committee as part of the CCOs' annual reporting responsibilities.
9. The CCOs' performance against their statements of intent targets is summarised in the table below.

| CCO | Total Targets | Achieved | Not achieved | In progress | Not measured |
|------------------------|---------------|----------|--------------|-------------|--------------|
| Bay Venues | 13 | 8 | 5 | | |
| TAGT | 17 | 12 | 5 | | |
| TBOP | 10 | 8 | 1 | 1 | |
| TMOTPL | 15 | 14 | | | 1 |
| TMOTP Charitable Trust | 6 | 5 | | 1 | |
| BOPLASS | 6 | 6 | | | |

10. A summary of the financials and achievements are outlined in the next section.
11. There are no identified financial or legal risks associated with these annual reports.
12. Overall, for the year to 30 June 2025, the CCOs met the expectations of both Council and the community, delivered against the majority of their performance targets as outlined in their SOIs, and operated in a financially prudent manner.

BACKGROUND

Council-controlled organisations' annual highlights for the year to 30 June 2025

13. The following information pertains to Bay Venues, TAGT, TBOP, TMOTPL, TMOTP Charitable Trust and BOPLASS, with regards to each CCO's SOI performance, key financial information, some key achievements and coming up, the focus areas for FY26.
14. For a full account, please refer to Attachments 1-6 of this report.

Bay Venues Limited's annual highlights for the year to 30 June 2025 (Attachment 1 of this report)

15. Bay Venues had a total of 13 performance targets for FY25. Eight targets achieved and five targets not achieved.

| Deliverables | 2024-2025 performance target | Performance to 30 June 2025 |
|--|--|--|
| Visitation to facilities is >2.1 million. | Visitation to facilities is >2.1 million. | Achieved.  |
| Host >75 significant events (500+ people). | Host >75 significant events (500+ people). | Achieved.  |
| Achieve a customer feedback rating >85%. | Achieve a customer feedback rating >85%. | Achieved.  |
| Zero preventable serious harm incidents in facilities. | Zero preventable serious harm incidents in facilities. | Achieved.  |
| Zero preventable unplanned facility closures (>4 hours). | Zero preventable unplanned facility closures (>4 hours). | Not achieved.  Otūmoetai Pool closure for 7.5 hours due to pool chemical |

| | | issue. | |
|--|--|---|---|
| Key capital projects on time and on budget (Stadium lighting project). | Key capital projects on time and on budget (Stadium lighting project). | Achieved. |  |
| Capital programme v budget +/- 5%. | Capital programme v budget +/- 5%. | Achieved. |  |
| Reduce energy consumption by 5%. | Reduce energy consumption by 5%. | Not achieved. Later delivery of solar panel project means expected energy savings won't be seen until FY26. |  |
| Achieve budgeted financial performance. | Achieve budgeted financial performance. | Achieved. |  |
| Six proposals for commercial partnerships. | Six proposals for commercial partnerships. | Achieved. |  |
| Achieve >75% team engagement score. | Achieve >75% team engagement score. | Not achieved. Staff engagement survey score at 58% reflected significant organisational change required to achieve cost savings. |  |
| Achieve <30% staff turnover. | Achieve <30% staff turnover. | Not achieved. Achieved 30.5% staff turnover. |  |
| At least one Memorandum of Understanding with mana whenua. | At least one Memorandum of Understanding with mana whenua. | Not achieved. No new Memorandum of Understandings in place. Adding additional resource to focus on this in FY26. |  |

16. Bay Venues reported net profit before tax (unfunded) of \$260,772, which was 70% ahead of budget and \$2.85 million ahead of FY24.
17. Bay Venues' actual total operating revenue was \$31.28 million, which was 1% ahead of budget and 14% ahead of FY24.
18. Bay Venues' key achievements include:
 - Supported Council by opening the first sport facility in more than a decade – University of Waikato Haumaru Sport & Recreation Centre
 - A total of 2,173,085 visitors across the network of facilities, which was 3% ahead of forecast and 1% behind FY24
 - The learn-to-swim programme reached over 10,000 annual participants with diversity and inclusiveness at the core of this programme
 - Secured two new commercial catering and café contracts with The University of Waikato (101 Café) and Historic Village (Market & Main Café), and a sports and fitness naming rights partnership with The University of Waikato, and
 - Converted Pavilion 3 at Mercury Baypark into the first dedicated multi-code indoor skating rink in the region – Revolution Skate Centre.
19. The following is Bay Venues' key focus areas for FY26:
 - Supporting Council's ongoing future investment in community facilities to meet future demands of Tauranga's growing population

- Progress the relocation of Tauranga Netball Centre to Mercury Baypark
- Lease and license arrangements with Speedway until 2039 to allow them to stay at Mercury Baypark, and
- Plan for the new ownership and operating model at Mercury Baypark Stadium.

