



ATTACHMENTS

**City Delivery Committee meeting
Separate Attachments 1**

Tuesday, 2 September 2025

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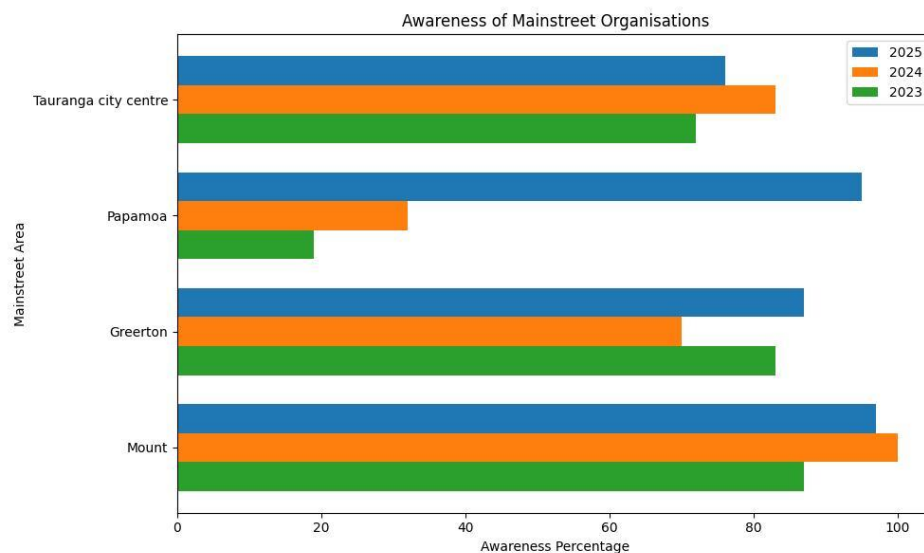
Summary of Mainstreet Surveys

Purpose

1. To highlight key themes and trends from the Mainstreet Survey undertaken June 2025.

Executive summary

2. A survey of commercial tenants / occupiers within Mainstreet targeted rate areas was undertaken for a third year, with the broad purpose to understand awareness and satisfaction levels of Mainstreet organisations, and tracking changes over time.
3. 149 individual responses were obtained in total. The Mainstreet collection breakdown comprises 31 from Mount Business Association, 30 from Greerton Village Community Association, 68 from Mainstreet Tauranga, and 19 from Pāpāmoa Unlimited.
4. For the first time, there was broad awareness that Mainstreet organisations exist, with a minimum 76% recognition in Downtown Tauranga.



5. There are a varied opinions on the services that Mainstreet organisations provide.
6. There is ongoing confusion between Mainstreet organisations and Council roles, leading to misdirected commentary and expectations.
7. Safety and security remains the highest concern with 37% of respondents dissatisfied, though dissatisfaction has decreased over three years from a high of 47%. Lighting is the area of least concern for the third consecutive year. It's important to note that both this years and last year's surveys were conducted after daylight savings.
8. The question relating to value perception of the targeted rate may be skewed as respondents may have confused total rates with the specific targeted rate for Mainstreet, affecting results. The value perception question was limited only to respondents who knew their payment amounts.

August 2025

Background Information

9. A review of Mainstreet organisations was undertaken in late 2021, which recommended *“that TCC undertake periodic surveys of the opinion of the owners and occupiers of the properties within the targeted rates areas that fund the Mainstreet programmes, about the effectiveness of those programmes”*.
10. The first annual survey was undertaken with businesses between December 2022 and March 2023 comprising questions relating to knowledge of the organisation, understanding of initiatives, satisfaction with the organisation, awareness of funding and value perceived, questions relating to council services, and comments relating to some of the questions.
11. Later surveys in May 2024, and June 2025, featured similar questions with minor adjustments based on previous feedback and learnings.

Discussion

12. Individual Mainstreet themes are outlined below.

13. Mount Business Association

- (a) A total of 31 responses were received, which represents approximately 12% of businesses in this Mainstreet area.
- (b) There is a low level of positivity for the next 12 months, with five respondents considering a significant decline in business performance, 14 expecting a slight decline, and nine expecting things to remain the same.
- (c) Respondents reported a high awareness (30) and mixed performance rating, with seven thinking that the organisation performed well or very well, 21 neutral, and two thought the performance was poor or very poor.



- (d) There was reasonable awareness of initiatives undertaken with 22 respondents aware and eight able to name a specific business association initiative.
- (e) Performance feedback themes included:
 - (i) 14 neutral, unsure, or irrelevant comments. Nine positive comments, and seven negative comments.

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- (f) Comments ranged from being informed by email to concerns about lack of action and relevance of events.
 - (i) *"Meetings kept informed via email."*
 - (ii) *"More needs to be done to generate people into town."*
 - (iii) *"Reassuring for business owners to know there is a main street to converse with ideas or problems etc."*
 - (iv) *"They do not act on feedback. They seem to have a large team spending money on events that don't relate to Main Street."*
 - (v) *"Waiting to see how new initiatives go."*
- (g) Of the 23 respondents who were aware of the targeted rate and how much they pay, there was a 57% positive, and 43% negative split as to whether they believed this was value for money.
- (h) Representative comments on value perception:
 - (i) *"Great to meet Harris great ideas coming."*
 - (ii) *"We do our own promotions. Do a prize package - weekend away, promote business, free parking, markets Sunday"*
 - (iii) *"Good job."*
 - (iv) *"Business is slow need incentives put into shopping strip."*
- (i) Of 30 responses, 29 were current members, with only one not a member or unsure.
- (j) In relation to questions on Council services, the area of most dissatisfaction was safety, with 10 respondents dissatisfied or very dissatisfied, down from 25 in 2024, followed by street lighting with three, down from 10 in 2024.
 The area of least dissatisfaction was the collection of street rubbish, with only one respondent dissatisfied.
 Suggestions for local business area improvements focused on enhancing safety, upgrading street lighting, refreshing gardens, and improving cleanliness:
 - (i) *"Refresh lights, gardens."*
 - (ii) *"Add more lighting around pedestrian crossings. Replace tree stumps. Repaint lights and rubbish bins."*
 - (iii) *"Safety concerns with mental health issues needs to be assessed."*
 - (iv) *"Gardens need a revamp. Christmas lights need addressing."*

14. Greerton Village Community Association

- (a) A total of 30 responses were received, which represents approximately 22% of businesses in the Mainstreet area.
- (b) There is a mixed business outlook for the next 12 months relating to business performance, with two respondents expecting a significant improvement, eight expecting a slight improvement, nine respondents neutral, eight considering a slight decline and two expecting a significant decline.
- (c) Respondents reported reasonable awareness (26) and varied performance ratings, with nine thinking the organisation performed well or very well, 12 neutral, and five thought the performance was poor or very poor.

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- (d) Slightly fewer respondents were aware of initiatives than in 2024, with only six naming specific initiatives undertaken by the association.
- (e) Performance feedback themes included:
- (i) Nine positive comments, eight negative comments and eight neutral, unsure, or irrelevant comments.
- (f) Comments ranged from improved interaction and event organisation to concerns about faceless communication and road maintenance.
- (i) *“Over the years we have had better interaction with Greerton Main Street but as the board members have changed, we are starting to see them interact with us more.”*
 - (ii) *“It is doing well, and efforts are being made to promote business.”*
 - (iii) *“Don’t see the personnel contacting us. It’s a faceless organisation.”*
 - (iv) *“Great to see events organised for the businesses. Also appreciate organising safety meeting with the council and police.”*
 - (v) *“Road work maintenance and lack of development.”*
- (g) Of the seven respondents who were aware of the targeted rate and how much they pay, there was a 28% positive, 72% negative split as to whether they believed this was value for money.
- (h) Representative comments on value perception:
- (i) *“Don’t see them as when first started.”*
 - (ii) *“Been a very good service to Greerton business.”*
 - (iii) *“37k been spent on lights for the trees and half of them no longer work. 30k for an art piece outside the library. Using outside social media company that does not promote the business but a whole 6 weeks of the retro fair with outside stallholders from out of the area in the school grounds.”*
- (i) Of 26 responses, 21 were current members, five were not members. When asked why they weren’t a member the most common response was ‘not sure’.

August 2025

- (j) In relation to questions on Council services, the area of most dissatisfaction was safety, with 16 respondents dissatisfied or very dissatisfied, down from 19 in 2024, followed by cleanliness with 10 respondents dissatisfied or very dissatisfied.

The area of least dissatisfaction was the street lighting with only four respondents either dissatisfied or very dissatisfied.

Suggestions for local business area included cleaning pavements, adding color and plants, improving traffic flow, and addressing safety concerns in alleys.

- (i) *"The pavement needs a scrub."*
- (ii) *"Greerton can look very dingy. Some colour and life would be amazing."*
- (iii) *"Better traffic flow traffic lights on corner impedes traffic."*
- (iv) *"Access / Alley way behind our building always has rubbish in it. We always have concerns of safety as there is some disruptive behaviour around us."*
- (v) *"Modernise the streetscape, lighting and some nice planters."*

15. Mainstreet Tauranga

- (a) A total of 68 responses were received, representing an approximate 11% of businesses in the Mainstreet area.
- (b) Had a split response on business performance over the next 12 months. 24 respondents considered a slight or significant decline in business performance, 16 respondents were neutral, and 28 expected a slight or significant improvement.
- (c) Has a good awareness (52) rating, with diverse views relating to performance, with 27 thinking the organisation performed well or very well, 16 were neutral or unsure, and nine thought the performance was poor or very poor.



- (d) The awareness of initiatives by the association was low, with only 23 respondents aware of initiatives, mostly Council-related, with only six respondents referencing Mainstreet initiatives. This awareness is consistent with the 2024 results.
- (e) Performance feedback themes included:

August 2025

- (i) 19 positive comments, 11 negative comments and 21 neutral, unsure, or irrelevant comments. These comments included the largest number of comments that were outside the Mainstreet's control particularly relating to parking.
- (f) Comments highlighted communication issues, active efforts by Mainstreet, and concerns around parking and business promotion.
 - (i) *"Minimal communication unless you are known to them. Very little promotion of any business they don't associate with."*
 - (ii) *"Mainstreet are trailing new things and actively listening to businesses, while not everything works it is good to try."*
 - (iii) *"One-hour free parking on the street would help business."*
 - (iv) *"Parking costs, more business as there is many empty stores."*
 - (v) *"Lots of improvement with having events etc."*
- (g) Among the five respondents who were aware of the targeted rate and how much they pay, 80% saw the targeted rate as good value, though overall awareness of the targeted rate was low.
- (h) Representative comments on value perception:
 - (i) *"It's very good value to support and be the voice of landlords and business owners in the cbd. If they don't do it, who will be our independent voice. Our fee is very reasonable given what they do."*
 - (ii) *"Without the funds less would be happening in the city centre."*
- (i) Of 52 responses, 36 were current members, 13 were not members and three were unsure or previous members. When asked why they weren't a member there were a range of responses relating to unsure, not being the business owner, lack of information, or perceived lack of value.
- (j) In relation to questions on Council services, the area of most dissatisfaction was safety with 27 respondents dissatisfied or very dissatisfied, down from 47 in 2024, followed by the overall look with 19.
 The area of least dissatisfaction was the collection of street rubbish, with only four respondents dissatisfied.
 Suggestions for local business area improvements include enhancing safety, adding free parking, improving cleanliness, and making the city more visually appealing.
 - (i) *"Reduce the rate, adding free parking, free use footpaths etc."*
 - (ii) *"Make it a safer and cleaner place with no paid parking."*
 - (iii) *"A more engaging/visually appealing city design. For example: we don't have any city or CBD flags on the lamp posts anymore; Easter and Christmas event decorations were a big aesthetic in years past, but they're nonexistent today."*
 - (iv) *"It's changing so it's a work in progress which we understand."*

16. Pāpāmoa Unlimited

- (a) A total of 19 responses were received, representing approximately 12% of businesses in this Mainstreet area.

August 2025

- (b) Had a low level of positivity for the next 12 months, with one respondent expecting a slight improvement, three respondents feeling neutral, and 15 respondents considering a slight or significant decline in business performance. This contrasts with 2024 where positivity was higher.
- (c) Awareness of the organisation increased significantly to 18 respondents up from eight in 2024. Has a mixed performance rating, with two respondents thinking the organisation performed well, and 16 neutral or unsure.



- (d) Most respondents were unaware of association initiatives, with five aware of initiatives and 13 unaware.
- (e) Performance feedback theme included:
- (i) Two positive comments, 11 neutral comments, and five negative comments.
- (f) Comments highlighted event success, funding issues, customer engagement, and retailer communication needs.
- (i) *"The Papamoa Unlimited events bring a very good turn out to the Plaza."*
 - (ii) *"No money for light up this year. Polar plunge going ahead prizes donated."*
 - (iii) *"Need initiatives for customers to visit, new shops need to be linked."*
 - (iv) *"Be present listen to retailers."*
- (g) Of the eight respondents who were aware of the targeted rate and how much they pay, there was a 12% positive, 88% negative split as to whether they believed this was value for money.
- (h) Representative comments on value perception:
- (i) *"Not able to see any changes in business performance business down no events on."*
 - (ii) *"Need customers from outside the regulars."*
 - (iii) *"Needs to do more for business in plaza."*
 - (iv) *"Do something to make Papamoa a shopping hub, security presence needed."*

August 2025

- (i) Of 18 responses, 17 considered themselves current members, and one was not a member. When asked why they weren't a member the response was that they hadn't heard of the organisation.

- (j) In relation to questions on Council services, the area of most dissatisfaction was the collection of street rubbish with three respondents dissatisfied, followed by the cleanliness of the centre, and safety, with two respondents dissatisfied in each area.

The area of least dissatisfaction was the overall look, with no dissatisfied responses.

However, in this Mainstreet area the two main targeted rate areas are on private property and the comments relating to improvements are indicative of this in that most are not Council responsibilities.

Suggestions include more rubbish bins, extended shop hours, connecting new shops, and addressing safety with troublesome youths.

- (i) *"Rubbish bin has been removed rubbish in streets council needs rubbish bins outside Papamoa strip."*

- (ii) *"Increase hours shops close at 6."*

- (iii) *"Connect new shops to main plaza."*

- (iv) *"Few troublesome youths in area."*

Next steps

- 17. Report provided to Mainstreets.
- 18. Encourage the Mainstreets to address the issues that have been identified in the surveys in their next annual plans.
- 19. City Partnerships Specialist to provide feedback to relevant teams on including the feedback relating to Council services and improvements in their planning processes.

August 2025



Mount Mainstreet Monitoring Report (MBA)

Reporting Period

31 December to 31 July 2025

Brand Vision and Value Proposition

MBA engaged a professional marketing company to assist our social and PR manager, Cassey Vassalo, with a refresh and focus to our Mount Mainstreet brand in all of our marketing. Our brand strategy from December 2024 is now:

To support the thriving of Mount Maunganui's business community by building our reputation as one of the most iconic and enjoyable experiences in Aotearoa, regardless of the time of year.

Mount Mainstreet's warm open energy feels like a summer escape all year round

The brand strategy sits alongside MBA 2023-2028 5 year strategic plan to guide the MBA board and staff in its annual plan budget and funding decisions around events and promotions.

Purpose

To support our business community to thrive.

Membership Overview

Our membership comprises of approximately 280 businesses across retail, hospitality, service, and professional sectors, located along Maunganui Road between Pacific Avenue and Tawa Street, as well as the commercial property owners (landlords).

Over the past six months, there has been a notable increase in commercial vacancies on Mount Mainstreet, which traditionally has very low store vacancies with 10 businesses either closing or relocating since January 2025. Of those, five premises remain vacant on our Mainstreet, highlighting a challenging economic environment for our members.

Feedback from members indicates mounting pressure due to a combination of declining consumer demand and rising operational costs. These conditions are contributing to increasingly difficult trading circumstances for nearly all businesses in our area.

KPI's

Our Key Performance Indicators (KPIs) for the 2024–25 financial year are guided by our Strategic Plan 2023–2028 and structured around our five strategic pillars.

The specific initiatives designed to achieve these KPIs are broadly outlined in our 2024–25 Annual Plan & we have prepared a Delivery Calendar to support our members. This real-time calendar provides an overview of key events in the community, in addition to Mount Mainstreet's scheduled activities, so that both Mainstreet-led initiatives and events delivered by third-party organisations can be built into members businesses promotions and planning for the year.

Below is a summary of our five strategic pillars, each accompanied by a key initiative from the approved 2024–25 Annual Plan.

1. Safety & Security

Key Initiative: Continue to work with the Safety & Engagement Team at TCC

Progress Update:

Progress Update:

The Mount Business Association continues to prioritise safety and security through strong advocacy for improved CCTV coverage and lighting along our Mainstreet.

Recent progress includes the installation of new CCTV cameras at the end of Shadelands Avenue, with an additional camera currently being installed in the May Street carpark. These upgrades represent important steps toward better monitoring and safety outcomes for businesses and visitors.

Lighting improvements present a more complex challenge, requiring tailored solutions due to infrastructure constraints. However, our ongoing collaboration with Tauranga City Council (TCC) has been productive, with joint efforts focused on identifying and implementing practical lighting enhancements in laneways and other high-risk areas.

Other initiatives since the last report include the MBA board chair working with the Ministers Retail Crime Advisory board and providing feedback on policy and legislative changes at Central Government level, as well as our Chair meeting with the police and Council in relation to providing full support and collaboration over specific crime incidents that have been reported or are under active investigation by the Police.

Next steps include a dedicated Mainstreet workshop with Council staff and elected members, scheduled for September 2025, to further advance these safety initiatives.

2. Member Community

Key Initiative: Member communications - Available for face to face meetings every week with members

Progress Update:

The Mount Business Association (MBA) has been working hard to get face to face with members with our communication, especially in the capacity of a “connector” between local businesses and events or activations taking place on our Mainstreet. These efforts have seen noticeable differences in member buy in across a range of activity and initiatives.

Recent highlights include:

- **Jazz Festival “Uptown Downtown” Event:** MBA facilitated significant exposure for seven hospitality venues by integrating them into the official programme of the Tauranga Jazz Festival. This initiative brought thousands of visitors through their doors throughout the week and provided valuable, cost-free promotion through the festival’s marketing channels.
- **Midwinter Solstice / Matariki Weekend:** MBA activated alongside 25 member businesses who ran promotions or collaborations during the Matariki weekend. These initiatives were included as official elements of the Midwinter Solstice programme, giving participants elevated visibility and reach.
- **Representation at Major Events:** MBA has recently initiated efforts to represent member interests in key events such as the AIMS Games and the Mount Half Marathon. Member businesses are being given opportunities to engage with large audiences through coordinated activations that align with these high-profile occasions.
- **Local Mountie Programme:** Lengthy face to face communication efforts helped sign 30 businesses up to a new Mainstreet promotion that involves street discounts and deals for local shoppers.

3. Advocacy & Governance

Key Initiative: Pursue all options for additional funding to help placemaking efforts

Progress Update:

Over the last 6 months, MBA has made significant strides in realising external funding opportunities through various grants and organisations. At of 30 June, we are in the process of finalising nearly \$15,000 worth of total funding from various sources to help aid MBA placemaking efforts.

We expect to realise this funding in July of this year.

4. Placemaking

Key Initiative: Deliver Micro Activations throughout the year

Progress Update:

Micro activations are defined as small-scale events or street-level vibrancy initiatives that aim to enhance the atmosphere and visitor experience on our Mainstreet. From January to 30 June 2025, we delivered two such activations:

- An *ice curling* installation that attracted participation from over 400 people.
- A *Kings Birthday Weekend busking event* featuring four different musical acts.

During this time, we also scheduled in nine micro activations for the 2025–26 financial year with the hopes that we can begin creating a more turn key structure when delivering placemaking value to our Mainstreet.

Additionally, through our Delivery Calendar, we have forecast for 15 event collaboration opportunities across the 2025–26 year. Confirmed partnerships include the *Mount Half Marathon*, *Zespri AIMS Games*, and the *Mount Festival of Multisport*, providing further opportunities to support placemaking and member engagement.

5. Promotion

Key Initiative: Support Strong Business Performance During Winter Through Targeted Promotional Activities

Progress Update:

To help drive foot traffic and support local businesses during the winter months, MBA strategically fronted the delivery of a new major event in June.

- **Midwinter Solstice**

This event was timed to create consistent activity and atmosphere along the Mainstreet during the quieter months. Post-event reporting indicates that both events attracted thousands of visitors, contributing to increased exposure and engagement for participating businesses.

In addition, we have prepared a new winter initiative—**The Local Mountie Promotion**— which will launch 1 July. This loyalty sticker programme offers locals access to exclusive deals and discounts from participating Mainstreet businesses.

Highlights

- External funding growth
- Massive Winter push to support members
- Delivery Calendar developed

In Review:

Key Events & Promotions

Activity	Purpose / Details	Result / Status / Outcome
Midwinter Solstice	An event coinciding with our “Summer Anytime” theme. Tasked with bringing Summer energy and vibrancy to our street during Winter months.	Great result for an inaugural & fast turnaround event. Member buy in was really positive. More time and planning + stronger promotion is a work on for next year to increase total attendance and make this a mainstay event.
Local Mountie	Loyalty programme tasked with creating customer loyalty and sales for members .	30 businesses registered and 2,000 stickers ready to be distributed.

Customer EDM	Tasked with providing key communications and promotions through our customer database.	Our customer database has grown to 3,044, up from 2,766 vs the previous period.
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Security & Governance

Activity	Purpose / Details	Result / Status / Outcome
WhatsApp Group Chat for Members on Street Safety & Security	Ongoing communication with members.	Membership in the group sits at 161 members from 159.
Direct engagement with Central Government around retail safety	Mount Mainstreet organised and consulted with a Central Government funded retail safety group on creating better national policy for retail safety and security.	An ongoing process. Our feedback was greatly received and has helped build a stronger case on what policy outcomes bring the best safety results for retailers.

Advocacy

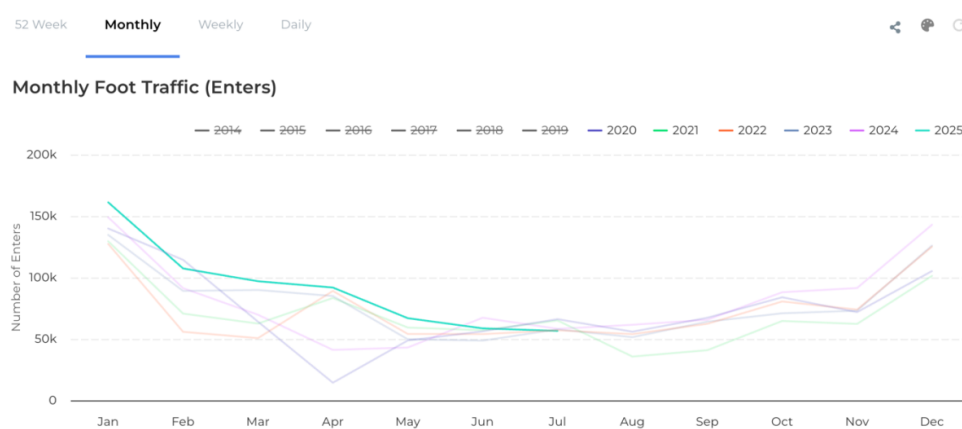
Activity	Purpose	Result / Status / Outcome
Annual Plan	MBA submitted to TCC Annual Plan to seek stronger stakeholder engagement between TCC and MBA and for additional funding to achieve improved amenity, safety and security investment for our Mainstreet.	More CCTV measures have already been implemented and installed by TCC. A workshop with MBA is scheduled with TCC councillors and staff.
Street Dining Fees	MBA's submissions on Licence to Occupy Policy and the impacts for our town centre.	A largely positive outcome was achieved with a 33% reduction in our fee, a 50% off first year fee, and a simplified contract agreement.

Member Community

Activity	Purpose	Result / Status / Outcome
Member EDM newsletter	Keep members up to date with news and events.	Click through rate sits at 8% up from 3%, open rates above 60%

Member events	Networking, upskilling, or information sharing opportunities for members.	1 event held this period 20+ member attendance.
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Key Foot Count Data

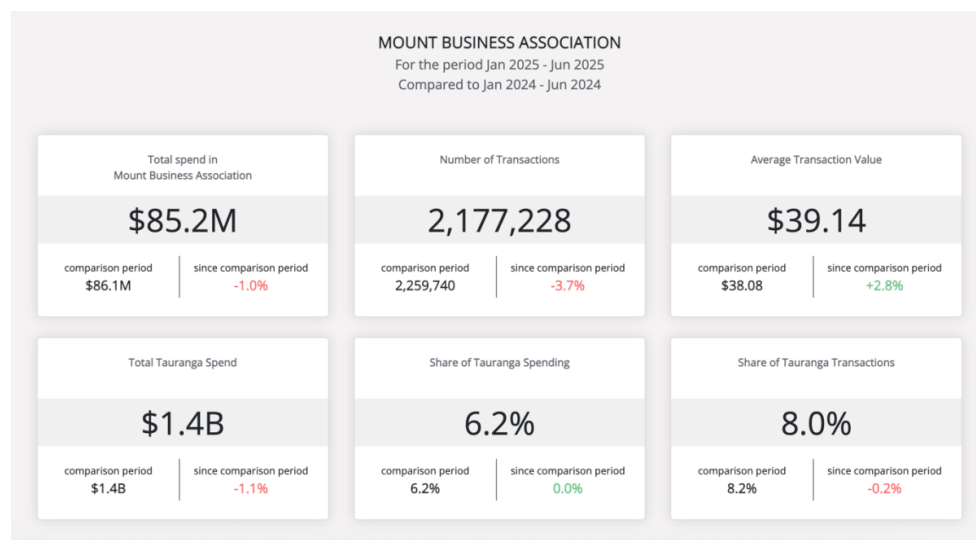


Mount Business Association (MBA) utilises foot traffic data provided by Bellwether to monitor and analyse trends along our Mainstreet.

The teal line in the graph represents monthly foot traffic trends for 2025, benchmarked against data from the previous five years. The analysis indicates that 2025 recorded the strongest foot traffic over summer Jan-Feb period since the onset of COVID-19.

While recent winter months have shown a flattening in foot traffic levels, the data suggests this trend is consistent to equivalent periods in previous years.

Spend Data



Spend data suggests little change in spending metrics for Mount Maunganui, of which our Mainstreet is a significant contributor.

It is worth noting – 6 month comparative spending data from the previous 4 years shows near identical sums of total spend, number of transactions, and average transactional value.

While spending totals have remained largely static in Mount Maunganui over the previous 4 years - rates, fees, and operating costs have skyrocketed by comparison including a most recent commercial rates rise of 15.5% (median) for this financial year.

MBA is concerned about this imbalance and the continued implications this will have - especially have on our smaller, independently owned and operated businesses who are the life blood of our unique Mainstreet identity.

Note: this is across all categories of spending for the Mount Maunganui area.

Looking Forward

Looking into the upcoming financial year and beyond, MBA will be looking at finalising a new strategic plan, as well as undertaking extensive work into improved operational and governance systems to ensure that the role is not only sustainable, but able to function effectively with different board member and staff at the helm.

Financials

At the end of the 2024/25 financial year MBA closed out in a strong financial position. The P/L sheet shows a loss of \$62,295; however, this doesn't factor in an additional \$97k of built up reserve funds (these built up during Covid years of 2020-2023, when many events were unable to be held).

MBA has included built up funds in the 2024/25 and 2025/26 budgets with a deliberate strategy to invest in overall improvements to the Mount Mainstreet, including additional staff to improve marketing, applying for funding grants, and creating new event and member initiatives over the winter months. MBA have a confirmed **surplus of \$26,699** which has been carried forward into the 25/26 annual budget as new income.

Profit and Loss

The Mount Business Association Incorporated For the year ended 30 June 2025

	2025
Trading Income	
Other Revenue	7,115.23
Targeted Rate	197,978.00
Urban Market stallholder fees	1,504.34
Total Trading Income	206,597.57
Cost of Sales	
Events - Cinema	4,000.00
Events - Family event	43.48
Events - Jazz Festival	10,000.00
Events - Member Events	4,698.37
Events - Member Events: Xmas/Midwinter	1,603.88
Events - Micro-Activations	10,919.85
Events - Music	440.35
Events - School Holiday Activations	8,808.70
Events - Urban Market Musicians	580.08
Events - Urban market site manager	1,400.00
Events - Urban Market Site Rental	1,037.39
Events - Winter School Holidays	6,662.00
Events/Promotions - Other	900.00
Total Cost of Sales	51,094.10
Gross Profit	155,503.47
Other Income	
Interest Income	4,128.28
Total Other Income	4,128.28

Operating Expenses

Accounting	4,390.40
Advertising - Social Media	1,393.20
Advertising - Winter Campaign	499.00
Advertising/Marketing - Visitor guide	1,027.00
Advertising/Marketing Targeted campaign	3,772.24
Audit Fees	4,000.00
Bank Fees	205.63
Built Up Funds - Christmas Decorations	23,925.56
Built Up Funds - Consulting/Special Projects	15,706.61
Built Up Funds - H&S + Street Safety	4,477.44
Built Up Funds - Placemaking Projects	21,800.44
Built Up Funds - Signage	9,265.74
Consulting	217.39
Contractor - Board Secretary	3,192.00
Contractor - Destination Marketing Manager	63,088.00
Contractor - Governance/Operations	10,741.49
Contractor - Social Media	18,890.77
Depreciation	4,742.07
Design Collateral	2,165.39
Donations	186.96
Entertainment	36.85
Entertainment - Non Deductible	55.87
Freight & Courier	64.12
General Expenses	386.59
Health and Safety	9,166.54
Insurance	371.30
Interest Expense	14.99
IRD Penalties	395.14
IT Support & Webhosting	2,184.03
Loss on Sale/Disposal of Fixed Assets	2,247.48
Meeting Catering	109.97
Office Expenses	29.50
Outdoor Games Replacement/Procurement	1,170.28
Printing & Stationery	228.93
Rent (Desk Rental)	5,216.00
Software & Subscriptions	3,025.69
Staff & Board Training	294.80
Storage Containers	3,241.99
Total Operating Expenses	221,927.40
Net Profit	(62,295.65)

Balance Sheet

The Mount Business Association Incorporated

As at 30 June 2025

30 JUN 2025

Assets

Bank

97 Business Transaction Account	594.76
Bonus Saver	76,842.79
Business Transaction Account	37,484.07
Online Bonus Saver	713.70
Prepaid Card	720.93
Term Investment	54,636.13
Total Bank	170,992.38

Current Assets

25/26 Expenditure (Pre-payments)	10,498.35
Accounts Receivable	850.00
Prepaid Debit Card	500.00
Prepayments	1,432.06
Total Current Assets	13,280.41

Fixed Assets

Less Accumulated Depreciation on Plant & Equipment	(18,658.29)
Less Accumulated Depreciation on Website	(24,364.25)
Plant & Equipment	23,976.00
Website - Asset	26,847.82
Total Fixed Assets	7,801.28

Total Assets

192,074.07

Liabilities

Current Liabilities

Accounts Payable	31,507.93
Accrued Expenses	4,000.00
GST	(8,297.11)
PAYE Payable	(64.53)
Rounding	(0.49)
Sundry Creditors	8,094.22
Wages Deductions Payable	(0.34)
Total Current Liabilities	35,239.68

Non-current Liabilities

Owner A Drawings	284.49
Total Non-current Liabilities	284.49

Total Liabilities

35,524.17

Net Assets

156,549.90

Equity

30 JUN 2025

Current Year Earnings	(62,295.65)
Member Funds- Opening Balance	251,632.77
Retained Earnings	(32,787.22)
Total Equity	156,549.90

Advocacy Areas / Support requested

Issue	Explanation	Status
Use of Council Land Policy	The use of council land for commercial activities, such as the Little Big Markets, has generated concern for many of our members due to a combination of the frequency, scale, and impacts on parking of these events.	MBA is undertaking a Mainstreet member survey in August, findings shared with TCC as a part of our stakeholder consultation.
Changes to Mount Parking Management Plan	It is our hope that the findings of our Mainstreet consultation session with TCC yield positive outcomes that reflect the views of our members.	Initial findings and solutions report due to be shared with MBA for feedback and discussion.
Streetscape Enhancements	MBA advocated strongly for changes to LTO fees. There were discussions about streetscape enhancements, potentially paid for by LTO fees.	MBA would like to keep street scape enhancement at the forefront of our ongoing discussions with TCC with respect to Mainstreet investment.
Capability + Security Funding	We are hoping that better lighting in our laneways and other at-risk areas is continued to be pushed forward as an issue of high priority.	Workshop in September

Acknowledgments

After 6 months in the driver's seat, I would like to recognise the great working relationships I've built with Councillor Jen Scoular as the Mount Ward Councillor. I want to also extend my gratitude to TCC staff including Kendyl, Shaun, Reece, Paul, among others.

I'd especially like to thank Kendyl who has been a centre point of knowledge and stability in what is otherwise a very busy and ever moving role – her experience with Mainstreet's has been invaluable in helping navigate and up-skill me into my role.

I'd also like to personally thanks Community Constable Mark Saunders. His work is incredible, and we are incredibly lucky to have him.



Mount Business Association

**ANNUAL
BUSINESS
PLAN 25/26**

mountmaunganui.org.nz



OUR
VISION



OUR VISION

The place to be!

OUR PURPOSE

To support our business community to thrive



PROMOTION



SAFETY & SECURITY



PLACEMAKING



MEMBER COMMUNITY



ADVOCACY

EXECUTIVE SUMMARY

The Mount Business Association is funded through a targeted rate from Tauranga City Council annually. This rate is paid by the Association's members and is used by the Mount Business Association to promote the main street of Mount Maunganui, to drive revenue back to its members.

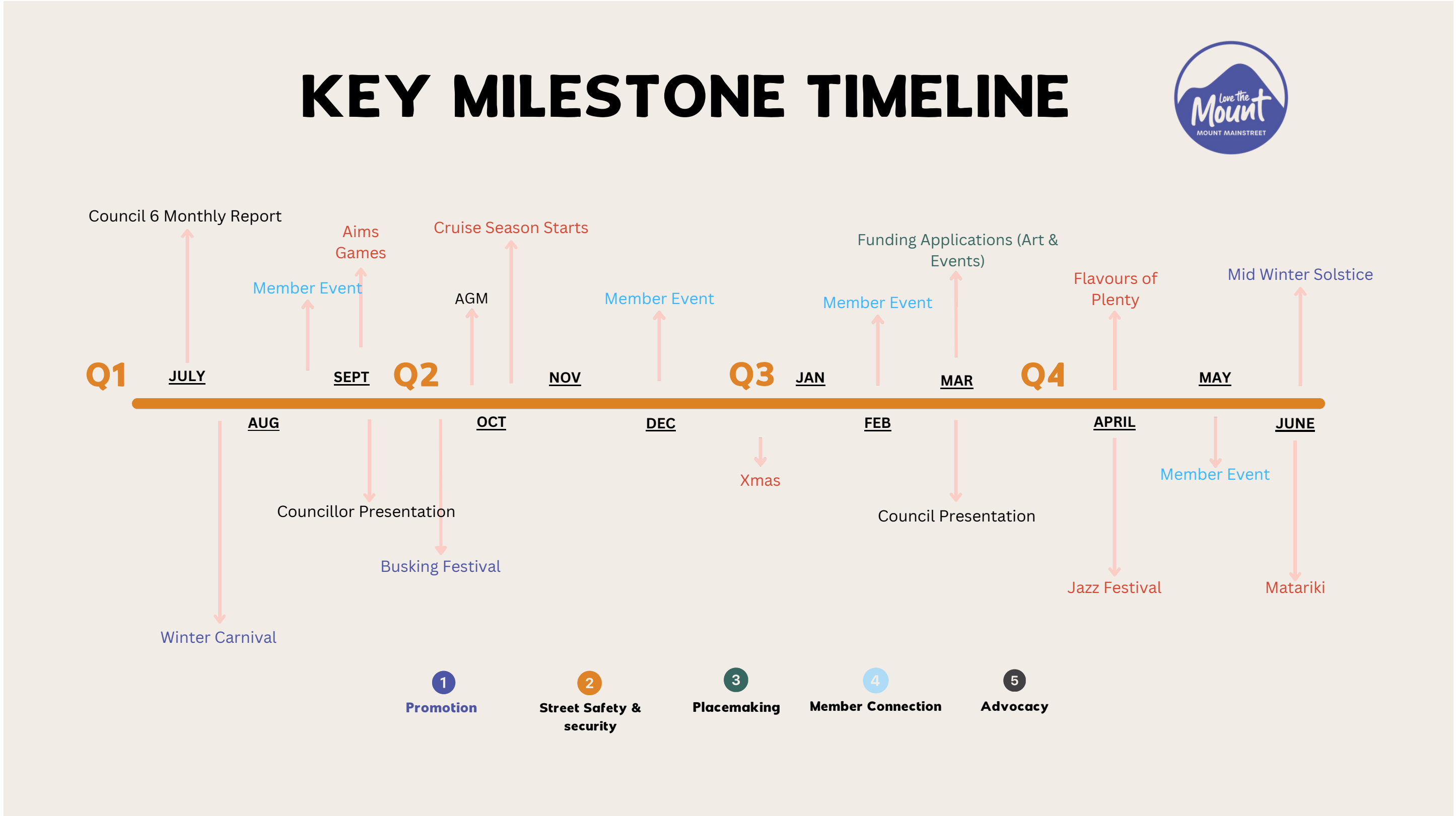
Our Purpose: "To support our business community to thrive"

- **Promotion:** specifically increasing sales during our shoulder seasons and increasing foot traffic through the winter months. Our new brand strategy will determine the most efficient way to promote our Mainstreet.
- **Street Safety & Security;** continuing to build a connected community with real time information sharing, incident reporting as well as providing nightly security patrols.
- **Placemaking:** Advocating for improved urban design and outdoor spaces to create a vibrant, year-round holiday destination shopping centre. We will collaborate with external funders to bring artwork to the street and improve public amenities.
- **Member Connections:** this year we will push for a collaborative approach to memberships, and fostering a strong support network amongst members. We will continue to host networking opportunities regularly.
- **Advocacy:** an ongoing focus, particularly with street safety and placemaking effort. Key initiatives are advocating for Plan Change 33 reversal, Mount spatial plan, and representing the business on the street.

This Annual Business Plan outlines how the targeted rate will be spent for the 2025-26 financial year. This plan will be executed by the MBA management team and approval of the Board.

We are excited for the year ahead, to deliver value and benefit to our members and community.

www.mountmaunganui.org.nz



25/26 ANNUAL BUDGET

INCOME	
Additional Funding	\$30,000
Carry Forward Funds	\$26,699
Targeted Rate	\$207,876
Built Up Funds	\$75,000
Total	\$339,575

BUILT UP FUNDS		\$75,000
Built Up Funds: Advocacy Projects		\$10,000
Built Up Funds: Christmas Decorations		\$10,000
Built Up Funds: Consulting/Special Projects		\$5,000
Built Up Funds: Brand Work		\$10,000
Built Up Funds: H&S + Street Safety		\$10,000
Built Up Funds: Placemaking Projects		\$30,000
EVENTS & ACTIVATIONS		\$52,000
Mainstreet Led Events		\$27,000
Event Collaborations		\$10,000
Micro Activations		\$15,000
PROMOTIONS		\$31,800
Local Mountie		\$2,000
Event & Activation Advertising		\$8,000
Brand Advertising		\$9,800
Content & Design		\$12,000
MEMBER COMMUNITY		\$8,000
Member Events		\$5,500
2025 AGM		\$2,000
Catering		\$500
SECURITY		\$12,500
Security Contract		\$12,500

OPERATING EXPENSES		\$146,641
Audit Fees		\$5,500
Staff Wages		\$105,000
Donations		\$500
Games Replacement		\$2,000
Governance & Operational Training		\$10,000
Storage Containers		\$3,500
Accounting		\$2,600
Bank Fees		\$245
Incorp Society		\$3,500
Insurance		\$2,700
IT		\$1,656
Office & Stationary		\$800
Desk Rental		\$5040
Software & Subscriptions		\$3,600
Total Expenditure		\$325,941
Surplus		\$13,634



25/26 PROMOTIONS



	Actions	Success Criteria
WINTER CAMPAIGN	<ul style="list-style-type: none">• Support businesses to have a strong winter performance with good promotional activities	<ul style="list-style-type: none">• Events held• Increase in YOY footfall• Increase in YOY Spend• Track campaign content engagement and reach
BRAND DEVELOPMENT	<ul style="list-style-type: none">• Develop and grow the “Mount Mainstreet” brand• Market Mainstreet to key audiences, as per our Brand strategy	<ul style="list-style-type: none">• Increase in YOY footfall• Increase in YOY Spend• Increase on online media metrics eg. Social Media
COMMUNICATIONS & ADVERTISING PLAN	<ul style="list-style-type: none">• Develop and implement a marketing and comms plan for the Mainstreet Brand	<ul style="list-style-type: none">• Plan developed and implemented• Track and measure activities
PUBLICATIONS	<ul style="list-style-type: none">• Maintain and grow our publications, such as our customer eDM, MMS guidebook and blog posts	<ul style="list-style-type: none">• Monthly eDMs sent• Guidebook updated and printed quarterly• Bi-Monthly blog posts and features

25/26 SAFETY & SECURITY



	Actions	Success Criteria
INCIDENT REPORTING & OUTCOMES	<ul style="list-style-type: none">• Keep track of all incidents that MBA are aware of on the street with time and location• Incidents logged with police reference numbers so community constable can follow up	<ul style="list-style-type: none">• Number of incidents logged• Number of positive outcomes achieved• Reporting to community constable for follow up
MBA AED DEVICES	<ul style="list-style-type: none">• Maintain the two AEDs we have located down the street.• If used, check they are replaced and serviced	<ul style="list-style-type: none">• Keep a record of battery and pad expiry dates for servicing• Record if AEDs have been used
VICTIM SUPPORT	<ul style="list-style-type: none">• If a business is broken in to, or had a serious incident take place, visit them within 48 hours of finding out about it. Provide any support required.	<ul style="list-style-type: none">• Incidents logged vs members visited• Any improvements to be made post incident to mitigate / eliminate it happening again
CRIME PREVENTION	<ul style="list-style-type: none">• Work with our partners to develop and implement a deterrence policy for members• Invest in better equipment CCTV/Lighting	<ul style="list-style-type: none">• Number of incidents reduction• Number of outcomes against incidents

25/26 PLACEMAKING



	Actions	Success Criteria
MICRO ACTIVATIONS & SCHOOL HOLIDAYS	<ul style="list-style-type: none">• Deliver a minimum of EIGHT microactivations through the year• Have an activation every school holidays• Purchase and use outdoor games to encourage people to stay longer	<ul style="list-style-type: none">• Events held• Number of people estimated to have visited and participated• Feedback received from attendees and businesses
ARTWORK INSTALLATION	<ul style="list-style-type: none">• Have at least one new mural installed within our boundary• Have one new sculpture installed within our boundary• Apply for external funding	<ul style="list-style-type: none">• Artwork installed• Artwork funded externally
EVENT HOSTING	<ul style="list-style-type: none">• Host or sponsor FOUR large (Min 1000pax) events during the year	<ul style="list-style-type: none">• Events held• Number of people estimated to have visited and participated• Feedback received from attendees and businesses
GRAFFITI REMOVAL & PREVENTION	<ul style="list-style-type: none">• Log all public graffiti in Antenno for TCC contractors to come and clean it	<ul style="list-style-type: none">• Graffiti removed
PLACEMAKING UPGRADES	<ul style="list-style-type: none">• Improve our ability to placemake Mount Mainstreet eg. Flagtrax, reusable signage, better facilities in recreational areas	<ul style="list-style-type: none">• Placemaking facilities funded and installed

25/26 MEMBER COMMUNITY



	Actions	Success Criteria
CONNECTION & COLLABORATION	<ul style="list-style-type: none">• Host four member events annually to help develop member connections• Encourage members to collaborate• Monthly Member update eDM including reporting	<ul style="list-style-type: none">• Events held• Number of attendees• Member feedback• eDM open rate
UP TO DATE DATABASE	<ul style="list-style-type: none">• Have all new members fill out our membership form• Updated database when vacancies are filled	<ul style="list-style-type: none">• Membership forms completed• Database up to date
SUPPORT MEMBER INITIATIVES	<ul style="list-style-type: none">• Support member led initiatives and promotions	<ul style="list-style-type: none">• Marketing and advertising of member hosted events or promotions
EDUCATION	<ul style="list-style-type: none">• Educate members to be more effective, safe and profitable	<ul style="list-style-type: none">• Number of events with external professionals

25/26 ADVOCACY & GOVERNANCE



	Actions	Success Criteria
REPRESENTATION & ADVOCACY	<ul style="list-style-type: none">• Advocate for the interests of the member community• Attend community / Council meetings that are relevant to objectives of MBA	<ul style="list-style-type: none">• MBA voice heard on advocacy topics• Number of meetings attended, where knowledge is gained• Responses to mass email and open rate
TAURANGA CITY COUNCIL	<ul style="list-style-type: none">• Maintain a strong relationship with TCC• Advocate for investment into Mount Maunganui• Advocate for key policy changes to benefit the community	<ul style="list-style-type: none">• Advocate on changes in bylaws and other proposal by Council• Continue to feedback issues relating to our Mainstreet cleanliness
GOVERNANCE	<ul style="list-style-type: none">• Hold a successful AGM• Go through the Re-registering process as per the Incorporated Societies Act 2022• Update our constitution	<ul style="list-style-type: none">• AGM Held with quorum• MBA Re-registered correctly before the deadline of 2026• Constitution updated
EXTERNAL FUNDING	<ul style="list-style-type: none">• Apply to various funds and receive at least \$30,000 in external funding to contribute to promotion or placemaking efforts	<ul style="list-style-type: none">• Funding received

KEY PARTNERS

Relationships to develop through the year



**LOCAL
IWI**

**MAUAO
TRUST**



Mainstreet Monitoring Report – Visit Papamoa (Papamoa Unlimited)

Reporting Period: 1 January 2025 – 30 June 2025

This section will only need to be updated when there are changes to report on

Vision: To enhance the prosperity and identity of Papamoa by supporting business growth, increasing local foot traffic, and delivering community-led initiatives. And to cement Papamoa as the ‘Gold Coast’ of the Bay of Plenty.

Core Purpose / Focus areas of Mainstreet Business Plan: Visit Papamoa (formally Papamoa Unlimited) exists to connect and champion the heart of our community – its people, businesses, culture, and beachside lifestyle. Formerly known as Papamoa Unlimited, our refreshed identity signals a bold new phase: showcasing Papamoa to the wider Bay of Plenty and beyond as a place to visit, live, invest, and love.

We are a committee of local retailers and business owners with a shared passion for Papamoa. Through strategic promotion, inclusive events, and partnerships, we aim to strengthen local pride, support economic growth, and celebrate the people who make this community special.

Membership overview: *To be updated when there are changes to report on.*

Summary of highlights:

1. *Successful delivery of the Papamoa Polar Plunge with strong community engagement.*
2. *Significant progress on Incorporated Society updates in line with the new Incorporated Societies Act and Council funding agreement.*
3. *Launch of Visit Papamoa brand framework underway including web development and community business engagement.*
4. *Event applications submitted and planning commenced for key seasonal events including Halloween, Santa Parade, and Matariki 2026.*
5. *Development of new KPIs to better track impact and outcomes of core initiatives.*

Key Activity and Achievements (previous 6 months):

Activity Area	Activity	Explanation	Results / Status / Outcome
Governance / Compliance	Incorporated Society Changes	Review of the Papamoa Unlimited constitution to align with the TCC funding agreement and compliance with new Incorporated Societies Act 2022.	In progress
Events	Papamoa Polar Plunge	Held July 2025. 200+ registrations with strong on-the-day turnout. Post-event surveys were highly positive.	Completed successfully. Planning underway for 2026.

