



# **AGENDA**

## **City Delivery Committee meeting Tuesday, 28 April 2026**

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

**Date: Tuesday, 28 April 2026**

**Time: 9:30 am**

**Location: Tauranga City Council Chambers  
Level 1 - 90 Davenport Road  
Tauranga**

**Marty Grenfell  
Chief Executive**

# Terms of reference – City Delivery Committee

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## Common responsibility and delegations

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

### Responsibilities of standing committees

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

### Delegations to standing committees

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

# Terms of reference – City Delivery Committee

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## Membership

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

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## Role

The role of the City Delivery Committee is:

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

## Scope

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

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

### **Power to Act**

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

### **Power to Recommend**

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

### **Chair and Deputy Chair acting as Co-Chairs**

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

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



## Order of Business

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

## **7 CONFIRMATION OF MINUTES**

### **7.1 Minutes of the City Delivery Committee meeting held on 10 March 2026**

**File Number: A19916848**

**Author: Caroline Irvin, Governance Advisor**

**Authoriser: Sarah Holmes, Team Leader: Governance & CCO Support Services**

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### **RECOMMENDATIONS**

That the Minutes of the City Delivery Committee meeting held on 10 March 2026 be confirmed as a true and correct record.

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### **ATTACHMENTS**

#### **1. Minutes of the City Delivery Committee meeting held on 10 March 2026**



# **DRAFT MINUTES**

**City Delivery Committee meeting  
Tuesday, 10 March 2026**

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**MINUTES OF TAURANGA CITY COUNCIL  
CITY DELIVERY COMMITTEE MEETING  
HELD AT THE TAURANGA CITY COUNCIL CHAMBERS, LEVEL 1 - 90 DAVENPORT ROAD,  
TAURANGA  
ON TUESDAY, 10 MARCH 2026 AT 9:30 AM**

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

**IN ATTENDANCE:** Marty Grenfell (Chief Executive), Sarah Omundsen (General Manager: Regulatory & Community Services), Craig Rice (Chief Operating & Financial Officer), Reneke van Soest (General Manager: Operations & Infrastructure), Kathryn Sharplin (Head of Finance), Tracey Hughes (Manager: Organisational Financial Performance and Corporate), Sheree Covell (Treasury & Financial Compliance Manager), Susan Braid (Finance Lead Capital Performance and Community Investment), Alex Johnston (Capital Programme Assurance Division - Team Lead), Ana Hancock (Team Leader: Design), Emily McLean (Manager: Urban Centres Development), Sonya McCall (Open Space & Community Facilities Planner), Ross Hudson (Manager: Strategic Planning and Partnerships, Spaces and Places), Alison Law (Head of Spaces & Places), Chris Barton (Portfolio Manager: Infrastructure), Alex Miller (Head of Environmental Planning), Karen Hay (Manager: Transport Strategy & Assurance), Mike Seabourne (Head of Transport), Graeme Frith (Major Projects Director), Kurt Graham (Project Manager), Josh Logan (Team Leader: Policy & Corporate Planning), Clare Sullivan (Senior Governance Advisor), Caroline Irvin (Governance Advisor).

**EXTERNAL:**

**Bay of Plenty Regional Council staff:**

- Reuben Fraser, General Manager Regulatory Services
- Scott Robinson, Maritime Operations Team Leader
- Annabel Taylor, Manager Special Projects
- Dan Rapson, Deputy Harbour Master

Timestamps are included at the start of each item and signal where the agenda item can be found in the recording of the meeting held on 10 March 2026 on [Council's YouTube Channel](#).

## **1 OPENING KARAKIA**

Cr Steve Morris opened the meeting with a karakia.

## **2 APOLOGIES**

Nil

### **3 PUBLIC FORUM**

Nil

### **4 ACCEPTANCE OF LATE ITEMS**

That the City Delivery Committee:

accepts the following late item for consideration at the meeting:

- TMOTP Landscaping Report

The above item was not included in the original agenda because it was not available at the time the agenda was issued, and discussion could not be delayed until the next scheduled meeting of the Committee because a decision was required in regard to this item.