Tauranga Art Gallery Trust's annual highlights for the year to 30 June 2025 (Attachment 2 of this report)

20. TAGT had a total of 17 performance targets for FY25. Twelve targets achieved and five targets not achieved.

| Deliverables | 2024-2025 performance target | Performance to 30 June 2025 |
|---|--|--|
| 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 is in development. | Achieved.  |
| Deliver a range of exhibition, learning and engagement programmes that achieve a high level of visitor experience satisfaction. | Content to enhance visitor experiences is in development to include publications, digital, and self-guided resources. | Achieved.  |
| Deliver a range of exhibition, learning and engagement programmes that achieve a high level of visitor experience satisfaction. | Reopening annual programme of exhibitions and experiences is launched and achieves a high level of visitor satisfaction. | Not achieved.  This target is associated with the new Gallery building which is not opened yet. This target will be achieved in FY26 when the Gallery reopens. |
| Implement Visitor Experience Strategy that grows and diversifies audiences, and engagement. | Stakeholders and audiences are informed during the closure and leading up to the reopening of the gallery through a targeted campaign and an upgraded website is launched. | Achieved.  |
| Implement Visitor Experience Strategy that grows and diversifies audiences, and engagement. | Diverse audiences engage with gallery reopening programme. | Not achieved.  This target is associated with the new Gallery building which is not opened yet. This target will be achieved in FY26 when the Gallery reopens. |
| Implement Māori Engagement Framework. | Kaitohotohu toi Māori role appointed. | Not achieved.  Role has been deferred. |
| Implement Māori Engagement Framework. | Māori advisory group established. | Achieved.  |
| Brand value is strengthened through touring exhibitions, media coverage and invitations to participate in high profile events. | Media coverage is tracked and is positive. | Achieved.  |
| Brand value is strengthened through touring exhibitions, media coverage and invitations to participate in high profile events. | Touring shows in development with confirmed venues. | Achieved.  |
| Implement and monitor prudent | Annual Budget is approved and | Achieved.  |

| | | |
|---|---|--|
| financial management and processes. | met. | |
| Implement and monitor prudent financial management and processes. | Audit Report completed. | Achieved.  |
| Establish, grow and diversify revenue streams that will achieve financial sustainability. | Approved annual revenue plan and targets met. | Not achieved.  This target is associated with the new Gallery building which is not opened yet. This target will be achieved in FY26 when the Gallery reopens. |
| Demonstrate accountability and transparency of investment of public funds. | Annual report and audited accounts are loaded onto website. | Achieved.  |
| Deliver an enhanced facility contributing towards a strong Te Manawataki o Te Papa civic precinct and city centre partnerships. | Building reopens offering enhanced visitor and art experiences. | Not achieved.  This target is associated with the new Gallery building which is not opened yet. This target will be achieved in FY26 when the Gallery reopens. |
| Deliver an enhanced facility contributing towards a strong Te Manawataki o Te Papa civic precinct and city centre partnerships. | Toi TAG works closely with Te Manawataki o Te Papa partners to grow the profile of the civic precinct and city. | Achieved.  |
| Health, safety, well-being, and organisational culture is a priority. | Monthly H&S Report to Board for review and discussion Safe 365 implemented. | Achieved.  |
| The Board is providing best practice governance. | Board professional development undertaken and reported on. | Achieved.  |

21. TAGT has reported a surplus of \$3,766,558 after depreciation, compared to the previous year's surplus of \$35,673.
22. TAGT's actual total operational revenue was \$8,764,642, an increase on the budgeted \$2,096,220, and on the previous year's \$1,984,443.
23. These variances are due to recognising the redevelopment asset as income of \$6,766,842, less 66% of the costs met to date. Because it is at mid-point during the project, it means the balance at 30 June is \$3,766,558. A more detailed explanation is provided on page 38 of Attachment 2 of this report (14. Variances).
24. TAGT's key achievements include:
 - Delivered extensive exhibitions and events including the Ans Westra Book Launch and Frances Hodgkins Exhibition
 - Presented various workshops to the community including online art-making workshops and Pūrākau Landscapes workshop at Merivale School
 - Completed the fit-out and relocation of artworks to the new Art Storage Facility, and
 - Alignment of significant identity refresh and website project to the reopening of the Gallery's new building.