Objective ID: A6750689

Mainstreet Monitoring Report – Visit Papamoa (Papamoa Unlimited)

Reporting Period: 1 January 2025 – 30 June 2025

Key issues:

Issue	Explanation	Status
None to report.	No current major issues requiring Council input.	Closed

Future activities (coming 6 months):

Activity	Explanation	Status
Upcoming Events	Applications submitted to Council for: Halloween On the Waterways (31 Oct 2025), Santa Parade (7 Dec 2025), and Matariki Light up the Waterways (10 July 2026). Halloween launch scheduled for week of 11 Aug 2025, pending approvals. Santa Parade community callout scheduled for week of 25 Aug 2025.	Pending Council signoff
Visit Papamoa Brand	Logo and brand guidelines underway. Website wireframes complete. Next steps include visual identity, imagery gathering, and social media rollout. Businesses will be contacted for prize pool support and image contributions.	In development
Social Media & Engagement	New Instagram handle @visitpapamoa being developed. Engagement campaign and content plan to launch post-brand finalisation.	Pending branding

Financials:

Six Monthly Financial Statements supplied to Kendyl Sullivan.

KPI's for 2025/26:

KPI	Status
Enhance event participation: Focus on increasing turnout at our events by building on previous attendance figures and engaging the community.	<i>Achieved</i>
Promote Transparency and Awareness: Strengthen efforts to promote Papamoa Unlimited, ensuring that all eligible members and the wider Papamoa community have access to clear and transparent information, and highlighting Papamoa as the premier destination.	<i>Work in progress</i>
Expand Membership Engagement: Extend our membership boundaries to include more local businesses, fostering greater engagement and collaboration within the association.	<i>Work in progress</i>
Launch a Comprehensive Website: Develop and launch an informative website that serves as a resource for our targeted ratepayers, the local Papamoa community, and beyond, featuring key information and updates.	<i>Work in progress</i>

Objective ID: A6750689



Financial Statements

Papamoa Unlimited Incorporated
For the 6 months ended 30 June 2025

Prepared by Bennetts Proactive Accountants Limited



Contents

3	Compilation Report
4	Directory
5	Statement of Profit or Loss
6	Statement of Changes in Equity
7	Balance Sheet
8	Notes to the Financial Statements



Compilation Report

Papamoa Unlimited Incorporated For the 6 months ended 30 June 2025

Compilation Report to the Directors of Papamoa Unlimited Incorporated

Scope

On the basis of information provided and in accordance with Service Engagement Standard 2 Compilation of Financial Information, we have compiled the financial statements of Papamoa Unlimited Incorporated for the year ended 30 June 2025.

These statements have been prepared in accordance with the accounting policies described in the Notes to these financial statements.

Responsibilities

The Committee is solely responsible for the information contained in the financial statements and have determined that the Special Purpose Reporting Framework used is appropriate to meet your needs and for the purpose that the financial statements were prepared.

The financial statements were prepared exclusively for your benefit. We do not accept responsibility to any other person for the contents of the financial statements.

No Audit or Review Engagement Undertaken

Our procedures use accounting expertise to undertake the compilation of the financial statements from information you provided. Our procedures do not include verification or validation procedures. No audit or review engagement has been performed and accordingly no assurance is expressed.

Independence

We have no involvement with Papamoa Unlimited Incorporated other than for the preparation of financial statements and management reports and offering advice based on the financial information provided.

Disclaimer

We have compiled these financial statements based on information provided which has not been subject to an audit or review engagement. Accordingly, we do not accept any responsibility for the reliability, accuracy or completeness of the compiled financial information contained in the financial statements. Nor do we accept any liability of any kind whatsoever, including liability by reason of negligence, to any person for losses incurred as a result of placing reliance on these financial statements.

Bennetts Proactive Accountants Limited
8 Queen Street
Te Puke

Dated: 1 August 2025



Directory

Papamoa Unlimited Incorporated For the 6 months ended 30 June 2025

Nature of Business

Non-Profit Community Group

Address

7 Gravatt Road
Papamoa Beach
Papamoa

Incorporated Society Registration Number

2613906

Members

Chairperson: L Sutton
Deputy Chairperson: N Butler

Chartered Accountant

Bennetts Proactive Accountants Limited
8 Queen Street
Te Puke

Auditor

Absolute Auditing Limited
Tauranga

Bankers

ANZ Bank New Zealand Limited



Statement of Profit or Loss

Papamoa Unlimited Incorporated For the 6 months ended 30 June 2025

	1 JAN 2025 - 30 JUN 2025	FY 2025	FY 2024
Income			
Business Income			
Grant Income	-	18,000	36,500
Targeted Rate Levy Income	33,000	66,000	60,000
Total Business Income	33,000	84,000	96,500
Total Income	33,000	84,000	96,500
Expenses			
Operating Expenses			
Advertising	-	-	350
Event Management Fees	18,972	18,972	-
Event Costs	5,517	35,244	112,119
General Expenses	-	2,586	2,586
Total Operating Expenses	24,489	56,802	115,055
Administration Expenses			
Accountancy Fees	727	4,355	3,740
Audit Fees	2,900	2,900	2,700
Bank Charges	-	65	65
Computer Expenses	547	547	200
Total Administration Expenses	4,174	7,866	6,705
Standing Charges			
Insurance	-	938	888
Total Standing Charges	-	938	888
Total Expenses	28,663	65,606	122,648
Net Profit (Loss) Before Adjustments	4,337	18,394	(26,148)
Business Net Profit (Loss)	4,337	18,394	(26,148)
Other Income			
Interest			
ANZ	96	299	329
Total Interest	96	299	329
Total Other Income	96	299	329
Net Profit (Loss) for the Year	4,433	18,692	(25,819)

These financial statements should be read in conjunction with the accompanying notes to the financial statements



Statement of Changes in Equity

Papamoa Unlimited Incorporated For the 6 months ended 30 June 2025

	30 JUN 2025	30 JUN 2024
Equity		
Opening Balance	(7,835)	17,983
Plus Revenues and Contributions		
Profit (Loss) for the Period	18,692	(25,819)
Total Plus Revenues and Contributions	18,692	(25,819)
Total Equity	10,857	(7,835)

These financial statements should be read in conjunction with the accompanying notes to the financial statements.



Balance Sheet

Papamoa Unlimited Incorporated As at 30 June 2025

	NOTES	30 JUN 2025	30 JUN 2024
Assets			
Current Assets			
Cash and Bank			
ANZ (00)		24,102	1,606
Total Cash and Bank		24,102	1,606
Accounts Receivable		-	23,225
GST Receivable		-	3,416
Total Current Assets		24,102	28,247
Total Assets		24,102	28,247
Liabilities			
Current Liabilities			
Accounts Payable		9,009	36,082
GST Payable		4,237	-
Total Current Liabilities		13,245	36,082
Total Liabilities		13,245	36,082
Net Assets		10,857	(7,835)
Equity			
As per Schedule		10,857	(7,835)
Total Equity		10,857	(7,835)

The Financial Statements have been approved by the Executive Committee

Chairperson

Deputy Chairperson

Date

Date

These financial statements should be read in conjunction with the accompanying notes to the financial statements.



Notes to the Financial Statements

Papamoa Unlimited Incorporated For the 6 months ended 30 June 2025

1. Reporting Entity

Papamoa Unlimited Incorporated is an Incorporated Society established by a certificate of incorporation dated 6th of October 2014. Papamoa Unlimited Incorporated is engaged in the business of Non-Profit Community Group.

2. Statement of Accounting Policies

Accounting policies are as detailed below:

Basis of Preparation

These financial statements have been prepared in accordance with the Special Purpose Framework for use by For-Profit Entities (SPFR for FPEs) published by Chartered Accountants Australia and New Zealand.

The financial statements have been prepared for the Executive Committee of Papamoa Unlimited Incorporated for funding purposes.

Historical Cost

These financial statements have been prepared on a historical cost basis, (except for certain assets which have been revalued as identified in specific accounting policies below). The financial statements are presented in New Zealand dollars (NZ\$) and all values are rounded to the nearest NZ\$, except when otherwise indicated.

Changes in Accounting Policies

There have been no changes in accounting policies. Policies have been applied on a consistent basis with those of the previous reporting period.

Going Concern

These financial statements have been prepared on the basis that this society is a going concern.

Revenue Recognition

Revenue is measured at the fair value of the consideration received or receivable for the sale of goods and services, excluding goods and services tax rebates and discounts, to the extent it is probable that the economic benefits will flow to the entity and revenue can be reliably measured.

Interest income is recognised as it is received, gross of refundable tax credits received, unless interest recognised as it accrues would give a significantly different result, in which case interest will be accrued.

Government grants are recognised as revenue on receipt where no performance conditions have been specified on receipt of the grant. Government grants requiring specified future conditions to be met are recognised as a liability on receipt. The grants are recognised as income over the period that the specified conditions are complete and the associated costs are recognised.

General Income Risk

The entity is exposed to annual grants approval risk in that the on-going requirements of Papamoa Unlimited Incorporated are dependent upon grant approvals from the Tauranga District Council. This financial report has been prepared on a going concern basis, the validity of which depends on the renewal and continuation of the contract with the Tauranga District Council.

Income Tax

Papamoa Unlimited Incorporated is exempt from Income Tax as per the letter from Inland Revenue dated 19 October 2018.

Notes to the Financial Statements



Goods and Services Tax

All amounts are stated exclusive of goods and services tax (GST) except for accounts payable and accounts receivable which are stated inclusive of GST.

3. Contingent Liabilities

The entity does not have any known contingent liabilities at balance date that have not been disclosed (Last Year: \$nil)

4. Subsequent Events

There have been no significant events occurring after balance date (Last year: \$nil)

5. Name Change

Papamoa Incorporated has changed their name to Papamoa Unlimited Incorporated on the 2nd of June 2021.



Visit Papamoa | Annual Plan 2025 – 26

1 July 2025 – 30 June 2026

Our Purpose

Visit Papamoa exists to connect and champion the heart of our community – its people, businesses, culture, and beachside lifestyle. Formerly known as Papamoa Unlimited, our refreshed identity signals a bold new phase: showcasing Papamoa to the wider Bay of Plenty and beyond as a place to visit, live, invest, and love.

We are a committee of local retailers and business owners with a shared passion for Papamoa. Through strategic promotion, inclusive events, and partnerships, we aim to strengthen local pride, support economic growth, and celebrate the people who make this community special.

Our Vision

To position Papamoa as the Gold Coast of the Bay of Plenty – a connected and thriving coastal destination that celebrates local life, supports business, and attracts visitation year-round.

Strategic Objectives

1. Rebrand & Launch of Visit Papamoa
 - a. Roll out the Visit Papamoa identity across digital, print, and physical platforms.
Visit Papamoa is the trading name of Papamoa Unlimited Incorporated. The legal name remains Papamoa Unlimited while we operate under the Visit Papamoa brand for marketing and promotional purposes.
 - b. Launch new brand assets: logo, tagline, and visual identity.
 - c. Build visibility through a "Love Local, Visit Papamoa" campaign.



Draft concept logo for Visit Papamoa

2. Community Storytelling & Digital Engagement
 - a. Launch a Visit Papamoa website to serve as a hub for:
 - i. Local business directory
 - ii. Event listings
 - iii. Community news & profiles
 - iv. Visitor itineraries and destination tips
 - b. Begin a "Meet the Locals" series on social media – featuring interviews with community members, retailers, and local champions.
 - c. Grow online engagement through interactive, visual-first storytelling.
3. Signature Events – Bigger, Brighter, Local
 - a. **Halloween Event** – 31st October – 2nd November



A family-focused, active event incorporating trick & treating for the local businesses and surrounding waterways.

b. **Papamoa Santa Parade** – 7 December 2025

The only Santa Parade in Tauranga, celebrating local schools, clubs, and businesses.

c. **Easter Event** – 5 April 2026

A family-focused, active event promoting Papamoa's outdoor lifestyle.

d. **Polar Plunge – Winter Solstice** – 21 June 2026

A bold, spirited local tradition in collaboration with Papamoa Surf Life Saving Club.

e. **Matariki Light Up the Waterways** – 10 July 2026 (2026–27 year)

Honouring Matariki with a magical, light-filled evening in collaboration with local iwi and kura.

All events will include increased opportunities for school and community group participation, along with clearly defined benefits for local businesses — whether through sponsorship, inclusion in promotional campaigns, or business activations that drive local engagement and visibility.

4. Partnerships & Local Engagement

- a. Deepen partnerships with iwi, schools, clubs, and grassroots groups.
- b. Support local businesses through seasonal promotions and features on our channels.
- c. Facilitate networking and workshops to grow business community connections.

5. Geographic & Membership Expansion

- a. Continue work with TCC to expand the targeted rate zone eastward.
- b. Engage Papamoa East stakeholders in upcoming activities and planning.
- c. Develop an onboarding pack for new businesses within the Visit Papamoa catchment.

Key Performance Indicators (KPI's)

- Event Attendance: 6,000+ total across 3 or 4 core events
- Website: Fully launched with 500+ visits per month in the first year of inception
- Social media: 5,000+ combined followers
- Business Features: Feature up to 40 businesses throughout the year via digital, in-person, and collaborative promotions. This may include joint campaigns or group showcases.
- Papamoa East Engagement: Stakeholder plan completed by June 2026
- Sponsorship Contribution: 30% of event costs funded through sponsorship

Governance & Compliance

- Visit Papamoa holds its AGM in Q4 of each calendar year (typically October), with notice and financial reporting provided in accordance with our constitution, Tauranga City Council Mainstreet Agreement and the Incorporated Societies Act 2022.
- Re-register as an incorporated society under the 2022 Act by April 2026.
- Finalise updated constitution reflecting new brand and expanded scope.
- Maintain six monthly reporting to Tauranga City Council and members.
- Continue strong financial management and transparent communication.

**Budget Summary**

- Event Funding: Continue to pursue sponsorships and grants to supplement targeted business rate income.
- New Investment Areas:
 - o Branding rollout and media
 - o Website development
 - o Expansion research & community engagement

Full financial detail & budget included in Appendix.

Looking Forward; Our 3 – 5 Year Vision

We have been working with The Good Day Matrix to finalise our strategic roadmap to 2030. Key focus areas include:

- Geographic Expansion: Extending the targeted business rate area through to Papamoa East.
- Brand Maturity: Making Visit Papamoa a leading destination brand in the Bay of Plenty.
- Digital Ecosystem: Launching and optimising our digital platforms to promote local connection.
- Community Legacy: Cementing Papamoa's identity as a united, proud, and people-first suburb.

Visit Papamoa Budget 2025 - 2026 (1 July 2025 - 30 June 2026)

Income Source	Amount
Targeted Business Rate (10% ↑)	\$ 72,600.00
Balance brought forward from previous year	\$ 24,093.75
	-\$ 6,000.00
Projected Sponsorship & Grants (as at 30 June 2025)	\$ 22,000.00
Total Income	\$ 112,693.75

*To be received 20th August 2025 & 20th February 2026**Polar Plunge 29th June 2025 costs to be taken from this 4th July 2025 (approx \$6,000)*

Category	Estimated Cost
Pedal & Pump Halloween Event	\$ 5,000.00
Santa Parade	\$ 25,000.00
Pedal & Pump Easter Event	\$ 5,000.00
Polar Plunge Winter Solstice	\$ 6,000.00
Matariki Light Up the Waterways (for 2026/27)	\$ 20,000.00
Subtotal – Events	\$ 61,000.00

10 July 2026 & 25 June 2027

Rebrand Rollout (Signage, Print)	\$ 5,000.00
Digital Marketing & PR	\$ 7,000.00
Website Development	\$ 8,500.00
Merchandise / Local Promo Items	\$ 2,500.00
Subtotal – Marketing	\$ 23,000.00

Events & Admin Coordinator	\$ 25,000.00	<i>based on 10 hours per week (+/- dependent on events)</i>
Accountancy Fees	\$ 5,000.00	
Bank charges	\$ 100.00	
Insurance	\$ 1,000.00	
Admin & Governance Costs	\$ 5,000.00	
Society Re-registration & Legal	\$ 3,000.00	
Expansion Polling Agent	\$ 5,000.00	
Strategic Planning (consulting)	\$ 5,000.00	
Contingency	\$ 2,600.00	
Subtotal - Operating	\$ 51,700.00	

Total Expenses	\$	112,700.00
Surplus/Deficit	-\$	6.25

***if the required funding or sponsorship cannot be garnered for any event, any residual funds will go towards the strategic plan & extension process & the development of the Visit Papamoa website*



VISIT PAPAMOA

Strategic Plan 2025–2030





Vision

To enhance the prosperity and identity of Papamoa by supporting business growth, increasing local foot traffic, and delivering community-led initiatives — and to cement Papamoa as the Gold Coast of the Bay of Plenty.

Mission

To build a thriving, connected Papamoa by delivering initiatives that boost local business, attract visitors, and celebrate our people-first culture.

Values

Community-Centric: Empower our residents, business owners, and visitors to feel connected and proud.

Integrity: Be transparent, honest, and accountable in everything we do.

Sustainability: Protect our whenua, waterways, and coastline through smart, long-term thinking.

Innovation: Keep evolving and trying fresh ideas that reflect our bold, laid-back Papamoa identity.

Inclusivity: Celebrate diversity and create spaces where all voices are heard.

Collaboration: Work hand-in-hand with Council, iwi, businesses, schools, and community groups.

Excellence: Do fewer things, but do them well — with heart, purpose, and impact.

Executive Summary

This strategy sets the course for Visit Papamoa over the next three years. Rooted in local values, this plan outlines where we are, where we're headed, and how we'll get there — through great storytelling, community activation, and partnership. It builds on Papamoa Unlimited's past successes while ushering in a refreshed direction focused on bold local pride, economic vibrancy, and community inclusion.

Situational Analysis: Where Are We?

- Papamoa is the fastest-growing suburb in the Western Bay, with families, retirees, and entrepreneurs all calling it home.
- We have a strong track record of community events like the Santa Parade and Matariki Light Up the Waterway.



- Foot traffic and local business engagement remain high, but there's a growing need for coordinated promotion and destination branding.
- Survey feedback suggests a desire for more diverse events, better promotion of local talent, and a stronger year-round presence.
- The need for a central identity — one that reflects both a local and visitor perspective — inspired the shift to Visit Papamoa.

Goals: Where Do We Want to Be?

- Position Papamoa as a premiere coastal destination and thriving commercial centre.
- Deepen engagement and pride among residents and business owners.
- Strengthen business visibility and support through destination marketing, promotions, and networking.
- Activate Papamoa's public spaces year-round with well-attended, inclusive events that support the local economy.
- Grow the operational capacity and sustainability of Visit Papamoa through governance and diversified funding.

Objectives & Milestones

Objective	Milestone
Launch the Visit Papamoa brand and website	Q3/Q4 2025
Grow social media engagement by 25% year-on-year	Annual target
Deliver three flagship events per year	Ongoing
Achieve 80%+ community satisfaction rating post-events	Ongoing
Host quarterly business networking or training sessions	Starting Q4 2025
Establish two new funding partnerships	By end of 2026
Conduct annual strategic review and stakeholder survey	Mid-year annually
Boundary Expansion	Commence process Q1 2026

Looking Ahead – Our Future Vision

In partnership with The Good Day Matrix, Visit Papamoa has developed a strategic roadmap through to 2030. This long-term direction ensures the organisation remains future-focused, scalable, and community-led.

Key focus areas include:

- Geographic Expansion: Plan for the inclusion of Papamoa East in the targeted rate area, beginning with feasibility work in 2026.



- Brand Maturity: Establish Visit Papamoa as a leading destination brand in the Bay of Plenty.
- Digital Ecosystem: Launch and optimise digital channels to connect community, showcase local businesses, and drive visitation.
- Community Legacy: Strengthen Papamoa's identity as a proud, people-first suburb.

A key strategic priority in this horizon is the expansion of the Mainstreet boundary to include Papamoa East. This growth area will benefit from the same coordinated promotions, events, and advocacy currently available to West-side businesses, allowing Visit Papamoa to tell a unified story across the entire suburb.

Strategic Priorities (2025–2028)

1. Strengthen Local Identity & Branding

- Cement the new Visit Papamoa brand across digital, print and events.
- Tell stories that reflect the community's unique energy and support local business.

2. Deliver Impactful Community Events

- Run 2–4 free events annually that encourage visitation, local spending, and pride.
- Anchor events in Papamoa's seasonal rhythms and local character.

3. Enhance Stakeholder Engagement & Governance

- Maintain a membership database (per the Incorporated Societies Act 2022).
- Provide quarterly updates to members and maintain open channels of feedback.
- Aim for 70%+ satisfaction from post-event or member surveys, with growth targets year-on-year.

4. Drive Digital Visibility & Visitor Growth

- Launch and optimise digital tools including a Visit Papamoa website and business directory.
- Use analytics to track engagement and guide future investment.

5. Plan for Future Growth (Expansion)

- Develop a roadmap to expand the Mainstreet boundary to include Papamoa East by 2029/30.
- Build early relationships and test appetite with new business areas before polling.

Community and Stakeholder Engagement

We work alongside:

- Local businesses (via Mainstreet members and wider community)
- Tauranga City Council
- Iwi partners
- Schools and youth networks
- Volunteers and ambassadors
- Creative professionals and content creators

**Engagement Approach:**

- Collaborative co-design of events and activations
- Stakeholder briefings every six months
- Digital newsletters and social media updates
- Recognise contributors publicly
- Use feedback surveys to shape priorities

Key Messages

- Visit Papamoa is your community connection — where beach lifestyle meets creative energy.
- We celebrate locals, support businesses, and showcase the best of Papamoa.
- We're here to create a thriving, inclusive, and unforgettable coastal destination.

Investment & Budget (Draft Annual Projection)

See separate budget document

Evaluation & Measurement

How we'll know we're succeeding:

- Year-on-year increase in event attendance
- Annual stakeholder survey showing >80% satisfaction
- Digital analytics: 25% increase in website and social media engagement
- Funding sustainability: At least 10% annual growth
- Governance compliance with TCC and legal obligations
- Regular reporting to stakeholders with clear metrics and storytelling



Appendix A: Mainstreet Boundary Expansion – Strategic Reasoning and Roadmap

Background

Papamoa East is undergoing rapid growth with new residential neighbourhoods and commercial developments coming online. As these areas mature, they face the same needs for coordinated marketing, local advocacy, and place activation currently delivered by Visit Papamoa within the current boundary.

To ensure equity, continuity, and long-term funding sustainability, Visit Papamoa intends to initiate a formal process to expand the targeted business rate area to include Papamoa East.

Strategic Rationale

- **Equitable Funding Model:** Aligns benefits (events, promotions, destination branding) with contributions from new business precincts.
- **Unified Place Identity:** Supports a "One Papamoa" narrative across East and current boundary, building cohesion.
- **Economic Growth:** New ratepayers help scale activations and marketing efforts across the entire suburb.
- **Legacy Planning:** Positions Visit Papamoa for future-proofed delivery as the population doubles in coming years.

Roadmap to Expansion

	Action	Timing
Pre-engagement	Meet with proposed new businesses/property owners in Papamoa East to gauge appetite for inclusion.	Q-4 2026
Scoping	Identify precincts, and confirm proposed new boundary, initiate discussions with businesses	Q4 2026 – Q2 2027
Engagement	Conduct outreach with new businesses, launch info campaign, trial activations in East	Mid 2027 – Q1 2028
Polling	Engage an independent polling agent, run formal consultation process	Q2 – Q3 2028
Approval	Present results to Council, secure approval for rate extension	Q4 2028



Action	Timing
Implementation Update rating area, include East in budgets, communications, and benefits	FY 2029/30

Risks & Mitigation

Risk	Mitigation
Resistance to new rates	Build trust through pre-engagement, share ROI clearly – utilisation of newly established Visit Papamoa brand
Confusion about value	Provide transparent FAQs and success stories – elevator pitch
Council delay	Engage early, maintain clear documentation, and leverage polling agent neutrality

Success Factors

- Strong community brand recognition (Visit Papamoa) by 2026
- Demonstrated impact in East via early events or pop-ups
- Clear, consistent messaging around the why, how, and who benefits – our elevator pitch
- Professional and independent polling process to validate support
- Ongoing collaboration with Tauranga City Council, members other stakeholders
- Maintain a membership database in accordance with the Incorporated Societies Act 2022 to support regular reporting and engagement.



6-MONTHLY REPORT JAN - JUN 2025

OVERVIEW

Vision

No changes

Core Purpose

No changes

Membership

Our membership is a mix of retail, hospitality, services and landlords along Chadwick and Cameron Road. We currently have 130 businesses operating within our boundaries.

HIGHLIGHTS

- **Retro Fest**
- **New board elected at the SGM (March 2025)**
- **Launch of a WhatsApp group for member safety & security collaboration**
- **Steady engagement across social and traditional communications**

ACTIVATIONS

Activation	Purpose	Results/Outcome
RetroFest 2025	As the self proclaimed op shop capital of NZ, this on theme event intended to showcase our vintage and retro culture within Greerton Village.	Very positive feedback from our op shop businesses and cafes, most were very busy! Strong local attendance also. However, due to health and safety concerns, the market stalls cancelled. It was the second largest day of spend in Greerton in May (\$215k) and an above average day of foot traffic (3k).
Easter 2025 (Easter Egg Hunt)	To run an easter activation to get kids to hunt for eggs spread around Greerton stores, hoping to get families/parents to go into new stores.	Due to heavy rain, this didn't proceed.

MARKETING

Marketing	Purpose	Results/Outcome
Social Media Management	Ongoing promotion of members and events via Facebook and Instagram.	Continued growth in reach and engagement. We had a total of 600k views and 297k reached users. RetroFest saw excellent digital traction with 150k views during the week of the event.
Newsletters	Member updates on events, safety, meetings, and opportunities.	A fresh design and regular distribution resumed in April. Positive feedback from members on improved layout. We average 52% open rate from our members!
SunLive Editorial & Ads	Ensuring strong community visibility for events and business promotions.	RetroFest covered by local media. SunLive continues to be a valuable media partner.

GOVERNANCE

Governance	Purpose	Results/Outcome
Special General Meeting (SGM)	Held in March 2025 to elect a refreshed Board, affirm constitution, legal name change and implement strategic discussion on GBA's direction	Successful board election. New energy and clarity around governance priorities and planning.
Constitution Update Process	As part of the re-registration requirement under the Incorporated Societies Act.	Draft for consultation shared with members. Submission and re-registration on track for August 2025.
Board Training	As part of the funding agreement with TCC, our board is required to undertake governance training for our board members.	Jens Muller who is a governance professor at the University of Waikato and sits on many prestigious boards, sat in for a board meeting and then held a governance training session for us.

ENGAGEMENT

Marketing	Purpose	Results/Outcome
WhatsApp Safety & Security Group	Real-time communication tool for members to share alerts, updates, and safety concerns.	Launched in Q1 2025. Already proving valuable in coordinating with community patrol, TCC City Safety and keeping members informed.
Greerton Business Facebook Group	Member-only channel for operational comms, questions, and feedback.	Continued use with good levels of engagement.

KEY ISSUES

Key Issues	Purpose	Results/Outcome
Safety & Antisocial Behaviour	Issues with rough sleepers, minor theft, and antisocial activity affecting business confidence and customer experience.	WhatsApp group proving useful. Police, TCC Safety & Engagement, and Community Patrol continue to support. Incident reporting encouraged.

LOOKING AHEAD

- **New Mainstreet Admin/Coordinator recruitment process underway, aiming for increased consistency and visibility**
- **Expanded social media and video promotion strategy to support both off-peak and peak season trading**
- **Planning for the Shop among Blossoms and Christmas 2025 promotions**
- **Constitution finalisation and member voting**
- **BA5 (Business After 5) events to resume in July with monthly schedule**
- **AGM held by end of October**

Statement of Profit or Loss

Greerton Village Community Association For the year ended 30 June 2025

	NOTES	2025	2024
Income			
Levy Income		155,900	148,476
Total Income		155,900	148,476
Gross Profit		155,900	148,476
Other Income			
Interest Received		615	1,730
Total Other Income		615	1,730
Total Income		156,515	150,206
Expenses			
Accountancy Fees		2,210	1,200
Advertising/Marketing		6,710	7,737
AGM Expenses		237	1,081
Audit Fees		25	2,519
Autumn Promotional Expenses		5,085	1,997
Community Gifts		-	491
Bank Charges		13	35
Business After 5		-	352
Computer Expenses		237	1,745
Depreciation		-	3,083
Donations Paid		-	3,000
Employer Kiwisaver Deductions		-	1,894
General Expenses		391	130
Promotional Expenses 1		400	3,438
Insurance		1,034	840
Interest Other		-	-
Legal Expenses		22,521	730
Meeting Expenses		1,086	400
Minor Assets		-	1,669
Office Expense		512	2,143
Postage		243	243
Printing & Stationery		1,583	783
Rent		6,000	4,909
Repairs & Maintenance		525	125
Rubbish Removal		-	203
Shop Maintenance/Beautification		500	1,475
Social Media Marketing		13,000	3,593
Spring Promotional Expenses		13,224	11,603
Staff Expenses		210	855
Storage		-	2,327

The accompanying Notes and Independent Auditor's Report form part of the Financial Statements.

Statement of Profit or Loss

	NOTES	2025	2024
Strategic Plan		-	4,409
Subscriptions		205	199
Summer Promotional Expenses		8,295	6,006
Telephone, Tolls & Internet		449	429
Travel and Accommodation		83	211
Wages & Salaries		65,586	74,086
Website Expenses		134	723
Winter Promotional Expenses		1,795	9,690
XERO Subscription		-	374
Health & Safety		2,156	-
Retro Fest Expenses		8,915	-
Total Expenses		163,364	156,727
(Loss) / Profit Before Taxation		(6,848)	(6,520)
Trustees (Loss) / Income Before Taxation		(6,848)	(6,520)
Trustees (Loss) / Income for the Year		(6,848)	(6,520)

The accompanying Notes and Independent Auditor's Report form part of the Financial Statements.

Balance Sheet

Greerton Village Community Association As at 30 June 2025

	NOTES	30 JUN 2025	30 JUN 2024
Assets			
Current Assets			
Cash and Bank			
Bank and cash/(bank overdraft)			
Bank Cheque Account		37,820	57,120
Debit Card Account		718	5
Total Bank and cash/(bank overdraft)		38,538	57,125
Total Cash and Bank		38,538	57,125
Total Current Assets		38,538	57,125
Non-Current Assets			
Property, Plant and Equipment		41,005	39,905
Total Non-Current Assets		41,005	39,905
Total Assets		79,543	97,030
Liabilities			
Current Liabilities			
Trade and Other Payables			
Trade and other payables		-	4,252
Unearned income		500	500
Total Trade and Other Payables		500	4,752
GST Payable		5,874	3,279
Employee Entitlements		-	8,981
Total Current Liabilities		6,374	17,013
Total Liabilities		6,374	17,013
Net Assets		73,169	80,017
Equity			
Retained Earnings		73,169	80,017
Total Equity		73,169	80,017

The accompanying Notes & Independent Auditor's Report form part of the Financial Statements.

Statement of Changes in Equity

Greerton Village Community Association For the year ended 30 June 2025

	2025	2024
Retained Earnings		
Opening Balance	80,017	86,537
(Decreases) / Increases		
Executive Committee's (Loss) / Income for the Period	(6,848)	(6,520)
Total (Decreases) / Increases	(6,848)	(6,520)
Total Retained Earnings	73,169	80,017

The accompanying Notes and Independent Auditor's Report form part of the Financial Statements.

Depreciation Schedule

Greerton Village Community Association

For the year ended 30 June 2025

NAME	COST	OPENING VALUE	PURCHASES	METHOD	RATE	SALE PRICE	LOSS	DEPRECIATION	CLOSING VALUE	PRIVATE USE AMOUNT
Office Equipment										
LG Monitor	780	179	-	DV	50.00%	-	-	-	179	-
Office Desk	434	72	-	DV	100.00%	-	-	-	72	-
Total Office Equipment	1,214	251	-			-	-	-	251	-
Plant & Equipment										
Carpet Installation	1,226	76	-	DV	40.00%	-	-	-	76	-
Lights on the two big trees on the Cameron Rd roundabout	12,031	11,931	-	DV	10.00%	-	-	-	11,931	-
Lights outside the library	4,671	4,554	-	DV	10.00%	-	-	-	4,554	-
Outdoor Art	1,152	1,133	-	DV	10.00%	-	-	-	1,133	-
PC purchase in Aug 2019	3,025	102	-	DV	50.00%	-	-	-	102	-
Steel artwork	896	896	-	DV	10.00%	-	-	-	896	-
Tree Deco Lights	5,454	5,136	-	DV	10.00%	-	-	-	5,136	-
Tree Deco Lights	4,394	4,138	-	DV	10.00%	-	-	-	4,138	-
Tree Deco Lights	11,010	10,184	-	DV	10.00%	-	-	-	10,184	-
Total Plant & Equipment	43,859	38,150	-			-	-	-	38,150	-
Website (Fixed Asset)										
New Website	900	825	-	DV	50.00%	-	-	-	825	-
Website - design	2,520	578	-	DV	50.00%	-	-	-	578	-
Website - Photographics	600	100	-	DV	50.00%	-	-	-	100	-
Total Website (Fixed Asset)	4,020	1,503	-			-	-	-	1,503	-
Total	49,093	39,904	-			-	-	-	39,904	-



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ANNUAL PLAN 2025-2026

MISSION

To champion and grow local business in Greerton Village through smart, targeted initiatives that boost visibility, strengthen customer engagement, and drive real economic results for our members.



OVERVIEW

With a refreshed board and a renewed sense of purpose, the Greerton Business Association is entering a new chapter. This year, we are focused on resetting our image, trialling new initiatives, and delivering stronger outcomes for our members – all with greater cost efficiency and clarity of purpose.

This Annual Plan outlines the new direction set by the board: a shift toward measurable, business-focused activations, smarter investment of resources, and strategic experimentation to find what delivers the most value.

KPI'S

1

Increase Monthly Spend

Our goal is to stimulate local economic growth by increasing customer spend within the Greerton Village business mainstreet. This will be driven through targeted activations, coordinated promotions, and strategic advertising that encourages residents and visitors to shop locally.

Measurement:

We will assess this through pre- and post-activation business feedback surveys, monitoring changes in EFTPOS transaction volumes where possible, and anecdotal reporting from member businesses.

Target:

A 10% increase in reported monthly customer spend during peak activations compared to the same periods last year.

2

Grow Member Engagement

We aim to build a more connected and involved business community by increasing member participation in GBA initiatives, communications, and governance. This includes higher attendance at BA5 events, stronger engagement with newsletters, and greater involvement in planning and feedback processes.

Measurement:

Attendance records at events, email engagement metrics (open and click rates), and member survey participation.

Target:

A 15% increase in average monthly engagement across events and communications compared to the 2024/25 year.

ACTIVATIONS

1

Shop Among The Blossoms

Celebrate spring in Greerton with a seasonal shopping promotion that showcases the vibrancy of our local retailers. Featuring in-store specials, giveaways, and a light-touch community vibe, this activation invites shoppers to explore what Greerton businesses have to offer during one of the most beautiful times of year.

Measurement:

- Sales uplift compared to average September trading
- Number of in-store spring promotions activated
- Engagement with Blossom-themed digital promotions
- Entry numbers for any giveaways or in-store activations

Target:

- 25+ local businesses running a spring promotion
- 10–15% increase in sales) compared to September 2024
- 800+ entries into giveaways or spring competitions
- Reach 25,000+ impressions across all digital channels

2

Christmas In The Square

Bring festive energy to Greerton with a Christmas event that highlights our businesses and encourages gift shopping close to home. With live entertainment, family-friendly attractions, and special holiday deals, this activation helps keep the Christmas spend local while creating a joyful village atmosphere.

Measurement:

- Sales compared to same period last December
- Participation in in-store Christmas deals or “shop local” gift guides
- Attendance at Christmas in the Square event
- Post-event feedback from businesses on sales and customer behaviour

Target:

- 30+ businesses featured in Christmas promotions
- 5–10% increase in average December week sales from participating businesses
- Reach 25,000+ impressions across all digital channels

ACTIVATIONS

3

Autumn Days in the Village

Celebrate the changing season with a warm, village-wide promotion encouraging locals to discover hidden gems, enjoy in-store specials, and engage in light entertainment or market-style offerings.

Measurement:

- Change in sales compared to March 2024
- Uptake of in-store specials or seasonal bundles
- Number of “shop local” entry forms submitted
- Digital engagement with specific “Autumn Days” content

Target:

- 15+ businesses offer autumn-specific deals or bundles
- Achieve a 5–10% sales uplift compared to the previous March for participating retailers
- Receive at least 800+ competition entries
- Reach 25,000+ impressions across all digital channels

4

Midwinter Magic

Bring some brightness to the winter months with a themed activation—featuring winter sales, cosy pop-ups, street décor, or even a midwinter night market if feasible. A great chance to trial something unique.

Measurement:

- Number of “Winter Warm-Up” sales or specials run by businesses
- Customer participation in any event-day draws, giveaways, or vouchers
- Engagement with event promotions (e.g. warming drinks, midwinter deals)

Target:

- 20+ businesses participate in a “Winter Deals” push or special offer
- Achieve a 5–10% sales uplift compared to the previous June for participating retailers
- Reach 25,000+ impressions across all digital channels

ADVERTISING

1

NZME (Radio & News)

We will partner with NZME to deliver radio and digital advertising campaigns that promote Greerton Businesses.

Measurement:

- Estimated reach/impressions per campaign
- Website traffic and event page visits during campaign windows
- Business feedback on customer mentions of ads or promotions heard/read

3

Physical Advertisements

We are exploring opportunities for billboard or signage placements along Cameron Road.

Measurement:

- Visibility analysis
- Business feedback on whether signage helped increase awareness or attendance

2

Social Media

We will use targeted social media campaigns to engage directly with local shoppers and promote upcoming activations, offers, and business spotlights.

Measurement:

- Total reach and impressions per campaign
- Engagement metrics: likes, comments, shares, click-throughs
- Follower growth across campaign periods
- Social mentions or tags using Greerton hashtags



ENGAGEMENT

1

Business After 5 (BA5)

We will host monthly Business After 5 events (excluding January) to create opportunities for members to connect, collaborate, and share updates. These informal gatherings strengthen relationships across the business community, encourage knowledge sharing, and give members a platform to provide input on upcoming initiatives or raise issues directly with the GBA.

Measurement:

- Number of attendees per event
- Total unique businesses engaged over the year
- Number of member-driven ideas or initiatives that result from BA5 discussions
- Repeat attendance rate

2

Monthly Newsletters

Our monthly digital newsletters will serve as a consistent communication channel between GBA and its members. Each issue will include important updates, upcoming activations, promotional opportunities, and highlights from local businesses. The goal is to keep members informed, engaged, and aligned with the direction of the association.

Measurement:

- Email open rate (%) and click-through rate (CTR) per issue
- Member feedback via occasional short surveys
- Engagement with linked content (e.g. event RSVPs, promotions, spotlights)



PROJECTS

1

Digital Advertisement Board

We plan to install a permanent digital advertisement board in the window space next to the Cameron/Chadwick roundabout – one of the highest-traffic areas in Tauranga. This board will allow local Greerton businesses to advertise at a discounted rate and also earn extra revenue for GBA.

Measurement:

- Feasibility assessment completed (costs, compliance, permissions)
- Estimated daily visibility
- Technical viability: quotes obtained, suppliers identified
- Board installation timeline and budget approval (if project progresses)

2

Funding Applications

To support and enhance our activations, projects, and member services, the GBA will explore and apply for external funding opportunities throughout the year. This includes grant applications to local councils, community funds, and relevant trusts, particularly for initiatives like the Cherry Blossom Festival, beautification projects, and sustainability-driven campaigns.

Measurement:

- Number of funding opportunities identified and assessed
- Number of applications submitted
- Amount of external funding secured
- Application success rate
- Projects or events directly supported by successful funding



BUDGET

Greerton Business Ass.			2024/2025	2025/2026
INCOME				
TCC Targeted Rate			155,900	155,900
Interest Received			1,200	960
Carry Forward			1,028	27,886
TOTAL INCOME			158,128	184,746
EXPENDITURE				
Personnel Costs (Wages, ACC, Training, Recruitment)			69,536	65,630
Activations/Projects			42,200	50,000
Marketing/Promotions			15,860	44,000
Meeting Expenses (AGM, Board meetings, BA5's)			4,800	3,400
Office Expenses (Financial, stationery, internet, phone, subscriptions, legal, contingency)			23,680	20,040
TOTAL EXPENSES			156,072	183,070



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STRATEGIC PLAN 2025-2028

MISSION

To champion and grow local business in Greerton Village through smart, targeted initiatives that boost visibility, strengthen customer engagement, and drive real economic results for our members.



OUR GOALS

1

Increase Monthly Spend in Greerton

We aim to support our local businesses by encouraging shoppers to shop in Greerton. Through targeted promotions, shopping incentives, and cross-business collaborations, we will track and report on sales uplift to measure our impact on local economic activity.

Success Measure

- At least 60% of participating businesses report a measurable sales uplift during promotional campaigns.
- Launch 4+ campaigns per year.

2

Boost Member Engagement

Strong member engagement is key to a thriving business community. We will actively involve our members through regular communication, networking events, and collaborative campaigns. Our goal is to see more businesses participating in GBA initiatives and feeling connected to the direction and outcomes of our work.

Success Measure

- 50% of members actively participate in at least one GBA initiative annually.
- 70%+ satisfaction in annual member feedback survey.

OUR GOALS

3

Explore Funding Opportunities

To maximise our resources and deliver greater value, we will actively seek out grants, sponsorships, and partnerships that align with our goals. This includes applying for arts, culture, and economic development funding, and building relationships with public and private sector supporters to co-fund key initiatives.

Success Measure

- Apply for at least 3 external grants or sponsorships per year.
- Secure any amount of additional funding annually.

4

Enhance Greerton's Brand & Visibility

We will strengthen Greerton's identity as a vibrant, welcoming, and business-friendly destination. Through consistent branding, addressing safety concerns, targeted marketing campaigns, and increased social media activity, we aim to elevate Greerton's presence in the minds of locals and visitors alike.

Success Measure

- Increase social media reach by 600+ followers annually.
- Achieve 10,000+ monthly impressions on promotional content.

OUR GOALS

5

Safety & Security In Greerton Village

We are committed to ensuring Greerton is a safe, welcoming environment for customers, businesses, and the wider community. Through advocacy and partnerships with local authorities, we will support initiatives that enhance public safety, reduce crime, and build a greater sense of security within the village.

Success Measure

- Strengthen partnerships with at least 2 safety-focused stakeholders (e.g. Community Patrol, TCC City Safety).
- Reported improvement in perceived safety through annual business survey.

6

Advocacy For Greerton Businesses

We will actively represent the interests of Greerton businesses on key local issues—ranging from transport and parking to urban development and policy changes. By engaging with council, local leaders, and stakeholders, we'll ensure the business voice is heard and reflected in decisions that affect our members.

Success Measure

- Represent GBA in 2+ local council consultations, workshops, or planning meetings per year.
- Issue 2+ public submissions or position statements annually.

OUR GOALS

7

Ensure Value For Money

We are focused on delivering measurable impact from every dollar spent. By tracking the outcomes of our campaigns, initiatives, and events, we'll ensure our resources are invested in high-performing, cost-effective activities that drive results for members and build long-term value for the Greerton business community.

Success Measure

- Publish an annual impact and cost-benefit summary of major initiatives.
- Maintain or improve ROI benchmarks year over year.





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MAINSTREET MONITORING REPORT

MAINSTREET Tauranga Inc. (Downtown Tauranga)
Reporting Period: 01 Jan – 30 June, 2025

Chair Comments

This report reflects one of Downtown Tauranga's (DT) more successful reporting periods, including a milestone achievement of finalising a new strategic plan after considerable work over the last 18 months.

With Tauranga City Council's move into the city centre on Devonport road, alongside the swift development of the Northern Quarters, Craig's Investment on Devonport road, The Tauranga Art Gallery, Museum and Community Space as part of Te Manawa o Te Papa the city centre is beginning to feel like its waking up from a long hibernation.

While this is an exciting and transformative time in the city, many DT members still deeply feel the effects of these changes daily, and the ability to adapt and be agile has proven difficult for some. DT continues to steer its attention towards greater advocacy and promotion for our members, to ensure their voice is heard, support is available and awareness and interest from the public of the city centre increases.

We have strong governance and structure in place, a clear strategy to lead on and a real willingness from our board and members to see the city centre flourish. What we need now is greater transparency from Tauranga City Council (TCC) to support us in this mission and more opportunities to work collaboratively to achieve this, such as the great work that has been done with THINK TANK which saw TCC, DT and Priority One bring city members together in one space. Sessions like these bring optimism and hope to businesses as well as offering unique take homes on how to solve city centre challenges.

This reporting period outlines successes in the following areas:

- **Strategy** – Completion of DT Long Term Strategy
- **Event activations** – Two very successful city centre events supporting city centre foot traffic & revenue
- **Communication & cross collaboration** – Engaging better with our members & The Mount Mainstreet

Thank you for the opportunity to provide this six-month update. We look forward to continuing to work with TCC to create a thriving city centre that we are all proud of.

Kind regards,

John Dewes-Hodgson – Chair – Mainstreet Tauranga

Membership

Mainstreet Tauranga is a membership organisation spanning the area bounded by the Tauranga Harbour to the east, Cameron Road to the west, 1st Avenue to the south, Harrington Street, and part of McLean Street to the north. We interface with and represent the property owners, business owners and operators (along with the staff) that live, work, and conduct business within these geographic boundaries. Mainstreet Tauranga is proactively inclusive in our day-to-day operations and seeks to involve as many of our members as possible as we strategise and make decisions.

Vision

Tauranga City Centre: A city centre for everyone

In line with our new Long Term Strategy and we envision the Tauranga City Centre as 'a city centre for everyone' which is vibrant, diverse, and thriving, and definitively known as the region's commercial, cultural, and civic hub. A City Centre that boasts remarkable attractions, amenities, and offerings that enrich, inspire, and meet the needs of the people who live, work, learn, eat, shop, and play there.

This Vision is encapsulated in both our long-term strategy, and Annual Plan.

Our Mission

Externally: Mainstreet Tauranga initiates, facilitates, and supports events, activities, activations, and other offerings that have been purposefully chosen to ensure our City Centre is viewed as a highly desirable place to live, work, learn, eat, shop, and play. We actively promote the City Centre as a destination to the greater community and region. We proactively communicate positive news stories about the City Centre, including the vibrant, engaging, and progressive activities that are occurring, and the transformational change that is already underway.

Internally: We support and nurture our members, advocate on their behalf and champion their ability to do better and more profitable business in our City Centre.

KPIs

- **Advocacy & Engaged Membership** – Submit on concerns, feedback & instigate change for our members. Measurably grow an inclusive and united membership that is informed & supported.
- **Collaborative Partnerships** – Effectively promote our city centre, support and communicate to our members using efficient marketing tools, events, and promotions.
- **Finance, Operations & Governance** - Strategy in line with budget. Downtown Tauranga Manager & operational performance consistent

This report illustrates how we are working towards these KPIs.