### **ACCEPTANCE OF A LATE ITEM**

#### **COMMITTEE RESOLUTION CDC/26/0/1**

Moved: Deputy Chair Kevin Schuler

Seconded: Cr Rod Taylor

That the City Delivery Committee:

Accepts the following late item for consideration at the meeting:

- TMOTP Landscaping Report.

**CARRIED**

### **5 CONFIDENTIAL BUSINESS TO BE TRANSFERRED INTO THE OPEN**

Nil

### **6 CHANGE TO ORDER OF BUSINESS**

Nil

### **7 CONFIRMATION OF MINUTES**

#### **7.1 Minutes of the City Delivery Committee meeting held on 15 December 2025**

#### **COMMITTEE RESOLUTION CDC/26/0/2**

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Hautapu Baker

That the Minutes of the City Delivery Committee meeting held on 15 December 2025 be confirmed as a true and correct record.

**CARRIED**

## 8 DECLARATION OF CONFLICTS OF INTEREST

Nil

## 9 DEPUTATIONS, PRESENTATIONS, PETITIONS

Timestamp: 8 minutes

### 9.1 Presentation: Strand Extension - Oil Spill Response Project Update from Bay of Plenty Regional Council

#### Bay of Plenty Regional Council (BOPRC) staff:

- Reuben Fraser, General Manager Regulatory Services
- Scott Robinson, Maritime Operations Team Leader
- Annabel Taylor, Manager special Projects
- Dan Rapson, Deputy Harbour Master

PowerPoint Presentation: Waterfront Development for Emergency Response Facility (attachment).

BOPRC staff provided the Committee with an overview of the project and answered questions:

- The project aimed to improve emergency response capabilities for oil spills in the harbour area and involved upgrading maritime facilities, including a safer boat ramp, a berthing area for emergency response vessels, and improved access for rapid deployment.
- There was an increased risk to the environment due to the shipping industry reverting to using low-sulphur fuel oil, which was harder to clean up. Last year, the team responded to 74 oil spills, with only one requiring full deployment of recovery gear.
- Current response times for deploying oil spill recovery equipment were two to three hours, mainly due to logistical challenges in accessing and assembling gear at the port. There was no space available to store equipment at the Bridge Marina.
- The project would permanently moor two main response vessels and the oil skimmer at a new pontoon, reducing response time to as little as 15 minutes. Other upgrades included a boat wash-down bay (for salt removal only), improved rock revetment to mitigate erosion, and public access to the improved boat ramp.
- The project was fully funded by the Bay of Plenty Regional Council, with no exclusion of public use for the boat ramp.
- Consultation had been undertaken with iwi, local residents, and recreational users, including rowers, to address concerns about environmental impacts and access. Based on feedback from iwi, design changes had been made to avoid seabed drilling and the use of a floating pontoon.
- The project was awaiting a license to occupy from Tauranga City Council (TCC) before proceeding to the consent process. If granted, construction was expected to begin at the end of the year, following tendering. If not, alternative options would be considered.

#### Attachments

- 1 Bay of Plenty Regional Council Presentation - Maritime Emergency Response Facility

## 10 BUSINESS

Timestamp: 29 minutes

### 10.1 Status Update on Actions from prior City Delivery Committee Meetings

**Staff** Craig Rice, Chief Operating & Financial Officer

#### Action Follow-Ups

- Communication to Residents:
  - Ensure clear communication to the community about positive developments, especially reductions in Annual Plan costs, consultant expenses, and in-housing of city operations.
  - Waiting on the new communication and engagement strategy before closing this action.
- Tauranga Māori Business Association Engagement:
  - Staff to connect with Councillor Rolleston and Councillor Schuler regarding a 'business after 5 event'.
  - Action remains in progress; follow-up required to confirm completion.