25. The following is TAGT's key focus areas for FY26:

- The reopening of the new Toi Tauranga Art Gallery building which will secure the long-term preservation and enhancement of a vital cultural institution for generations to come. This includes working on enhancing visitor experience and implementing the Māori Engagement Strategy
- Develop extensive exhibitions which will showcase a diverse range of contemporary and historical shows, and Māori art, and
- Plan for exhibitions and events in 2027 to celebrate the Gallery turning 20.

Tourism Bay of Plenty's annual highlights for the year to 30 June 2025 (Attachment 3 of this report)

26. TBOP had a total of 10 performance targets for FY25. Eight targets achieved, one target a work in progress and one target not achieved.

| Deliverables | 2024-2025 performance target | Performance to 30 June 2025 |
|---|--|---|
| Economic wellbeing – grow the value of tourism to the western bay economy. | Increased visitor spend compared to YE June 2024. | Not achieved.  Total spend = -1.5% Domestic spend = -4.8% International spend = +20.5% Despite international visitor spend up year on year considerably, domestic visitor spend continues to be impacted by challenging economic conditions. Domestic visitor spend accounts for 84% of total visitor spend. |
| Social wellbeing – enhance the value of tourism to our community (according to the community). | TCC resident positive impact sentiment at 60%. | Achieved.  |
| Cultural wellbeing – improving the cultural of the community through tourism. | Incorporated Tauranga Moana cultural history and stories into digital storytelling and wayfinding platforms managed by TBOP. | Work in progress.  |
| Environmental wellbeing – improving the environmental wellbeing of the region via environmental sustainability and regeneration projects. | An additional 35 businesses participating in The Green Room. | Achieved.  |
| TBOP organisational wellbeing – enhance TBOP's ability to achieve its goals through high staff engagement. | Employee engagement score of at least 80%. | Achieved.  |
| Destination marketing – elevate the region's cycling offering. | Cycle trails booklets updated with information on new trails and distributed both hardcopy and online. | Achieved.  |
| Destination marketing – elevate the region's food story and proposition. | Continued TBOP support of Flavours of Plenty, via key visitor marketing channels, reaffirms the festival as a signature DNA™ event for the | Achieved.  |

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| | region. | | |
| Destination management – build operator capability to enhance the quality of the region’s tourism offering. | Operators supported to engage in capability building programmes, with a minimum of five additional operators being endorsed with Qualmark certification. | Achieved. |  |
| Destination marketing – promotion of the Western Bay region to key target markets including cultural explorers, surf and beach lovers, outdoor adventurers and eco-travellers). | 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. | Achieved. |  |
| Destination management – coordinate activity that attracts key business events to the Western Bay region. | Facilitated 25 leads or bids for business events in the region and won seven. | Achieved. |  |

27. TBOP has reported a deficit of \$281,686 after depreciation, compared to the previous year’s deficit of \$173,607.
28. TBOP’s actual total operational revenue was \$3,737,150, a decrease on the budgeted \$3,760,582, and an increase on the previous year’s \$3,523,753.
29. FY25 saw a decrease in expenses from the budgeted \$4,079,290 to actual expenses of \$4,018,836 – up on FY24’s expenses of \$3,697,360.
30. TBOP’s key achievements include:
 - The cruise season welcomed 90 ships, 81 ship days, 162,000 passengers and 70,000 crew. Note the Cruise’s total direct and indirect Bay of Plenty economic output for FY25 will be provided when available from the New Zealand Cruise Line Association
 - Flavours of Plenty attracted 5,000 attendees with 50+ events and 150 contributors
 - Thirty-five organisations took part in the Green Room sustainability programme, bringing it to a total of 135 organisations
 - Launched the Explore BOP app to connect users with events, experiences and deals, and
 - Supported 100+ events and secured 31 business event bids.
31. The following is TBOP’s key focus areas for FY26:
 - Leadership and promotion of major and business events to position the region as a premier destination for meetings, events and festivals
 - Smart city digital integration, for example, digital kiosks, mobile platforms and real-time updates on safety, transport and events
 - Advocate for the cruise sector and sustaining social license with Tauranga community
 - Explore new tourism funding and growth models including potential ‘at-point-of-sale’ visitor levies and revised central government funding priorities, and
 - Deliver low-season campaigns to lift shoulder period demand including showcasing diverse culinary, cultural, adventure and nature-based experiences.