Reporting Timeframe: Jan – June 2025**KEY HIGHLIGHTS & ACHIEVEMENTS****1. LONG TERM STRATEGY**

Strategy - In June the board approved DT's [Long Term Strategy](#) and strategic objectives for 2025-30, confirming a clear direction for the next five years. This involved consultation with the board, stakeholders and members to ensure all voices were heard. Three successful member events were also held to understand the needs and desires of the businesses which have directly influenced the focus of the strategic plan.

2. PROMOTIONS & MARKETING

Valentine's week – spreading the love in the city centre, Downtown Tauranga hit the streets in the week leading up to and on valentine's day asking locals what they 'love' about the city centre while handing out flowers for a feel good factor. We were greeted with a lot of very happy females! The result was a very successful social media reel reaching **10,000 people online**, including **46%** non-followers and the highest day of revenue spend in the city centre on the 14 February, for the entire month of **\$796,279. Valentine's day was also the highest day of revenue for this 6 month reporting period.** We also raised awareness of Downtown Tauranga while supporting a positive city centre narrative. An Irish family visiting also stated *'the playground here is the BEST we've ever seen'*.

3. MEMBERS SUPPORT

Access maps – Between January and June Downtown Tauranga has signed up 11 businesses to Access Maps to support raising visibility of their businesses to the disabled community which makes up a 27% of people in Tauranga. Access Map identifies venues that are accessible friendly via a digital map app. The metrics below represent the positive benefit this has had for city centre businesses:

- In June the Tauranga **Access Map got roughly 50,000 views.**
- Of those roughly **25% of these sessions viewed locations in the city centre area** (combination of local businesses, parking, library, play area and so on). From that 25% about half leave the Map through an action link (directions, favourite or sharing).
- Outside of the Map, there have been roughly **27,000 Access Page views in the last six months for city centre venues/amenities.** Meaning more businesses that join are seeing repeat direct traffic through their shareable pages.

4. City Centre Activations

Events - Downtown Tauranga has had a number of successful activations between January to June, with two stand out events; the Busking Festival in collaboration with TCC and three Matariki activations. The Buskers festival drew crowds between **3000-6000 in Masonic Park** with city centre revenue spend for the 1st February in the top quarter of spending days for the month of February. In June, Downtown Tauranga worked in collaboration with Te Kura o Manunui and the University of Waikato to bring two stunning Kapa Haka performances to the waterfront and Red Square attracting several hundred in person attendees, over **17,000 views online**, as well as a sold-out public talk marking the significance of Matariki for Aotearoa. The success of these events has assisted Downtown Tauranga to plan for the next year of event activations.

4. Communication & cross collaboration

Engagement - Downtown Tauranga is getting very good open rates and engagement with the EDMs. Between April - June, we have seen an average open rate of **57.4%**, and a reduction in unsubscribe rates by **13%**. For the month of June the open rate soared to **60%** which is approx. **23.5%** above industry rates. We are also seeing the same upward trend with our WhatsApp group which has grown to **113** members, a **54%** increase in the last 12 months. This is reflective of the work we are doing in the business space to support and interact with our members better.

Mainstreet collaborations – We have been strengthening our relationship with The Mount Mainstreet in order to effectively support each other better and the Tauranga region. This has included sharing the costs of foot traffic data via bellweather which has enabled The Mount to start sharing trends with their members. We have also meet to discuss the re-registration process with Incorporated Societies and offered advice and guidance to support The Mount Mainstreet.

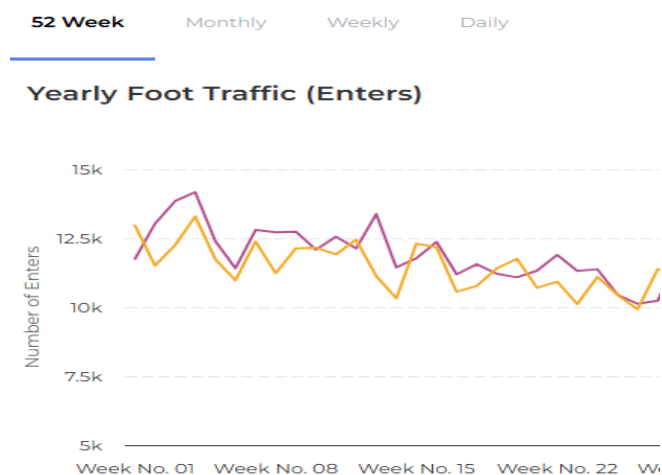
IN PROGRESS PROJECTS

Event Contractor – In June the board approved the event contractor Potluck to manage all mini events and school holiday activations to reduce the load for the Downtown Tauranga Team and enable more events that directly support and interact with the businesses. This also supports the goal to get more foot traffic and revenue into the city centre.

Bus Backs promotions – In June the board also approved a 12 month contract with Mediaworks for a Bus Backs campaign across the whole Tauranga region. This will support raising brand awareness and promote the city centre to a large audience as the buses run between Papamoa to Pyes Pa as well as throughout the city centre and all major suburbs in the region.

ANALYSING CITY CENTRE FOOT TRAFFIC

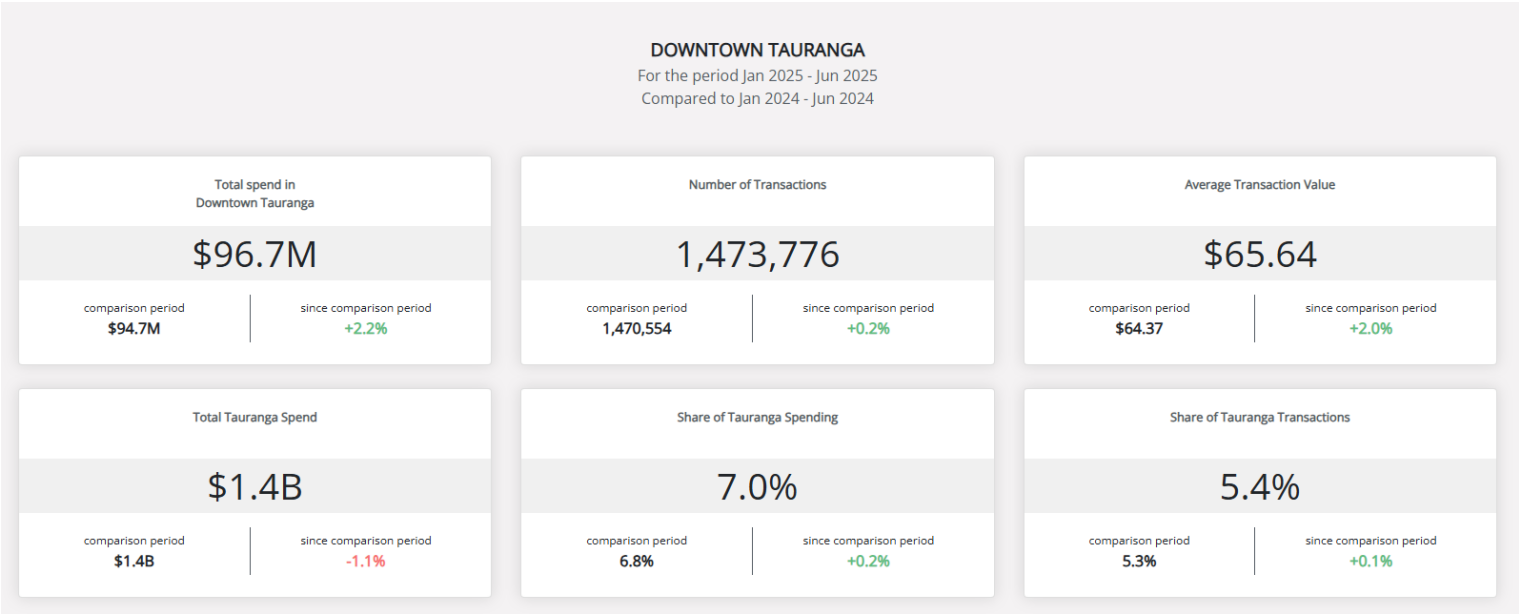
Downtown Tauranga gains city centre foot traffic insights via Bellweather data as well as the TCC monthly assessments. The data for this report is from Bellweather data due to previous issues with the TCC data accuracies that have only just been resolved. **Of note:** The foot traffic is looking relatively stagnant in comparison to 2024 for the same reporting period, apart from a small spike at the end of January with the return to the office for many. However, there are more positive trends in the revenue reporting.



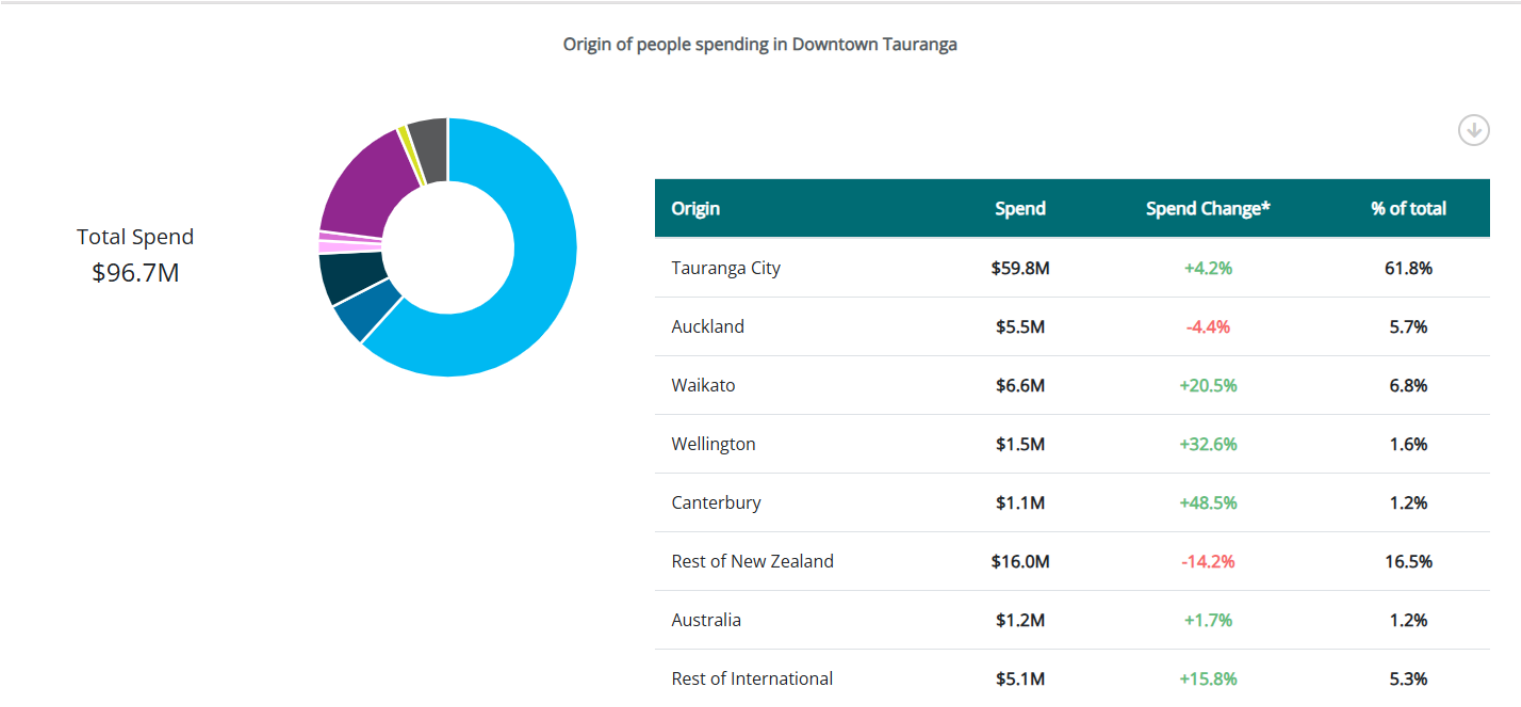
SALES DATA

The sales data for this report is supplied by Marketview and is offering valuable insights for Downtown Tauranga regarding city centre trends and specific event dates relating to events. We thank TCC for the ongoing support that this platform is providing us, to ensure we stay up to date with revenue trends.

The overall trend for Downtown Tauranga is showing a slow upward curve. For the period Jan 2025 – Jun 2025 the total spend for the city centre was **96.7m** which is a **2.2% increase** on spend for the same period for 2024. The average transaction value has also shifted by **2%**, suggesting people are spending a little more when they come into the city. With TCC moving onto Devonport road in May this year, we also saw a bigger than usual ‘spike’ in monthly revenue of **16.4m**, making May the third highest month in spending for this reporting period.



The top three spending origins were Tauranga residents, Auckland and Waikato. Wellington is showing the most engagement beyond these top three groups. The highest day for revenue in the city centre between January and June was 14 February, Valentine’s day at 796, 802k. Other Consumer spending & Apparel and Personal had the biggest increase in spend compared to Jan-June 2024, but the largest proportion of spending was still with cafes, Restaurants & Bars at 23.8m. This is good for hospitality that has been hit hard by the recession, however the numbers are still indicating things are a bit stagnant.



Downtown Tauranga category details



Category		Spend	Spend Change	% of total
Apparel and Personal		\$12.4M	+7.3%	12.8%
Cafes, Restaurants, Bars & Takeaways		\$23.8M	+0.7%	24.6%
Department Stores and Leisure		\$13.5M	+5.3%	14.0%
Fuel & Automotive		\$13.6M	+3.4%	14.1%
Groceries & Liquor		\$6.4M	-7.0%	6.6%
Home, Hardware & Electrical		\$12.8M	-4.7%	13.2%
Other Consumer Spending (incl Accom)		\$14.2M	+8.1%	14.7%

*on Same Period Last Year

CHALLENGES AND ACTIONS

Parking – The number one concern our members raise is the ever-increasing parking charges and expansions to parking in the city centre. There is a disconnect between the information being shared and the varied degree of knowledge and understanding behind these changes. DT feel it is necessary with a level of urgency for TCC to increase transparency around these changes and/or consider ways to reduce the impact these changes have to city centre businesses.

LOOKING AHEAD

Downtown Tauranga rebrand – As we move from a ‘town’ to a ‘city’ it is time for Downtown Tauranga to rebrand and come up to speed with this change. We are currently doing market research with branding companies and in discussions with Tourism Bay of Plenty Branding project to ensure we are aligned with the greater Tauranga vision to take the first steps forward with this project.

Financials

Of note: DT finished the 2024-25 financial year with a small profit of 9k (including 3k interest) and a slight underspend in the promotions and subsidies space due to resource constraints. An action plan is in place for 25-26 to address this shortfall, which includes bringing in an Event Contractor to free up space to do more promotions. We have also given our board members free training which accounts for the underspend in this area.

Profit and Loss

Mainstreet Tauranga Incorporated For the year ended 30 June 2025

	YTD	BUDGET YTD	BUDGET FULL YR
Income			
Council Levies	386,752.64	386,748.00	386,748.00
Interest Received	2,950.52	-	-
Total Income	389,703.16	386,748.00	386,748.00
Operating Expenses			
Staff & Board			
ACC Levies	171.49	504.00	504.00
Car parking	1,528.56	3,000.00	3,000.00
Computer & IT	766.00	4,380.00	4,380.00
Rent	14,304.00	16,440.00	16,440.00
Wages	125,816.75	125,640.00	125,640.00
Telephone & Tolls	1,038.17	1,200.00	1,200.00
Board Training	-	3,000.00	3,000.00
New board member induction programme	-	1,000.00	1,000.00
Training Courses & Conference (staff)	-	2,496.00	2,496.00
Total Staff & Board	143,624.97	157,660.00	157,660.00
Events & Activations			
Christmas in the City	35,695.00	40,000.00	40,000.00
Flavours of Plenty	5,000.00	5,000.00	5,000.00
Jazz Festival	5,000.00	5,000.00	5,000.00
School Holiday Promotions	10,527.04	10,000.00	10,000.00
STEMFest	5,000.00	-	-
Activate Vacant Spaces Exp	1,043.48	-	-
Photographic Exhibition	2,107.16	-	-
Buskers Festival	15,000.00	2,000.00	2,000.00
Escape & Creative Arts Festival	2,000.00	2,000.00	2,000.00
Matariki	9,322.07	8,000.00	8,000.00
Garden & Arts Festival	5,000.00	5,000.00	5,000.00
Mini promotional events	5,419.13	5,001.00	5,001.00
Total Events & Activations	101,113.88	82,001.00	82,001.00
Promotion & Subsidies			
Advertising	30,402.50	25,704.00	25,704.00
Website Hosting Expenses	1,045.00	1,032.00	1,032.00
Electronic Mail Distribution	-	348.00	348.00
Rebrand	-	5,000.00	5,000.00
Membership Pack	-	7,008.00	7,008.00
Bi-Monthly Newsletter	330.00	3,960.00	3,960.00
TCC Mentor Programme to member	2,000.00	1,356.00	1,356.00
Member Welcome Pack	-	10,000.00	10,000.00

Profit and Loss

	YTD	BUDGET YTD	BUDGET FULL YR
Website Upgrades	6,200.00	4,992.00	4,992.00
Mainstreet Members Database	4,700.00	2,496.00	2,496.00
Member Support	4,698.27	9,996.00	9,996.00
Social Media Marketing	15,924.39	16,200.00	16,200.00
Strategic Plan Programme	7,955.06	5,000.00	5,000.00
Total Promotion & Subsidies	73,255.22	93,092.00	93,092.00
Administration Costs			
Accountancy Fees	7,761.00	3,996.00	3,996.00
Annual General Meeting	1,967.50	2,500.00	2,500.00
Annual Report	-	624.00	624.00
Audit Fees	6,502.00	6,504.00	6,504.00
Bank Fees & Charges	60.99	96.00	96.00
Consultancy Fees	270.00	3,840.00	3,840.00
Depreciation	-	504.00	504.00
Entertainment - Staff	541.88	-	-
General Expenses	1,684.98	2,364.00	2,364.00
Insurance	2,446.29	3,000.00	3,000.00
Legal Fees	13,922.49	5,004.00	5,004.00
Staff Expenses	-	1,104.00	1,104.00
Staff Training & Welfare	1,890.28	-	-
Storage Fees	13,381.50	15,180.00	15,180.00
Subscriptions	2,967.36	3,096.00	3,096.00
Xero Fees	959.00	852.00	852.00
Total Administration Costs	54,355.27	48,664.00	48,664.00
Pocket Sized Play	8,000.00	-	-
Total Operating Expenses	380,349.34	381,417.00	381,417.00
Net Profit	9,353.82	5,331.00	5,331.00

Balance sheet

Balance Sheet

Mainstreet Tauranga Incorporated
As at 30 June 2025

	30 JUN 2025	30 JUN 2024
Assets		
Bank	272,716	278,588
Fixed Assets	13,361	13,311
GST	7,976	-
Total Assets	294,053	291,899
Liabilities		
Current Liabilities		
Accounts Payable	2,681	1,869
GST	-	8,512
Total Liabilities	2,681	10,381
Net Assets	291,372	281,518
Equity		
Current Year Earnings	9,854	147,577
Retained Earnings	281,518	133,941
Total Equity	291,372	281,518

Accounts Receivable - All current

Accounts Payable - All current.



Annual Operational Plan Downtown Tauranga 2025-2026

Executive summary

Mainstreet Tauranga (MT) is funded by a targeted rate struck by Tauranga City Council annually. This targeted rate is paid by the Association's members as part of their annual rates and is used to support, advocate, and promote Tauranga city centre and the businesses, to drive revenue back to its members. MT vision for the city centre, in line with our Long-Term Strategy, is to be a 'city centre for everyone', to ensure we are working effectively for our members and are proactive with planning for our vibrant future.

The key focus areas to support our business community are to act as an effective advocacy arm between our members, Tauranga City Council (TCC) and the city centre stakeholders, while also supporting engaged members and creating collaborative partnerships. This includes supporting the city centre revitalisation and strategically marketing events and activations to grow our city centre and economy.

The Annual Business Plan outlines how Mainstreet Tauranga anticipates using the targeted rate for the 2025-2026 budget year with several new initiatives in place aimed directly at supporting our businesses better, in particular, execution of our new Long-Term Strategy. This plan will be carried out by our Mainstreet Manager, with the guidance of the Chair and approval of the Board. The draft budget for 2026/27 will be reviewed and approved at the AGM in October 2025.

Moemoeā | Our Vision

A place for everyone

Tā tātou whāinga | Our Purpose

We are striving for our city centre being the precinct of choice for business and visitors, whilst being the voice of our members

O tatou uara | Our Values

- Results Orientated - We are impact focused and outcome driven
- Transparent - We are trustworthy and accountable



- Inclusive and Diverse - We value all people and work collectively

What Downtown Tauranga needs to do this coming year to ensure we reach our strategic goals and outcomes.

Advocacy

Priorities	What we will do (actions)	What does success look like by June 2026	Importance High Med Low
Advocate on main concerns for our members	Make submissions to Tauranga City Council on main concerns for members (Examples only, to be decided by the Board) <ol style="list-style-type: none"> 1. Parking 2. Perception/ vibe of city centre 3. Safety 	<ul style="list-style-type: none"> • Number of submissions • Policy changes to benefit members • Perception of city centre is mostly positive by members and general public 	High
TCC connection and collaboration	Attend monthly meetings with TCC to feedback concerns and update members of outcomes Collaborate on Retail Strategy initiative TCC	<ul style="list-style-type: none"> • Number of meetings attended • Feedback shared to members • Retail strategy in place 	High

Engaged membership

Priorities	Actions	What does success look like by June 2026	
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To have an accurate member database	Built CRM database	<ul style="list-style-type: none"> CRM database comprising of all eligible members 	High
Member events	Hold member networking or learning sessions	<ul style="list-style-type: none"> Successful membership events held with mostly positive feedback Increased attendance 	Med
Inform members on city centre developments	Circulate updates regarding city centre developments to members	<ul style="list-style-type: none"> Number of WhatsApp group interactions Number of in person visits Number of EDM's 	High
Feedback	Short feedback surveys after events	<ul style="list-style-type: none"> 80% positive feedback 	High
Communication Strategy	Communication Strategy developed and implemented (including Media Strategy)	<ul style="list-style-type: none"> Members and general public engaged and informed City centre foot traffic and revenue increase 	Med
Advertising and Branding strategy	Advertising and Branding strategy developed and implemented	<ul style="list-style-type: none"> DT brand known to general public City centre known as place to eat, shop work and play Public aware of centre city events and member businesses 	Med
Website	Website redevelopment	<ul style="list-style-type: none"> Website traffic Links to member business Members utilising promotions function of website Information or links to city centre council projects 	High



Membership satisfaction survey	Initiate biannual membership satisfaction survey	<ul style="list-style-type: none"> 70-80% positive member feedback 	High
New members	Revise and distribute new member pack	<ul style="list-style-type: none"> Updated member pack distributed to all new members and existing members Number of new businesses attracted to the city centre 	Med
Member support	Member subsidies	<ul style="list-style-type: none"> List of initiatives developed Subsidy options are communicated to members Uptake in subsidies 	Med

Collaborative partnerships

Priorities	Actions	What does success look like by June 2026	
Connections with city centre stakeholders	Attend and/or host bi-monthly comms meetings with city centre stakeholders such as Priority One, Tourism BOP, Tauranga Business Chamber	<ul style="list-style-type: none"> Number of meetings attended Number of meeting hosted Transparent and consistent communications from all stakeholder organisations Cross promotions 	High
Meeting attendance	Attendance to any other relevant meetings or public forums	<ul style="list-style-type: none"> Number of meetings Members voice is considered in these meetings or forums 	Med



Connections with other mainstreet organisations	Connections with Mount Mainstreet, Papamoa and Greerton	<ul style="list-style-type: none"> Attend meetings Initiate collaboration 	Med
Yearly event and activation plan for city centre	Establish a 12-month plan of events and activations	<ul style="list-style-type: none"> Member buy in Engagement measures 	Med
Member communications	Regular EDM marketing to public database	<ul style="list-style-type: none"> Number of EDMs Open or engagement rate 	High
Member communications	Weekly, monthly and 'special feature' promotions/ marketing shared across multiple platforms/socials	<ul style="list-style-type: none"> Number of weekly, monthly and special feature promotions Positive member feedback 	High
Landlords	Establish landlord database	<ul style="list-style-type: none"> Accurate landlord data 	Med
Landlord connections	Establish strong relationship with local landlords and create incentives to fill spaces	<ul style="list-style-type: none"> Incentives supported Number of empty spaces filled 	Med
Event management	Management of events <ul style="list-style-type: none"> Easter Extravaganza Matariki Christmas in the City 	<ul style="list-style-type: none"> Each event resulting in increased foot traffic and revenue in city centre Positive member feedback 	High
School holiday programming	School holiday promotions	<ul style="list-style-type: none"> Successfully managed by contractor Each event resulting in increased foot traffic and revenue in city centre 	Med



Sponsorship support	Sponsorship consideration to other city centre festivals	<ul style="list-style-type: none"> Other city centre festival supported as appropriate 	Med
Māori engagement and connections	Develop and grow relationships with Mana Whenua and Strategic Māori engagement unit at TCC Incorporation of Te Reo in organisation and communications	<ul style="list-style-type: none"> Connected to Mana Whenua Connected to Strategic Māori Engagement unit at TCC Te Reo narrative included into all elements of and ethos of the story, development and promotion of Downtown Tauranga 	Med

KPI's

Focus Area	KPI	Actions	Measures
Advocacy & engaged membership	Publicly support on behalf of our members, feedback & instigate change Measurably grow an inclusive and united membership that is informed & supported	<ul style="list-style-type: none"> Create and circulate updates via whatsapp group, EDM's & in person visits Submit to TCC on behalf of members on topics of priority Attend and/or host bi-monthly comms meetings with city centre stakeholders. Attend monthly meetings with TCC to feed back concerns Circulate member surveys for feedback Build CRM database Hold networking sessions for members 	<ul style="list-style-type: none"> Communicate interruptions to members caused by developments and city centre transformation Monitor, share, report and seek feedback on outcomes of advocacy initiatives Transparent and consistent communication between MT and city centre stakeholders including TCC & Priority One Attendance at relevant meetings, participation in public forums and provide platforms for members voice to be considered An accurate membership database encompassing eligible members



		<ul style="list-style-type: none"> • Produce weekly EDM's with engaging content • Create & promote welcome book for new businesses 	<ul style="list-style-type: none"> • Increased attendance and engagement at member events & AGM • Member EDM open rate increase <p>Engagement with new members sign-ups and new member packs distributed</p>
Collaborative partnerships	Effectively promote our city centre, support and communicate to our members using efficient marketing tools, events, and promotions	<ul style="list-style-type: none"> • Send weekly EDM's to update on relevant events and activations for members • Weekly, monthly and 'special feature' promotions/ marketing shared across multiple platforms/socials • Work with city centre stakeholders to create, promote and sponsor city centre events and activations 	<ul style="list-style-type: none"> • Strategic & calculated communications, advertising and branding strategy promoting the city centre, members & businesses • Established & refined 12-month plan of events and activations seeking member 'buy in' with engagement measures • Regular EDM marketing to public database <p>Collaboration with TCC, stakeholders, event promoters and businesses to ensure success & optimal opportunities for members to leverage</p>
Finance, operations & Governance	Strategy in line with budget. Downtown Tauranga Manager & operational performance consistent	<ul style="list-style-type: none"> • Low % budget difference & frequent board monitoring with action plan if necessary • Public awareness and interest in Downtown Tauranga, engagement with members and increase in city centre foot traffic & revenue 	<ul style="list-style-type: none"> • Financials frequently monitored & actioned where necessary. Reported to board monthly <p>Monthly board meetings & support papers update on key areas of focus in line with strategy including metrics where appropriate.</p>

(To note: The annual budget needs to align with the above)

**PARTNERSHIPS**

Tauranga City Council	Tourism Bay of Plenty
Priority One	Tauranga Business Chamber
Creative Bay of Plenty	Existing providers
Tauranga regions Mainstreet Organisations	Other key stakeholders
Maori/Iwi	Landlords

Mainstreet Tauranga Incorporated budget 2025-26

Income	
Council Levies	398,355
Interest Received	3,000
Total Income	401,355
Operating Expenses	
Staff & Board	
Wages & Staff Costs	163,500
Rent	14,304
Telephone & Tolls	1,008
Board Training	3,000
Total Staff & Board	181,812
Events & Activations	
Christmas in the City	35,000
Flavours of Plenty	5,000
Jazz Festival	5,000
School Holiday Promotions	18,000
STEMFest	5,000
Photographic Exhibition	2,500
Buskers Festival	23,000
Escape & Creative Arts Festival	3,000
Matariki	8,000
Mini promotional events	9,999
Total Events & Activations	114,499
Promotion & Subsidies	
Advertising	33,996
Website Hosting Expenses	2,100
Rebrand	10,000
Member Engagement	5,065
TCC Mentor Programme to member	-
Member Welcome Pack	4,539
Website Upgrades	16,992
Member Support	6,996
Social Media Marketing	15,732
Strategic Plan Programme	2,000
Total Promotion & Subsidies	97,420
Administration Costs	
Annual General Meeting	2,500
Audit Fees	6,500
Bank Fees & Charges	60
Computer & IT	996
CRM database	3,000
Entertainment	600
General Expenses	1,608
Insurance	2,446
Professional Fees	17,508
Staff Training & Welfare	2,004
Storage Fees	13,932
Subscriptions	3,504
Total Administration Costs	54,658
Total Operating Expenses	448,309
Net Profit	-47,034

Tō Tātou Rautaki | Our Strategy 2025-2030

Strengthening the future of Tauranga City Centre through advocacy, connection and promotion



Moemoeā | Our Vision

A place for everyone

Tā tātou whāinga | Our Purpose

We are striving for our city centre being the precinct of choice for business and visitors, whilst being the voice of our members

O tatou uara | Our Values

- Results Orientated - We are impact focussed and outcome driven
- Transparent - We are trustworthy and accountable
- Inclusive and Diverse - We value all people and work collectively

Ngā Hua | Our Focus Areas

Focus area	Our Strategic Goals	How will we do this?
Advocacy	To be the leading voice in promoting and advancing a thriving, creative and re-energised city centre.	We will advocate for issues that are important to our members and promote their business interests by engaging constructively with city centre stakeholders
Engaged Membership	To grow an inclusive and united sustainable membership that is informed and supported.	We will continually engage and inform our members through personal and online communications and events.
Collaborative Partnerships	To build and maintain community and business partnerships that are caring and culturally engaged.	We will actively collaborate with key city partners to strategically promote the central city and support new business and investment while recognising the land in our city centre is taonga tuku iho and holds special significance to mana whenua.
Finance and Operations	To effectively manage and allocate our resources and ensure effective risk management	We will ensure long term financial sustainability, manage our risks, have high standards in service delivery and be a good employer.
Governance	To ensure good governance by providing leadership and decision making in accordance with our constitution, legislation and other obligations.	We will have a knowledgeable and engaged Board that upholds transparency and accountability.

To note: Please see Downtown Tauranga's Annual Plan in relation to document



Strategic Objectives 2025-2030

Strategic Objective: Advocacy	Key enablers	How do we measure success?	Importance
Areas of concern for members	<ul style="list-style-type: none"> Membership consultation 	<ul style="list-style-type: none"> Priority areas of concerns are understood 	High
Facilitate support for members main concerns	<ul style="list-style-type: none"> Submissions to Tauranga City Council and other city centre stakeholders 	<ul style="list-style-type: none"> Policy changes influenced or achieved 	High
Strategic stakeholder engagement	<ul style="list-style-type: none"> Connections with TCC, Priority One, Tourism BOP, Mana Whenua, landlords and other stakeholders. 	<ul style="list-style-type: none"> Relationships with tangible outcomes 	High
Positive perception of city centre	<ul style="list-style-type: none"> Collaboration with TCC, Tauranga yearly or biannual events Digital and print communications 	<ul style="list-style-type: none"> Positive perception of city centre and/or events Online media profile (follows and likes) 	High

Strategic Objective: Engaged membership	Key enablers	How do we measure success?	Importance
Members are informed	<ul style="list-style-type: none"> Personal communications Online communications 	<ul style="list-style-type: none"> Total members reached directly Email opens Website traffic Social media engagement Attendance at member events 	High

To note: Please see Downtown Tauranga's Annual Plan in relation to document

Members are connected	<ul style="list-style-type: none"> • Member events • Inter member communications 	<ul style="list-style-type: none"> • Attendance at member events • Uptake online group • Attendance at AGM 	High
Increase membership	<ul style="list-style-type: none"> • Connect to new businesses 	<ul style="list-style-type: none"> • Member growth 	Med
Member satisfaction	<ul style="list-style-type: none"> • Member surveys • Informal feedback 	<ul style="list-style-type: none"> • Member satisfaction 	High

Strategic Objective: Collaborative Partnerships	Key enablers	How do we measure success?	Importance
Develop and maintain strong relationships with TCC and all other city centre stakeholders	<ul style="list-style-type: none"> • Meetings with stakeholders • Collaboration on issues 	<ul style="list-style-type: none"> • Meeting attended • Successful collaborations 	High
Event promotion and sponsorship of events by other stakeholders	<ul style="list-style-type: none"> • Online marketing • Financial support 	<ul style="list-style-type: none"> • Public engagement and foot traffic • Positive member feedback • EDM communications 	Med
Develop and maintain relationships with city centre landlords	<ul style="list-style-type: none"> • Landlord database 	<ul style="list-style-type: none"> • Accurate landlord database • Landlords supportive of DT incentives • Number of empty spaces filled 	Med
Develop and grow relationships with Mana Whenua and the Strategic Māori Engagement Unit at TCC	<ul style="list-style-type: none"> • Connection with SMEU • Connections with Mana Whenua 	<ul style="list-style-type: none"> • Improved connections and cultural inclusion/appreciation 	Med

To note: Please see Downtown Tauranga's Annual Plan in relation to document

Strategic Objective: Finance and Operations	Key enablers	How do we measure success?	Importance
Operating Efficiency	<ul style="list-style-type: none"> Adequate funding 	<ul style="list-style-type: none"> Operating surplus/deficit managed 	High
Financial Resilience	<ul style="list-style-type: none"> Reserves 	<ul style="list-style-type: none"> 3-6 months of cash reserves 	High
Risk Management	<ul style="list-style-type: none"> Risk identification and risk register 	<ul style="list-style-type: none"> Risks are managed 	High
Employee performance	<ul style="list-style-type: none"> Operational outcomes 	<ul style="list-style-type: none"> Outcomes achieved 	High
Employee satisfaction	<ul style="list-style-type: none"> Appropriate recruitment 	<ul style="list-style-type: none"> Employees engaged 	High

Strategic Objective: Governance	Key enablers	How do we measure success?	Importance
Attract, grow and retain a diverse, committed board membership	<ul style="list-style-type: none"> Board member recruitment 	<ul style="list-style-type: none"> Board membership reflects membership 	High
Board members are knowledgeable and effective	<ul style="list-style-type: none"> Board training 	<ul style="list-style-type: none"> Board evaluation 	Med

To note: Importance ranking is based on; Impact (what will have the greatest impact for our members?) and Resource (level of intervention needed) i.e. low isn't a reflection of the importance to membership.

To note: Please see Downtown Tauranga's Annual Plan in relation to document



Tauranga City Council Annual Residents' Survey 2024/2025



Report | July 2025





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Introduction, objectives and method

Introduction:

The Community Perceptions Monitor measures the perceptions of residents regarding various aspects of services that Council provides. The results of this study will inform the Tauranga City Council Long-term Plan process and allow Council staff to assess the performance of the Council against a set of pre-determined actions and performance levels.

To this end, Key Research has undertaken the annual Community Perceptions Study from 2006 to present (2024/25) to gauge residents' perceptions of Council's services and initiatives.

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.

Method:

- Responses were collected via a mail-out with an option to complete the questionnaire online or request a paper copy to be sent.
- Data collection took place between 26 August 2024 and 30 May 2025 in four waves. A statistically robust sample of n=603 residents across the Tauranga City Council area was collected.
- Post data collection the sample has been weighted so it is aligned with known population distributions for the Tauranga City Council area, as per the latest available Stats NZ data based on age, gender, ward and ethnicity.
- At an aggregate level, the sample has an expected 95% confidence interval (margin of error) of +/- 3.9%. The margins of error associated with sub-groups will be larger than this as the results become less precise as the sample size shrinks. Thus, results associated with particularly small sample sizes should be read with caution.

Other notes:

- Due to rounding, percentages may add to just over or under (+/- 1%) totals.
- The derived impact calculation in the driver analysis, the reputation benchmark, and reputation profile are all calculated excluding 'don't know' responses.
- Satisfaction (% 7-10) excluding don't know responses has been shown on performance slides.
- The report uses eight geographical wards, where residents are assigned from both general and Māori electoral rolls.
- Electoral roll data indicates that all of those who identify as Māori and participated in this survey are on the Māori roll and belong to the Māori ward. Where data is analysed 'by ethnicity' it is safe to assume 'Māori' data will represent the Māori ward.



Significance testing

- The margin of error for a sample of 603 indicates that 95 chances out of a 100 will fall within 3.9% of a given result in any binomial distribution.
- Statistical significance testing helps quantify whether a result is likely due to chance or to some factor of interest. Where statistical significance is identified it indicates that an observed relationship is unlikely to be due to chance.
- Significant differences between 2024/2025 and 2023/2024 were tested across age and ethnicity. Wards could not be tested for year-on-year significance.
- Significant differences between wards, age groups and ethnicities were marked where relevant within same year period.
- Arrows indicate statistical significance between the reporting periods, while colour is used to mark statistical significance for the same reporting period (2024/2025) between different demographics.

Year-on-year		Between demographics	
▲	Significantly higher	▲	Significantly higher
▼	Significantly lower	▼	Significantly lower

Executive summary





Key findings

Overall satisfaction with the Council has shown a significant improvement over the past 12 months and has reached 44%. The improvement since the 2023/24 reporting period (34%) is most likely driven by the improved perceptions of Council and Council services among younger residents (aged 18 to 34 years) and those residing in Te Papa. Younger residents have a significantly better perception (when compared with 2023/24) of *Image and reputation*, *Waste Management*, *Sustainability* and *Roading*, including roads and footpaths.

Satisfaction with *Core service deliverables* has significantly increased as well, reaching 62% in 2024/25 from 54% reported in the 2023/24 year.

Key strengths identified include:

- *Public facilities* and *Outdoor spaces* are highly rated and are well-regarded by residents. 88% were satisfied with *Library services*, while 78% were satisfied with *The quality of playgrounds*.
- Waste Management was also highly rated, particularly *Kerbside collection services* with 86% of respondents satisfied.

Key priorities and opportunities identified include:

- *Image and reputation*. Ratings across all measures related to *Image and reputation*, such as *Leadership*, *Trust*, *Financial management*, and *Service quality*, were relatively low. Some residents noted improvements with the new Mayor and elected members, whilst others expressed caution or concern about long-term changes. Within *Image and reputation* there are several opportunities for improvement:
 - ✓ Communication. Residents want to see clear leadership with transparent priorities. Regular updates on progress, challenges, and successes delivered in accessible, plain language.
 - ✓ Community engagement. Many respondents feel disconnected or unheard. Greater consultation, especially early in the decision-making process, and visible responsiveness to feedback would help rebuild public confidence.
 - ✓ Financial transparency. A clearer explanation of how rates are allocated, and how this translates into benefits for the community.
 - ✓ Focus on core services. Reputation is tied closely to visible service outcomes. Ensuring consistent quality across facilities, infrastructure, and day-to-day services will increase respondents perceptions of Council's reliability and competence.
- *Value for money*. The value for money result is one of the lowest recorded measures in 2024/25, with a net satisfaction score of -16. Concerns include high rates, perceptions of inefficiency, and spending on what some view as non-essential projects. Within *Value for money* There are several opportunities for improvement:
 - ✓ Focus on essential services and infrastructure. Many residents feel investment should prioritise core functions, such as roading, water management, and waste services.
 - ✓ Tangible outcomes from spending. Residents want transparency over the rates spend. Providing clear reporting on completed projects and benefits to the community could improve perceptions.



2025 Residents' Survey Report | July 2025



Trends in overall measures and reputation (% 7-10 excluding don't know)

Year-on-year

Significantly higher

Significantly lower

Lighter green and lighter red show that the change is not significant

Question codes*		% point increase / decrease (2025-2024)	Percentage of respondents % 7-10 (satisfied/agree/good)				point increase / decrease (2025-2024)	Net Score			
			2025	2024	2023	2022		2025	2024	2023	2022
Q28_2	Levels of safety when driving on the roads in Tauranga	+17%	56%	39%	40%	47%	+31	+37	+6	+10	+21
Q28_4	Levels of safety when cycling on roads or cycle ways in Tauranga	+14%	56%	42%	37%	30%	+20	+33	+13	-	-2
Q30	Overall roading, footpaths and cycle paths	+14%	49%	35%	32%	44%	+34	+28	-6	-3	+14
WM18_4	Being an organisation that is committed to delivering sustainable outcomes	+10%	41%	31%	-	-	+18	+14	-4	-	-
Q40A	Overall satisfaction	+10%	44%	34%	40%	32%	+21	+18	-3	5	-7
@11A_F_4	The city centre is the cultural and commercial heart of Tauranga	+9%	25%	16%	-	-	+18	-33	-51	-	-
Q28_1	General cleanliness of the footpaths in Tauranga	+9%	73%	64%	58%	66%	+16	+64	+48	+39	+52
Q28_3	Levels of safety when walking on the footpaths in Tauranga	+9%	70%	61%	60%	66%	+14	+60	+46	+45	+54
WM2	Satisfaction with the Te Maunga Recycling and Transfer Station	+9%	72%	63%	-	-	+14	+60	+46	-	-
Q22B	Quality of the playground	+8%	78%	70%	71%	72%	+10	+70	+60	+59	+62
@33A	Overall waste management	+8%	76%	68%	71%	63%	+13	+68	+55	+58	+47
WM18_3	Enabling Tauranga residents to live sustainably	+8%	42%	34%	-	-	+14	+17	+3	-	-
Q34	Overall core service	+8%	62%	54%	60%	56%	+11	+49	+38	+46	+41
Q44_2	Homelessness has been an issue in Tauranga over the past 12 months	+8%	85%	77%	81%	86%	+12	+79	+67	+71	+80
TNPS	Recommend Tauranga as a holiday destination to friends and family	+7%	71%	64%	67%	74%	+10	+58	+48	+50	+63
@43C	Feeling safe during the night	+7%	35%	28%	29%	33%	+11	-8	-19	-16	-12
@11A_F_7	The tourism sector has a positive impact on the community	+6%	66%	60%	64%	65%	+10	+51	+41	+46	+52
WM18_1	Taking action to help our city adapt to a changing climate	+6%	43%	37%	-	-	+16	+21	+5	-	-

NOTES:

1. Sample: 2022 n=669, 2023 n=612; 2024 n=632; 2025 n=603; Excludes don't know responses.

* Question codes are used in reference to raw data



2025 Residents' Survey Report | July 2025



Trends in overall measures and reputation (% 7-10 excluding don't know)

Year-on-year

Significantly higher

Significantly lower

Lighter green and lighter red show that the change is not significant

Question codes*		% point increase / decrease (2025-2024)	Percentage of respondents % 7-10 (satisfied/agree/good)				% point increase / decrease (2025-2024)	Net Score			
			2025	2024	2023	2022		2025	2024	2023	2022
WM18_2	Taking action to help our city reduce its emissions	+6%	36%	30%	-	-	+15	+8	-7	-	-
@13_3	Council-provided community centres and halls	+6%	69%	63%	66%	59%	+10	+61	+51	+55	+49
Q21A	Tauranga has enough parks or green spaces	+5%	75%	70%	69%	67%	+10	+66	+56	+57	+52
@26	Overall management of outdoor spaces	+5%	76%	71%	68%	73%	+7	+69	+62	+57	+66
REP4	Quality of the services and facilities	+5%	47%	42%	46%	40%	+8	+25	+17	+17	+13
@47_1	The way Council involves the public in the decisions it makes	+5%	30%	25%	28%	25%	+8	-17	-25	-18	-25
@47_4	The amount of influence the public has on the decisions Council makes	+5%	19%	14%	16%	13%	+13	-37	-50	-44	-51
WM1_3	The management of street litter	+5%	72%	67%	-	-	+10	+63	+53	-	-
WM1_4	The management of litter bins in our parks and streets	+5%	69%	64%	-	-	+11	+59	+48	-	-
@13_1	Council-provided swimming pools	+4%	76%	72%	76%	74%	+6	+69	+63	+69	+66
EP1A_1	Accessibility and quality of Tauranga's arts, cultural, and event spaces	+4%	53%	49%	-	-	+6	+35	+29	-	-
OS1B	Tauranga's open spaces, parks, and play spaces	+4%	73%	69%	-	-	+5	+64	+59	-	-
OS3A_1	Availability of places to be physically active in Tauranga	+4%	76%	72%	-	-	+4	+68	+64	-	-
@24	Satisfaction with the look and feel of cemeteries	+4%	79%	75%	77%	79%	+5	+74	+69	+70	+75
WM1_1	What happens on rubbish and recycling collection day in your area, including all collections on that day	+4%	86%	82%	79%	74%	+6	+81	+75	+70	+64
WM1_2	The state of the street afterwards on collection day	+4%	85%	81%	-	-	+6	+79	+73	-	-
@39	Ability to contact Council when and how you want	+4%	60%	56%	55%	55%	+7	+43	+36	+35	+35
Q43A	Feeling safe during the day	+3%	74%	71%	73%	74%	+8	+64	+56	+62	+64

NOTES:

1. Sample: 2022 n=669, 2023 n=612; 2024 n=632; 2025 n=603; Excludes don't know responses.

* Question codes are used in reference to raw data



2025 Residents' Survey Report | July 2025



Trends in overall measures and reputation (% 7-10 excluding don't know)

Year-on-year

Significantly higher

Significantly lower

Lighter green and lighter red show that the change is not significant

Question codes*		% point increase / decrease (2025-2024)	Percentage of respondents % 7-10 (satisfied/agree/good)				% point increase / decrease (2025-2024)	Net Score			
			2025	2024	2023	2022		2025	2024	2023	2022
@11A_F_6	Tauranga is a quality destination for visitors and businesses	+3%	48%	45%	46%	53%	+7	+20	+13	+16	+30
@13_4	Community-share indoor sports facilities	+3%	70%	67%	72%	60%	+5	+64	+59	+66	+48
@20	Overall for water management	+3%	59%	56%	56%	55%	-2	+40	+42	+38	+38
@5B_1	The Historic Village	+2%	64%	62%	67%	65%	+1	+53	+52	+57	+55
OS3A_3	Quality of facilities for physical activity in Tauranga	+2%	67%	65%	-	-	+1	+56	+55	-	-
SF1A	Feeling safe in your local neighbourhood during the day	+2%	89%	87%	90%	89%	+3	+85	+82	+86	+86
SF2A	Feeling safe in your local neighbourhood during the night	+2%	62%	60%	64%	63%	-2	+40	+42	+50	+48
@47_3	The efforts of Council to consult and engage directly with the community	+2%	29%	27%	27%	26%	+2	-16	-18	-19	-24
@13_2	Council-provided indoor sports facilities	+1%	75%	74%	76%	78%	+3	+70	+67	+71	+72
Q16	Overall facilities	+1%	71%	70%	71%	70%	+2	+64	+62	+64	+65
OS1A	The opportunities to access and experience nature in Tauranga	+1%	76%	75%	-	-	+2	+69	+67	-	-
OS3A_2	Affordability of opportunities to be physically active in Tauranga	+1%	61%	60%	-	-	+6	+45	+39	-	-
@11A_F_2	Events enhance community spirit, pride, and enjoyment in Tauranga	-	62%	-	-	-	-	+49	-	-	-
@11A_F_3	Events are an important part of Tauranga's identity	-	66%	-	-	-	-	+51	-	-	-
@17	Home, and/or business buildings, are adequately protected from flooding	-	66%	66%	65%	71%	-3%	+53	+56	+52	+58
WM7	Overall approach to climate and sustainability	-	40%	-	-	-	-	+14	-	-	-
Q36_5	Rates in Tauranga are affordable for my household	-	21%	-	-	-	-	-30	-	-	-
Q36_6	Rent in Tauranga is affordable for my household	-	18%	-	-	-	-	-43	-	-	-
Q36_7	The cost of living in Tauranga is affordable for my household	-	17%	-	-	-	-	-44	-	-	-

NOTES:

1. Sample:; 2022 n=669, 2023 n=612; 2024 n=632; 2025 n=603; Excludes don't know responses.

* Question codes are used in reference to raw data



2025 Residents' Survey Report | July 2025



Trends in overall measures and reputation (% 7-10 excluding don't know)

Year-on-year

Significantly higher

Significantly lower

Lighter green and lighter red show that the change is not significant

Question codes*		% point increase / decrease (2025-2024)	Percentage of respondents % 7-10 (satisfied/agree/good)				% point increase / decrease (2025-2024)	Net Score			
			2025	2024	2023	2022		2025	2024	2023	2022
REP5	Overall Reputation	-	26%	26%	29%	23%	+2	-23	-25	-21	-29
Q36_4	Rates payment arrangements are fair and reasonable	-1%	68%	69%	75%	72%	-	+56	+56	+66	+60
REP1	Leadership	-1%	28%	29%	34%	29%	-	-17	-17	-10	-11
@5B_3	Baycourt Community & Arts Centre	-1%	70%	71%	68%	69%	-1	+61	+62	+56	+60
EP1_1	Satisfaction with range and frequency of event experiences in Tauranga	-1%	50%	51%	-	-	+4	+33	+29	-	-
@11A_F_5	Tauranga is the commercial and cultural heart of the Western Bay of Plenty	-1%	49%	50%	46%	48%	-3	+18	+21	+15	+25
@48	knowledge of the history of Tauranga	-1%	35%	36%	39%	38%	-4	+1	+5	+7	+5
REP2	Faith and trust	-1%	25%	26%	30%	24%	-	-22	-22	-18	-24
@47_2	Decisions that Council makes being in the best interests of the city	-1%	27%	28%	30%	24%	-1	-17	-16	-12	-26
REP3	Financial management	-2%	20%	22%	24%	19%	+1	-35	-36	-33	-38
Q14A_1	Satisfaction with the Tauranga library services	-2%	88%	90%	87%	87%	-4	+84	+88	+83	+83
@11A_F_1	There is a culturally rich and diverse art scene in Tauranga	-2%	37%	39%	-	-	+5	+10	+5	-	-
Q36_2	Water rates are fair and reasonable	-3%	39%	42%	44%	41%	-2	+4	+6	+11	+11
Q36_1	Property rates are fair and reasonable	-3%	22%	25%	27%	28%	-7	-32	-25	-22	-16
Q37	Overall Value for Money	-4%	30%	34%	38%	36%	-8	-16	-8	-2	-2
@23B	Boat ramps and associated parking in Tauranga	-6%	68%	74%	64%	70%	-7	+56	+63	+50	+56
@5B_2	Tauranga Art Gallery	-7%	54%	61%	65%	66%	-14	+32	+46	+47	+53
@18	Quality (taste, colour, odour) of drinking water in Tauranga	-7%	64%	71%	69%	74%	-13	+44	+57	+54	+65
Q36_3	Rates invoicing is clear and correct	-7%	65%	72%	70%	73%	-9	+51	+60	+60	+61

NOTES:

1. Sample: 2022 n=669, 2023 n=612; 2024 n=632; 2025 n=603; Excludes don't know responses.

* Question codes are used in reference to raw data

Overall satisfaction with Council and core service deliverables

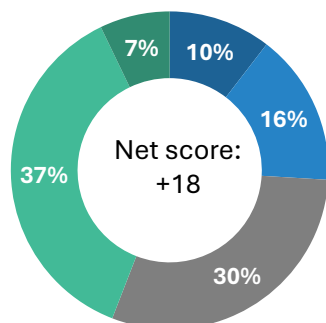




2025 Residents' Survey Report | July 2025



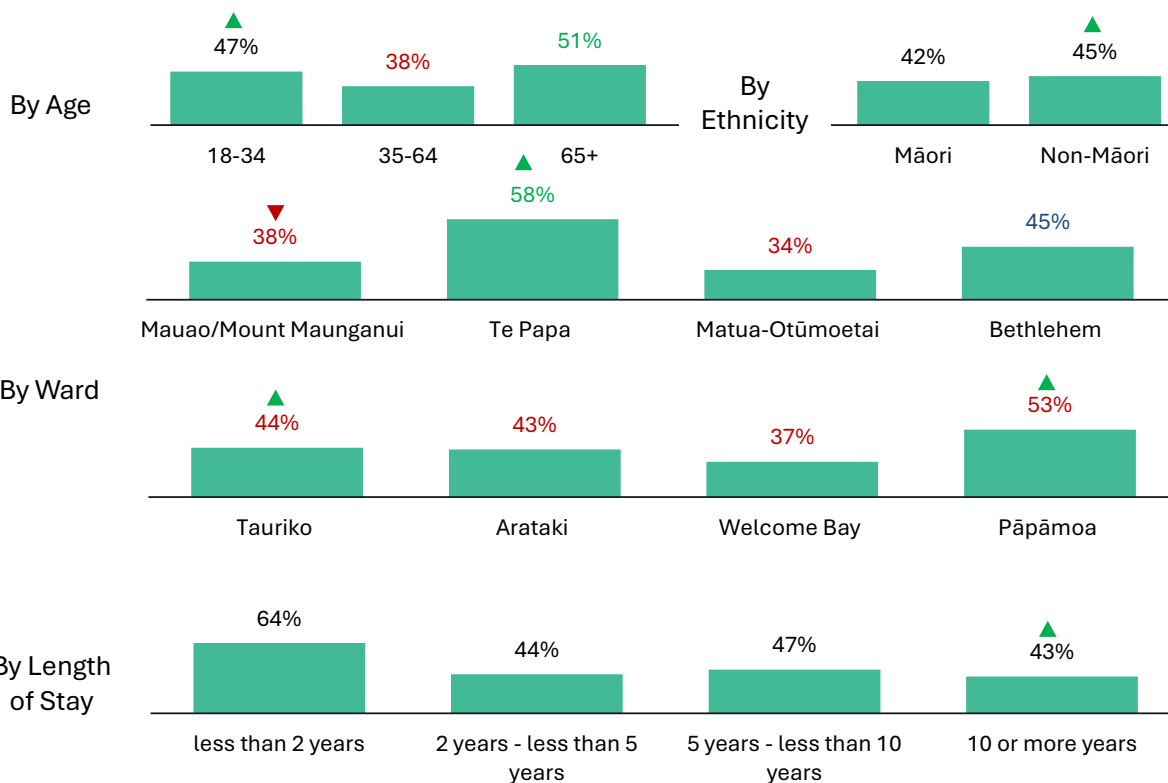
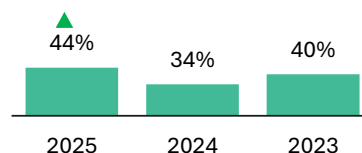
Overall performance



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Satisfied
% 7-10

- 44% of respondents have rated their *Overall satisfaction with the Council* 7-10 on the ten-point scale.
- This represents a significant year-on-year increase overall, (and particularly amongst the age-group 18-34, and those residing in Te Papa, Tauriko, and Pāpāmoa who are noticeably more satisfied than in 2023/24).
- Those from the Te Papa area are considerably more satisfied when compared to other wards, particularly Mauao/Mount Maunganui, Matua-Otūmoetai and Welcome Bay.

NOTES:

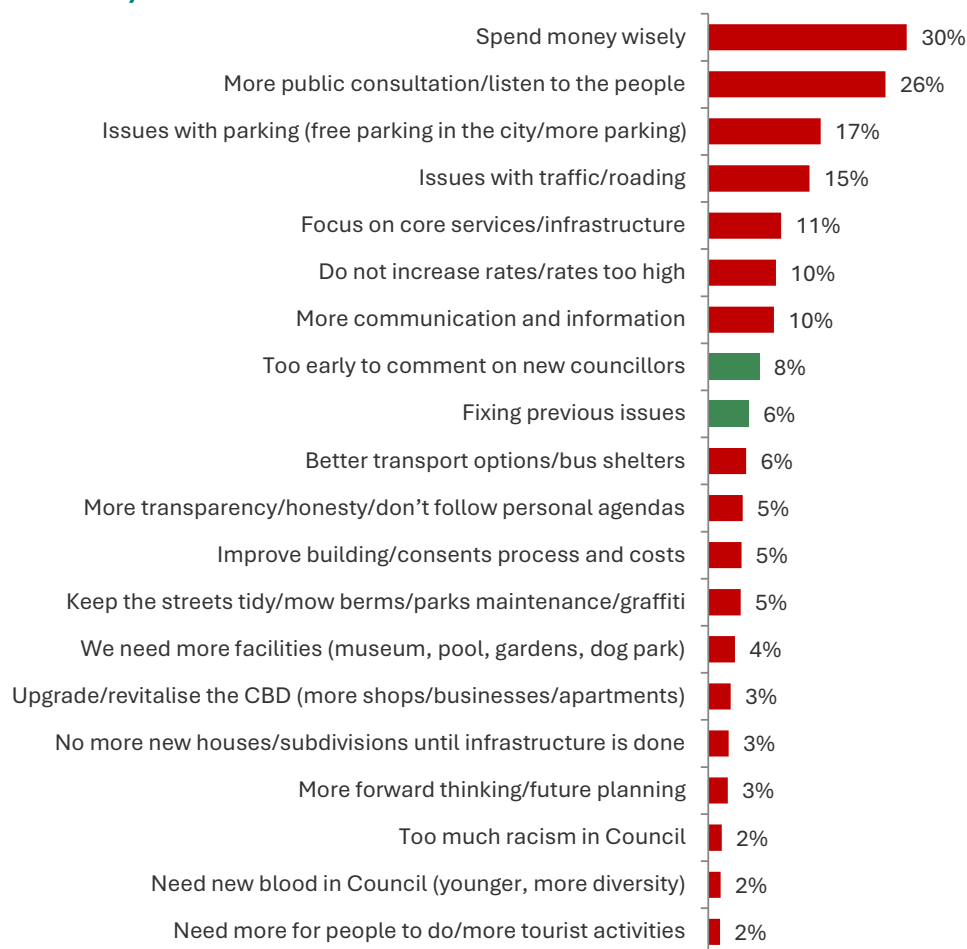
1. QOVLSAT. Overall, considering everything, how would you rate your level of satisfaction with Tauranga City Council in general? n=526
2. Excluding 'Don't know' responses



2025 Residents' Survey Report | July 2025



General comments (respondents who were dissatisfied with Council's performance)



- Listen to what the community wants, fix the traffic congestion issues. Don't move the stadium to the city.
- Keep the Māori wards to ensure inclusivity for mana whenua and mana moana.
- Do a better job to increase diversity of thought and equity. The Council should represent the many faces and genders of our communities.
- Trust is the issue here, and that is hard to find in many aspects.
- Start fixing problems that matter and stop wasting money on over priced stuff and start listening to the tax payers.
- We'd like our Council to spend our rates wisely for us.
- If you want to bring residents in to the city centre for civic revival, make transport and parking cheaper and easier.
- Not very happy living here after 50 years and watching the place change into a squashed city.
- For disabled parking bays, I still feel discriminated against. Paying for one hour parking and only getting two hours is not enough when I have severe mobility issues.

NOTES:

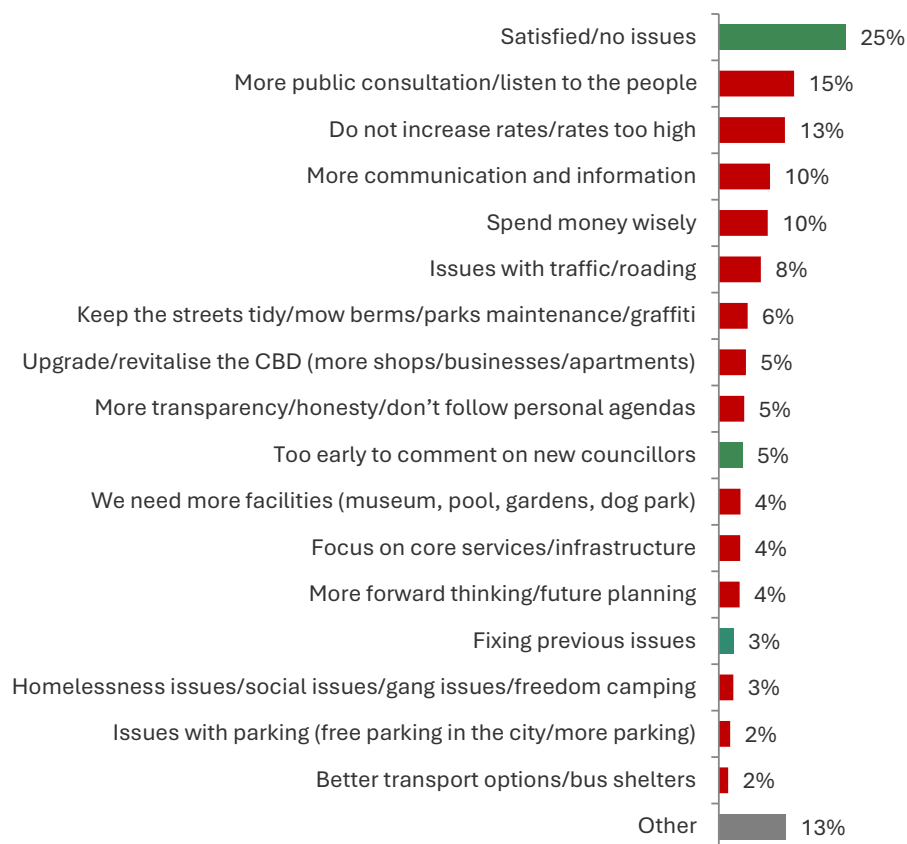
1. GEN. Are there any other comments that you would like to make about Council? Left comment n=50



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General comments (residents who were satisfied with Council's performance)



- Stay united in the intention of looking after everyone in the wider community.
- Hoping the new Mayor and his team do a good job and we will wait and see .
- It's early days. They need to fix what the Commission tried to do with conflicting information and results.
- I see good changes happening, but would like to see more public input.
- It would be great if Tauranga City Council could do more in economic development, upgrading road capacity between the city centre, Mount Maunganui and Papamoa Beach, and encouraging people to use public transportation to travel.
- Look forward to seeing all round improvements, they have yet to prove themselves after such difficult times.
- Keep us informed and do your best for the region. Thank you.
- Thank you so much for sending out the survey. I appreciate that my voice counts.
- Keep striving for excellence with more public transparency and consultation about everything. The rates are costly to everyone. Keep forward thinking into the future with infrastructure.
- Tauranga is a really nice place, but let's keep getting it ready for the future.

NOTES:

1. GEN. Are there any other comments that you would like to make about Council? Left comment n=63



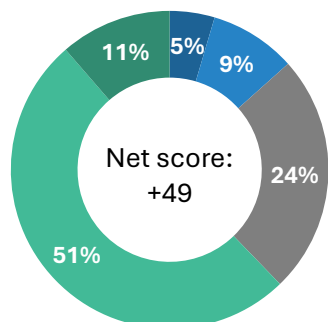
2025 Residents' Survey Report | July 2025



Overall satisfaction with core service deliverables

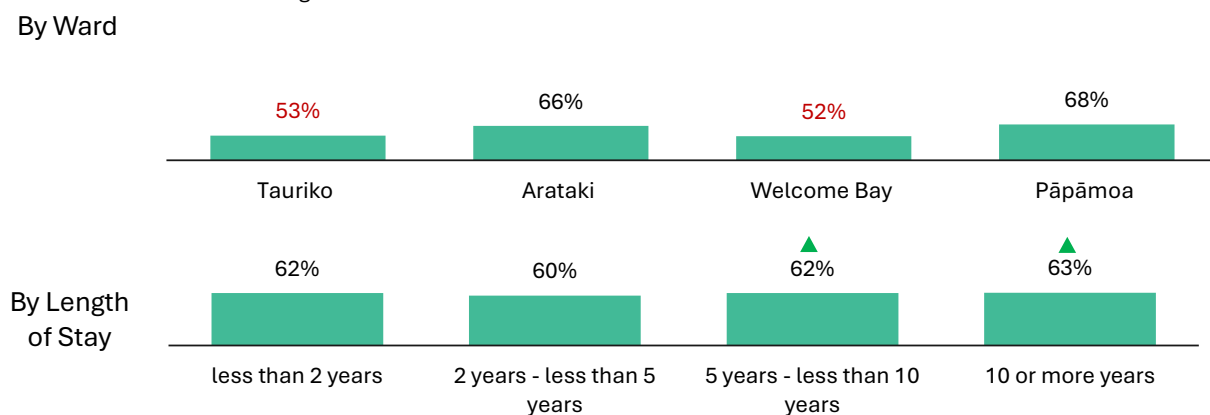
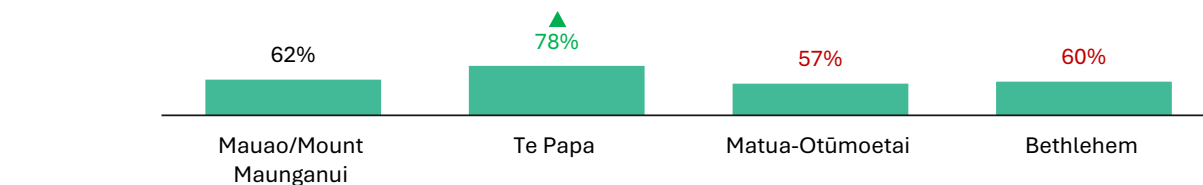
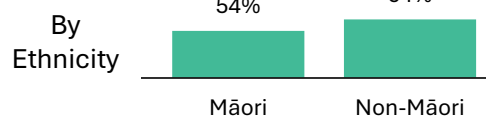
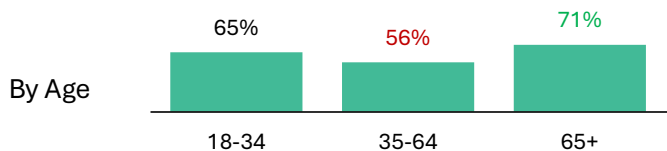
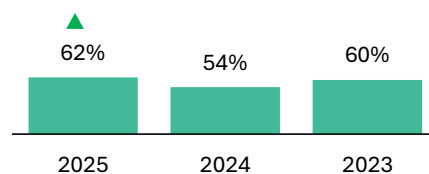
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- Almost two-thirds (62%) of respondents have rated their overall satisfaction with *Core services* 7-10 on the ten-point scale. This is a significant increase when compared with the 54% recorded 12 months prior.
- Those residing in Tauranga for 5 years or more are noticeably more satisfied with *Core services* when compared to the 2023/24 survey results.
- While many residents expressed their satisfaction with the Council's performance over the past year, some verbatim comments mentioned that Council could improve the prioritisation of major projects.

NOTES:

1. OCSD. Now thinking about all the areas mentioned – the facilities, outdoor spaces, roading and waste management, how would you rate Tauranga City Council for its overall CORE SERVICE DELIVERABLES? n=508
2. Excluding 'Don't know' responses

Drivers of overall satisfaction



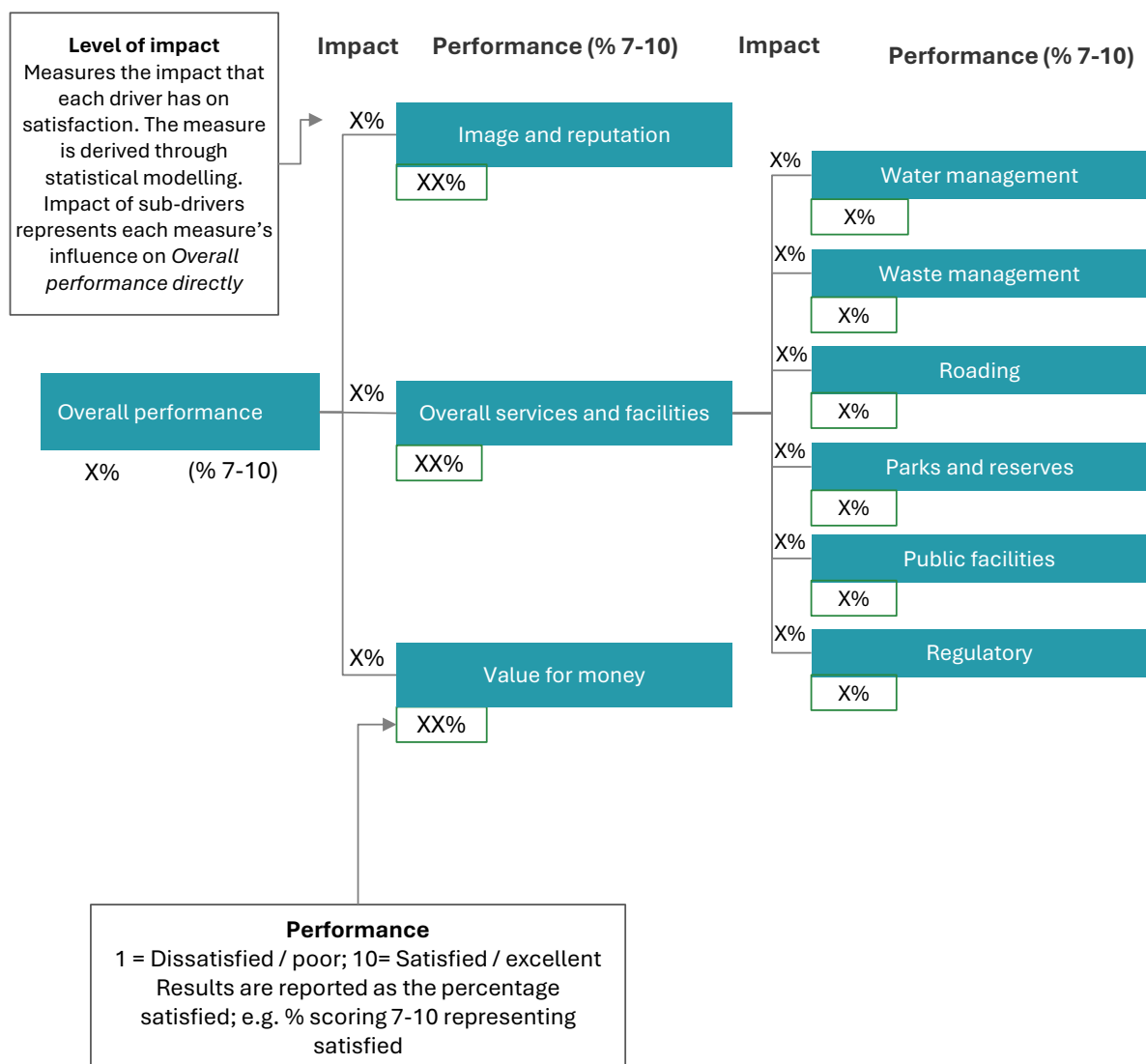
Tauranga City



KEYRESEARCH
Unlocking Business Knowledge



Introduction to the driver model



Overview of our driver model

- Residents are asked to rate their perceptions of Council's performance on the various elements that impact overall satisfaction. These processes must align with the customer facing services and processes to ensure they are actionable
- We use multiple regression analysis to identify how much different areas of services provided by Council impact overall perception. Impact scores represent how strong the connection is.
- For example, if impact score for one of the KPI's is 50%, it means that increasing residents' perception in this area by 4% will increase perception of *Overall performance* by 2%, given all other factors remain unchanged.

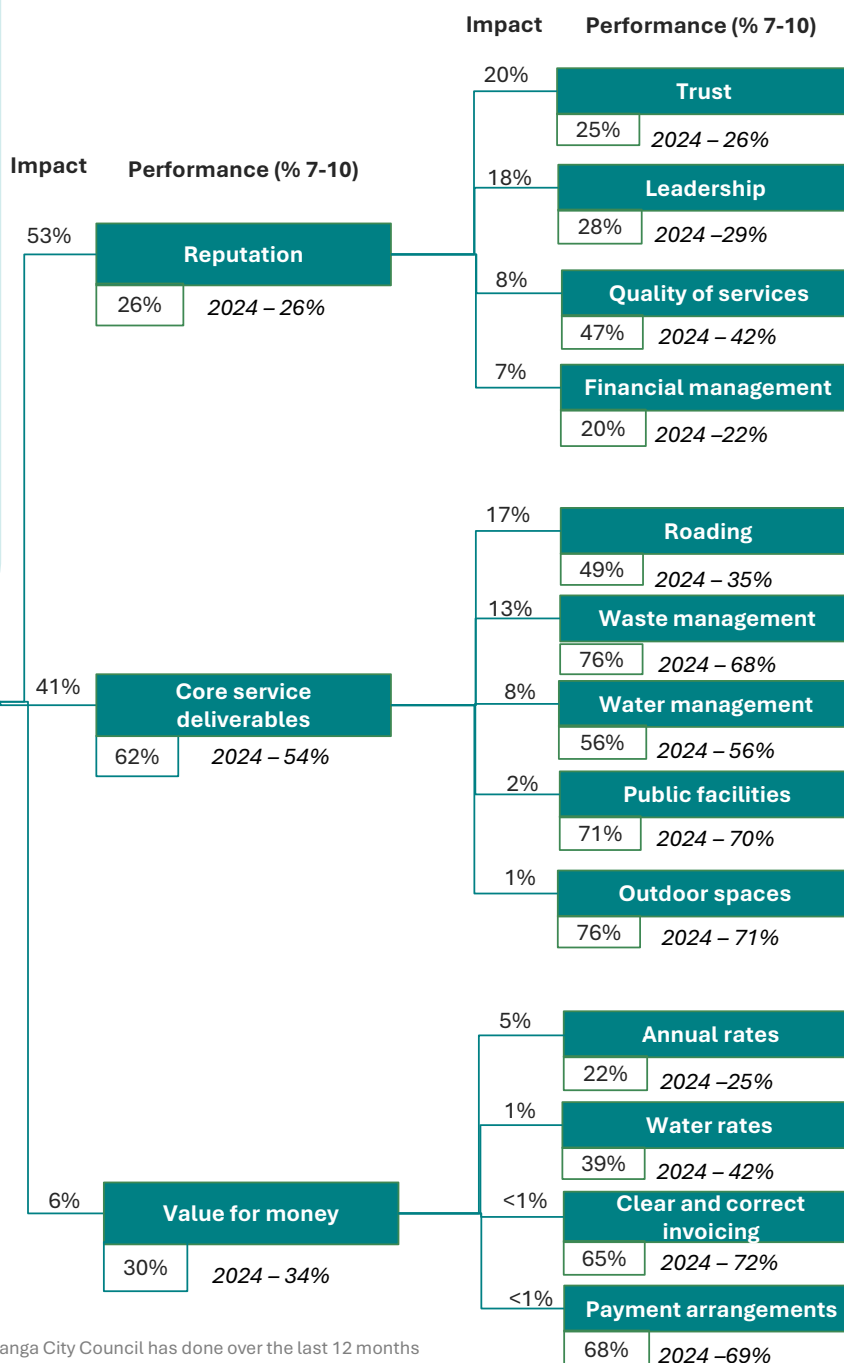


Drivers of Perceptions of Tauranga City Council's Performance

- In last year's survey, *Trust*, *Quality of Services*, and *Annual Rates* were identified as the three highest-impact, lower-performing priorities.
- Over the past year, results show mixed progress. *Quality of Services* is the only improved measure among the 3 (by 5% points).
- The positive shift in perception of *Quality of services* likely contributed around one-fifth of the 10% increase in *Overall satisfaction*.

Overall performance
(% 7-10)
44%
2024 – 34%

- Trust* remains an area of concern, particularly around transparency and long-term confidence in *Leadership*. These two measures have the highest impact on *Overall performance* this reporting period.
- Perceptions of Annual Rates remain low, with affordability and value for money still key issues.

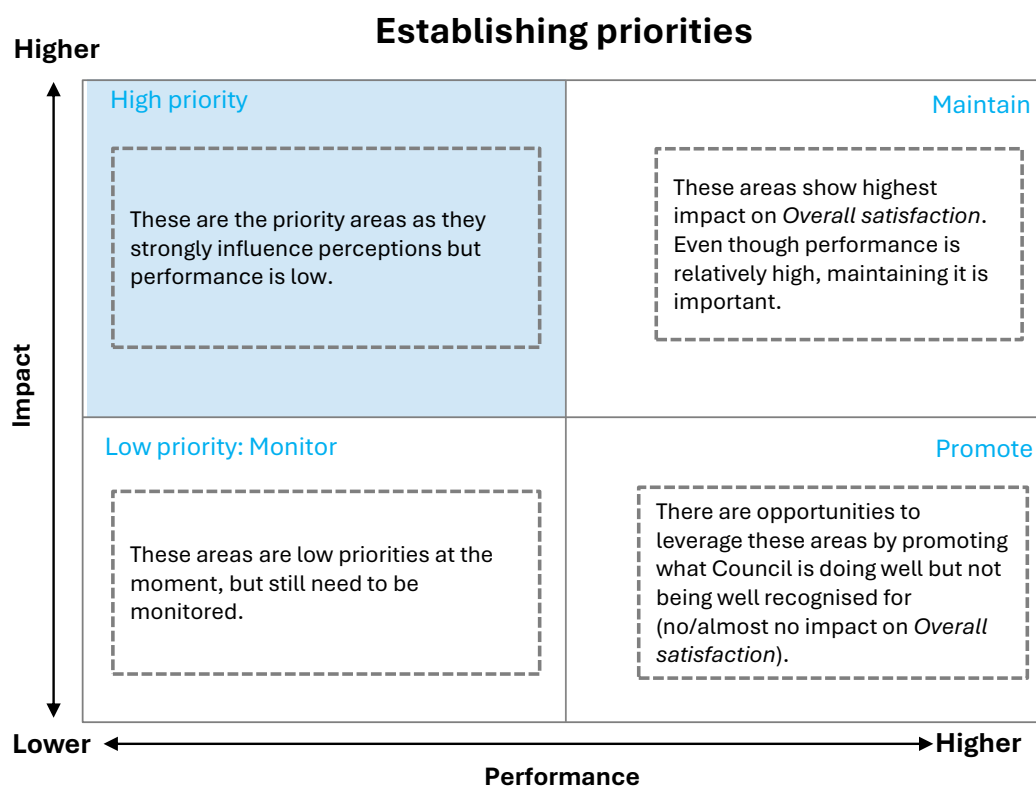


NOTES:

- VM3. Thinking about everything Tauranga City Council has done over the last 12 months and what you have experienced of its services and facilities. How satisfied are you that your rates and the fees you pay for services provide value for money? n=565
- REP7. So, thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its OVERALL REPUTATION? n=581
- OCSD. Now thinking about all the areas mentioned – the facilities, outdoor spaces, roading and waste management, how would you rate Tauranga City Council for its overall CORE SERVICE DELIVERABLES? n=587
- OVLSAT. Overall, considering everything, how would you rate your level of satisfaction with Tauranga City Council in general? n=607
- Excluding 'Don't know' responses

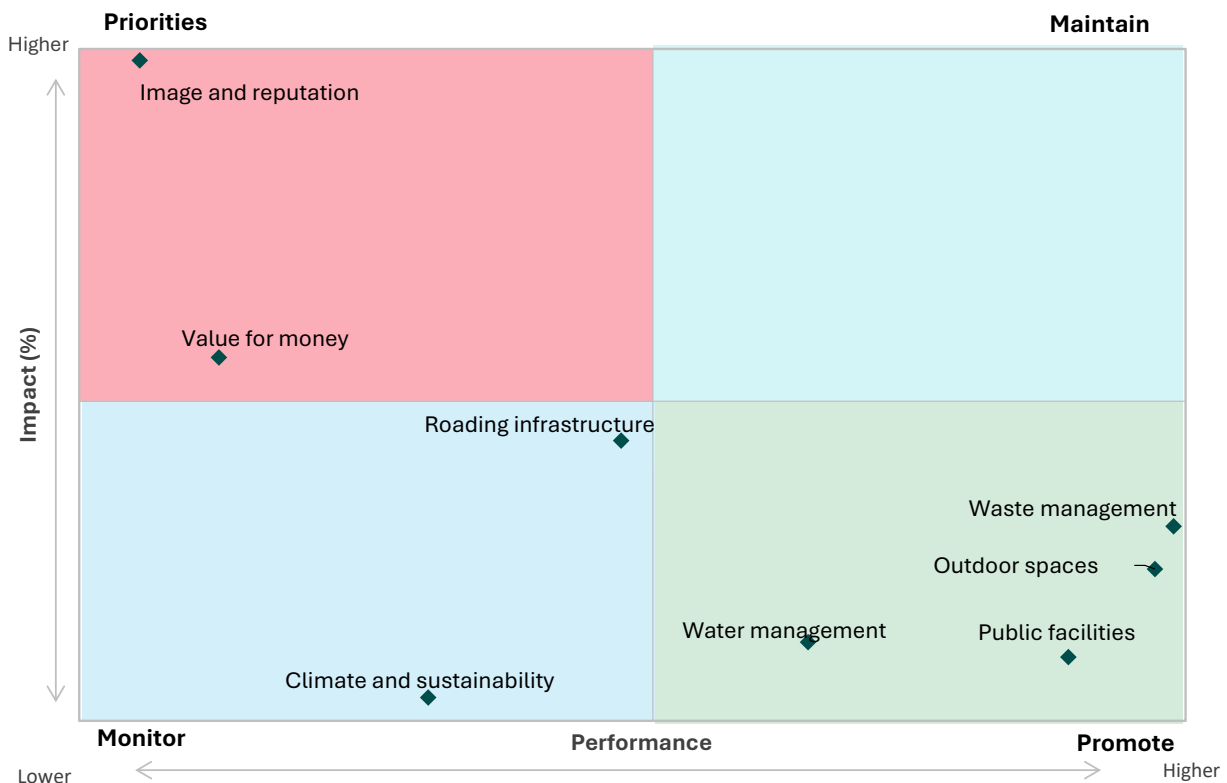


Establishing priorities - Matrix





Opportunities and priorities



Residents identified several core aspects where performance is currently low yet strongly influences overall satisfaction with the Council. These priority aspects include:

- **Image and reputation.** Ratings across all measures related to *Image and reputation*, such as *Leadership*, *Trust*, *Financial management*, and *Service quality*, were relatively low. Some residents noted improvements with the new Mayor and elected members, others still expressed caution or concern about long-term changes. Within *Image and reputation* There are several opportunities for improvement:
 - ✓ Communication. Residents want to see clear leadership with transparent priorities. Regular updates on progress, challenges, and successes delivered in accessible, plain language.
 - ✓ Community engagement. Many respondents feel disconnected or unheard. Greater consultation, especially early in the decision-making process, and visible responsiveness to feedback would help rebuild public confidence.
 - ✓ Financial transparency. A clearer explanation of how rates are allocated, and how this translates into tangible benefits for the community.
 - ✓ Focus on core services. Reputation is tied closely to visible service outcomes. Ensuring consistent quality across facilities, infrastructure, and day-to-day services will increase respondents perceptions of Council's reliability and competence.
- **Value for money.** The value for money rating is one of the lowest in the survey, with a net satisfaction score of -16. Concerns include high rates, perceptions of inefficiency, and spending on what some view as non-essential projects. Within *Value for money* There are several opportunities for improvement:
 - ✓ Focus on essential services and infrastructure. Many residents feel investment should prioritise core functions, such as roading, water management, and waste services.
 - ✓ Tangible outcomes from spending. Residents want to see where their money goes. Providing clear reporting on completed projects and benefits to the community could improve perceptions.

Leadership and reputation



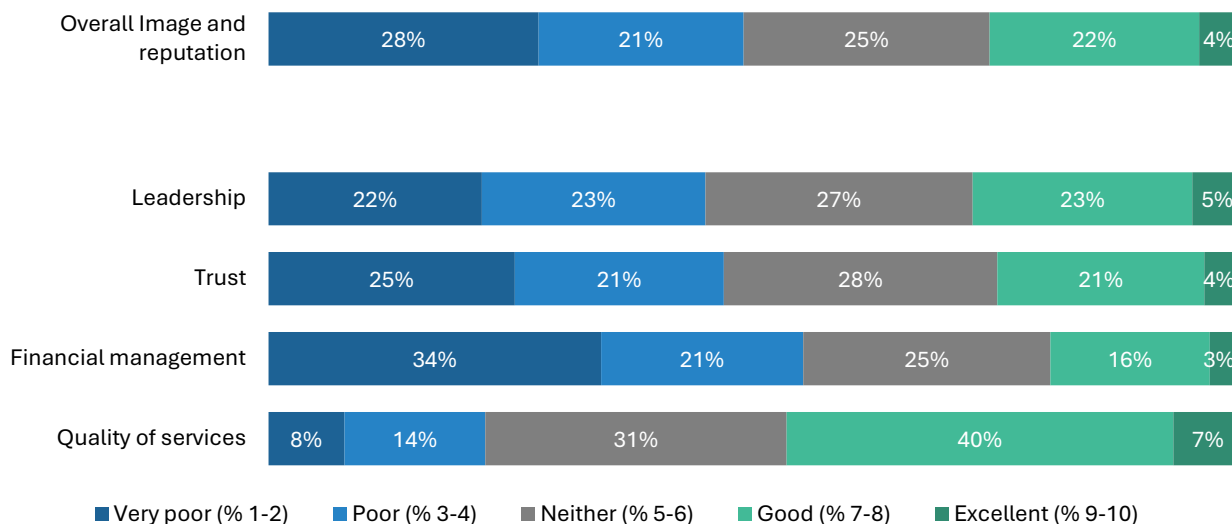


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Understanding reputation

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Scores with % 7-10	Net score	2025	2024	2023	2022
Overall Image and reputation	-23	26%	26%	29%	23%
Leadership	-17	28%	29%	34%	29%
Trust	-22	25%	26%	30%	24%
Financial management	-35	20%	22%	24%	19%
Quality of services	+25	47%	42%	46%	40%

- *Overall Image and reputation* and all related measures remain on par with the results recorded in 2024.
- The top-performing measure remains *Quality of services*, with 47% of respondents rating it 7-10 on the 10-point scale, which is a 5% point increase over the past 12 months.
- There is no discrepancy in satisfaction between residents of different ethnicities.
- The perceptions of residents from Te Papa, residents aged between 18 and 34 years, and those over 65 years are the demographic groups with the highest levels of satisfaction with *Overall Image and reputation*.

NOTES:

1. REP7. So, thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its OVERALL REPUTATION? n=491
2. REP3. ...overall, how would you rate Council for its LEADERSHIP? n=452
3. REP4. Overall, how would you rate Council in terms of the TRUST and CONFIDENCE you have in them? n=478
4. REP5. How would you rate Council overall for its FINANCIAL MANAGEMENT? n=454
5. REP6. ...how would you rate the Council for the QUALITY OF THE SERVICES AND FACILITIES they provide Tauranga City? n=515
6. Excluding 'Don't know' responses



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Leadership (continued)

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 Significantly higher
 Significantly lower

Scores with % 7-10 (by age and ethnicity)	18-34	35-64	65+	Māori	Non-Māori
Overall Image and reputation	31% ▲	19%	33%	18%	27%
Leadership	33%	21%	35%	19%	29%
Trust	30%	20%	30%	19%	26%
Financial management	21%	16%	25%	19%	20%
Quality of services	43%	44%	55%	37%	48% ▲

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Overall Image and reputation	18% ▼	38%	20%	27%
Leadership	28%	41%	21%	24%
Trust	21% ▼	37%	19%	25%
Financial management	18%	28%	12%	19%
Quality of services	47%	58%	40%	45%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Overall Image and reputation	31%	27%	15%	32%
Leadership	30%	32%	25%	23%
Trust	26%	27%	19%	28%
Financial management	25%	22%	12%	22%
Quality of services	40%	49%	38%	56%

NOTES:

1. REP7. So, thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its OVERALL REPUTATION? n=491
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6. Excluding 'Don't know' responses



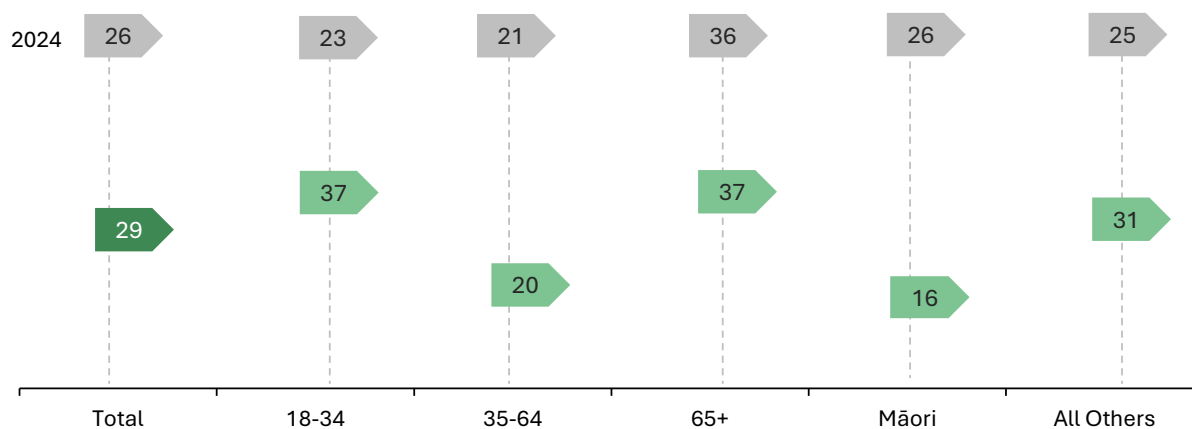
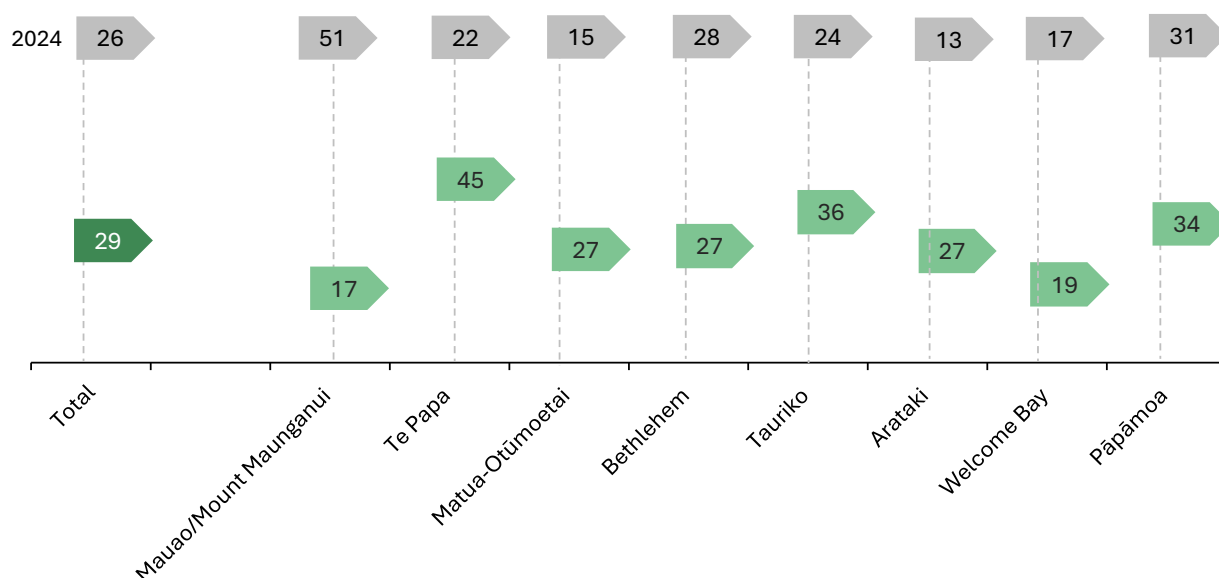
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Reputation benchmarks

Key:
 >80 Excellent reputation
 60-79 Acceptable reputation
 <60 Poor reputation
 150 Maximum score

- The overall reputation benchmark remains on consistent year-on-year.
- The perception of Councils reputation has increased among those residing in Te Papa (+ 22 to +45) and those aged between 18 and 34 years (+23 to +37).
- The reputation benchmark is identified as 'Poor'.



NOTES:

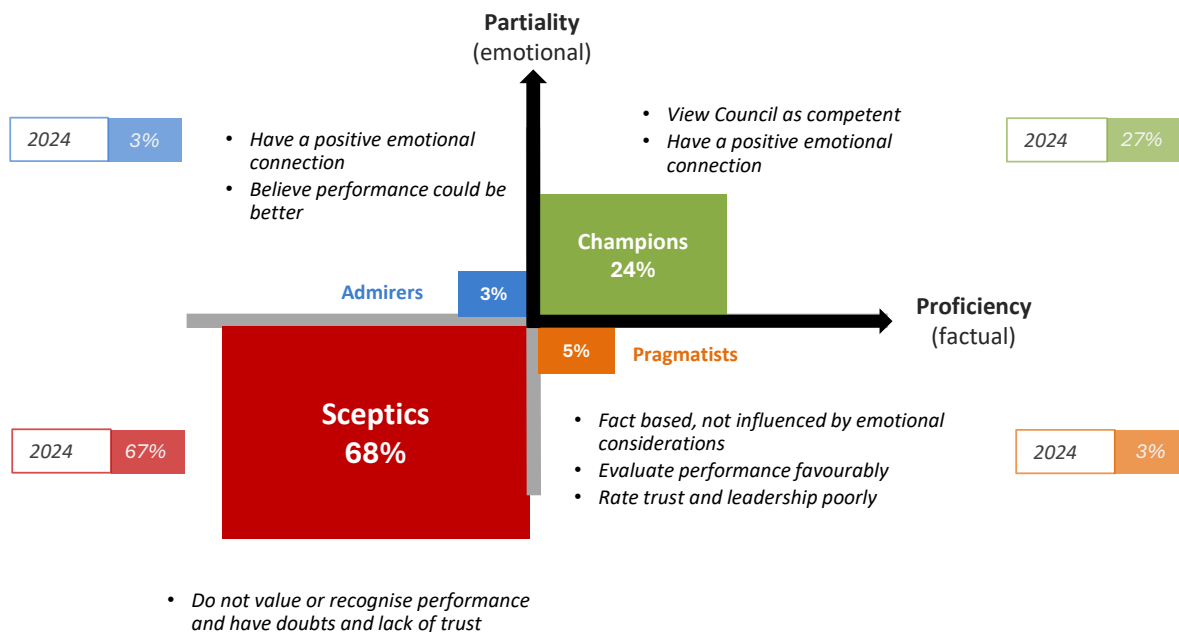
1. The benchmark is calculated by re-scaling the overall reputation measure to a new scale between -50 and +150 to improve granularity for the purpose of benchmarking.
2. Excluding 'Don't know' responses



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Reputation profile



- The reputation profile remains relatively consistent over the past 12 months, minor changes show that residents are slowly settling in with the new Council members and we should expect to see positive shifts over the next 12 months.