**Te Manawataki o Te Papa Limited's annual highlights for the year to 30 June 2025
(Attachment 4 of this report)**

32. TMOTPL had a total of 15 performance targets for FY25. Fourteen targets achieved and one target not measured.

| Deliverables | 2024-2025 performance target | Performance to 30 June 2025 |
|---|--|---|
| 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.  |
| 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.  |
| 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.  Comprehensive risk registers are maintained at both a programme and project level (including TRIFR as project appropriate) and are reviewed monthly with key stakeholders. |
| Delegations. | Comply with delegations hierarchy. | Achieved.  |
| Recommend project delivery to Council. | Recommend developed and detailed design for each project, along with relevant contracts. | Achieved.  |
| Contract management and legal compliance. | Provide oversight of all contracts, expenditure, and progress during all phases in 100% compliance with all standards. | Achieved.  |
| Risk management and lessons learnt. | Proactively manage risk through timely risk workshops and the Contract Oversight Group. | Achieved.  |
| Delivery on time and at expected quality. | Ensure the programme is delivered within specification and agreed timelines. Any future deviations to be communicated to Council in a timely manner. | Achieved.  |
| Deliver the Programme on or below budget. | Capital and whole of life costs optimised. Operational implications considered. | Achieved.  |
| Reporting and consultation. | Report and discuss with Council any risk of budget being exceeded prior to any approval for increased budget. | Achieved.  |
| Advocate efforts by Council or other opportunities for third party funding. | Third party funding opportunities advocated. | Achieved.  |
| Prepare and agree regular reporting programme which ensures Council is fully informed in a timely manner of | 100% compliance with reporting requirements outlined in SOI and major issues are raised on a no | Achieved.  |

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| all major issues, project progress against PMP and opportunities for further enhancement. | surprise basis. | | |
| 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. |  |
| Cultural connection. | Engage with mana whenua to ensure cultural narrative incorporated into design. | Achieved. |  |
| Clear sustainability standards developed for the Programme during the PCS and D&C phases. | Monitor Programme sustainability outcomes on project delivery. | Achieved. |  |

33. The total value of projects being overseen by the Board (circa \$570 million):
- \$306 million – Te Manawataki o Te Papa projects
 - \$66 – Strand Waterfront projects, and
 - \$197 million – other city centre projects including the Memorial Park Aquatic Centre and 90 Devonport Road Civic Administration Building.
34. TMOTPL's actual total operational grant FY25 was \$651,199 – \$127,986 less than FY24.
35. TMOTPL's key achievements include:
- 90 Devonport Road Civic Administration Building – completed in early 2025, this is New Zealand's largest mass timber office building. It unites council operations under one roof and has earned a 6-star Green Star rating and Gold WELL certification – setting a national benchmark in sustainable design, partnership, innovation and construction efficiency
 - Haumaru Sport & Recreation Centre – located on Cameron Road, this newly completed indoor venue supports a wide range of sports, from social games to competitive leagues. It underwent extensive seismic strengthening to ensure safety and compliance, and
 - Waterfront Playground & Boardwalk – a centrepiece of the city's revitalised waterfront, the playground blends heritage, Māori cultural narratives and innovative design. It connects the waterfront to Elizabeth Street via the upgraded Tunks Reserve and was awarded Playspace of the Year (Over \$500,000) at the 2025 Recreation Aotearoa Parks Awards.
36. The following is TMOTPL's key focus areas for FY26:
- The Library and Community Hub (COMHUB), and the Civic Whare, Exhibition and Museum (CWEM) projects are advancing swiftly, with COMHUB scheduled for completion by 30 June 2026 and CWEM by December 2027. Construction is progressing well and remains on schedule to meet these deadlines
 - At the time of this cover report being written, the Memorial Park Aquatic Centre project is expected to be revitalised pending Council approval and the Wharewaka project is also pending final approval by Council, and
 - Working with Council's Major Projects team to take a more integrated and wide-ranging approach to the city's full portfolio of major projects.