- Residents aged 65+ have the highest proportion of 'Champions' when compared to other age groups (31% for 65+ compared with 18% for 35-64 years).
- Te Papa is the geographic area with the highest proportion of 'Champions' (36%).

- Residents aged between 18 to 34 have showed a significant increase in the proportion of 'Champions' from 20% in 2024 to 24% in 2025

- Those who identify as Māori are significantly more likely than other ethnicities to be 'Sceptics' (77% for Māori respondents compared with 66% for Other ethnicities).

NOTES:

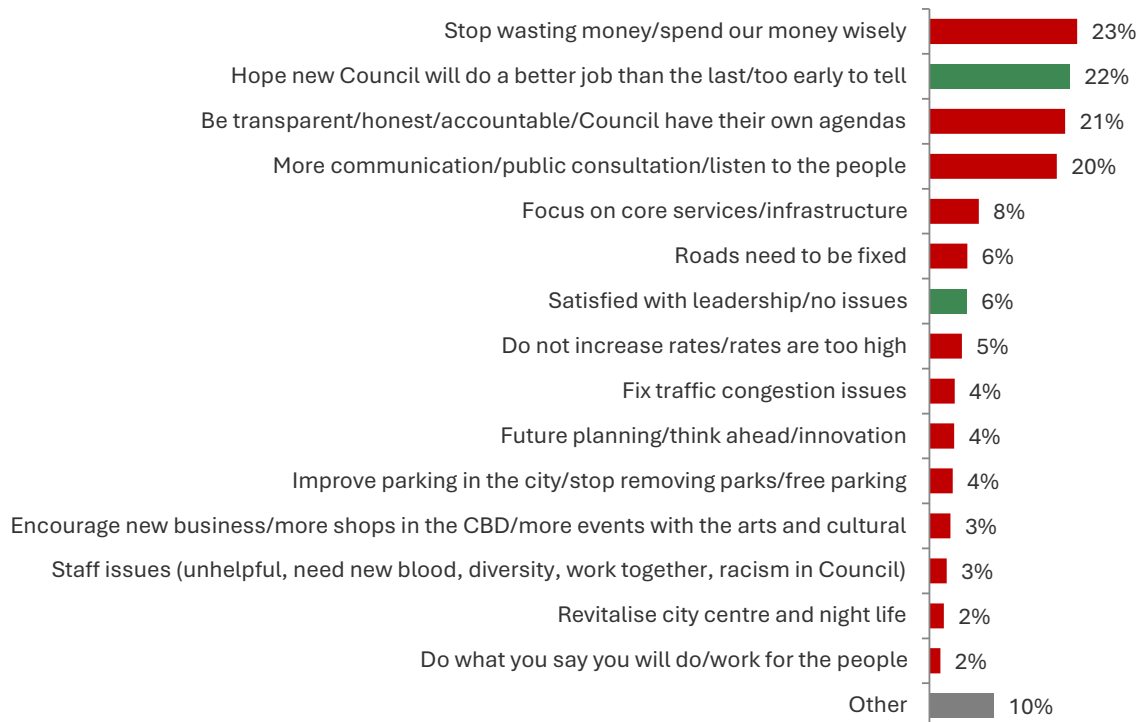
- REP7. So, thinking about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide, how would you rate the Council for its OVERALL REPUTATION? n=491
- REP3. ...overall, how would you rate Council for its LEADERSHIP? n=452
- REP4. Overall, how would you rate Council in terms of the TRUST and CONFIDENCE you have in them? n=478
- REP5. How would you rate Council overall for its FINANCIAL MANAGEMENT? n=454
- REP6. ...how would you rate the Council for the QUALITY OF THE SERVICES AND FACILITIES they provide Tauranga City? n=515
- Excluding 'Don't know' responses



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Comments about Council's reputation



- Clear priorities and ROI for investment is needed. Focus on core functions is necessary and clear communication would be helpful.
- Not really aware of how Council operates and manages their duties, can only comment on what I see as a result of Council control in our usable spaces.
- The roadworks is the only thing I think gives a bad reputation everyone complains and I do understand it needs doing and will be worth it when it's done but it feels never ending.
- There are houses that are empty and a lot of people are homeless, most homes have 6+ people living in them because they have nowhere to go or the finance to live in a house.
- I think there is a culture problem within the Council that needs to change. I do not believe they want to help me as a resident. I especially think that the costs and process in regard to building consents is completely wrong.



- New leadership take a while to settle and have there on ideas changes may happen unsure if good or bad.
- Need to focus on growing economy and business, the rest will come. Good focus on stadiums and infrastructure is well received.
- We have only just got a Council back so that we can have people to hold accountable that actually understand our city.
- There are some really great people that work for Tauranga City Council that make things happen that the general public don't always choose to see.
- Hopefully with new Mayor and Council members we can be proud of our city.
- Don't see too much being done with the environment sustainability. But overall great job from Council.
- There is one member of the Tauranga Council that I trust as he was born and brought up in Papamoa. He champions the Papamoa area well.

NOTES:

1. OVLREP. Do you have any comments about Tauranga City Council in terms of the leadership they provide for the city, the trust that you have in Council, their financial management and quality of services they provide? Is there something we can do? n=270
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.

Value for money





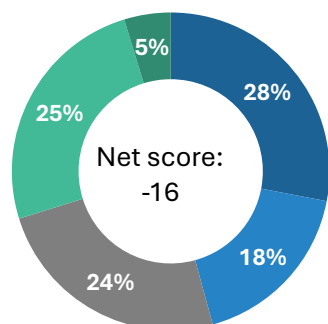
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Satisfaction with value for money

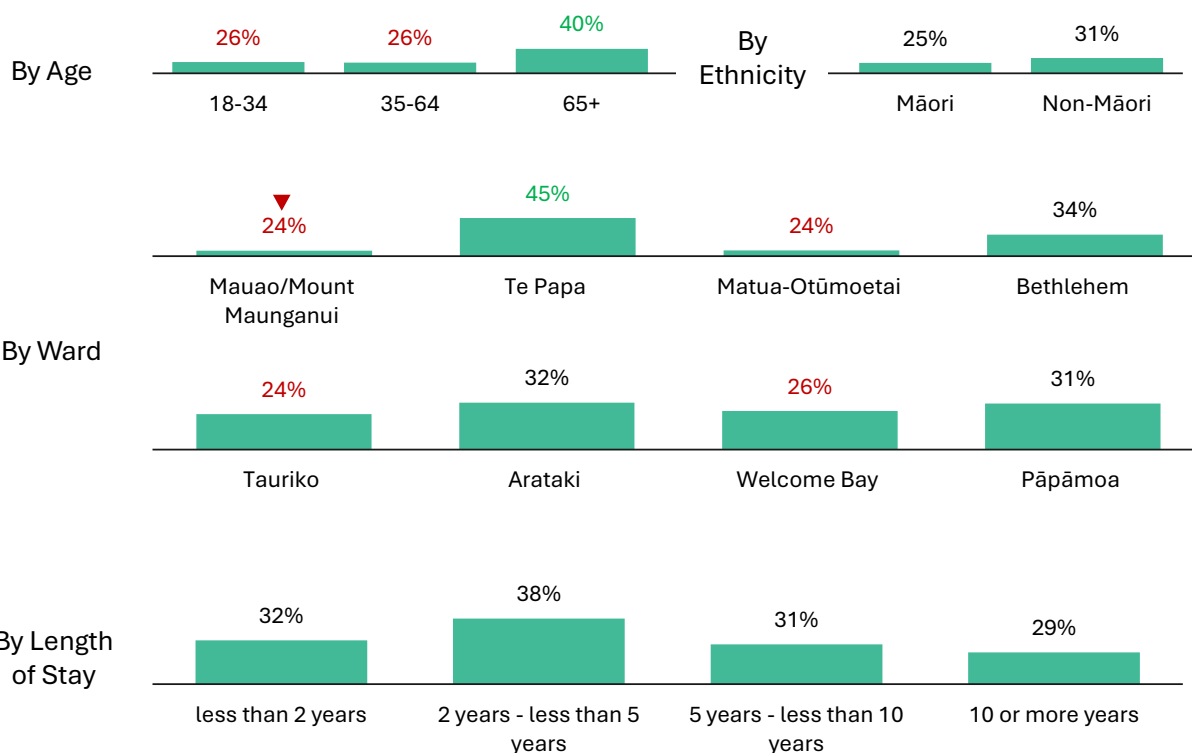
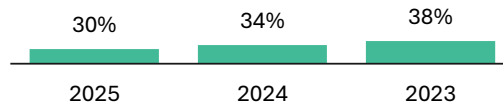
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- There is a slight decline in satisfaction with the *Rates and the fees paid for services providing value for money*. However, results across each demographic group, with the exception of the Mauao/Mount Maunganui area who have seen a significant 24% point decrease over the past 12 months, remain on par with 2024.

NOTES:

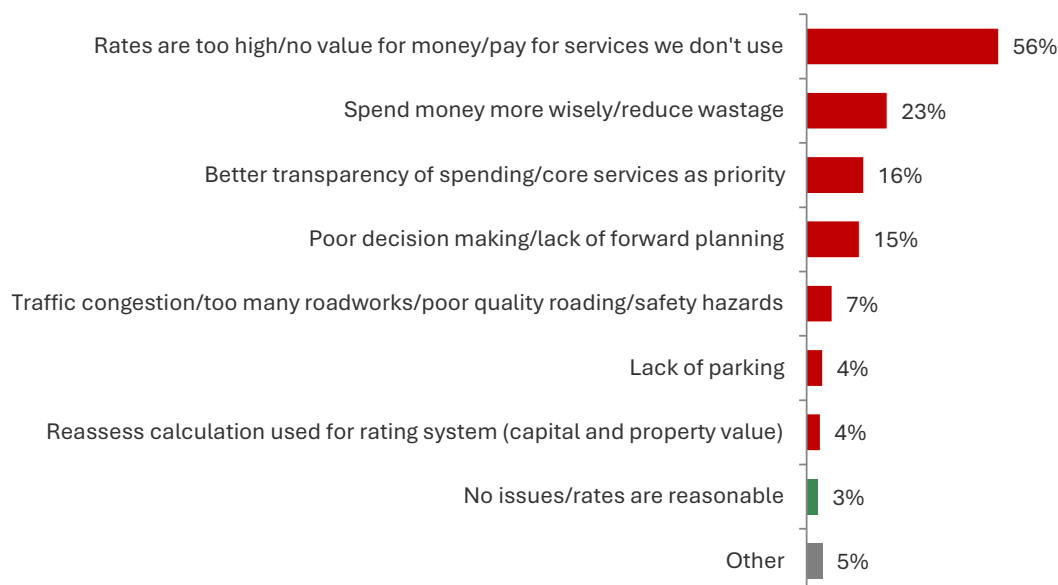
- VM3. Thinking about everything Tauranga City Council has done over the last 12 months and what you have experienced of its services and facilities. How satisfied are you that your rates and the fees you pay for services provide value for money? n=508
- Excluding 'Don't know' responses



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Comments about value for money



- *Very high rates for what it goes towards. I realise it's likely due to not a balanced rate incline over last decades. Now we suffer the brunt of big hikes.*
- *They are expensive and seem to be going up and up.*
- *I think Council are over managing the city therefore we are paying for things we don't need such as traffic lights and lumps of concrete in the road and non user pays rubbish collection.*
- *Rateable values of households were last reviewed when the market was at peak so very different to the value of property now.*
- *Concentrate on core functions, not nice to haves. I agree we need to pay appropriately for good services but dislike rates being us for non-essentials.*
- *Reduce costs for seniors who live on a pension.*
- *I pay far too much in rates. It is actually unaffordable. It makes me angry when I see wasteful spending from Tauranga City Council when I pay as much as I do in rates.*



- *Small annual rates rises rather than large lump jumps to enable people to manage.*
- *While the rates are expensive, I understand that if we want the city to prosper and provide services that we need to pay rates.*
- *Critical infrastructure improvements in line with the growth of the city are essential to attract people and businesses.*
- *We live on the waterfront so our rates are ridiculously expensive. We don't however place any extra burden on the Council facilities or resources than our neighbours, and their rates are at least half of ours.*
- *Need more time between invoice is sent and payment date.*
- *Reasonably happy.*
- *I'm satisfied with everything apart from the unreliable buses. It seems I have no choice but to drive to work, and parking is either expensive or inconvenient.*

NOTES:

1. OVLVM. Do you have any comments about YOUR RATES and THE FEES YOU PAY FOR SERVICES PROVIDING VALUE FOR MONEY? Is there something we can do? n=239
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.

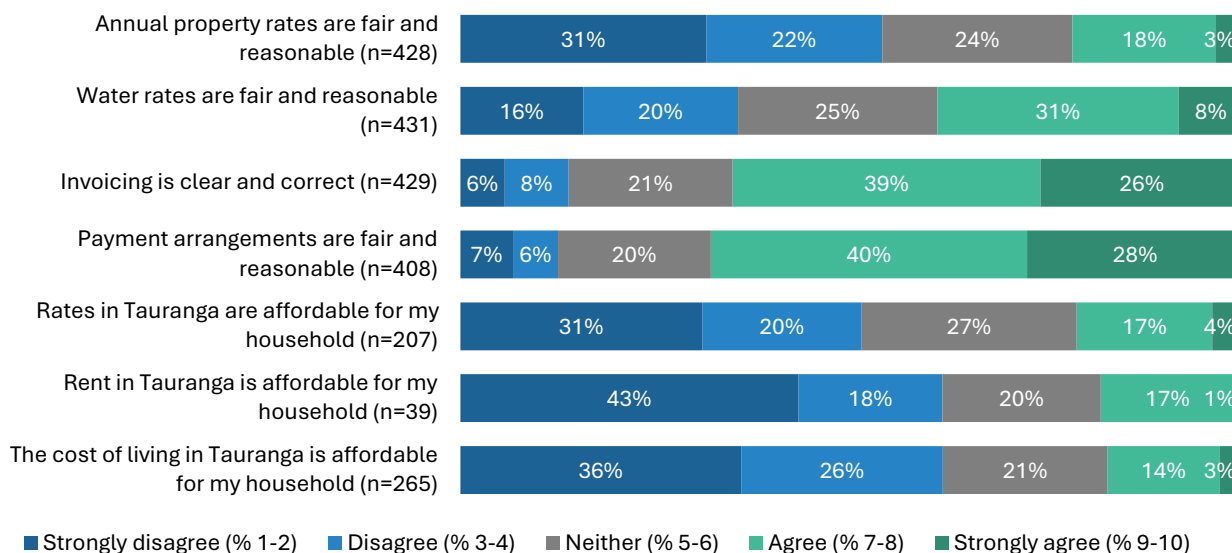


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Annual rates

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Scores with % 7-10	Net score	2025	2024	2023	2022
Annual property rates are fair and reasonable	-32	22%	25%	27%	28%
Water rates are fair and reasonable	+4	39%	42%	44%	41%
Invoicing is clear and correct	+51	65% ▼	72%	70%	73%
Payment arrangements are fair and reasonable	+56	68%	69%	75%	72%
Rates in Tauranga are affordable for my household	-30	21%	-	-	-
Rent in Tauranga is affordable for my household	-43	18%	-	-	-
The cost of living in Tauranga is affordable for my household	-44	17%	-	-	-

- Results are reasonably consistent year-on-year in regard to aspects of Value for money, with the exception of *Invoicing is clear and correct*, which has decreased significantly from 72% to 65%.
- Some prevalent themes mentioned by respondents include dissatisfaction with the need to pay rates to multiple Councils, and a desire for a more detailed, itemised rates breakdown.

NOTES:

- VM2. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how much do you agree with the following statements?
- Excluding 'Don't know' responses



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Annual rates

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower

Scores with % 7-10 (by age and ethnicity)	18-34	35-64	65+	Māori	Non-Māori
Annual property rates are fair and reasonable	11%	20%	33%	17%	22%
Water rates are fair and reasonable	30% ▼	42%	41%	32%	40% ▼
Invoicing is clear and correct	59% ▼	65%	70%	57%	66%
Payment arrangements are fair and reasonable	59%	67%	76%	51%	70%
Rates in Tauranga are affordable for my household	10%	23%	27%	17%	22%
Rent in Tauranga is affordable for my household	18%	14%	56%	16%	19%
The cost of living in Tauranga is affordable for my household	7%	17%	29%	8%	19%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Annual property rates are fair and reasonable	16% ▼	28%	16%	25%
Water rates are fair and reasonable	43% ▼	44%	43%	39%
Invoicing is clear and correct	61% ▼	70%	56%	69%
Payment arrangements are fair and reasonable	69%	75%	65%	67%
Rates in Tauranga are affordable for my household	20%	11%	18%	26%
Rent in Tauranga is affordable for my household	-	-	24%	14%
The cost of living in Tauranga is affordable for my household	18%	11%	15%	21%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Annual property rates are fair and reasonable	18%	20%	24%	30%
Water rates are fair and reasonable	32%	32%	34% ▼	47%
Invoicing is clear and correct	62%	71%	62%	72%
Payment arrangements are fair and reasonable	56%	77%	67%	69%
Rates in Tauranga are affordable for my household	17%	36%	17%	19%
Rent in Tauranga is affordable for my household	47%	13%	29%	21%
The cost of living in Tauranga is affordable for my household	19%	20%	13%	18%

NOTES:

1. VM2. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how much do you agree with the following statements?
2. Excluding 'Don't know' responses

Public facilities and venues





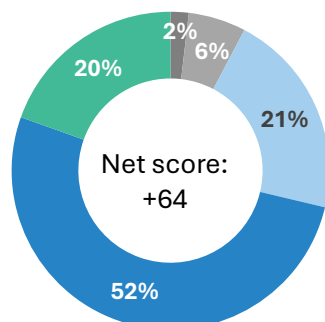
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Satisfaction with public facilities and venues

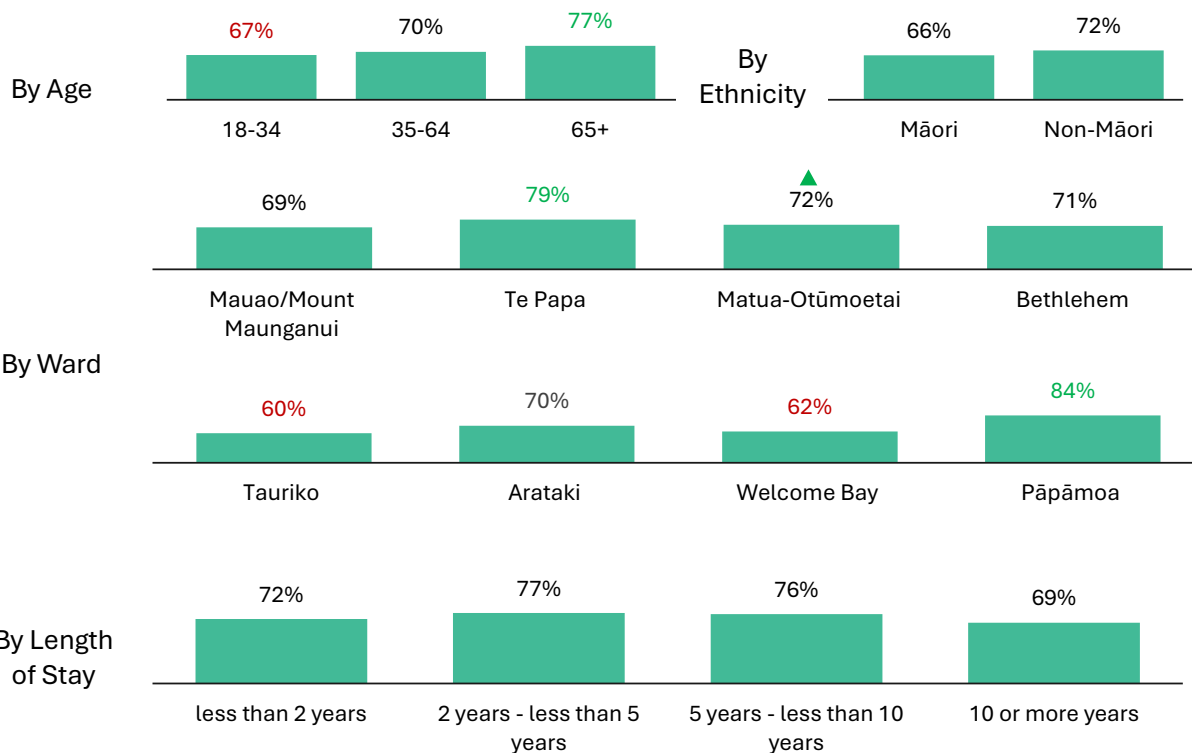
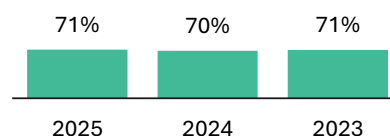
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- Over seven in ten residents (71%) are satisfied with the public facilities provided by the Council. The results have remained consistent over the past 24 months.
- Residents aged over 65 years are the most likely to be satisfied with public facilities compared to other age groups.
- Satisfaction amongst those residing in Matua-Otūmoetai has significantly increased year-on-year.

NOTES:

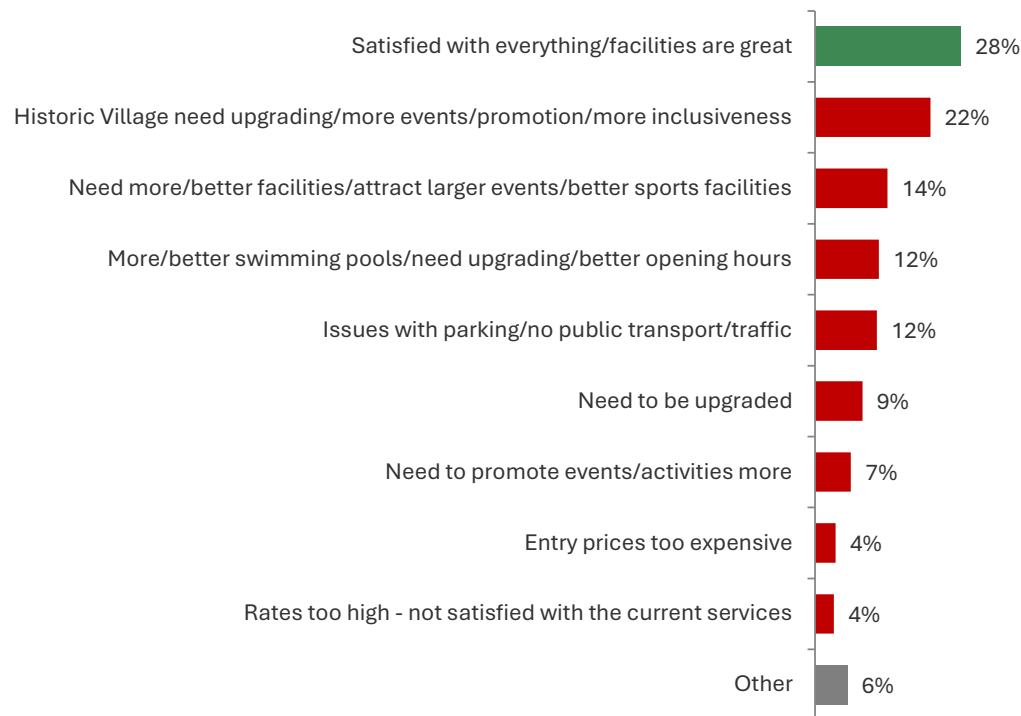
1. PF11. Thinking about the FACILITIES above, The Historic Village, libraries, community centres, sports facilities, Baycourt Community & Arts Centre, how would you rate the Council for the FACILITIES provided? n=518
2. Excluding 'Don't know' responses



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Comments about recreation and cultural facilities



- I do not support the upgrade of the Tauranga Library, art gallery or Council offices. Our rates are already too high.*
- More swimming lakes made available to the public. More concerts and comedy headliners. Make it easy to book courts for squash and badminton.*
- Would rather see an outdoor athletics track, compared to the raceway at Baypark. Not enough good athletic areas closer to the growing Papamoa area. The indoor facilities at Baypark is great.*
- It would be great if there was a mental health group held at a community centre or at Historic Village as there is a lack of those groups in Tauranga.*
- Maintenance is the biggest issue and costly to keep up with.*
- More advertisement for the Historical Village as I don't know what is there.*
- Parking for different venues is often a problem.*



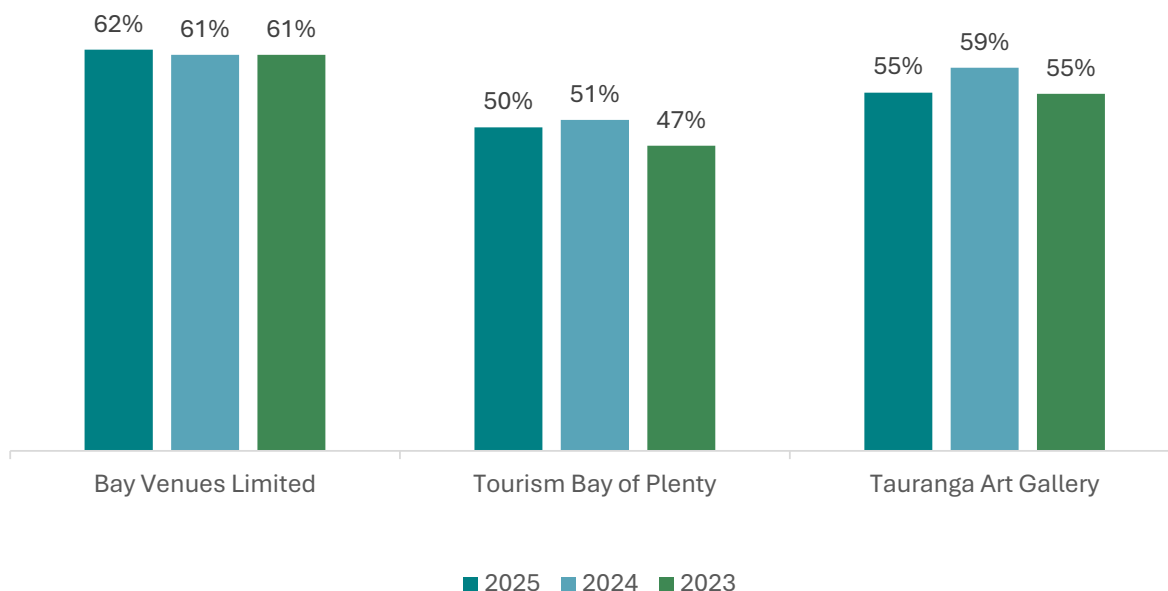
- I quite enjoy history, so the Historic Village is quite cool especially when you can find the history of one of the buildings in a village.*
- The swimming pool at Baywave is great for the whole family. I like the water temperature in the main pool which is warm enough for Aquafit classes.*
- Good facilities but perhaps aren't at their full potential or promoted enough for more people to see.*
- Mercury Baypark arena has excellent facility providing city, regional and national value. Baywave is a great facility.*
- All of the facilities I have used are completely satisfactory. I probably frequent Baycourt the most out of any of the above and think it's a great asset for our city.*
- I am a strong believer and supporter of Council rates being used to enhance our city.*

NOTES:

1. OVLFCLT. Do you have any comments about any the FACILITIES mentioned above, including The Historic Village, libraries, community centres, sports facilities, swimming pools Community & Arts Centre. What can we improve and how? n=190.
2. Note 4% of the respondents mentioned that they do not use any of the public facilities



Awareness of Council Controlled Organisations



Residents aged over 35 years show the most awareness, especially when it comes to *Bay Venues* (67% for 35+ years) and the *Tauranga Art Gallery* (64% for 65+ years) which is significantly higher than the overall awareness of 62% and 55%, respectively.

Residents from Te Papa and Matua-Otūmoetai are the most likely geographic areas to be aware that TCC provides services through the *Tauranga Art Gallery* (61% and 66% respectively).

There is no discrepancy in awareness in regard to Council Controlled Organisations between respondents of different ethnicities.

- Awareness of Council Controlled Organisations amongst respondents remains consistent over the past 12 months, with no significant changes.

NOTES:

- PF3. Are you aware that the Tauranga City Council provides services through the following Council Controlled Organisations (CCO's)? n=603



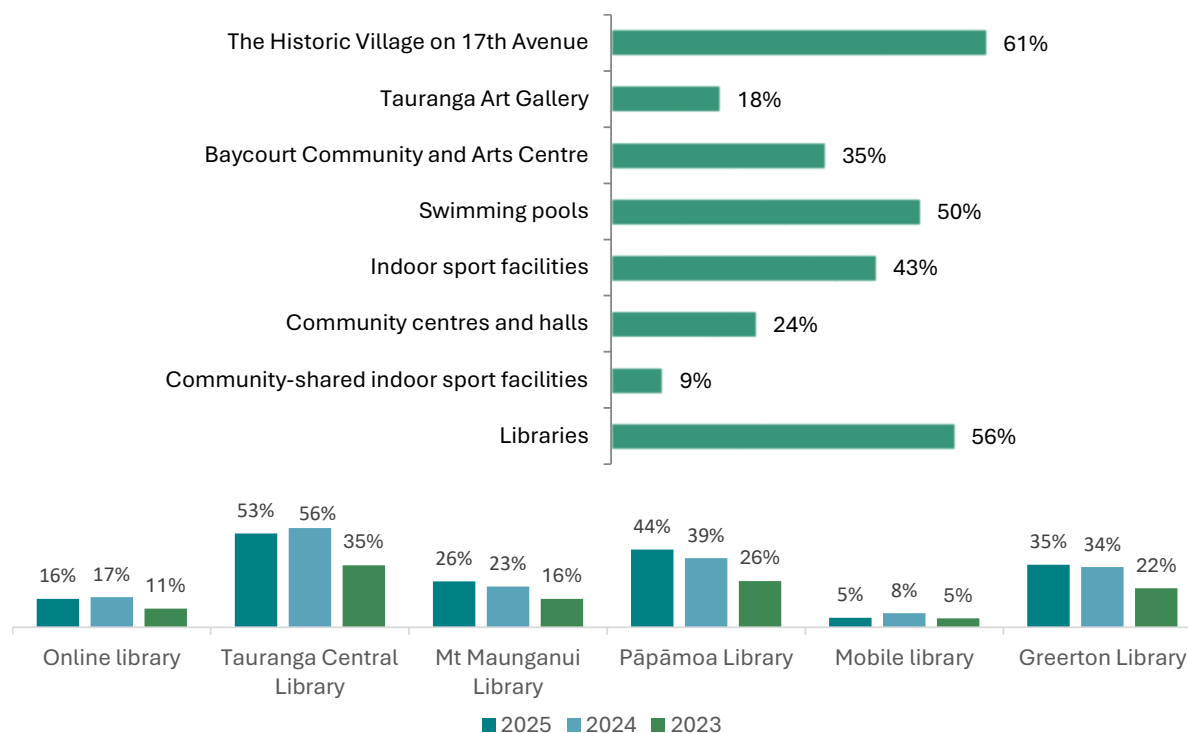
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Visitation for Council managed facilities and venues

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Visitation	2025	2024	2023	2022
The Historic Village on 17 th Avenue	61%	56%	51%	59%
Tauranga Art Gallery	18% ▼	26%	30%	33%
Baycourt Community and Arts Centre	35%	33%	30%	38%
Swimming pools	50%	48%	53%	49%
Indoor sport facilities	43%	44%	41%	44%
Community centres and halls	24%	24%	23%	23%
Community-shared indoor sport facilities	9%	10%	7%	6%
Libraries	56%	55%	63%	65%

- There is a slight decline in visitation of the *Tauranga Art Gallery* year-on-year. Within verbatim comments, respondents explain that this is due to the lack of exhibitions and events being held.
- Visitors to the *Historic Village* enjoy the events held there, however some respondents mentioned that they would like to see more advertisement and improved family friendly facilities.

NOTES:

1. PF1. Have you visited any of the following facilities in the last year? n=603
2. PF4. Have you visited any of the following facilities in the last year? n=603
3. PF6. Have you visited any of the following libraries in the last year? n=601
4. Excluding 'Don't know' responses



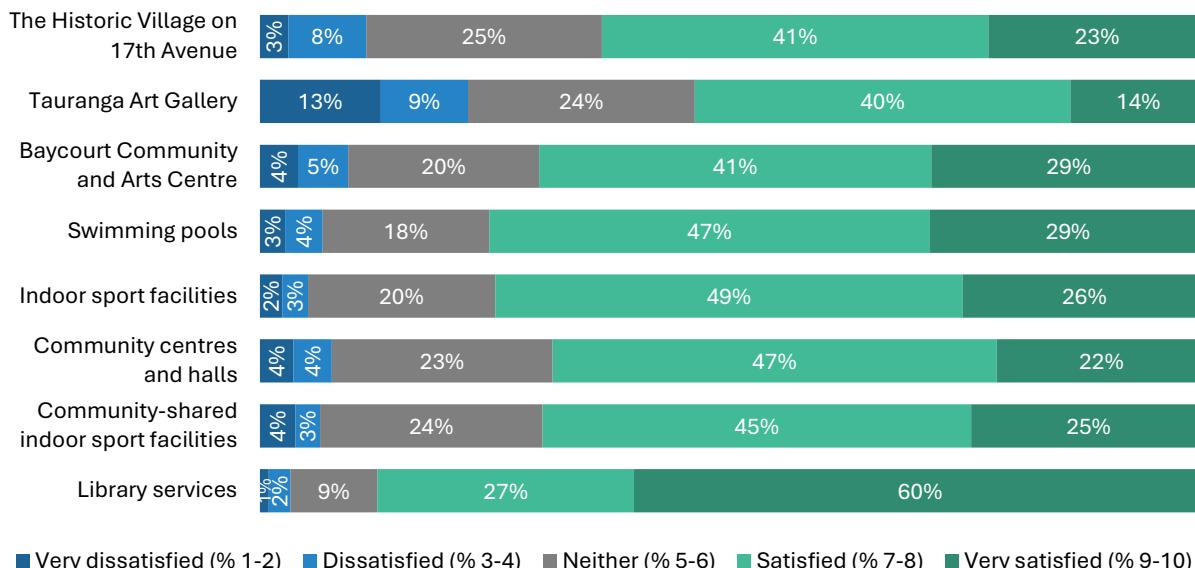
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Satisfaction with Council managed facilities and venues (Overall)

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Scores with % 7-10	Net score	2025	2024	2023	2022
The Historic Village on 17 th Avenue (n=504)	+53	64%	62%	67%	65%
Tauranga Art Gallery (n=307)	+32	54%	61%	65%	66%
Baycourt Community and Arts Centre (n=377)	+61	70%	71%	68%	69%
Swimming pools (n=445)	+69	76%	72%	76%	74%
Indoor sport facilities (n=375)	+70	75%	74%	76%	78%
Community centres and halls (n=313)	+61	69%	63%	66%	59%
Community-shared indoor sport facilities (n=273)	+64	70%	67%	72%	60%
Library services (n=325)	+84	88%	90%	87%	87%

- In addition to the slight decline in visitation, there is also a slight decline in overall satisfaction with public facilities over the past 12 months.
- The prevalent themes in verbatim comments include a desire for more promotion of the events held in the Historic village, and a better facility to host larger events to attract more visitors to the city. Additionally, some respondents mentioned a need for more swimming pools, as the current facilities are outgrowing the demands of an increasing population.
- Barriers respondents state when visiting facilities include issues with parking and increased entry fees.

NOTES:

1. PF2. How would you rate your satisfaction with each of the following facilities? It doesn't matter whether or not you use these facilities, it's your opinion that matters. PF5. How would you rate your satisfaction with the...? It doesn't matter whether or not you use these facilities, it's your opinion that matters.
2. Excluding 'Don't know' responses



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Satisfaction with Council managed facilities and venues (Overall)

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Scores with % 7-10 (by age and ethnicity)	18-34	35-64	65+	Māori	Non-Māori
The Historic Village on 17 th Avenue (n=504)	70%	57%	71%	58%	65%
Tauranga Art Gallery (n=307)	61% ▲	47%	60%	60%	53%
Baycourt Community and Arts Centre (n=377)	60%	71% ▼	78%	70%	71% ▼
Swimming pools (n=445)	75%	73%	82%	75%	76%
Indoor sport facilities (n=375)	72%	78%	73%	77%	75%
Community centres and halls (n=313)	73%	62%	78%	63%	70%
Community-shared indoor sport facilities (n=273)	74%	66%	75%	64%	71%
Library services (n=325)	84%	86%	93%	89%	87%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
The Historic Village on 17 th Avenue (n=504)	59%	74%	64%	64%
Tauranga Art Gallery (n=307)	48%	68%	50%	61%
Baycourt Community and Arts Centre (n=377)	69%	69%	74%	74%
Swimming pools (n=445)	77%	69%	74%	80%
Indoor sport facilities (n=375)	76%	77%	83% ▲	76%
Community centres and halls (n=313)	54% ▼	79% ▲	76% ▲	68%
Community-shared indoor sport facilities (n=273)	64% ▼	67%	69%	72%
Library services (n=325)	87%	86%	94%	87%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
The Historic Village on 17 th Avenue (n=504)	58%	61%	61%	68%
Tauranga Art Gallery (n=307)	44%	50%	46%	66%
Baycourt Community and Arts Centre (n=377)	61%	70%	62%	85%
Swimming pools (n=445)	68%	79%	72%	83%
Indoor sport facilities (n=375)	60%	76%	65%	86%
Community centres and halls (n=313)	58%	81%	52%	79%
Community-shared indoor sport facilities (n=273)	60%	80%	57%	90% ▲
Library services (n=325)	100%	83%	81%	86%

NOTES:

1. PF2. How would you rate your satisfaction with each of the following facilities? It doesn't matter whether or not you use these facilities, it's your opinion that matters.
2. PF5. How would you rate your satisfaction with the...? It doesn't matter whether or not you use these facilities, it's your opinion that matters. Excluding 'Don't know' responses
3. PF7. How would you rate your satisfaction with the Tauranga library services?

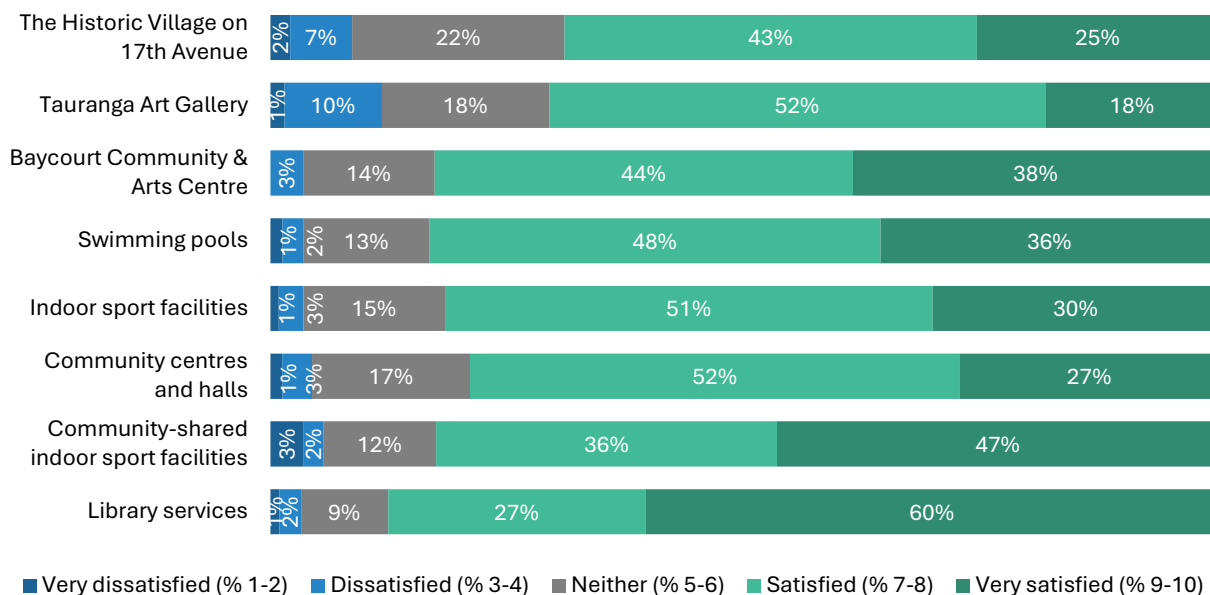


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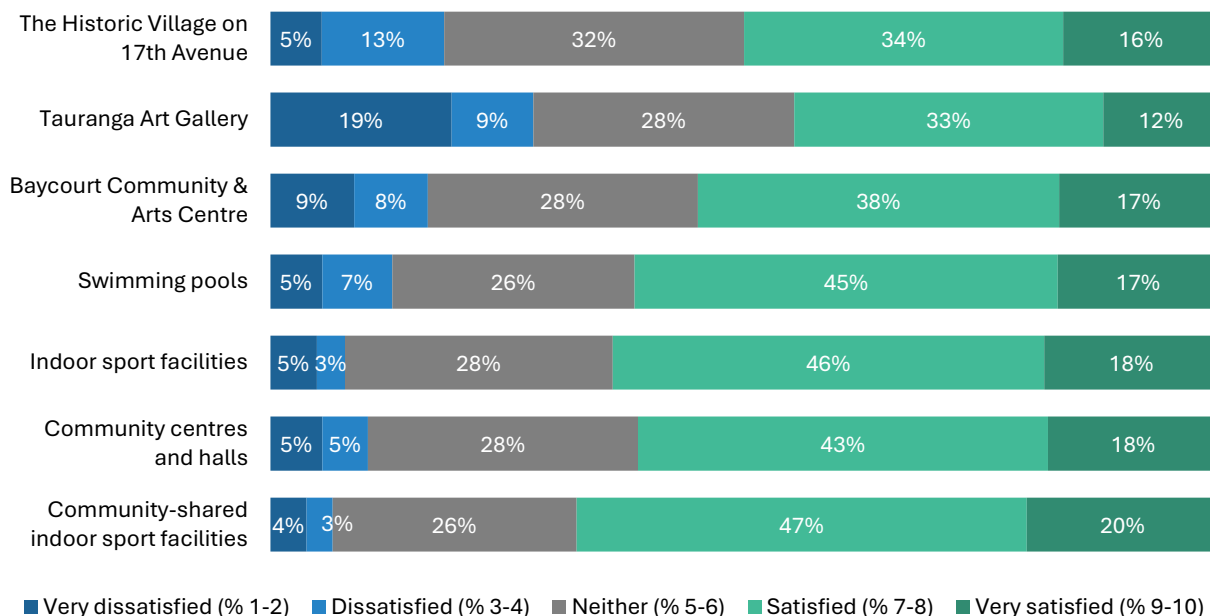


Satisfaction with Council managed facilities and venues (Users and non-users)

Users



Non-users



NOTES:

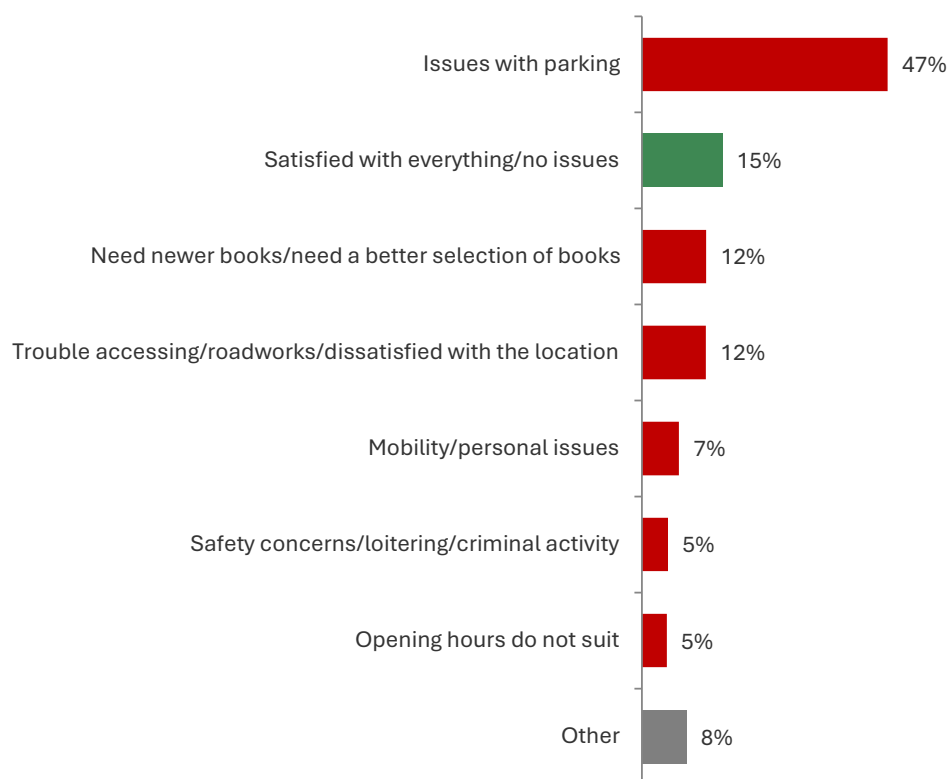
1. PF2. How would you rate your satisfaction with each of the following facilities? It doesn't matter whether or not you use these facilities, it's your opinion that matters.
2. PF5. How would you rate your satisfaction with the...? It doesn't matter whether or not you use these facilities, it's your opinion that matters. Excluding 'Don't know' responses
3. PF7. How would you rate your satisfaction with the Tauranga library services?



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Issues limiting use of Tauranga libraries



- *Paid and limited parking at Tauranga Library.*
- *Limited parking. Books are heavy and kids don't like walking so far. I would like to be able to return books easily. I have driven twice around the block looking for a park so that I can return books but, in the end, I gave up.*
- *Current location of Tauranga Library not great for access.*
- *Facility is too small and book stocks insufficient.*
- *Parking is difficult for the Tauranga Library and no late night Wednesday. Loved the Wednesday late nights.*
- *There are not enough new or newer books. And not enough copies of the same version.*
- *I can only get around on my mobility scooter.*
- *I can get books online, and traveling to the library often feels like too much of a hassle due to traffic or distance, making it seem not worth the effort.*
- *My only concern is some loitering with people who do not seem to use the facilities.*
- *The roadworks around the parking area at the central library makes access quite difficult at the moment so I have not gone there for some time.*

NOTES:

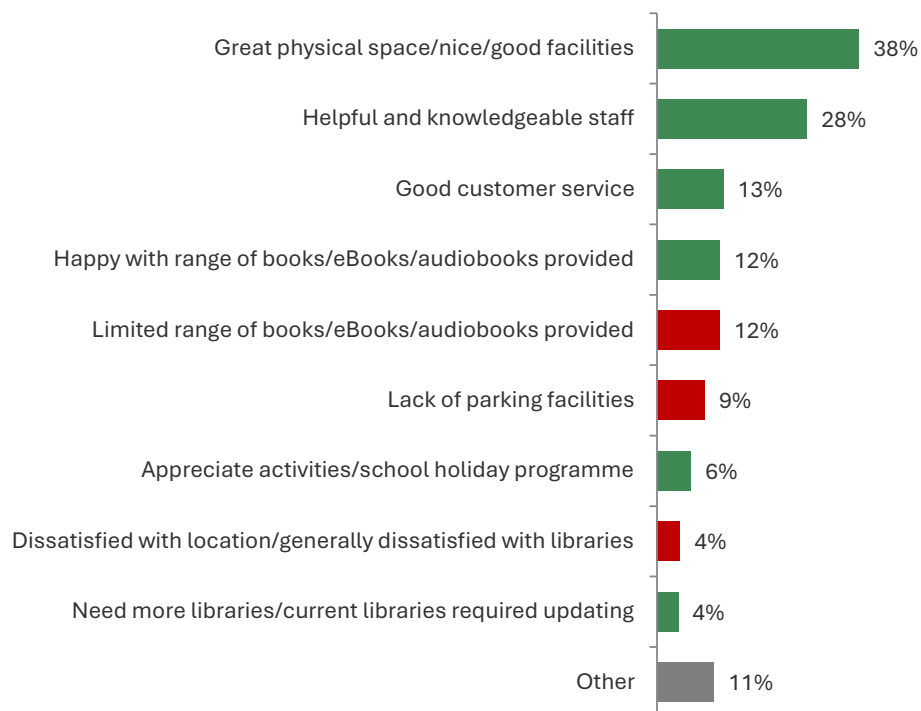
1. PF9. Are there any issues limiting your use of Tauranga libraries? n=84
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



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Comments about Tauranga libraries



- *I think the Tauranga Library could be improved just a larger and more cozy space especially since it is close to University of Waikato that could be a nice place for students.*
- *If Tauranga City Council want Tauranga to be a city then provide a city quality library with a realist budget so book stocks can be increased plus include art shows.*
- *There were a lot of homeless people in the library. I know they need a place to go during the day, but it did make me feel a little unsafe as some of them were not friendly.*
- *The cost of printing on different days, there's always a line to see the Justice of the Peace.*
- *The central library is difficult to access with parking problems in the central city.*



- *The library is a good place with activities for my grandchildren during the holidays. They also love borrowing books.*
- *Some of the holiday programs have been excellent. The robotics ones are excellent. The ability to reserve books is great.*
- *Love the mobile library service. New library is a lovely place to be. Free holds and DVDs are great. Library staff are friendly. We regularly attend Iti Pounamu at Tauranga Library, and the school holiday activities are amazing, the kids love them. Also love the new weekend opening hours.*
- *Very clean in Mount Library and quite modern inside.*
- *Fantastic facilities for young children. Really appreciate the libraries being open on Sundays.*
- *I am a super high user of the Tauranga libraries love them can't live without them.*

NOTES:

1. PF8. Do you have any comments related to your satisfaction rating of Tauranga libraries? n=126
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.

Water management





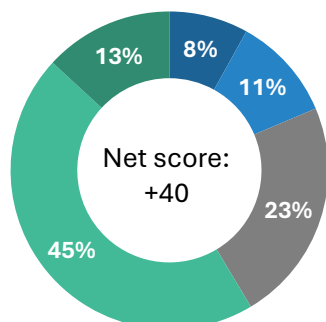
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Satisfaction with overall water management

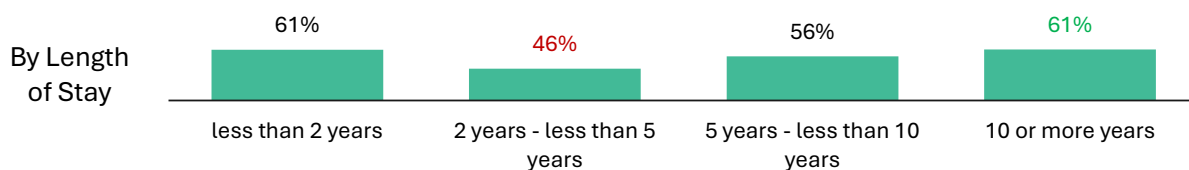
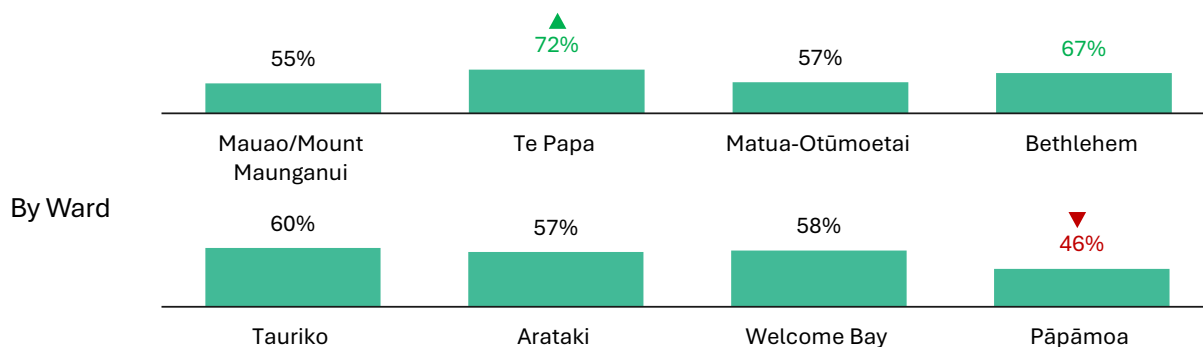
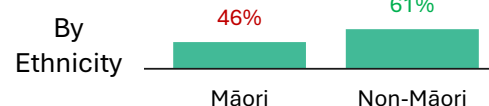
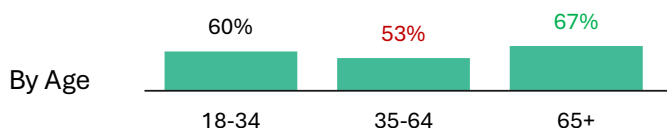
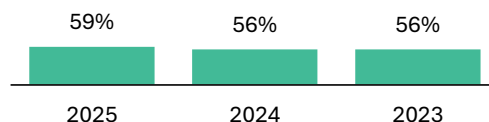
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- Satisfaction with *Water management* remains consistent over the past 24 months, with a small increase with overall satisfaction in the last 12 months.
- Residents aged 35-64 years are significantly less satisfied with water management than respondents aged over 65 years (53% compared to 67%).
- Satisfaction amongst those who reside in Te Papa and Bethlehem is considerably higher when compared to those from Pāpāmoa.

NOTES:

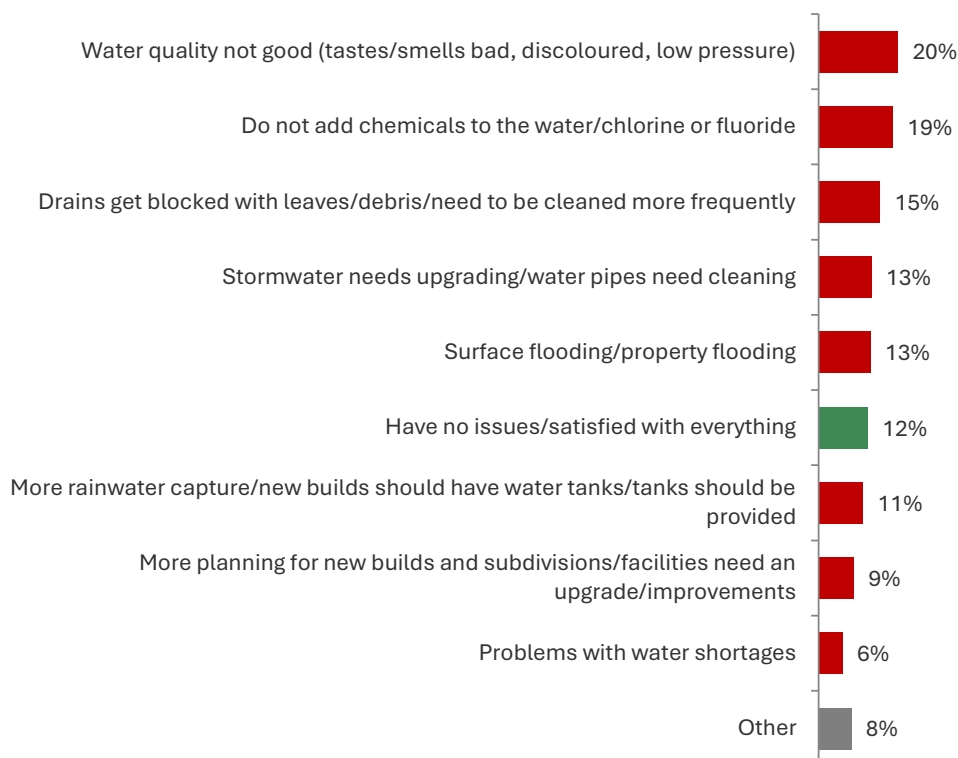
1. WTR6. Thinking about water management for flooding, stormwater and drinking water, how would you rate Council overall for WATER MANAGEMENT? n=497
2. Excluding 'Don't know' responses



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Comments about water management



- The water taste terrible we have bought a water in-line filter which provides clean filtered water for the whole house.
- Stormwater management is incredibly important, this was not well planned in Tauriko. Drinking water is incredibly important and should be priorities. We should plan ahead and never get to the point of expelling anything into the harbour.
- I don't know much about it, but the drains do get clogged easily with leaves when it rains hard, leading to more flooding.
- Maybe provide different ways we can conserve water at home in a flyer in the mail just so people know how they can do their part.
- Flooding and stormwater need up grading to handle the changing weather patterns.
- Catchment is not enough for the current population meaning water shortages all year round



- Great water management except lack capacity over summer. Not a fan of fluoride in drinking water.
- Our water management seems to be of a high standard and seems well maintained and future proofed.
- Drinking water is good and will be better when fluoride is added.
- Living inner city I am happy to have the stormwater piping upgraded recently.
- Council have responded to drains that have been blocked by rubbish and leaves in a prompt manner. Thank you.
- It's good that the water system is being upgraded in Bethlehem. That used to be a problem, especially in the lower part of the street in Beaumaris and reserve.

NOTES:

1. OVLWTR. Do you have any comments about WATER MANAGEMENT for flooding, stormwater and drinking water? Is there something we can do? n=192
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



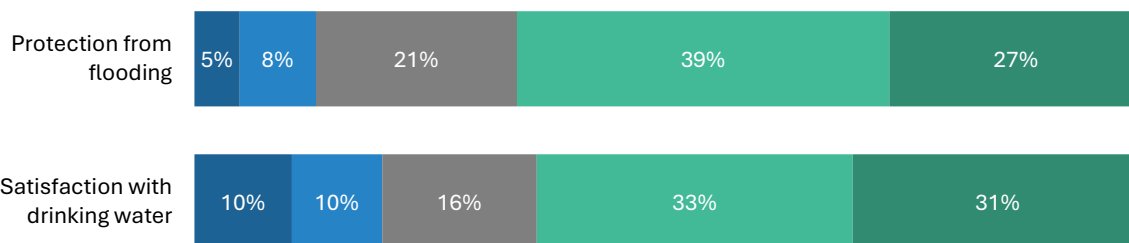
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Water management

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (% 1-2) ■ Dissatisfied (% 3-4) ■ Neither (% 5-6) ■ Satisfied (% 7-8) ■ Very satisfied (% 9-10)

Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34	35-64	65+	Māori	Non-Māori
Protection from flooding	+53	66%	66%	64%	65%	70%	58%	67%
Satisfaction with drinking water	+44	64% ▼	71%	63%	60% ▼	72%	44% ▼	68%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Protection from flooding	62%	77%	66%	71%
Satisfaction with drinking water	63% ▼	63%	59%	67%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Protection from flooding	77%	57%	69%	49%
Satisfaction with drinking water	73%	67%	69%	52% ▼

- Satisfaction with *Protection from flooding* remains consistent year-on-year.
- However, *Satisfaction with quality of drinking water* has significantly declined over the past 12 months. Respondents reported issues with the clarity of the water during the summer period, and are dissatisfied with the taste.

NOTES:

1. WTR1. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how much do you agree that your home, and/or business buildings, are adequately protected from flooding? n=538
2. WTR2. How satisfied are you with the quality (taste, colour, odour) of drinking water in Tauranga? n=583
3. Excluding 'Don't know' responses



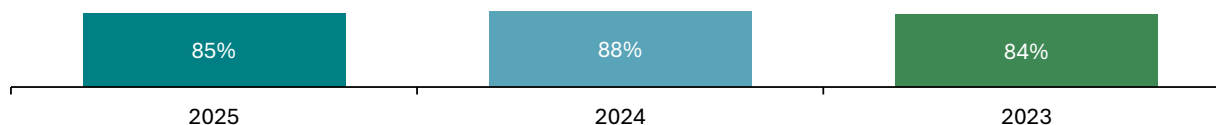
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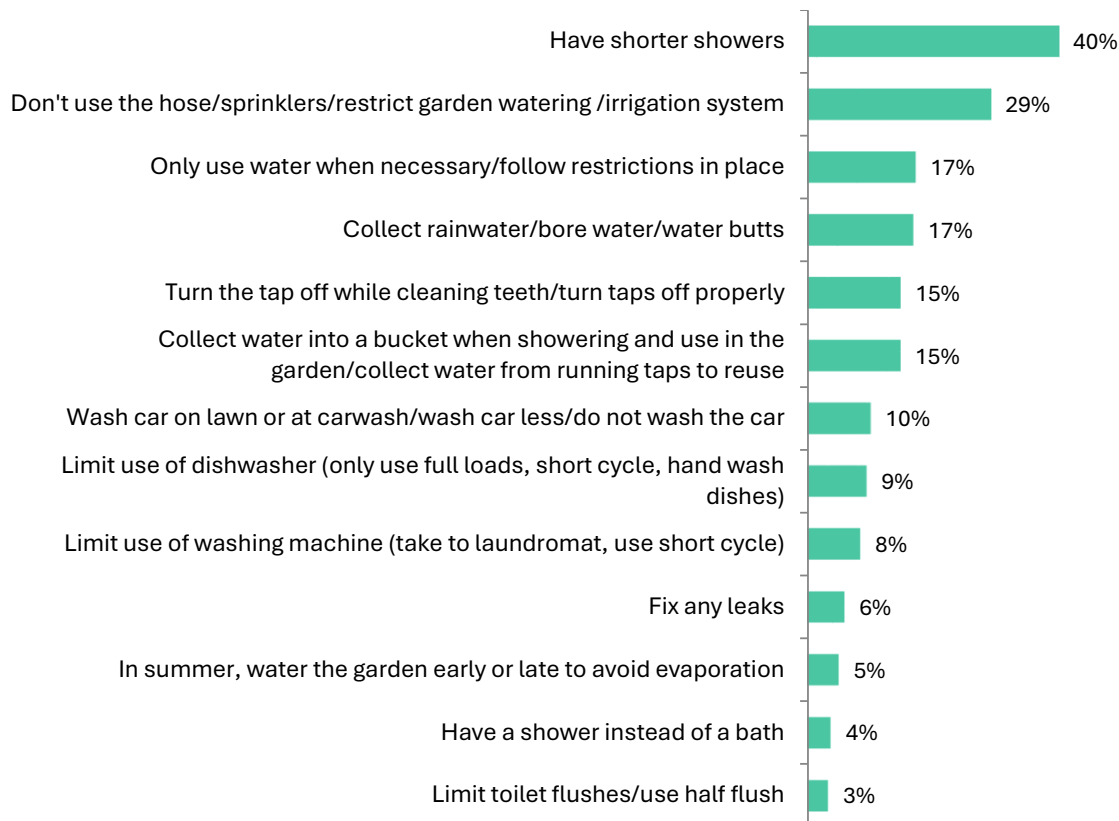
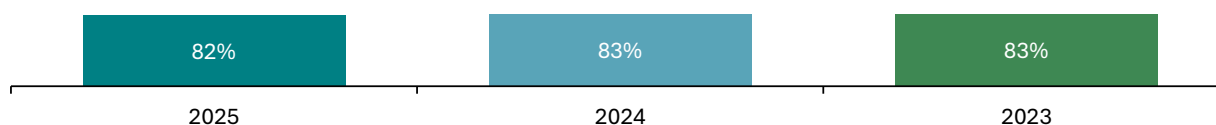
Water conservation

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower

Aware of ways to conserve water at home or at work



Have taken steps to conserve water over the past 12 months



- The proportion of residents that have taken steps to conserve water over the past 12 months has not changed.
- *Taking shorter showers (40%), Not using the hose, sprinklers, or restricting garden watering (29%) and Only using water when necessary (17%)* were the top three actions undertaken to conserve water.

NOTES:

1. WTR3. Do you know of any ways that you can conserve water at home or at work? n=602
2. WTR4. Have you taken any steps to conserve water over the past 12 months? n=517
3. WTR5. What steps have you taken to conserve water over the past 12 months? Left a comment n= 417
4. Excluding 'Don't know' responses

Outdoor spaces





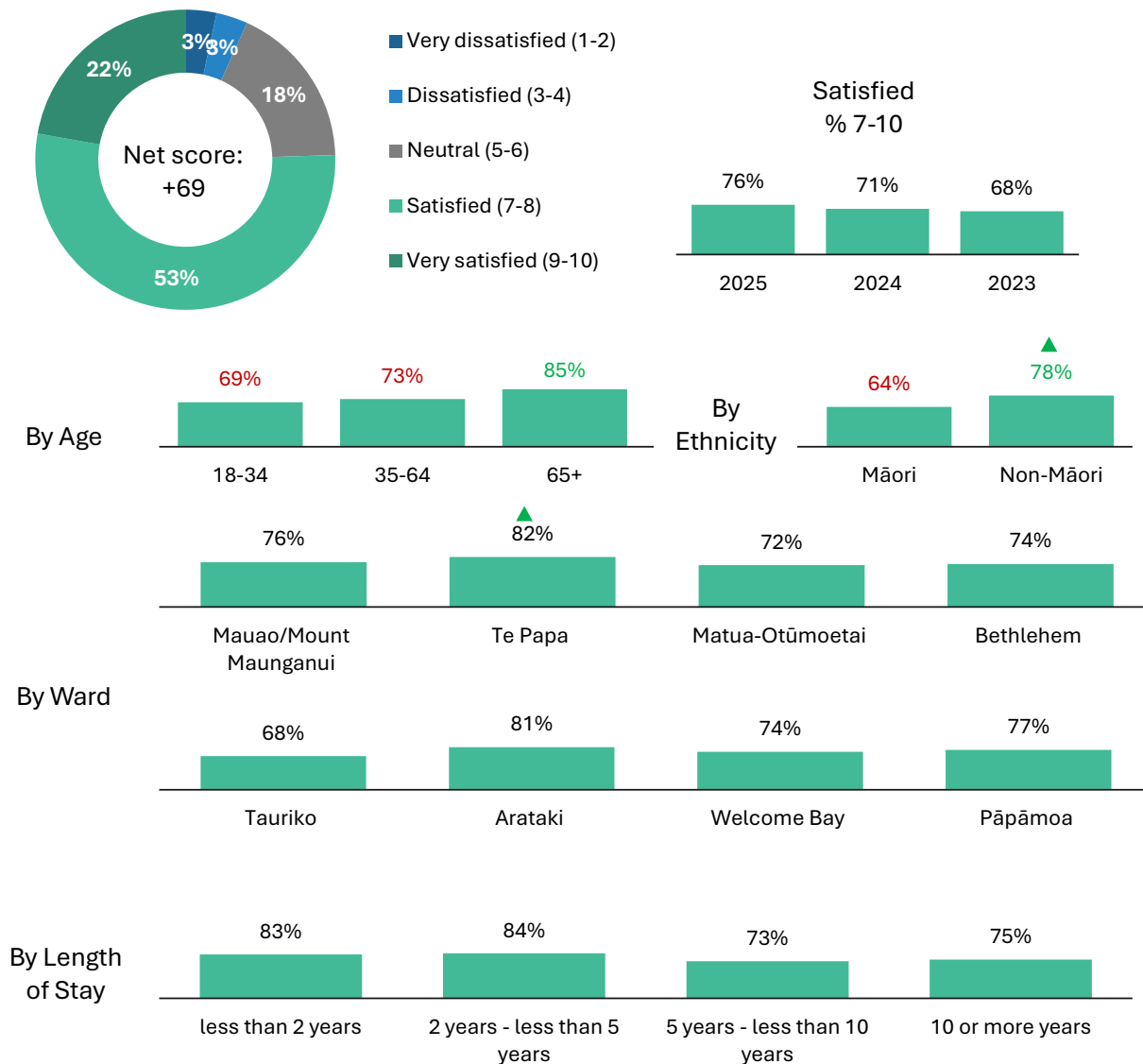
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Satisfaction with outdoor spaces

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



- Satisfaction with *Outdoor spaces* remains high, with over three quarters of respondents (76%) being satisfied.
- Satisfaction with *Outdoor spaces* is consistent amongst different geographic areas and length of time respondents have lived in the city.
- Over one in five respondents who provided a comment (21%) are *Satisfied with the outdoor spaces in Tauranga* and are appreciative of *New playgrounds, tracks and walkways available*. Some improvement opportunities include a desire for more shaded areas in playgrounds, increased maintenance in reserves to control weeds, and more parking availability around boat ramps and other public spaces.

NOTES:

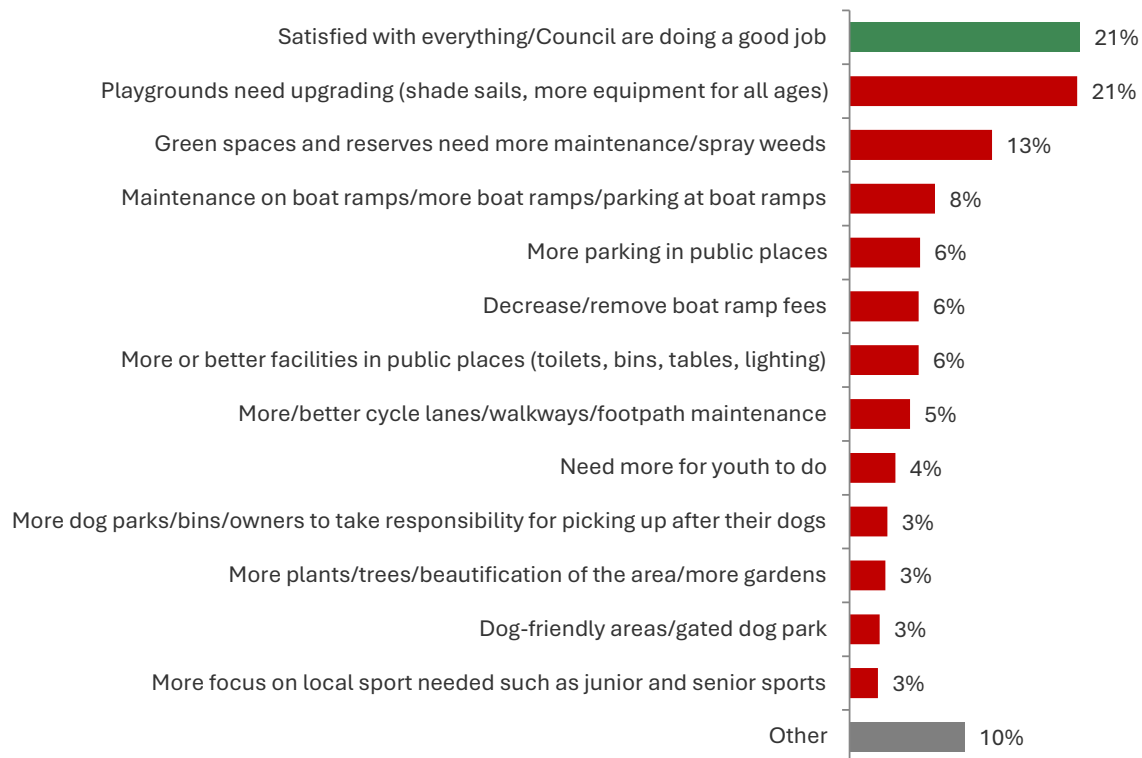
1. OS8. Thinking about all these OUTDOOR SPACES – the parks, playgrounds, boat ramps and cemeteries, how would you rate Tauranga City Council for its overall management of outdoor spaces? n=536
2. Excluding 'Don't know' responses



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Comments about outdoor spaces



- *It would be great if all the playgrounds had adequate shade, there are still a few here in Pāpāmoa that have absolutely no shade whatsoever.*
- *I would like to see some outdoor exercise bars in some of the parks.*
- *Great upgrades eventually but extremely slow and inefficient progress. Better bike lanes everywhere all linking up and off road.*
- *I think the boat ramp charges that were in place were very expensive and think it's good Council removed them.*
- *Lots of rubbish everywhere in Memorial Park and the basketball courts are a little old.*
- *Tauranga needs a safe, fenced, easily accessible central dog park. The only one is a long way out of town up Pyes Pa Road. Most bigger centres have at least one specific secure dog park.*



- *I reckon everything is pretty good. For all the stuff I do, running, badminton and basketball. I can't really think of anything that could improve.*
- *These spaces in my opinion and on hand knowledge are great and the Council does a great job having them cared for.*
- *I support the investment in the Mount skate park that is a great facility. We need more spaces for our youth.*
- *Making sure they are built with disabilities in mind, I do notice they are doing well.*
- *Your parks are outstanding. Cream of the crop The Mount skate park. Cemetery at Pyes Pa is beautifully maintained.*
- *The new skatepark at the Mount seems like a great investment.*

NOTES:

1. OVLOTDR. Do you have any comments about OUTDOOR SPACES mentioned above? Is there something we can do? n=193
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



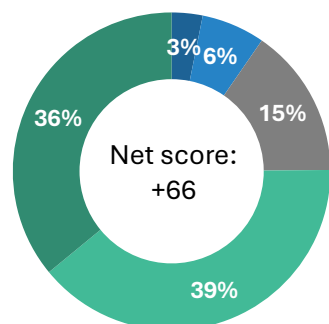
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Tauranga has enough parks and green spaces

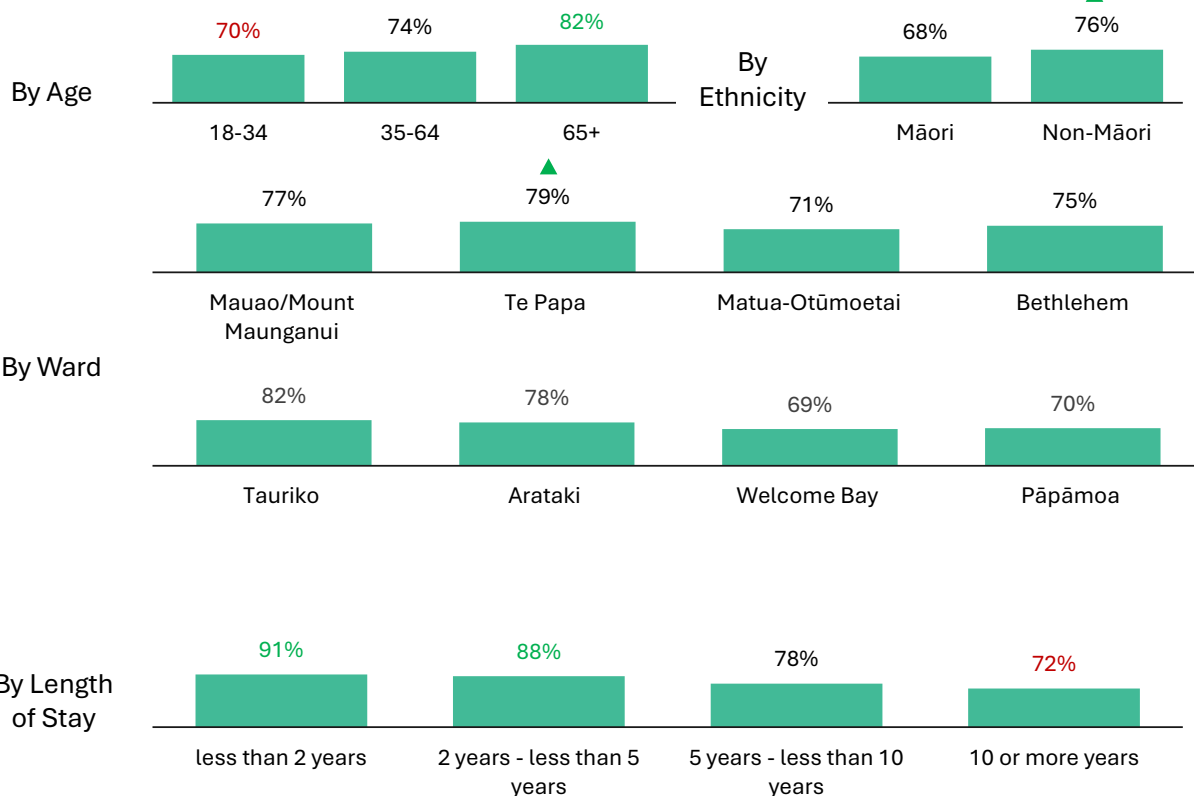
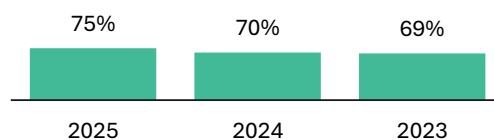
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- Three in four residents (75%) believe that *Tauranga has enough green spaces and parks*, this is a 5% point increase compared with 2024.
- There are no significant differences in satisfaction between wards.
- Respondents who have lived in the area for less than two years are significantly more likely to be satisfied with this measure than respondents who have lived in the area for 10 years or more (91% vs 72%).

NOTES:

1. OS1. How satisfied are you that Tauranga has enough parks or green spaces? n=581
2. Excluding 'Don't know' responses

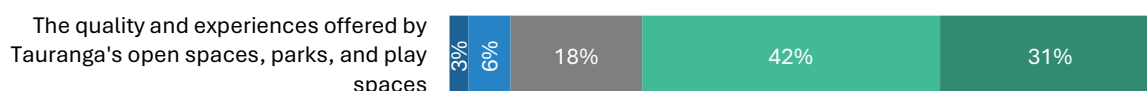
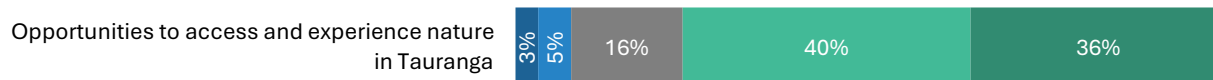


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Satisfaction with nature and open spaces in Tauranga*

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



■ Very dissatisfied (% 1-2) ■ Dissatisfied (% 3-4) ■ Neither (% 5-6) ■ Satisfied (% 7-8) ■ Very satisfied (% 9-10)

Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34	35-64	65+	Māori	Non-Māori
Opportunities to access and experience nature in Tauranga	+69	76%	75%	76%	75%	80%	74%	77%
The quality and experiences offered by Tauranga's open spaces, parks, and play spaces	+64	73%	69%	71%	71%	79%	61%	75%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Opportunities to access and experience nature in Tauranga	74%	79%	74%	79%
The quality and experiences offered by Tauranga's open spaces, parks, and play spaces	75%	71%	70%	73%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Opportunities to access and experience nature in Tauranga	80%	77%	73%	76%
The quality and experiences offered by Tauranga's open spaces, parks, and play spaces	77%▲	75%	71%	72%

- Over three in four residents are satisfied with the *Opportunities to access and experience nature in Tauranga* (76%), with a similar proportion of respondents (73%) satisfied with *The quality and experiences offered by Tauranga's open spaces, parks, and play spaces*.

NOTES:

- OS1A. How satisfied are you with the opportunities to access and experience nature in Tauranga? n=567
- OS1B. How satisfied are you with the quality and experiences offered by Tauranga's open spaces, parks, and play spaces? n=572
- Excluding 'Don't know' responses

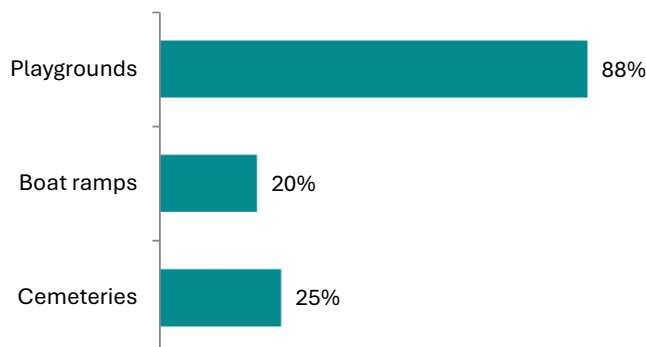


2025 Residents' Survey Report | July 2025



Visitation for Council managed open spaces

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Visitation	2025	2024	2023	2022
Playgrounds	88%	89%	67%	70%
Boat ramps	20%	22%	22%	22%
Cemeteries	25%	25%	27%	30%

- Visitation with *Playgrounds*, *Boat ramps*, and *Cemeteries* remains consistent over the past 12 months.
- Additionally, overall satisfaction amongst residents remains high and consistent year-on-year.
- Those aged between 35 and 64 years show significantly higher satisfaction with *Quality of playgrounds* compare to the results from 2024.

NOTES:

1. OS2. How often have you used or visited your local playground in the past year? By local playground we mean the playground nearest to your home. n=601
2. OS4. In the last 12 months, have you used or wanted to use the boat ramps in Tauranga? n=595
3. OS6. Have you visited a Tauranga City Cemetery (including Pyes Pa) in the last 12 months? n=596
4. Excluding 'Don't know' responses



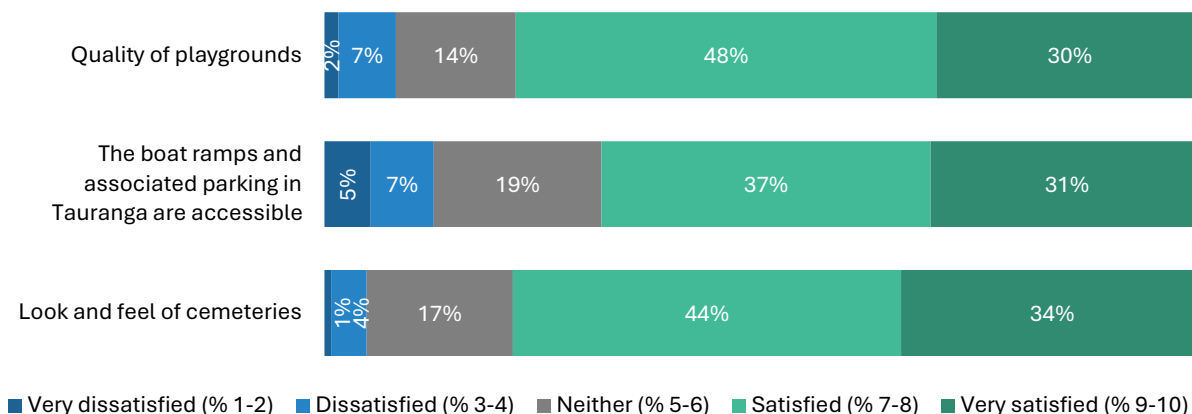
2025 Residents' Survey Report | July 2025



Satisfaction with Council managed open spaces*

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34 yo	35-64 yo	65+ yo	Māori	Non-Māori
Quality of playgrounds	+70	78%▲	70%	75%	77%▲	84%	65%	81%▲
The boat ramps and associated parking in Tauranga are accessible	+56	68%	74%	67%	66%	80%	59%	71%
Look and feel of cemeteries	+74	79%	75%	70%	79%	83%	70%	80%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Quality of playgrounds	71%	81%	75%	82%
The boat ramps and associated parking in Tauranga are accessible	67%	78%	76%	51%
Look and feel of cemeteries	71%	87%	74%	77%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Quality of playgrounds	79%	86%	71%	79%
The boat ramps and associated parking in Tauranga are accessible	68%	70%	75%	46%
Look and feel of cemeteries	86%	91%	74%	65%

NOTES:

- OS3. How satisfied are you with the quality of the local playgrounds? n=448
- OS5. How satisfied are you that the boat ramps and associated parking in Tauranga are accessible? n=114
- OS7. How satisfied are you with the look and feel of CEMETERIES in Tauranga? It doesn't matter whether or not you visited these facilities, it's your opinion that matters. n=342
- Excluding 'Don't know' responses

* Questions about the Quality of playgrounds and Boat ramps are only asked of users.

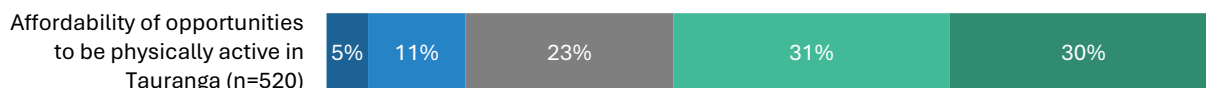


2025 Residents' Survey Report | July 2025



Satisfaction with places to be physically active

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



■ Very dissatisfied (% 1-2) ■ Dissatisfied (% 3-4) ■ Neither (% 5-6) ■ Satisfied (% 7-8) ■ Very satisfied (% 9-10)

Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34 yo	35-64 yo	65+ yo	Māori	Non-Māori
Availability of places to be physically active	+68	76%	72%	72% ▲	73%	83%	65%	78% ▲
Affordability of opportunities to be physically active	+45	61%	60%	53%	60%	72%	44%	64%
Quality of facilities for physical activity	+56	67%	65%	61%	65%	77%	51%	70%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Availability of places to be physically active	80%	78% ▲	77%	74%
Affordability of opportunities to be physically active	65%	69%	64%	62%
Quality of facilities for physical activity	77%	73% ▲	73%	67%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Availability of places to be physically active	73%	75%	72%	77%
Affordability of opportunities to be physically active	60%	62%	53%	56%
Quality of facilities for physical activity	53%	71%	61%	61%

- While over three in four (76%) residents are satisfied with the *Availability of places to be physically active in Tauranga*, significantly less are satisfied with the *Affordability* and *Quality* of facilities for physical activity (61% and 67% respectively).

NOTES:

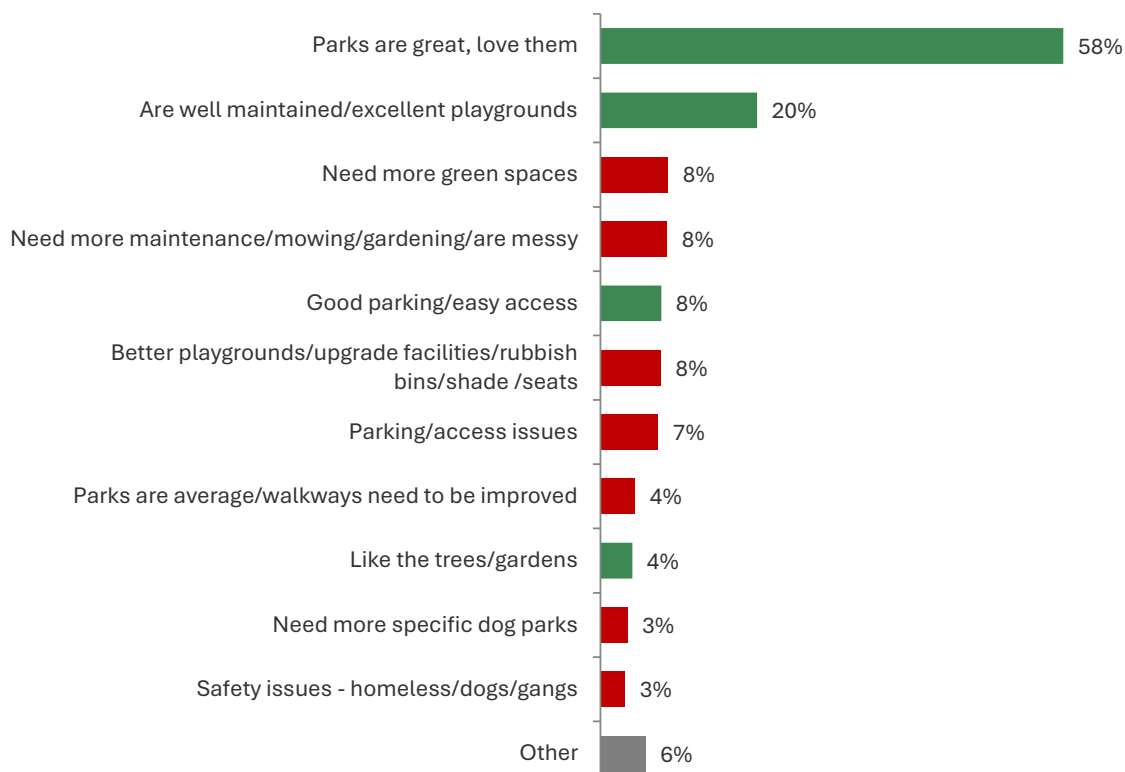
- OS3A. How would you rate your satisfaction with the...? It doesn't matter whether or not you use these facilities, it's your opinion that matters.
- Excluding 'Don't know' responses



2025 Residents' Survey Report | July 2025



Other comments of Tauranga's open spaces, parks, and play spaces



- Tauranga has average play spaces. Hamilton, Rotorua and Auckland have better playgrounds. The parks, berms, roundabouts are not mown very often and look unkempt. Gardens keep being added but are not done frequently enough. For example, the gardens lining Cameron Road are messy and some are mostly dirt, a few straggly grasses and weeds. The garden just added in Beaumaris Road is a pile of bark that is being scattered over the grass. I'm not sure why that garden was added as it looks much messier than grass.
- I think the parks need to be checked and maintained with more frequency, maybe even by the playground structure suppliers to ensure the items are not rusting away as some playgrounds we've been to.
- Need something like Pukekura Park in New Plymouth.
- Parking to climb the Mount is terrible. Traffic congestion to go and enjoy the beach is horrendous.



- I don't really go to the parks a lot. Occasionally I'll walk my dog down at the Miles Lane reserve along the Wairoa River which is quite nice. It's probably the best place to walk the dog around where I live. I went to memorial park recently and I occasionally go to Fergusson Park and they're nice too.
- There is a reserve accessible for walking near to where I live, and it is pleasant to have the trees and nature. The only thing I don't enjoy is having to share walkways with people on push bikes.
- Good places to walk the dog and playgrounds for kids.
- Each and every suburb has these areas in ample supply for all to use. In my experience our Council does a great job maintaining and caring for these spaces with upgrades and improvements to better the users.

NOTES:

1. OS1C. What were the key factors that contributed to your satisfaction rating of Tauranga's open spaces, parks, and play spaces? n=300
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.

Events, art culture and position within the district



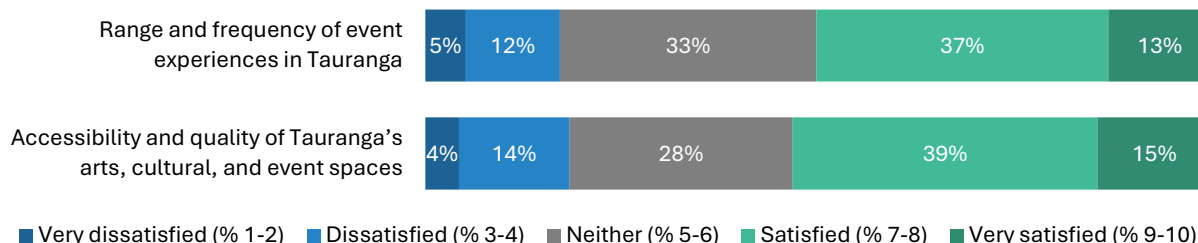


2025 Residents' Survey Report | July 2025



Events, arts and cultural spaces*

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34	35-64	65+	Māori	Non-Māori
Range and frequency of event experiences in Tauranga	+33	50%	51%	52%	45%	59%	52%	50%
Accessibility and quality of Tauranga's arts, cultural, and event spaces	+35	53%	49%	52%	50%	60%	44%	55%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Range and frequency of event experiences in Tauranga	50%	57%	47%	48%
Accessibility and quality of Tauranga's arts, cultural, and event spaces	59%	66%	44%	54%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Range and frequency of event experiences in Tauranga	42%	51%	47%	58%
Accessibility and quality of Tauranga's arts, cultural, and event spaces	57%	50%	44%	52%

- The proportion of residents satisfied with the *Range and frequency of events in Tauranga* remains consistent year-on-year (50%).
- Respondents aged 35-64 are significantly less satisfied with this area compared to those aged 65 and over (45% compared to 59%).
- Residents from Te Papa are most likely to be satisfied with the events, arts and cultural spaces than residents of other wards.