Te Manawataki o Te Papa Charitable Trust's annual highlights for the year to 30 June 2025 (Attachment 5 of this report)

37. TMOTP Charitable Trust had a total of six performance targets for FY25. Five targets achieved and one target a work in progress.

| Deliverables | 2024-2025 performance target | Performance to 30 June 2025 |
|--|--|--|
| Support and encourage the development of a vibrant civic precinct. | Quarterly meetings with Te Manawataki o Te Papa Limited Board. | Achieved.  |
| Ensure that the project respects and reflects the significant history and importance of the area to mana whenua. | Representative of Otamataha Trust to act as Cultural Advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group. | Achieved.  |
| Stakeholder relationships. | Nurture respectful and open relationships in the best interest of the community and the city. | Achieved.  |
| Approach to governance. | Otamataha Trust and Tauranga City Council both have the power, exercisable by deed, to appoint up to two persons as Trustees. Te Manawataki o Te Papa Charitable Trust will have Half-Yearly and Annual board meetings. | Achieved.  |
| Accounting policies. | Te Manawataki o Te Papa Charitable Trust will adopt accounting practices that comply with NZIFRS, the requirements of the Local Government Act (2002), and the Financial Reporting Act (1993). | Achieved.  |
| Financial reporting. | Within three months after the end of each financial year, TMOTP Charitable Trust will deliver audited financial statements in respect of that financial year. | Work in progress.  Refer to paragraph 7. |

38. TMOTP Charitable Trust's key achievements include:

- Developed close and collaborative relationships with TCC and Te Manawataki o Te Papa Limited Board
- Acted as the cultural advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group, and
- Ensured that the Te Manawataki o Te Papa Civic Precinct Development project continued to respect and reflect the significant history and importance of the area to mana whenua.

39. The following is TMOTP Charitable Trust's key focus areas for FY26:

- Ensure the history of Te Papa is captured and protected for future generations by establishing an archive of stories and knowledge
- Continue to develop close and collaborative relationships with TCC and Te Manawataki o Te Papa Limited Board, and

- Continue to act as the cultural advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group.

Bay of Plenty Local Authority Shared Services Limited's annual highlights for the year to 30 June 2025 (Attachment 6 of this report)

40. BOPLASS had a total of six performance targets for FY25. All targets achieved.

| Deliverables | 2024-2025 performance target | Performance to 30 June 2025 |
|---|---|---|
| Ensure supplier agreements are proactively managed to maximise benefits for BOPLASS councils. | Manage and/or renegotiate existing contracts. Contracts are reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable. | Achieved.  |
| 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. 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. | Achieved.  |
| 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. | Achieved.  |
| 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. | Increase usage of the Collaboration Portal by providing support and training material for new and existing users. Proactively market the benefits to the councils. Number of active users to increase by 5% per year. | Achieved.  |
| 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. | Achieved.  |
| Ensure current funding model is appropriate. | Review BOPLASS expenditure and income and review council contributions and other sources | Achieved.  |

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| | of funding. Performance against budgets reviewed quarterly. Company remains financially viable. | |
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41. After tax, BOPLASS had a deficit of \$9,243 for FY25. This is higher than the previous financial year's deficit of \$1,323.
42. BOPLASS' total equity for FY25 was \$17,954, which is a decrease from FY24 equity of \$27,197.
43. BOPLASS' key achievements include:
- Renewed major supplier agreements (for example, NAMS+, IPWEA, VertiGIS Studio, Esri, Standards New Zealand) with improved rates and service levels
 - Achieved an average 5% reduction in infrastructure insurance rates across councils
 - Secured full cyber insurance coverage for all councils despite widespread market challenges
 - Undertook health services tenders in conjunction with Waikato councils to gain additional leverage, and
 - Extended interLASS collective risk management and insurance brokerage agreement, maintaining existing pricing and service levels for all councils.
44. The following is BOPLASS' key focus areas for FY26:
- Delivery of the collective Waste Operator and Licencing and Data System (WOLDS) being established as a shared service across all BOPLASS and Waikato councils
 - Direct engagement with a wider group of international markets for the placement of councils' infrastructure insurance, to provide further savings and improved terms for all councils, and
 - Management of the procurement of Inter-Council Network (ICN) services following the expiry of the current network and service agreements.