NOTES:

1. EP1. How satisfied are you with the range and frequency of events in Tauranga? n=504
2. EP1A. How satisfied are you with the accessibility and quality of Tauranga's arts, cultural, and event spaces? n=433
3. Excluding 'Don't know' responses

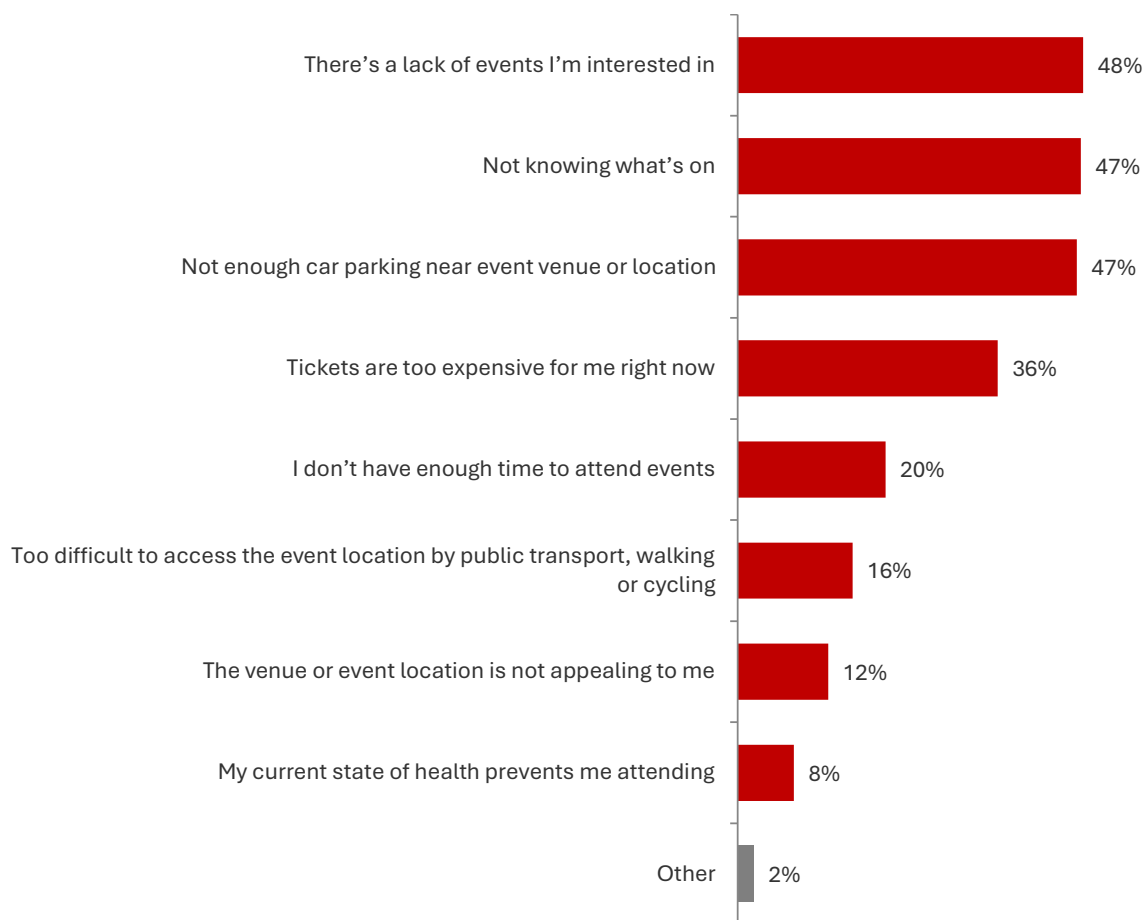
*New questions introduced in 2023/24



2025 Residents' Survey Report | July 2025



Barriers to attending events



- *Small children.*
- *Unsafe areas and not enough security personal present.*
- *I enjoy many, especially Baycourt events.*
- *I don't want to support these waste of money events.*
- *Two different markets on weekends.*
- *I mostly prefer Rialto films and groups that I belong to.*
- *Council should focus on core services. Leave events to the commercial sector or participate as a partner at best.*
- *Nothing, but I'm always interested in more events.*

NOTES:

1. EP1B. What prevents you from attending events in Tauranga? You may tick more than one option. n=598
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



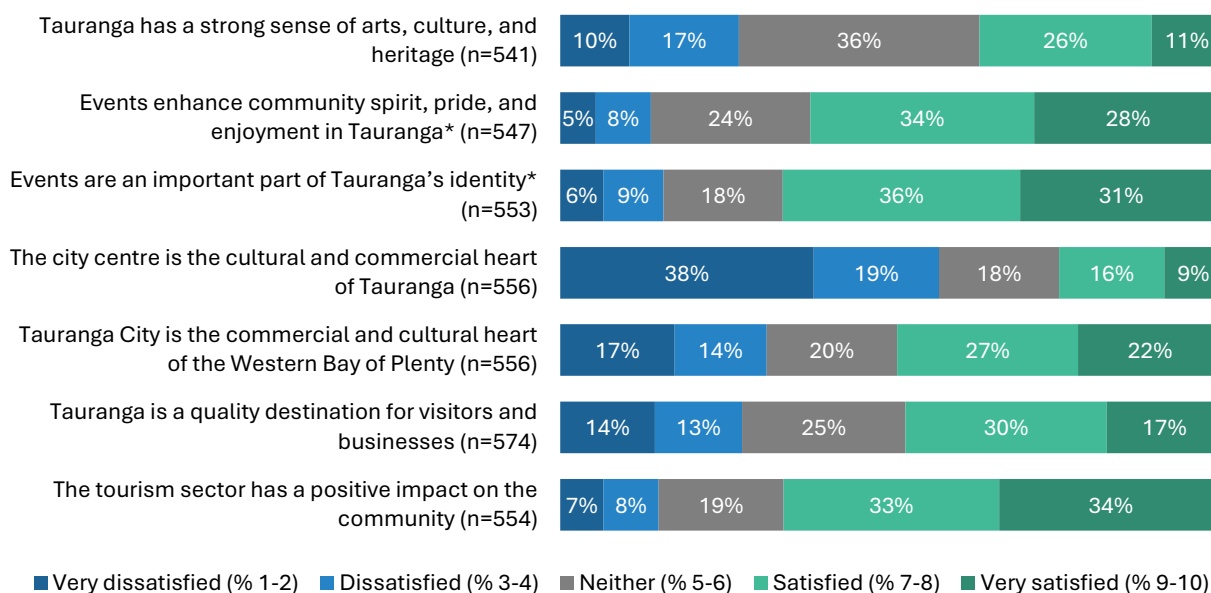
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Place of Tauranga in the district

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Scores with % 7-10	Net score	2025	2024	2023	2022
Tauranga has a strong sense of arts, culture, and heritage	+10	37%	39%	-	-
Events enhance community spirit, pride, and enjoyment in Tauranga*	+49	62%	-	-	-
Events are an important part of Tauranga's identity*	+51	66%	-	-	-
The city centre is the cultural and commercial heart of Tauranga	-33	25%▲	16%	-	-
Tauranga City is the commercial and cultural heart of the Western Bay of Plenty	+18	49%	50%	46%	48%
Tauranga is a quality destination for visitors and businesses	+20	48%	45%	46%	53%
The tourism sector has a positive impact on the community	+51	66%	60%	64%	65%

- While 25% of residents agree that *Tauranga city is the commercial and cultural heart of the Western Bay of Plenty*, and a further 49% agree that *The tourism sector has a positive impact on the community*, just 37% think that *Tauranga has a strong sense of arts, culture, and heritage*.

NOTES:

1. EP2. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how much do you agree with the statements below...

2. Excluding 'Don't know' responses

*New questions introduced in 2024/25



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Place of Tauranga in the district

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Scores with % 7-10 (by age and ethnicity)	18-34	35-64	65+	Māori	Non-Māori
Tauranga has a strong sense of arts, culture, and heritage	37%	33%	44%	31% ▼	38%
Events enhance community spirit, pride, and enjoyment in Tauranga*	60%	64%	62%	61%	63%
Events are an important part of Tauranga's identity*	59%	69%	69%	63%	67%
The city centre is the cultural and commercial heart of Tauranga	27%	21% ▲	29% ▲	14%	27% ▲
Tauranga City is the commercial and cultural heart of the Western Bay of Plenty	51%	50%	46% ▼	33%	52%
Tauranga is a quality destination for visitors and businesses	54%	45%	47%	36%	50%
The tourism sector has a positive impact on the community	72%	65%	63%	58%	68% ▲

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Tauranga has a strong sense of arts, culture, and heritage	35% ▼	53%	31%	32%
Events enhance community spirit, pride, and enjoyment in Tauranga*	65%	68%	59%	61%
Events are an important part of Tauranga's identity*	70%	72%	57%	58%
The city centre is the cultural and commercial heart of Tauranga	24%	33% ▲	29% ▲	24%
Tauranga City is the commercial and cultural heart of the Western Bay of Plenty	45% ▼	62% ▲	50%	49%
Tauranga is a quality destination for visitors and businesses	48%	51%	43%	39%
The tourism sector has a positive impact on the community	72%	61%	53%	58%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Tauranga has a strong sense of arts, culture, and heritage	42%	39%	26%	36%
Events enhance community spirit, pride, and enjoyment in Tauranga*	53%	70%	48%	73%
Events are an important part of Tauranga's identity*	66%	77%	57%	74%
The city centre is the cultural and commercial heart of Tauranga	25%	21%	26% ▲	16%
Tauranga City is the commercial and cultural heart of the Western Bay of Plenty	50%	50%	45%	45% ▼
Tauranga is a quality destination for visitors and businesses	55% ▲	48%	46%	52%
The tourism sector has a positive impact on the community	62%	82% ▲	71% ▲	69%

NOTES:

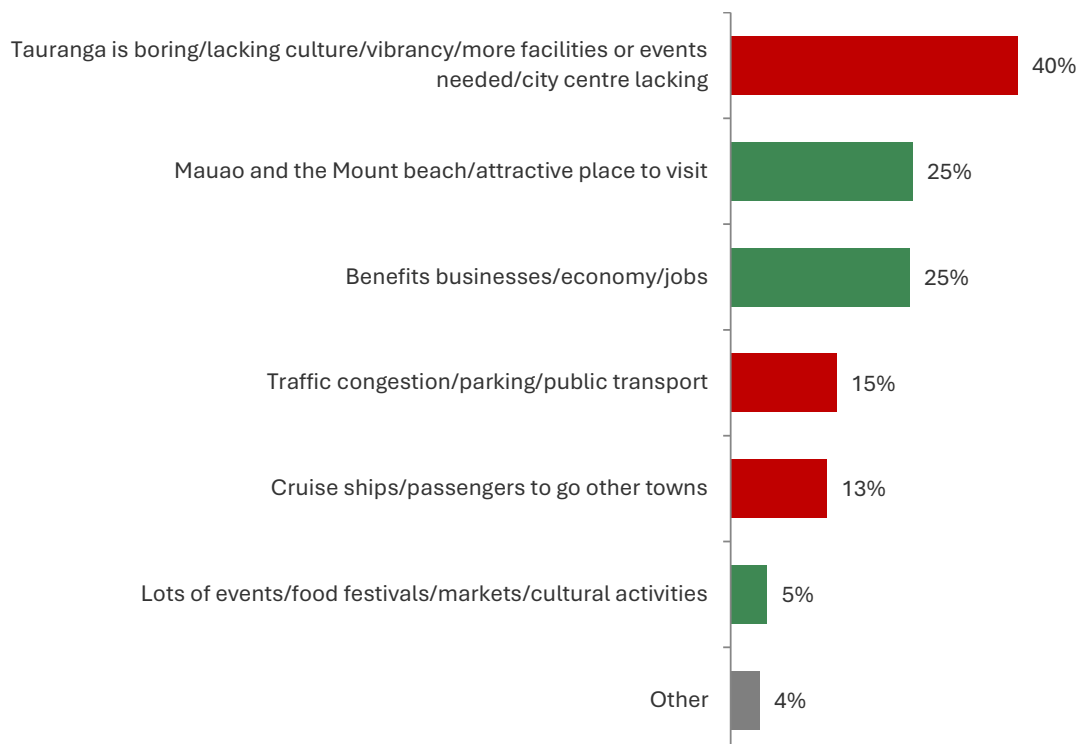
- EP2. Using a scale of 1 to 10 where 1 is 'strongly disagree' and 10 is 'strongly agree', how much do you agree with the statements below...
- Excluding 'Don't know' responses



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Comments about the tourism sector



- The tourism, especially in the summer months lead to crowding, traffic congestion and not enough resources for the residents, for example, tourists clear out the shelves in the supermarkets. This leads to residents not being able to buy what they need.
- These are fleeting visits which only have a positive financial effect for those involved in that industry. The rest of us are in the dark as to what effect tourism has on our environment, whether it be financial or contributing?
- I honestly don't know what tourist attractions, outside of summer time are present in Tauranga for attraction.
- We need to do more to bring tourists to Tauranga. Too many of the ship tourists head to Rotorua. We need to be more proactive to attract them to stay here. Our Māori Tourism is very poor and needs a major boost with our Tangata Whenua partners.



- Cruise ships support Mt Maunganui restaurants and shops. Tourism increases accommodation options and activities available in the area.
- There are lots of events on, sport, food, music and culture, so it's a great place for tourism.
- Tourism brings in consumer spending which allows our businesses to provide and thrive it is a very good thing, and I would say that Mt Maunganui is more the heart of this.
- Epic natural environment, such as Mauao, Papamoa Hills, beaches and climate.
- Tauranga City centre is in such a great location next to the water, lots of palm trees and sunny and warm. The improvements made so far are great and hopefully in 5-10 years it will be great again.

NOTES:

1. EP3. What were the key factors that contributed to your satisfaction rating of the tourism sectors impact on the community? n=295
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



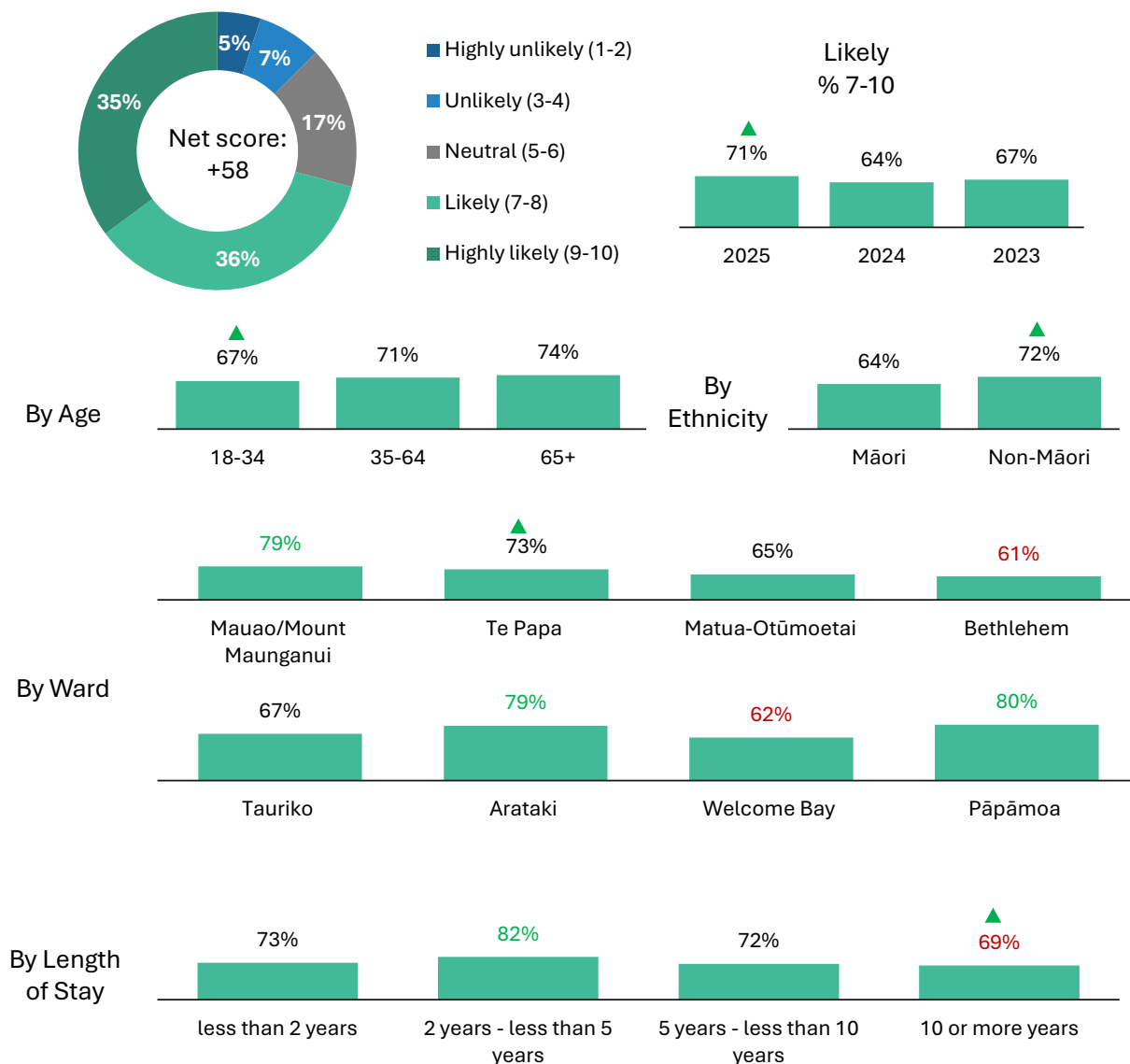
2025 Residents' Survey Report | July 2025



Likelihood to recommend as a holiday destination

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



- Overall, the *Likelihood to recommend Tauranga as a holiday destination* has significantly increased from 64% to 71% over the past 12 months.

NOTES:

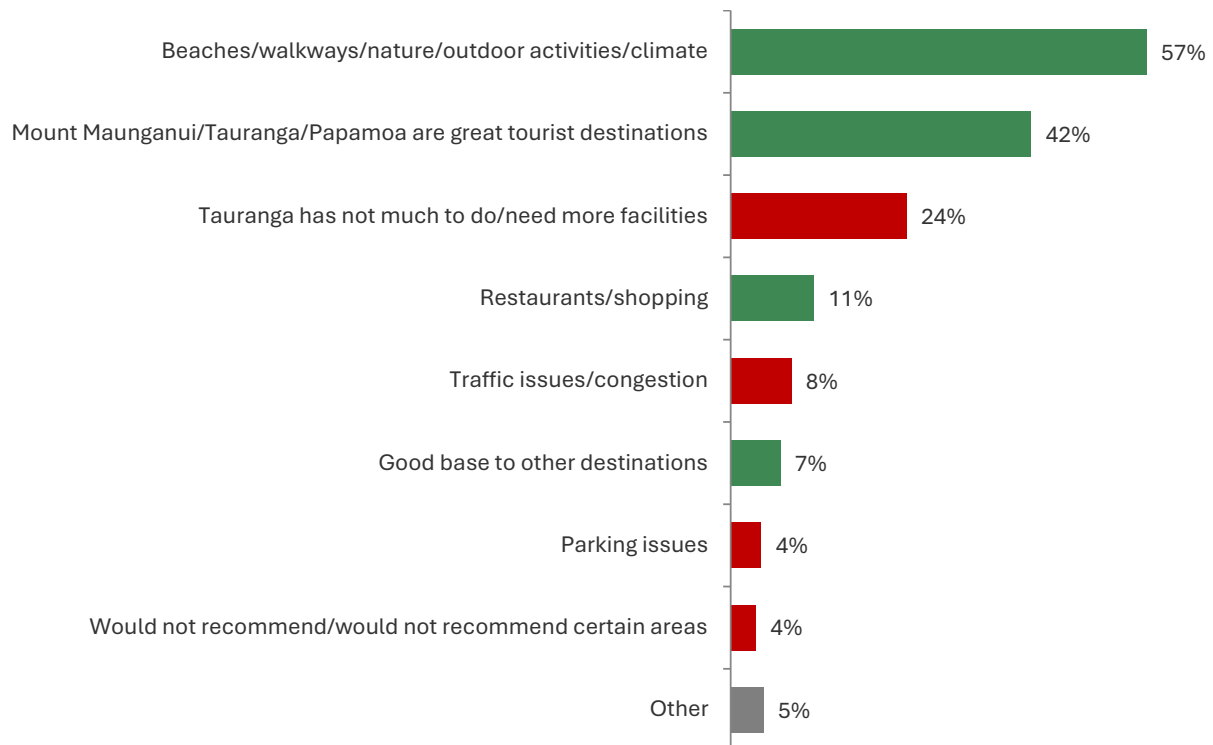
- TNPS. On a scale of 1 to 10 where 1 is 'highly unlikely' and 10 is 'highly likely', how likely are you to recommend Tauranga as a holiday destination to friends and family? n=591
- Excluding 'Don't know' responses



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Likelihood to recommend as a holiday destination (comments)



- *Feel Tauranga needs more facilities and vibrancy to make me feel it's to be wholeheartedly recommended.*
- *Too congested, lack of centre, poor public transport, no identity and no Hundertwasser building.*
- *There are not many outdoor activities here. A water park or activity park.*
- *Mount Maunganui, yes. Tauranga, no as there is nothing for visitors in Tauranga.*
- *Too much traffic, tourist spots are very busy with not enough parking, centre of town is dead looking and depressing, not that much to do for the size of the city and most activities on offer are expensive obviously excluding free activities like walks and beaches.*
- *Better places to go and central city is poorly designed and limited.*



- *Apart from the traffic congestion, Tauranga is a great holiday destination.*
- *The beach, The Mount, Papamoa Hills, The Mount cafes and restaurants.*
- *Water activities are plentiful, and this includes beaches and rivers. Location is paramount as other major cities are within a 2 hour drive. There are so many retail outlets, so the opportunity buy mementos is great. Eateries are plentiful with a varied menu to suit all palates.*
- *The same reasons that me and my family enjoy living here. The weather, sightseeing, places of interest to picnic, the beach, walk up The Mount or around The Mount and the Mount Hot Pools.*
- *Brilliant coastal location, amazing weather, economies of scale are excellent but we need more activities, venues to supplement our geographic advantage.*

NOTES:

1. TNPS2. What were the key factors that contributed to your rating for likelihood to recommend Tauranga as a holiday destination to friends and family? n=343
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



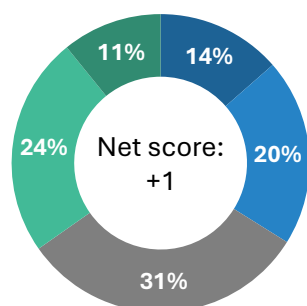
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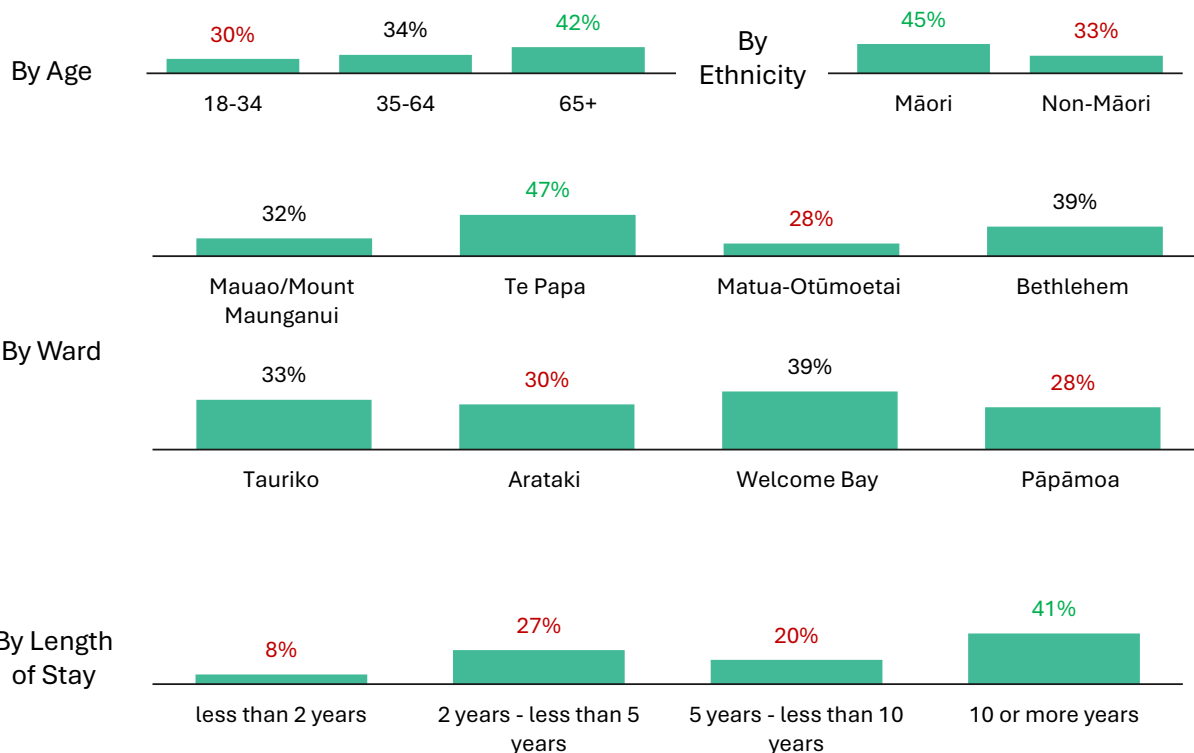
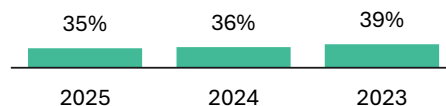
Knowledge of Tauranga history

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Have at least
some knowledge
% 7-10



- Over three in ten residents (35%) feel that they are informed when it comes to the *History of Tauranga*, which is consistent with the 36% recorded in 2024.

NOTES:

- EP3. On a scale of 1 to 10 where 1 means very little and 10 means very well informed, how would you rate your knowledge of the history of Tauranga? n=587
- Excluding 'Don't know' responses

Roading, footpaths, cycling





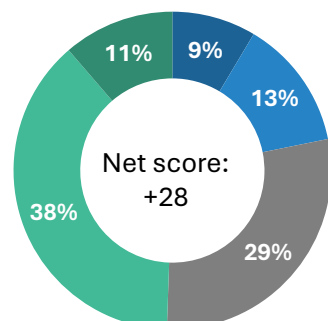
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Satisfaction with roading, footpaths and cycling

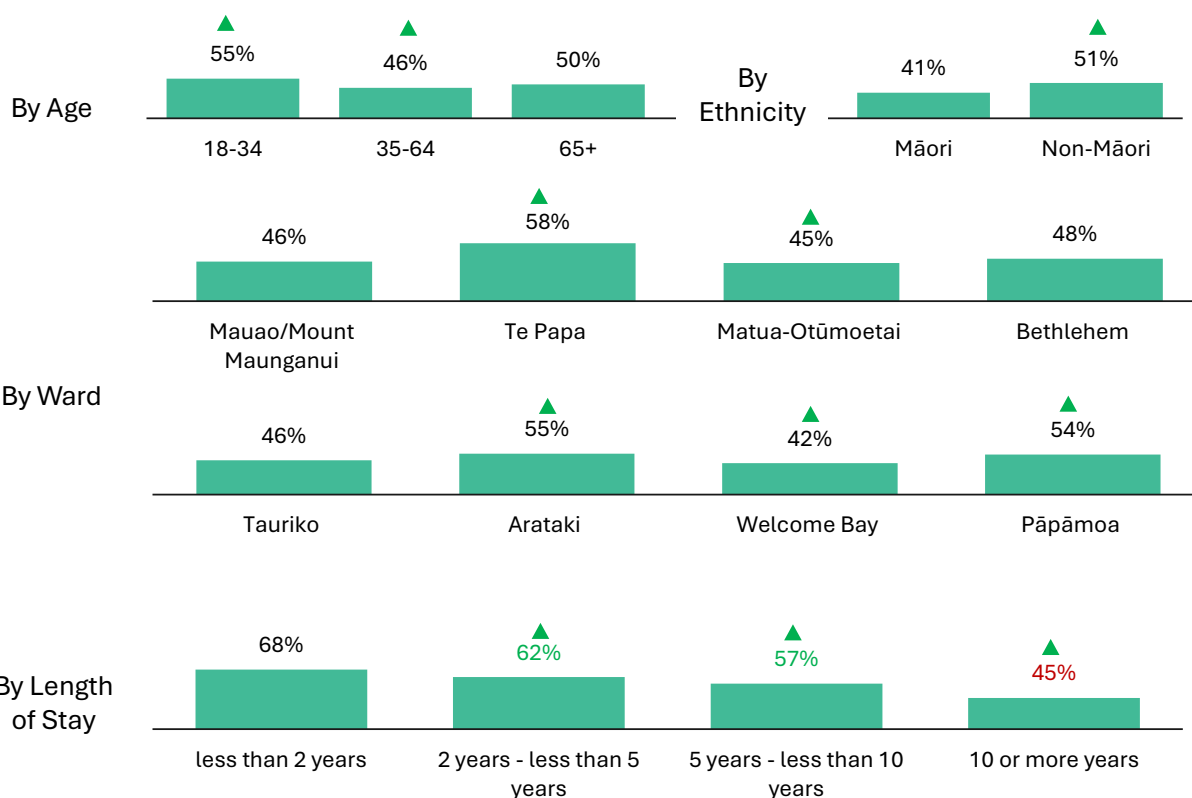
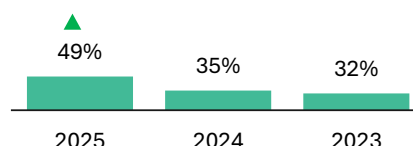
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- Overall satisfaction with *Roading, footpaths and cycling* has significantly improved over the past 12 months, increasing from 35% in 2024 to 49%.
- Based on the verbatim comments, in general, residents are satisfied with the improvements made over the past 12 months, including Cameron Road, Maunganui Road and cycle tracks in Pāpāmoa. However, it was mentioned that there was still too much congestion due to ongoing roadworks.
- Verbatim comments highlighted issues with cyclists: 'they compromise safety on the roads for both larger vehicles and pedestrians'.

NOTES:

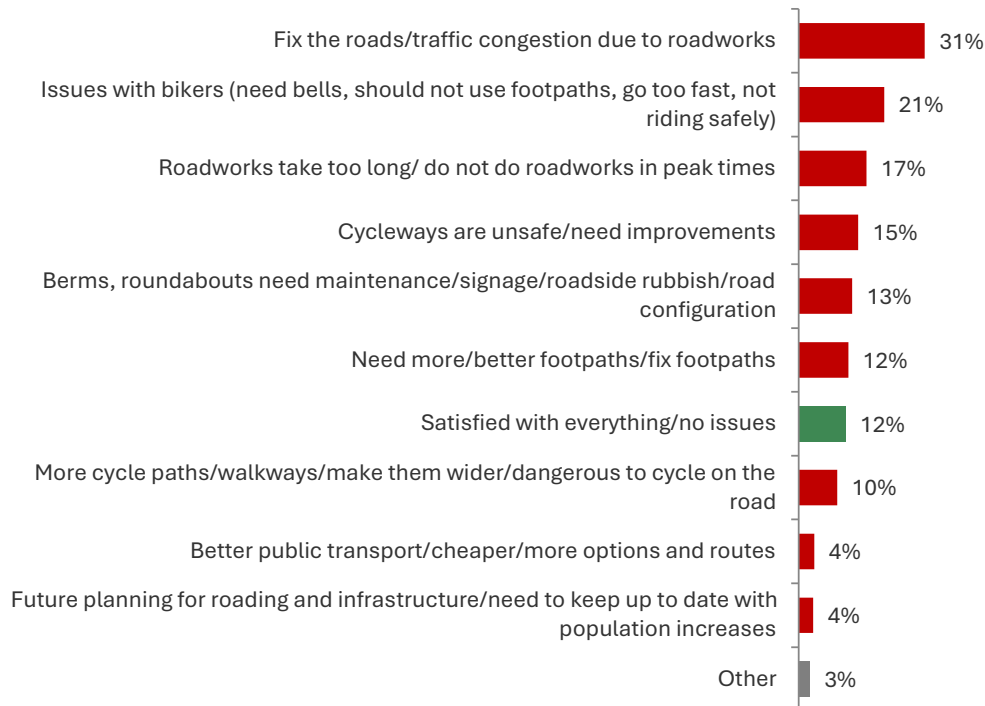
- RFC5. Thinking about the **ROADING, FOOTPATHS and CYCLE PATHS**, how would you rate Tauranga City Council overall? n=562
- Excluding 'Don't know' responses



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Comments about roading



- The grass adjacent to the footpaths and the guttering in Papamoa always seem to be riddled with rubbish.
- Cycle paths on Cameron Road are annoying for drivers as it's hard to see when your pulling out of a driveway. Ocean Beach Road doesn't feel safe when you cycle on it.
- More cross walks needed around schools and roads that have access close by. Tay Street Mount Maunganui being one that is unsafe without a cross walk, expect other areas as well which I haven't noticed.
- Roding is insufficient and mostly congested. Instead of providing an efficient public transport service and better roading, money is spent on more cycle and footpaths which are only used by the minority of the population.
- Footpaths around Pilot Bay need renewing. Very old and not smooth to walk on.



- Everything is pretty good I reckon. Other than the traffic and a few more potholes than there probably should be, I reckon it's pretty decent.
- Definitely improving. I've seen in Tauranga the traffic here is really bad so encouraging public transport and cycling is really good idea.
- The Cameron Road upgrade is excellent for bikes. The new pedestrian crossings are also good. Generally kept clean and major problems attended to.
- I use Matapihi cycle path to commute from Papamoa to the CBD and back for work at least a few days per week. This is a great route, and many people are using this to avoid traffic.
- It feels pretty good and safe.
- Pretty good over our way along the Mount to Papamoa but not sure about Tauranga central. It's almost a different world.

NOTES:

1. OVLRD. Do you have any comments about ROADING, FOOTPATHS and CYCLE PATHS? Is there something we can do? n=306
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.

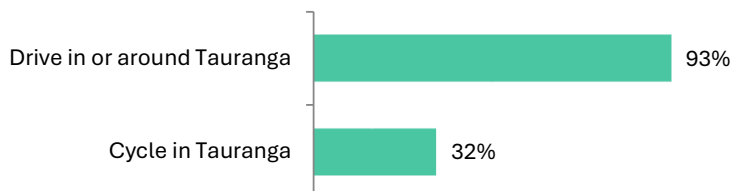


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Driving and cycling around Tauranga

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Users (by age and ethnicity)	2025	2024	18-34	35-64	65+	Māori	Non-Māori
Drive in or around Tauranga	93% ▼	96%	90%	94% ▼	93%	91%	93%
Cycle in Tauranga	32%	37%	27%	40%	24% ▼	31%	33%

Users (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Drive in or around Tauranga	93%	94%	98%	93%
Cycle in Tauranga	41%	24%	43%	32%

Users (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Drive in or around Tauranga	90%	92%	92%	89%
Cycle in Tauranga	26%	40%	22%	33%

- The proportion of respondents who cycle around Tauranga continues to decline, decreasing by 5% points over the past 12 months.
- Those residing in Te Papa, Tauriko and Welcome Bay have the lowest proportion of respondents who cycle compared to other areas.
- Some barriers that restrict respondents from using cycles more often include:
 - ✓ The need to share footpaths with pedestrians, which slows down the speed at which they can ride
 - ✓ A lack of linked cycleways between main routes

NOTES:

1. RFC1. Do you drive in or around Tauranga? n=592
2. RFC2. Do you cycle in Tauranga? n=592
3. Excluding 'Don't know' responses



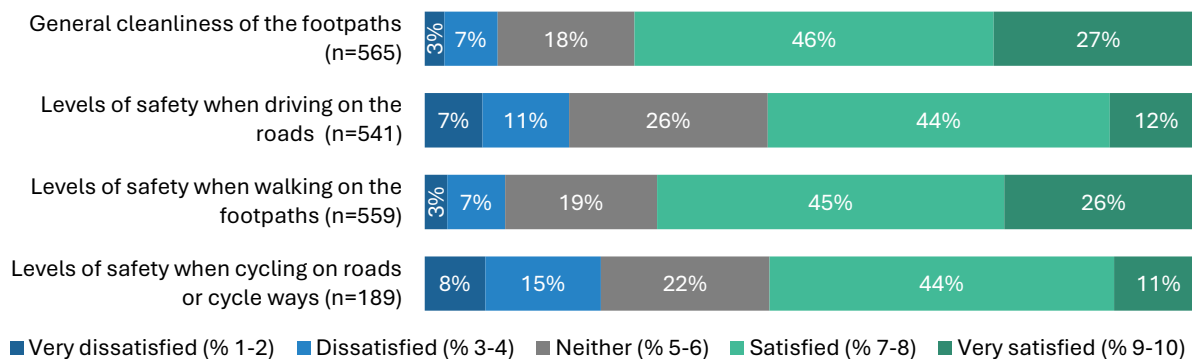
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Satisfaction roads footpaths and cycle ways

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Scores with % 7-10 (by age and ethnicity)	2025	2024	18-34	35-64	65+	Māori	Non-Māori
General cleanliness of the footpaths	73% ▲	64%	74%	76% ▲	66% ▼	69%	74% ▲
Levels of safety when driving on the roads	56% ▲	39%	57% ▲	56% ▲	55% ▲	44% ▼	58% ▲
Levels of safety when walking on the footpaths	70% ▲	61%	71%	75% ▲	61% ▼	65%	71% ▲
Levels of safety when cycling on roads or cycle ways	56% ▲	42%	71%	51% ▲	53%	62%	55% ▲

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
General cleanliness of the footpaths	82%	76%	71% ▲	68%
Levels of safety when driving on the roads	56%	67% ▲	65% ▲	52% ▲
Levels of safety when walking on the footpaths	77%	67% ▲	68% ▲	59% ▼
Levels of safety when cycling on roads or cycle ways	68% ▲	63% ▲	53%	51%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
General cleanliness of the footpaths	62% ▼	77% ▲	69%	79%
Levels of safety when driving on the roads	53%	50% ▼	46% ▼	59% ▲
Levels of safety when walking on the footpaths	68%	76% ▲	67%	79%
Levels of safety when cycling on roads or cycle ways	66%	43%	59%	52%

NOTES:

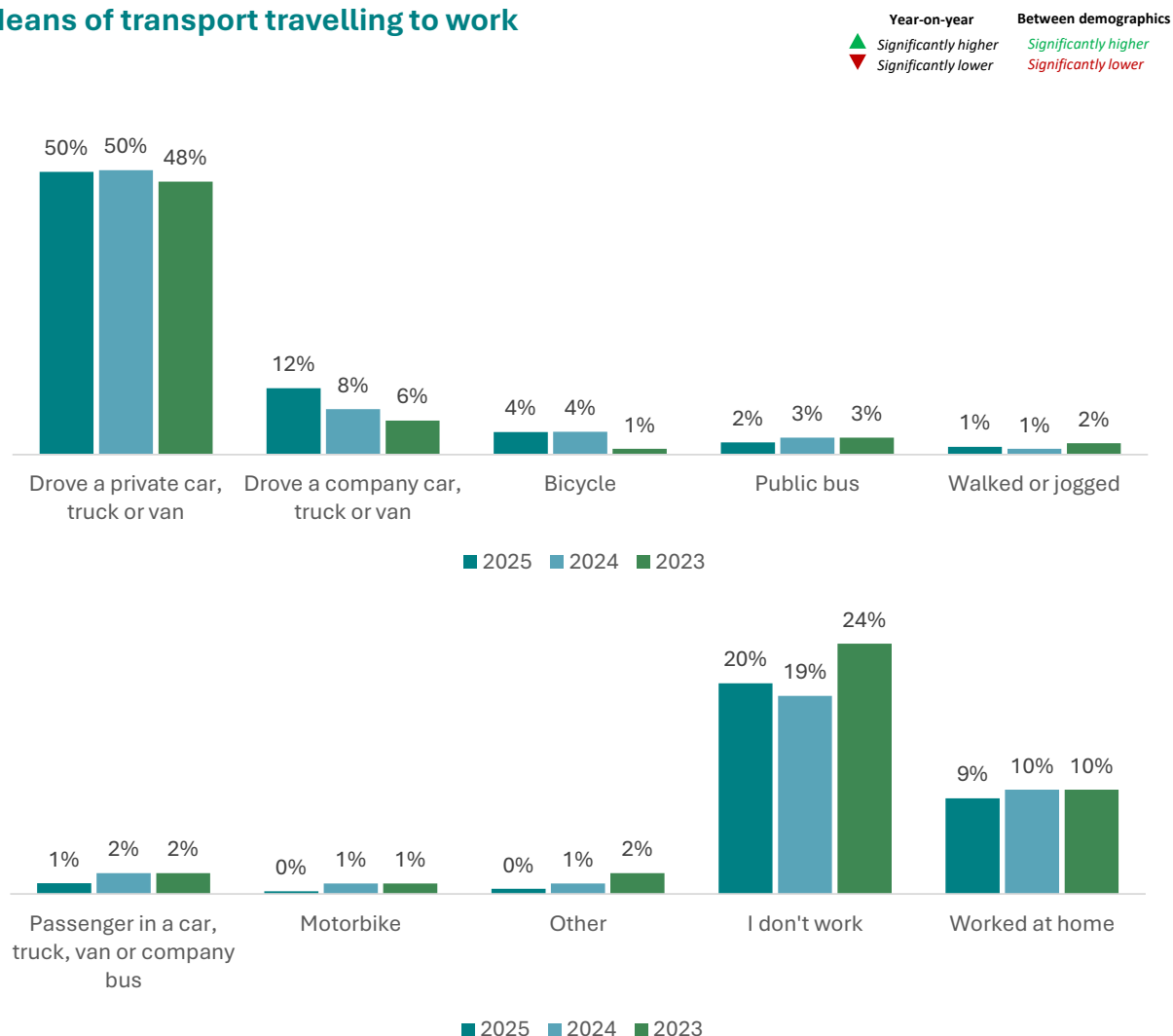
1. RFC3. Now thinking about the roads, footpaths and cycle ways in Tauranga, how would you rate your satisfaction with...?
2. Excluding 'Don't know' responses



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Means of transport travelling to work



- The most common way of getting to work remains *Driving a private or Company vehicle* (50% and 12% respectively). There has been no significant change in usage of transportation in the past 12 months.
- 9% of residents *Worked from home*, while one in five (20%) *Do not work*.

NOTES:

1. RFC4. On your most recent trip to work, what form of transport did you use to get there?
n=575
2. Excluding 'Don't know' responses

Waste management





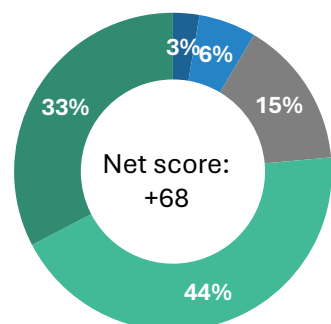
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Satisfaction with Waste Management

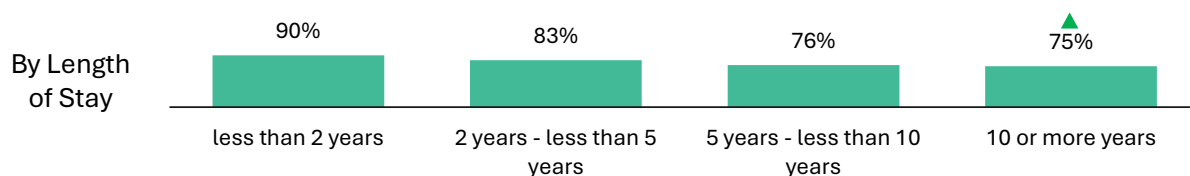
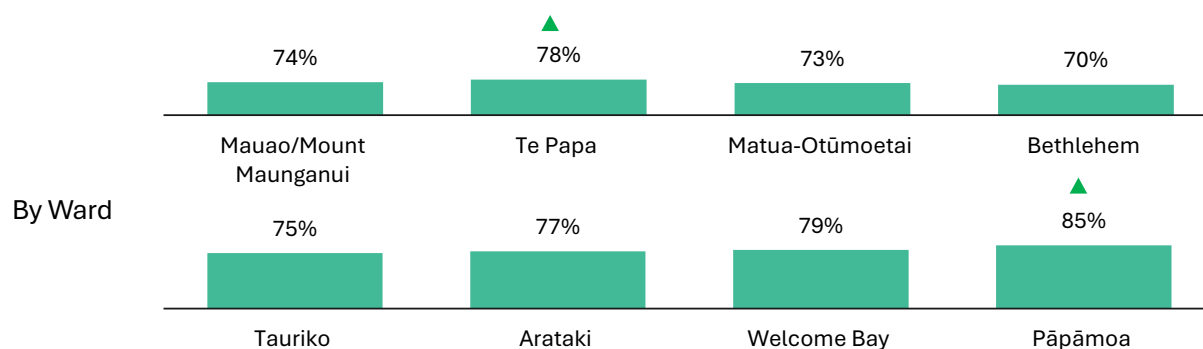
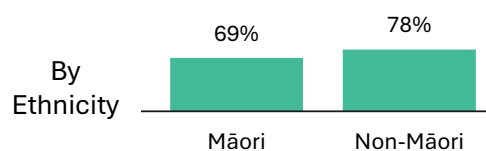
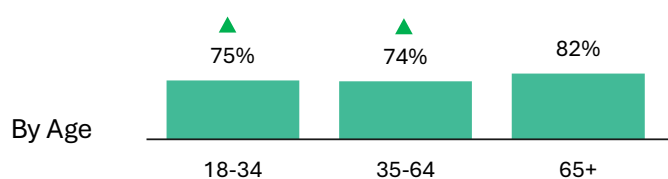
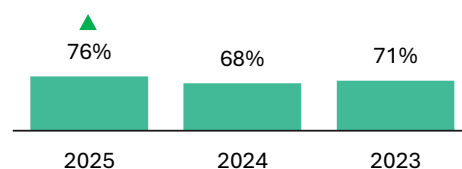
Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



■ Very dissatisfied (1-2)
 ■ Dissatisfied (3-4)
 ■ Neutral (5-6)
 ■ Satisfied (7-8)
 ■ Very satisfied (9-10)

Satisfied
 % 7-10



- Over three quarters of respondents (76%) are satisfied with the overall performance of Tauranga City Council with regards to *Waste management*. This is a significant increase when compared with 2024, particularly amongst the perceptions of those aged between 18 and 34 years, and those residing in Te Papa and Pāpāmoa.

NOTES:

- WM5. Thinking about rubbish collection and litter bins, how would you rate Tauranga City Council for its overall WASTE MANAGEMENT? n=548
- Excluding 'Don't know' responses



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Comments about waste management



- The rubbish bins always overflow during summer, more management of these would be good.
- In terms of emissions, it is still very easy to go in your private car versus a bus, cycle and walking. If I was incentivised to use the bus in some way or disincentivised to use my car, higher tax on petrol, then I would likely change my habits.
- Littering is still a huge issue which is hard to fix as providing bins is really all we can do it's up to people to use them. We could definitely encourage more sustainability and environmental causes like beach clean ups.
- Educate people to be more sustainable. I know people who chuck all rubbish in to red bin as they don't believe that we recycle.
- Improve the transfer station. It's a shocking facility and access is poor, driving around it is poor, especially when huge traffic jams form around and within the facility. One transfer station for residents is poor thinking.



- I'm happy with the waste management service and the bins. I would prefer weekly rubbish collection.
- I think the Council bins that were introduced are fantastic. Well done to Tauranga City Council on this. I can see improvement being made in this space.
- Living in a newer area of Tauranga, the streets always seem to be relatively clean and tidy.
- Good, I don't see much rubbish on the streets.
- Kerbside collection are doing a great job. My bin was missed and after calling them, my bin was emptied on the same day. They keep bins tidy once emptied.
- Being sustainable is a worthy goal and the city is taking appropriate measures that are not an extra cost burden on residents.
- I'm glad the mangroves in the bays and the sand dunes on the beach are being protected.

NOTES:

1. OVLWSTM. Do you have any comments about WASTE MANAGEMENT including rubbish collection in your area, street litter and bins in the parks? Is there something we can do? n=150
2. Excluding 'Don't know' and 'Doesn't relate to me' responses.

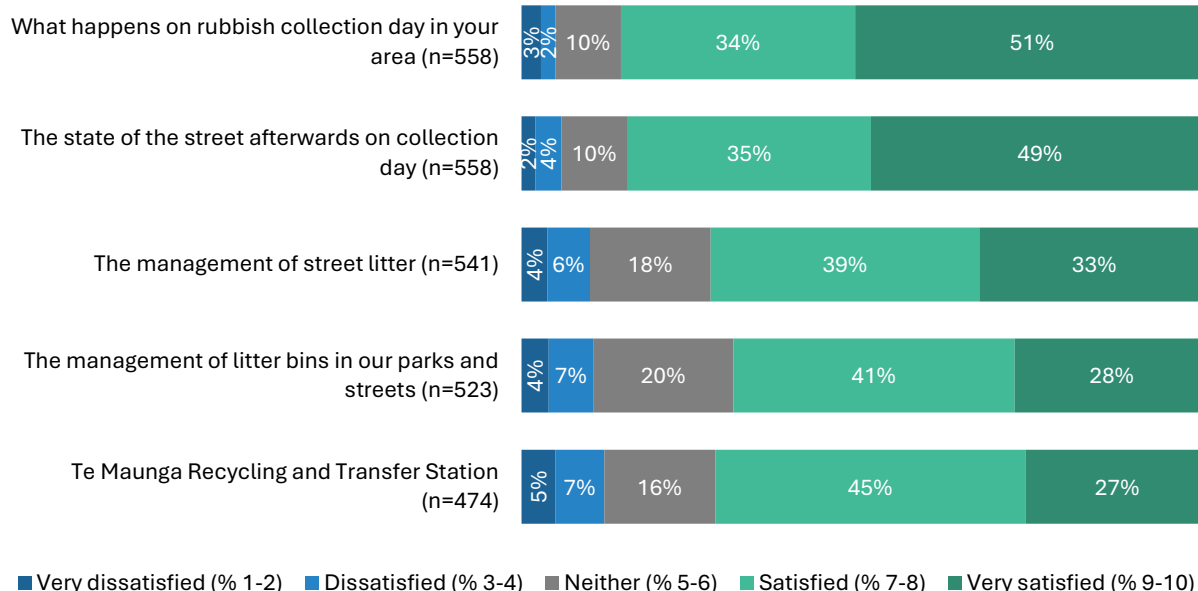


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Satisfaction with rubbish collection and litter control

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Scores with % 7-10	Net score	2025	2024
What happens on rubbish collection day in your area	+81	86%	82%
The state of the street afterwards on collection day	+79	85%	81%
The management of street litter	+63	72%	67%
The management of litter bins in our parks and streets	+59	69%	64%
Te Maunga Recycling and Transfer Station	+60	72%	63%

- Close to nine in ten respondents are satisfied with *What happens on rubbish collection day* and *The state of the street afterwards on collection day* (86% and 85% respectively).
- Based on verbatim comments, most respondents are satisfied with the services provided by Council when it comes to *Kerbside collection*. However, several issues were mentioned by residents dissatisfied with other aspects of waste management, such as high costs of using the transfer station, and only have one transfer station available. Others pointed out the need for a more flexible approach to rubbish bins, including the ability to get larger or smaller bins, and to have different collection times.

NOTES:

1. WM1. How satisfied are you with each of the following? WM4. How would you rate your satisfaction with the Te Maunga Recycling and Transfer Station?
2. Excluding 'Don't know' responses



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Satisfaction with rubbish collection and litter control

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Scores with % 7-10 (by age and ethnicity)	18-34	35-64	65+	Māori	Non-Māori
What happens on rubbish collection day in your area	84%	85%	88%	80%	87%
The state of the street afterwards on collection day	85% ▲	81% ▼	90% ▲	81%	85% ▲
The management of street litter	70%	72%	77%	67%	74%
The management of litter bins in our parks and streets	69% ▲	69%	70%	61%	71% ▲
Te Maunga Recycling and Transfer Station	68% ▲	71%	77%	65%	73% ▲

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
What happens on rubbish collection day in your area	79% ▼	93% ▲	85%	79% ▼
The state of the street afterwards on collection day	83%	88% ▲	83%	85%
The management of street litter	69%	70%	76%	73%
The management of litter bins in our parks and streets	76% ▲	69%	76% ▲	56% ▼
Te Maunga Recycling and Transfer Station	83% ▲	75% ▲	63% ▼	53% ▼

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
What happens on rubbish collection day in your area	86%	93% ▲	79% ▼	89%
The state of the street afterwards on collection day	85%	86%	80%	86%
The management of street litter	72%	72%	76%	72%
The management of litter bins in our parks and streets	63%	69%	73% ▲	71% ▲
Te Maunga Recycling and Transfer Station	69% ▲	86% ▲	67% ▼	77%

NOTES:

1. WM1. How satisfied are you with each of the following?
2. WM4. How would you rate your satisfaction with the Te Maunga Recycling and Transfer Station?
3. Excluding 'Don't know' responses

Climate change and sustainability



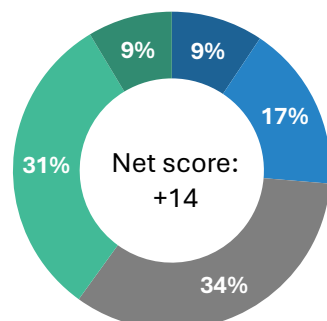


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Satisfaction with climate change and sustainability*

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower

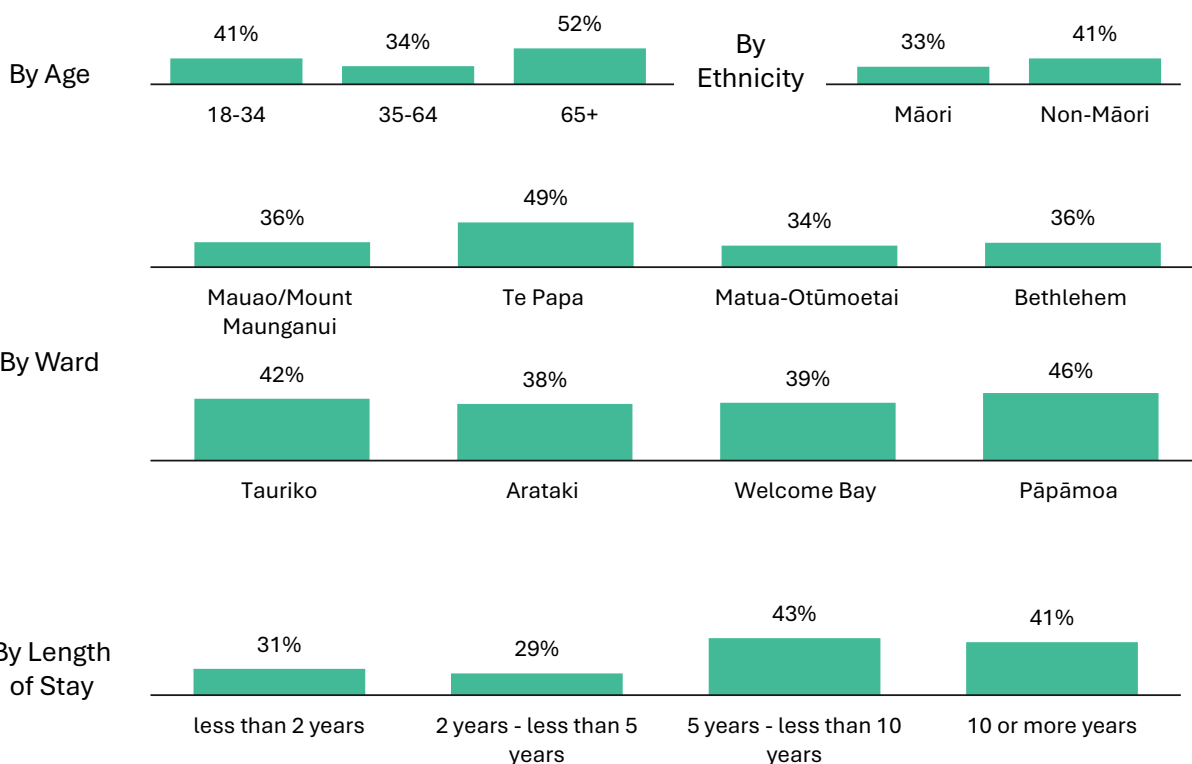


■ Very poor (1-2)
 ■ Poor (3-4)
 ■ Neither (5-6)
 ■ Good (7-8)
 ■ Excellent (9-10)

Good
 % 7-10

40%

2025



- Four in ten residents (40%) are satisfied with Tauranga City Council's approach to *Climate change and sustainability*.
- There is little difference in satisfaction across demographic groups, with no significant discrepancies.

NOTES:

1. WM7 Using a scale of 1-10, where 1 means 'Very poor' and 10 means 'Excellent'. Thinking about climate and sustainability how would you rate Tauranga City Council for its overall approach to CLIMATE AND SUSTAINABILITY? n=373

2. Excluding 'Don't know' responses

* New question introduced in 2024/25

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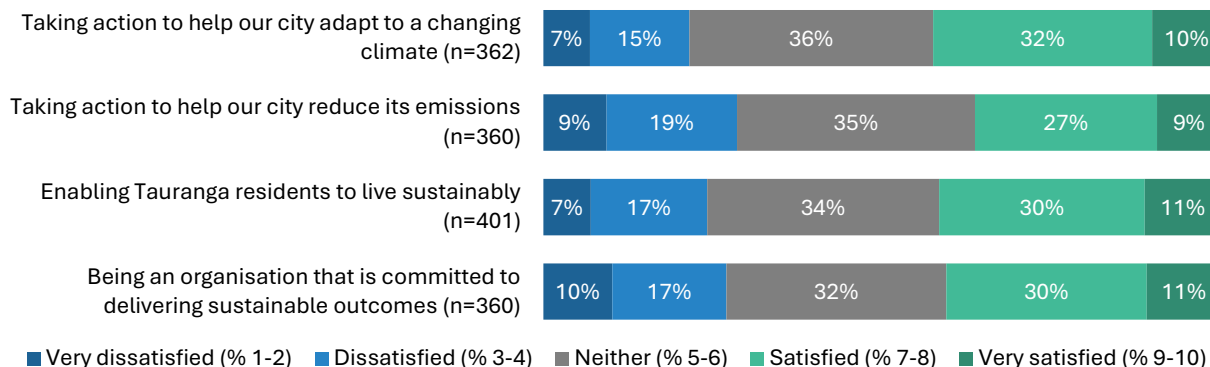
2025 Residents' Survey Report | July 2025



Satisfaction with sustainability*

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34	35-64	65+	Māori	Non-Māori
Taking action to help our city adapt to a changing climate	+21	43%	37%	46%	39%	44%	30%	45% ▲
Taking action to help our city reduce its emissions	+8	36% ▲	30%	35%	33%	44% ▲	26%	38% ▲
Enabling Tauranga residents to live sustainably	+17	42% ▲	34%	49% ▲	35%	47%	30%	44% ▲
Being an organisation that is committed to delivering sustainable outcomes	+14	41% ▲	31%	46% ▲	35%	46%	28%	43% ▲

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
Taking action to help our city adapt to a changing climate	42%	50% ▲	37%	40%
Taking action to help our city reduce its emissions	37%	33%	32%	31%
Enabling Tauranga residents to live sustainably	36%	54% ▲	36%	40%
Being an organisation that is committed to delivering sustainable outcomes	44%	53% ▲	34%	32%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
Taking action to help our city adapt to a changing climate	45%	43%	41%	42%
Taking action to help our city reduce its emissions	44%	38%	38%	36%
Enabling Tauranga residents to live sustainably	39%	37%	51% ▲	40%
Being an organisation that is committed to delivering sustainable outcomes	41%	34%	48% ▲	41%

NOTES:

- WM2. Thinking about sustainability, how would you rate TCC's approach to the following.?
- Excluding 'Don't know' responses

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Communication and engagement





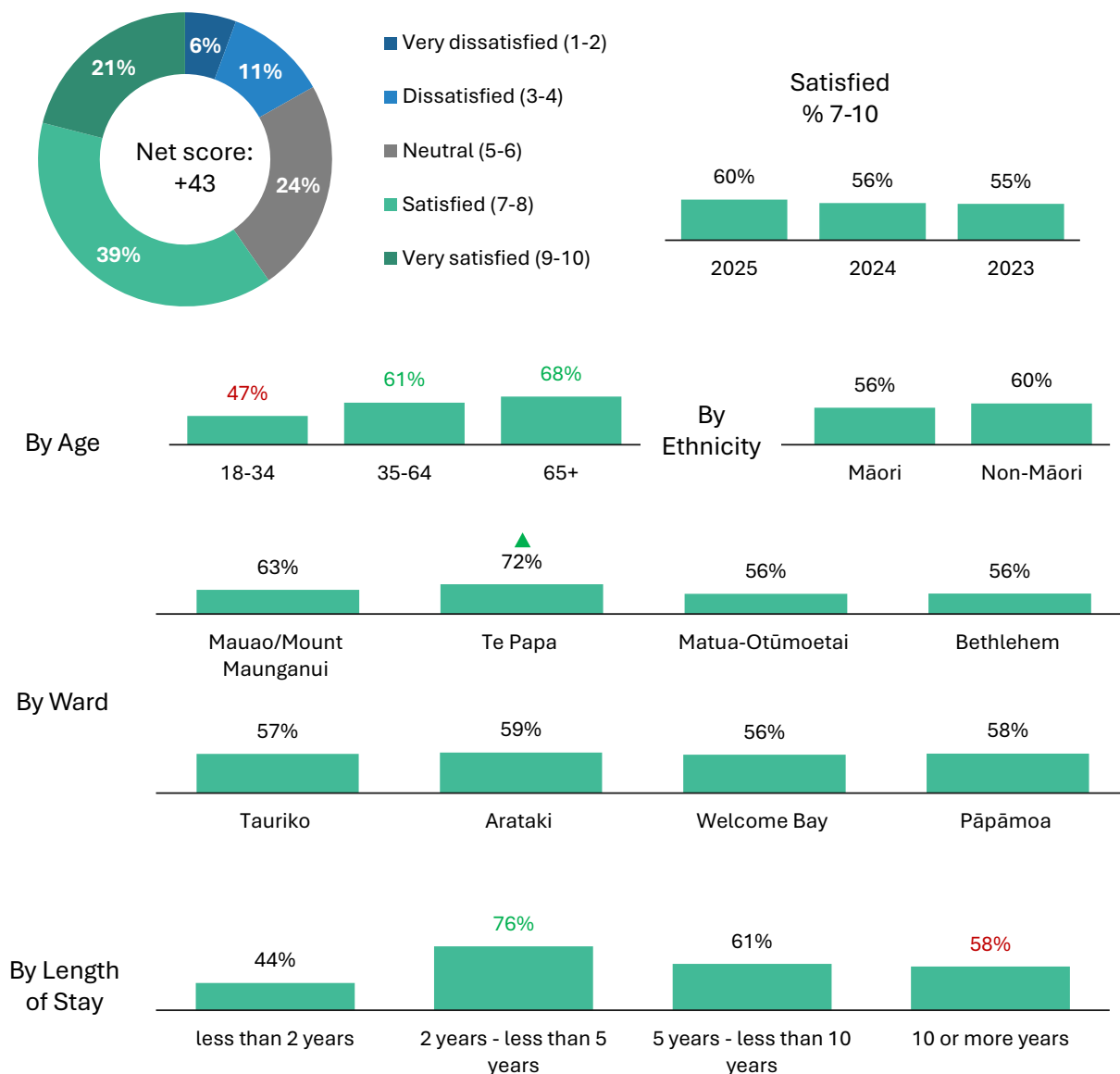
2025 Residents' Survey Report | July 2025



Satisfaction with Ability to Get in Touch with the Council

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



- Satisfaction with the *Ability to get in touch with the Council* has slightly increased when compared with the results from 2024.
- Respondents aged over 65 years old are significantly more likely to be satisfied with this measure when compared to those aged 18-34 years (68% compared to 47%).

NOTES:

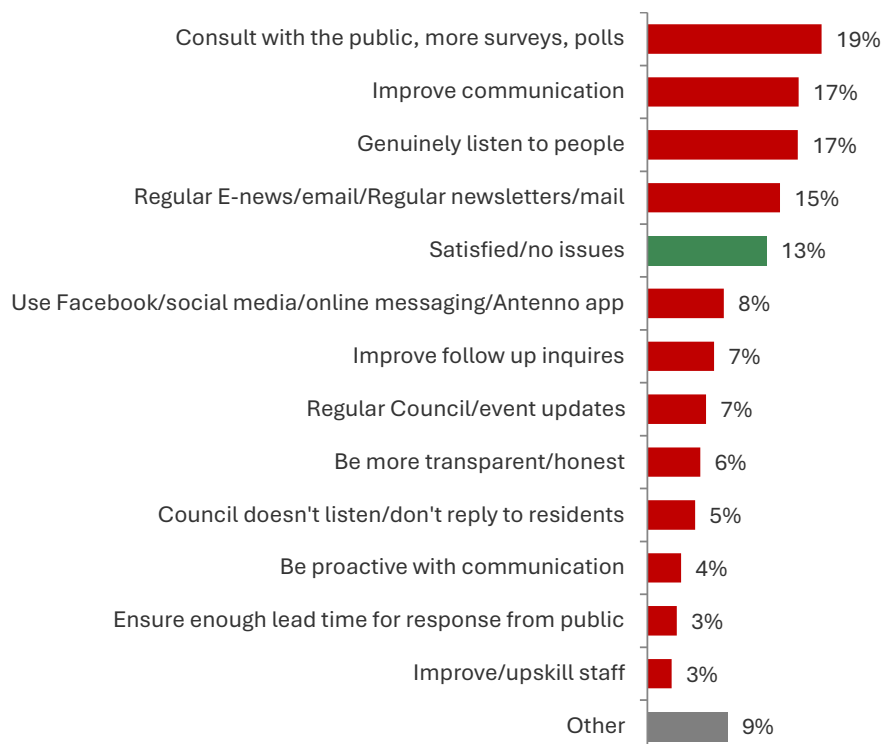
1. CR2. How satisfied are you with your ability to contact Council when and how you want?
n=474
2. Excluding 'Don't know' responses



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Comments about communication



- *I didn't know I could really contact the Council.*
- *A newsletter would be nice.*
- *I'm not convinced Tauranga City Council is listening to the public. They seem frightened to make decisions, and every plan is watered down to mediocre. We don't seem to exhibit excellence, and it shows in average architecture and facilities.*
- *Consult genuinely. Rather than have a preconceived plan and rubber stamp it by selecting the consultation feedback that suits, for example Links Avenue.*
- *Council listens to the minority that protest or attend public meetings. Most of us are at work and do not have the time to attend Council meetings, so only the minority are heard.*
- *I want to see it not read about it.*



- *Good work.*
- *I personally never feel the need to contact the Council but I'm sure if I did, I would be able to find it online so no worries.*
- *They do include people who have special interests in certain topics, such as opinions about stopping more alcohol outlets and trying to control vape shops.*
- *Council customer service is highly professional and easy to get information.*
- *Council has to provide material for us to read but it is our responsibility to read the material and become involved.*
- *I have not had any difficulties contacting the Council in the past.*
- *It is relatively easy to contact the Council but occasionally the response is slow to the enquiry.*

NOTES:

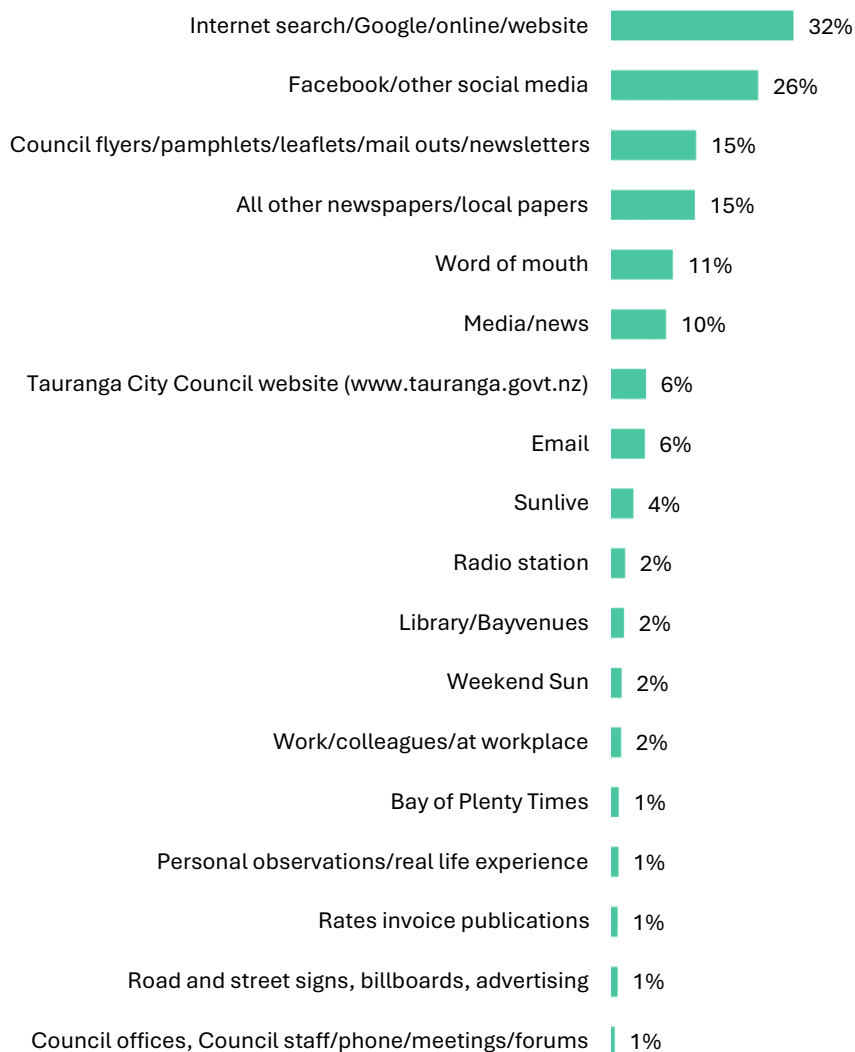
1. OVLCOM. Do you have any comments about keeping up to date with Tauranga City Council activities and the ease to contact the? Is there something we can do? n=131
2. Excludes 'Don't know' and 'Doesn't relate to me' responses.



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Sources of information about Council



- 32% of respondents use online resources, such as an *Internet search*, *Google* or *Other websites* to access information about Council activities.
- This is followed closely by *Facebook and other social media*, with over one quarter of respondents (26%) using these methods to access information about Council activities.

NOTES:

1. CR1. Where do you get most of your information about Council activities? n=504
2. Excluding 'Don't know' responses.



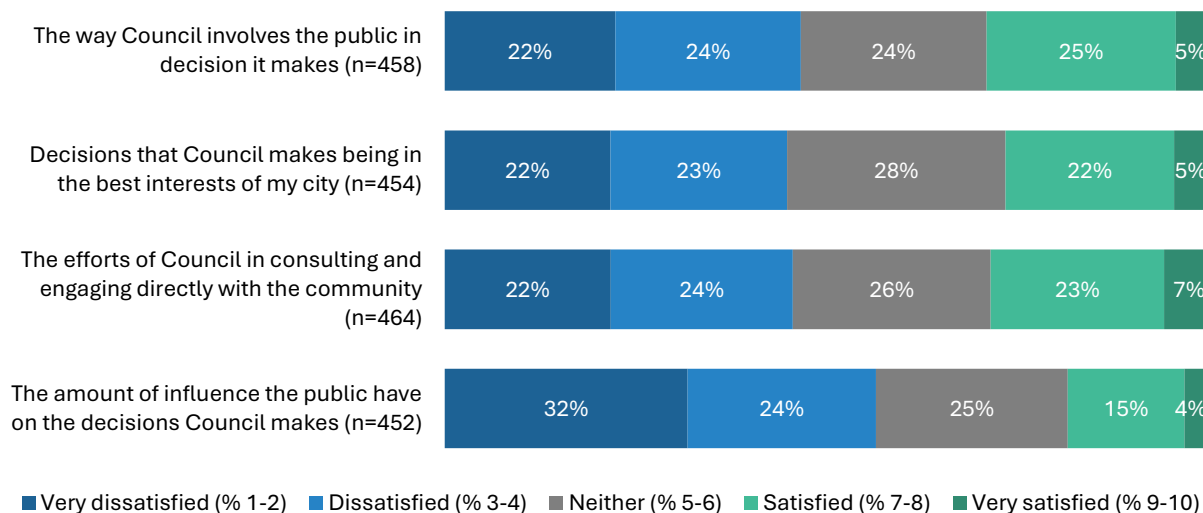
2025 Residents' Survey Report | July 2025



Community engagement

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



Scores with % 7-10	Net score	2025	2024	2023	2022
The way Council involves the public in decision it makes	-17	30%	25%	28%	25%
Decisions that Council makes being in the best interests of my city	-17	27%	28%	30%	24%
The efforts of Council in consulting and engaging directly with the community	-16	29%	27%	27%	26%
The amount of influence the public have on the decisions Council makes	-37	19% ▲	14%	16%	13%

- While satisfaction with most measures relating to *Community engagement* remain on par with 2024, there has been a 5% point increase across two measures:
 - ✓ *The way Council involves the public in decision it makes*
 - ✓ *The amount of influence the public have on the decisions Council makes*

NOTES:

- CR3. On the 10-point scale where 1 is very dissatisfied and 10 is very satisfied, please rate the following aspects of Council performance in relation to community engagement?
- Excludes 'Don't know' and 'Doesn't relate to me' responses.



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Community engagement

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower

Scores with % 7-10 (by age and ethnicity)	18-34	35-64	65+	Māori	Non-Māori
The way Council involves the public in decision it makes	35%	28%	26%	19%	31% ▲
Decisions that Council makes being in the best interests of my city	34%	24%	26%	23%	28%
The efforts of Council in consulting and engaging directly with the community	33%	26%	31%	21%	31%
The amount of influence the public have on the decisions Council makes	25%	19%	13%	18%	19% ▲

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
The way Council involves the public in decision it makes	23%	40%	24%	30%
Decisions that Council makes being in the best interests of my city	17% ▼	47%	24%	23%
The efforts of Council in consulting and engaging directly with the community	16% ▼	37%	32%	33%
The amount of influence the public have on the decisions Council makes	11% ▼	29%	18%	20%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
The way Council involves the public in decision it makes	32%	30%	25%	33%
Decisions that Council makes being in the best interests of my city	26%	31%	21%	27%
The efforts of Council in consulting and engaging directly with the community	35%	26%	23%	30%
The amount of influence the public have on the decisions Council makes	19%	22%	14%	18%

NOTES:

- CR3. On the 10-point scale where 1 is very dissatisfied and 10 is very satisfied, please rate the following aspects of Council performance in relation to community engagement?
- Excludes 'Don't know' and 'Doesn't relate to me' responses.

Civil defence emergency





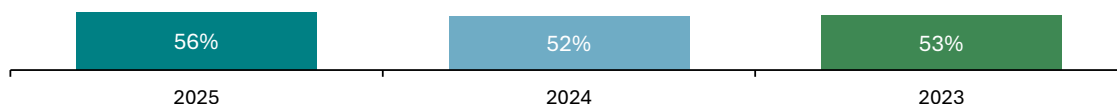
2025 Residents' Survey Report | July 2025



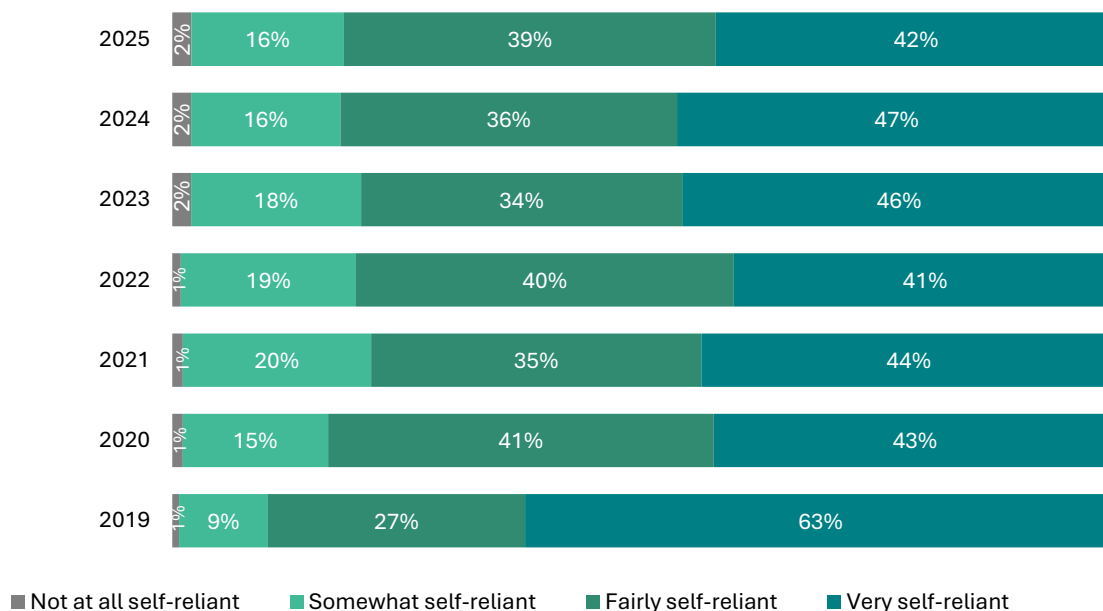
Preparedness in case of civil defence emergency

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower

Have an emergency preparedness plan for your household, e.g. what to do and where to locate family at school or work



How self-reliant do you believe you have to be in the event of a major civil defence emergency?



- Close to six in ten residents (56%) have an *Emergency preparedness plan for their household*, and over four in ten (42%) respondents feel that they would be *Very self-reliant during a major civil defence emergency*.
- The results remain consistent with the 2024 results.

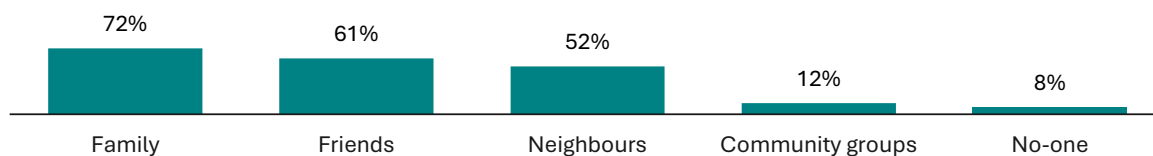
NOTES:

1. CD1. How self-reliant do you believe you have to be in the event of a major civil defence emergency? n=532
2. CD3. In the event of a civil defence emergency, do you currently have an emergency preparedness plan for your household, e.g. what to do and where to locate family at school or work? n=493
3. Excluding 'Don't know' responses



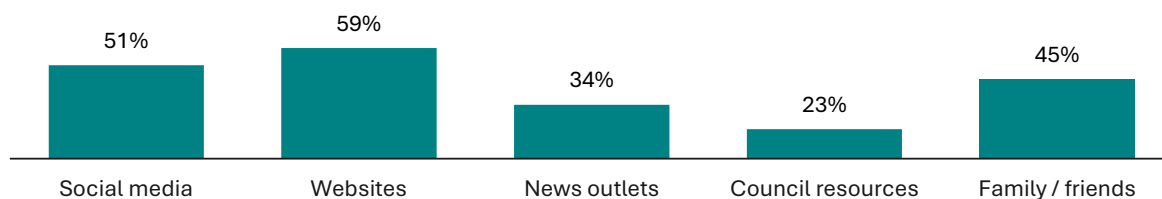
Preparedness in case of civil defence emergency (continued)

Support networks in case of emergency



Know where to find information in case of emergency

Sources of information



- Over 9 in 10 respondents (92%) stated that they have at least one support network available to them. However, there remains 8% that have no-one to turn to in case of an emergency.
- *Websites* are the most common method used by respondents to find information to assist in preparing their family, business, school, or marae for an emergency. This is closely followed by *Social media* at 51%.

NOTES:

1. CD4. If there was an emergency, what support networks do you have available to you? n=546
2. CD5. Where do you find information to help prepare your family, business, school, marae etc for an emergency? n=523



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Feeling safe



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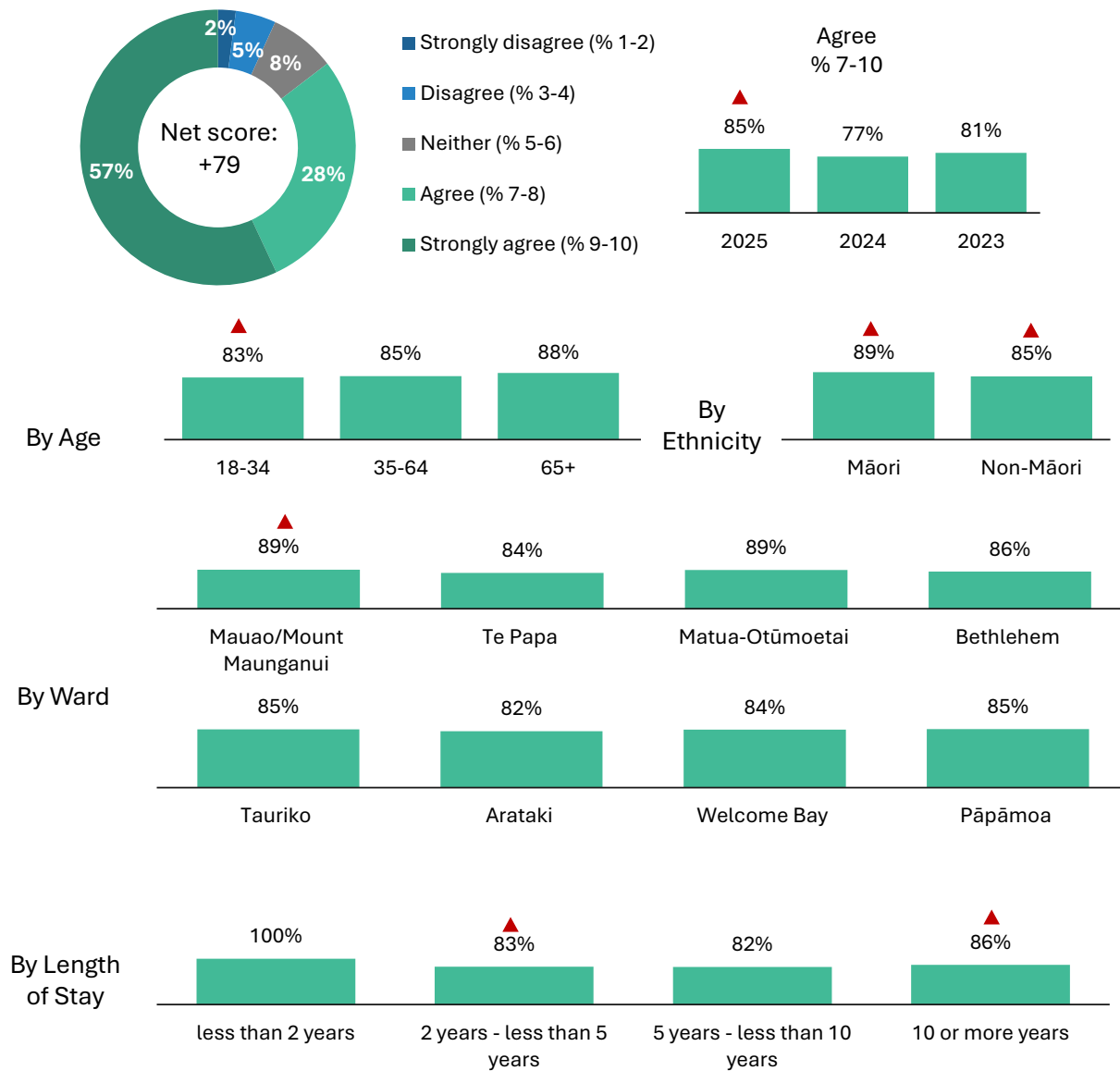
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Homelessness in Tauranga

Year-on-year
 ▲ Significantly higher
 ▼ Significantly lower

Between demographics
 ▲ Significantly higher
 ▼ Significantly lower



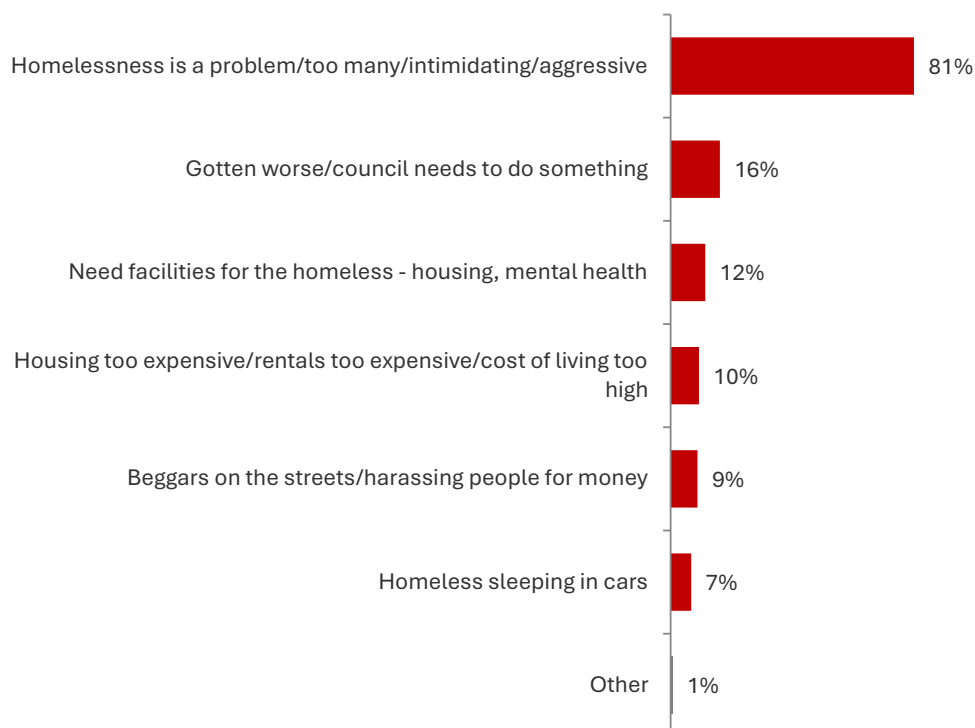
- 85% of respondents agree homelessness in Tauranga has been an issue over the past 12 months.
- This sentiment has significantly increased by 8% points since 2024, particularly amongst respondents aged 18-34, and residents of Mauao/Mount Maunganui.

NOTES:

1. CC1. Homelessness has been an issue in Tauranga over the past 12 months. n=494
2. Excluding 'Don't know' responses



Comments about community concerns



- The number of rough sleeping areas set up in CBD, tents set up in green spaces and pan handlers.
- Homeless is a problem there are not enough affordable houses to rent in Tauranga and NZ.
- You can see homeless people and people using tents.
- They are up my street pooing on people lawns and sleeping in front of the shops.
- I study in the CBD everyday see someone homeless it is really sad and some sort of shelter or housing to help these people and get them on their feet could be really helpful. Also concerns me during the winter how these people stay warm.
- People are everywhere, sleeping in the bus stops, downtown sitting in blankets asking for money for food. They sit at the lights waiting to wash car windows for money for food. They are everywhere. I always give money to them when I can, as it's sad to see them like that.
- Very strongly it's a huge problem as previously stated I have been threatened multiple occasions during the day.
- Seeing an increase in people who appear to be homeless in the city.
- More pop up dwellings and shelters for example beside The Domain, near Takitimu Drive at Tauriko. There are others as well.

NOTES:

1. CC2. (If you answered 9 or 10 in the previous question) Why do you strongly agree that Homelessness has been an issue in Tauranga over the past 12 months? n=280
2. Excludes 'Don't know' and 'Doesn't relate to me' responses

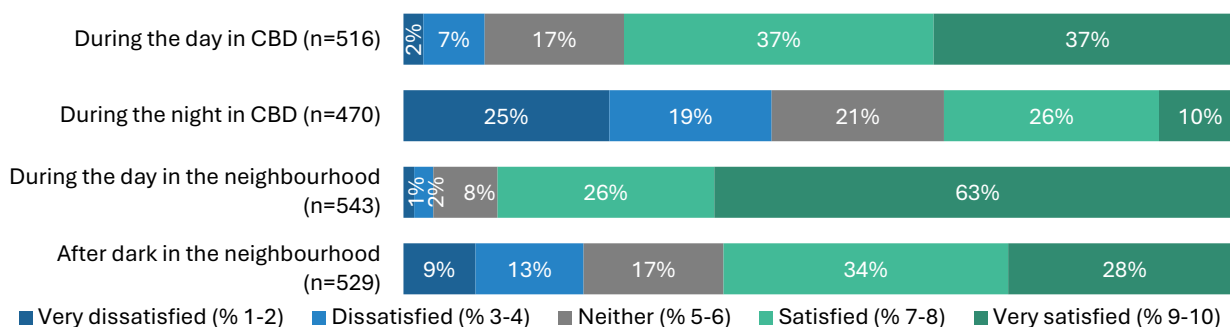


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Perception of safety

Year-on-year Between demographics
 ▲ Significantly higher ▲ Significantly higher
 ▼ Significantly lower ▼ Significantly lower



Scores with % 7-10 (by age and ethnicity)	Net score	2025	2024	18-34	35-64	65+	Māori	Non-Māori
During the day in CBD	+64	74%	71%	77%	71%	76%	72%	74%
During the night in CBD	-8	35%▲	28%	35%	36%▲	35%	43%	34%▲
During the day in the neighbourhood	+85	89%	87%	83%	89%	94%	88%	89%
After dark in the neighbourhood	+40	62%	60%	56%	63%	66%	63%	62%

Scores with % 7-10 (by ward)	Mauao/Mount Maunganui	Te Papa	Matua-Otūmoetai	Bethlehem
During the day in CBD	76%	74%	76%	75%
During the night in CBD	35%	33%	40%▲	28%
During the day in the neighbourhood	92%	78%	95%	87%
After dark in the neighbourhood	78%	45%	71%▲	65%

Scores with % 7-10 (by ward)	Tauriko	Arataki	Welcome Bay	Pāpāmoa
During the day in CBD	76%	75%	69%	70%
During the night in CBD	42%	37%	45%	26%
During the day in the neighbourhood	92%	93%▲	83%	90%
After dark in the neighbourhood	61%	67%	56%	54%

- Almost all residents (89%) *Feel safe in their own neighbourhood* during the day, while just over seven in ten (74%) *Feel safe in the city centre during the day*.
- However, at night, just over three in ten residents (35%) *Feel safe in the city centre*, while six in ten (62%) residents *Feel safe in their own neighbourhood during the night*.

NOTES:

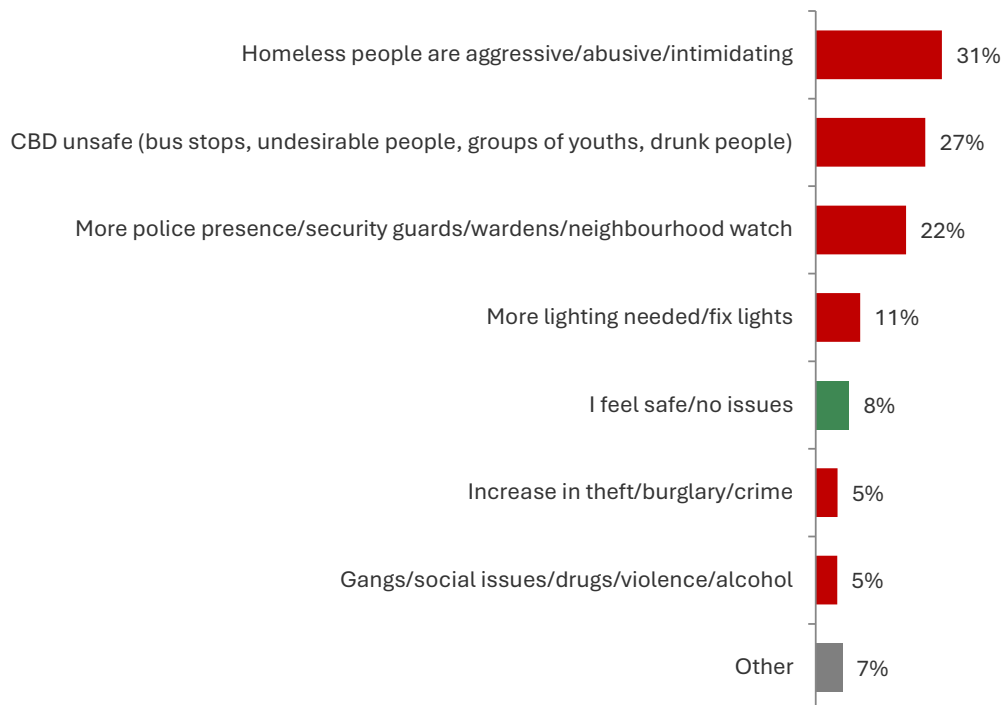
1. SF1. On a scale of 1 to 10 where 1 is very unsafe and 10 is very safe, how safe do you feel in the city centre?
2. SF2. On a scale of 1 to 10 where 1 is very unsafe and 10 is very safe, how safe do you feel in your neighbourhood?
3. Excluding 'Don't know' responses



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Comments about safety



- *Dark with poor lighting.*
- *Make it safer in the city after dark, especially at the city bus stops.*
- *Find somewhere safe for our homeless community to spend their nights especially during the colder months.*
- *Better lighting at Pilot Bay by Fishing Club and surrounding areas.*
- *Very strongly it's a huge problem as previously stated I have been threatened multiple occasions during the day.*
- *See many homeless. Many in temporary social housing.*
- *There are homeless people around. Including the permanent set up in Coronation Park. Any city with homelessness has a big issue because people deserve better than to live that way.*



- *Sometimes it can feel a little dodgy at night in the CBD but normally it's pretty good.*
- *Lots of light and occupied buildings.*
- *Neighbourhood support newsletters are great and informative. Noise control is very responsive and the Police are responsive.*
- *A very viable homelessness problem but they don't bother me, just visible.*
- *My neighbourhood is Bethlehem. It's very safe here.*

NOTES:

1. OVLSFT. Do you have any comments about SAFETY in the city centre or your local neighbourhood? Is there something we can do? n=203
2. Excluding 'Don't know' and 'Doesn't relate to me' responses.

Sample profile

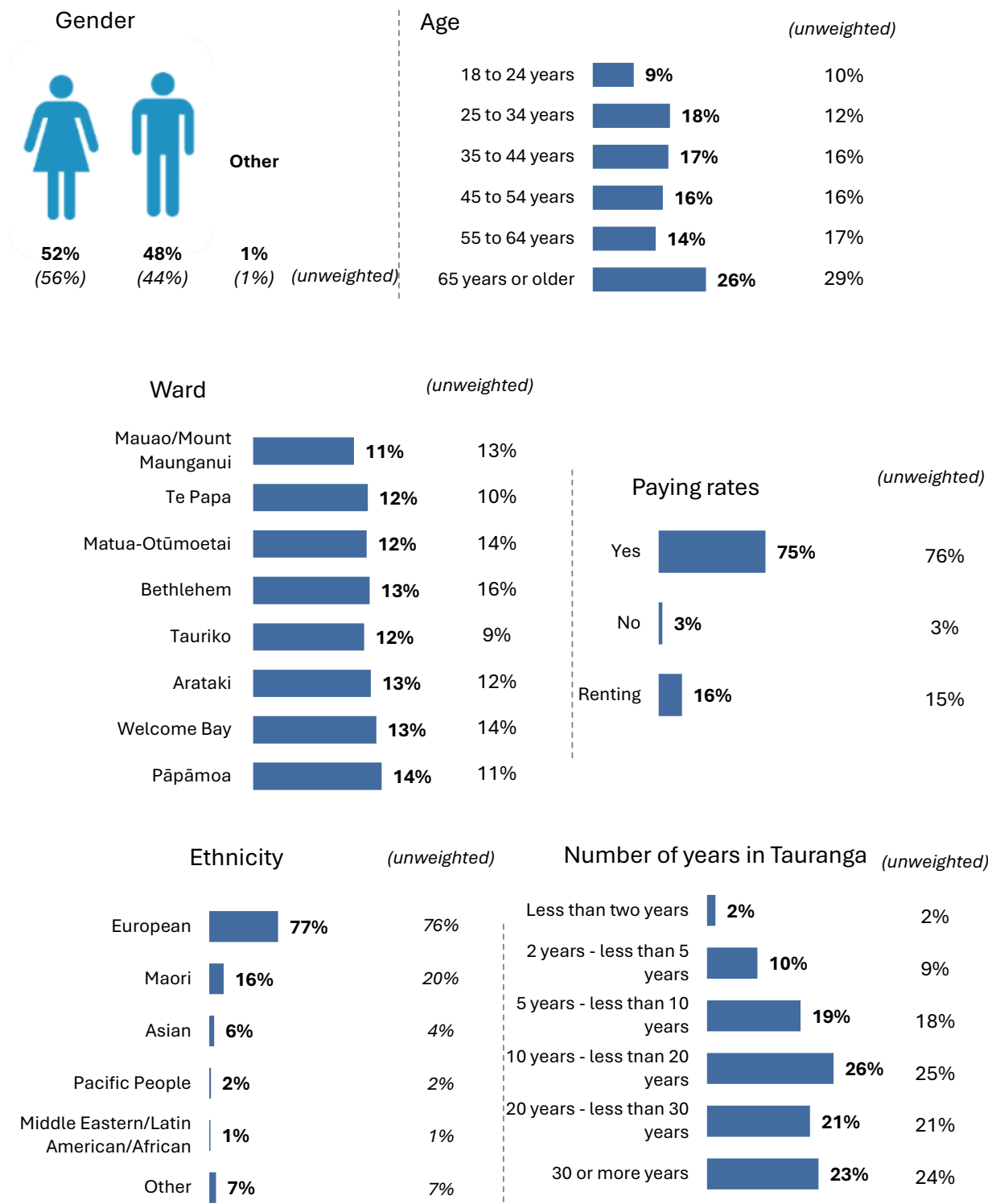




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Sample profile



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