Core purpose of the council-controlled organisations

45. The following table outlines the core purpose of each CCO.

| Council-controlled organisation | Core purpose |
|---------------------------------|---|
| Bay Venues | To connect the community with exceptional experiences through hosting activities and events at community facilities across Tauranga including aquatic centres, indoor sport and fitness facilities, event venues, community centres and halls, and the Adams Centre for High Performance. |
| TAGT | To create and deliver exceptional art experiences that engage, inspire, challenge and educate visitors through exhibitions, public programmes and events. |
| TBOP | To lead the sustainable growth of the Western BOP visitor economy, the management of the region as a visitor destination, and the management of iSITE Visitor Information Centres at Tauranga, Mount Maunganui and the Port of Tauranga (during the cruise season only). |
| TMOTPL | To govern the effective delivery of a suite of projects across Tauranga city centre, to benefit the whole community. |
| TMOTP Charitable Trust | To own the land referred to as 'Site A' of the Te Manawataki o Te Papa civic precinct, and to provide certainty on how the land will be used in the future, so that everyone in the community benefits. |
| BOPLASS | To foster collaboration in the delivery of shared services and joint |

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| | procurement on behalf of the participating councils, maximising cost savings and developing opportunities for sharing of services. |
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Requirement to report

46. Specifically, the Statement of Intent requires that the Annual Report includes:
- (i) Statement of Financial Performance (balance sheet);
 - (ii) Statement of Comprehensive Income (income statement);
 - (iii) Statement of Movements in Equity;
 - (iv) Statement of Cash Flows;
 - (v) Disclosure of related party transactions;
 - (vi) Notes to the Financial Statements; and
 - (vii) 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.
47. The CCO board is also required to provide a board report, including a summary of the financial results, a report of the operations, and a comparison of performance in relation to objectives.

STATUTORY CONTEXT

48. The Local Government Act 2002 requires council-controlled organisations to provide audited annual reports to their shareholders.
49. The annual reports are helpful when developing Council's letters of expectation for its council-controlled organisations for the following financial year.
50. Bay Venues also provides quarterly updates and the latest update is available [here](#).
51. Council's partnerships with its CCOs help successfully deliver our community outcomes and facilitate Tauranga becoming a vibrant city that attracts businesses, people and visitors, is well planned, connected and inclusive.

STRATEGIC ALIGNMENT

52. The CCOs contributes to the promotion or achievement of the following strategic community outcome(s):

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

53. The CCOs actively work in partnership with Council, mana whenua and our community to achieve great outcomes. This is reflected in their annual reports and their performance against financial and non-financial measures.

OPTIONS ANALYSIS

54. There are no options available as Council is formally receiving the CCOs' Annual Reports 2024/25.

FINANCIAL CONSIDERATIONS

55. The financial summary for FY25 is outlined in the main body of this cover report and for a full account of their financials, please refer to Attachments 1-6 of this report.

LEGAL IMPLICATIONS / RISKS

56. There are no legal implications.
57. The Annual Reports 2024/25 meet the legislative requirements for the CCOs to provide Council with an overview of performance against their SOIs on both financial and non-financial measures.

TE AO MĀORI APPROACH

58. Te Ao Māori approach is important to the CCOs. For example, TAGT has established Te Kāhu ō Hinewa, a Māori Advisory Group to assist with advancing Māori art and empowering Māori artists and communities, and TMOTPL will continue to work with representatives of the Otamataha Trust who act as Cultural Advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group.

CLIMATE IMPACT

59. Climate issues are important to the CCOs. For example, Bay Venues continues to reduce energy consumption across the network of facilities, and TBOP continues to make great stride in The Green Room Programme with 35 new businesses participating in this programme.

CONSULTATION / ENGAGEMENT

60. It is not required or expected to consult on a CCO's annual report under the Local Government Act.

SIGNIFICANCE

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

ENGAGEMENT

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

NEXT STEPS

65. The CCOs will be informed of Tauranga City Council's consideration of this cover report.
66. The CCOs' Annual Reports 2024/25 will be made public via Tauranga City Council's website.

ATTACHMENTS

1. **Attachment 1 - Bay Venues Final Audited Annual Report 2024-25 - A18966767 (Separate Attachments 1)** 
2. **Attachment 2 - Tauranga Art Gallery Trust Final Audited Annual Report 2024-25 - A18966827 (Separate Attachments 1)** 
3. **Attachment 3 - Tourism Bay of Plenty Final Audited Annual Report 2024-25 - A18967086 (Separate Attachments 1)** 
4. **Attachment 4 - Te Manawataki o Te Papa Limited Draft Unaudited Annual Report 2024-25 - A19049564 (Separate Attachments 1)** 
5. **Attachment 5 - TMOTP Charitable Trust Draft Unaudited Annual Report 2024-25 - A18967337 (Separate Attachments 1)** 
6. **Attachment 6 - BOPLASS Final Audited Annual Report 2024-25 - A18967132 (Separate Attachments 1)** 

10 DISCUSSION OF LATE ITEMS

11 CLOSING KARAKIA