#### Actions requested

- Cost Saving Working Group:
  - That staff ensure the breakdown of cost savings is distributed to all Elected Members, not just the working group, and reported at every City Delivery Committee meeting.
  - That the updates and cost breakdowns be shared with all Elected Members for transparency.

### COMMITTEE RESOLUTION CDC/26/0/3

Moved: Cr Hautapu Baker

Seconded: Cr Rod Taylor

That the City Delivery Committee:

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

**CARRIED**

Timestamp: 36 minutes

### 10.2 Quarter 2 Financial Monitoring

**Staff** Kathryn Sharplin, Head of Finance  
Tracey Hughes, Manager: Organisational Financial Performance and Corporate  
Sheree Covell, Treasury & Financial Compliance Manager  
Susan Braid, Finance Lead Capital Performance and Community Investment

**COMMITTEE RESOLUTION CDC/26/0/4**

Moved: Deputy Mayor Jen Scoular

Seconded: Mayor Mahé Drysdale

That the City Delivery Committee:

- (a) Receives the report "Quarter 2 Financial Monitoring".
- (b) Agrees that any additional spend in operating costs in 25/26 are met by reductions in other areas unless approved by Council.

**For:** Deputy Mayor Jen Scoular, Mayor Mahé Drysdale, Cr Hautapu Baker, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Hēmi Rolleston and Tangata Whenua Representative Jacqui Rolleston-Steed.

**Against:** Cr Kevin Schuler, Cr Marten Rozeboom and Cr Rod Taylor.

**CARRIED 8/3**

Timestamp: 1 hour and 22 minutes

**10.3 2nd Quarter 2025/26 Capital Programme Performance**

**Staff** Alex Johnston, Capital Programme Assurance Division - Team Lead

**COMMITTEE RESOLUTION CDC/26/0/5**

Moved: Cr Marten Rozeboom

Seconded: Cr Rod Taylor

That the City Delivery Committee:

- (a) Receives the report "2nd Quarter 2025/26 Capital Programme Performance".

**CARRIED**

Timestamp: 1 hour 28 minutes

**10.4 Wharepai Domain**

**Staff** Ana Hancock, Team Leader: Design  
Emily McLean, Manager: Urban Centres Development

**Actions Requested:**

That staff :

- Engage with local health and social service providers to offer the fallen trees as firewood to community members in need, prior to the material being removed from the site.
- Look at options for working around the power box.
- Follow up with the arborist team regarding the London Plane trees (directly outside the Court House) and their removal.

**COMMITTEE RESOLUTION CDC/26/0/6**

Moved: Deputy Chair Kevin Schuler

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Wharepai Domain".
- (b) Endorses **Option 2** for the upgrade of the Wharepai and Tauranga Domain frontage.
- (c) Notes that components may be delivered in stages depending on budget availability.
- (d) Notes that the FY26/27 budget is currently proposed for de-prioritisation, which impacts delivery timelines.

**For:** Cr Kevin Schuler, Cr Hautapu Baker, Cr Steve Morris, Cr Marten Rozeboom, Cr Rod Taylor, Cr Hēmi Rolleston and Tangata Whenua Representative Jacqui Rolleston-Steed

**Against:** Mayor Mahé Drysdale, Deputy Mayor Jen Scoular, Cr Glen Crowther and Cr Rick Curach

**CARRIED 7/4**

At 11.44am the meeting adjourned.

At 12.16pm the meeting resumed in open.

Timestamp: 2 hours and 49 minutes

**10.5 Play Space Investment Programme - FY26-27**

**Staff** Sonya McCall, Open Space & Community Facilities Planner  
Ross Hudson, Manager: Strategic Planning and Partnerships, Spaces and Places  
Alison Law, Head of Spaces & Places

**RECOMMENDATIONS**

That the City Delivery Committee:

- a) Receives the report "Play Space Investment Programme - FY26-27".
- b) Agrees the priorities for the FY27 play investment programme, noting implementation timeframes will depend on the finalisation of Annual Plan 2027.
- c) Agrees to progress with the development of a new major play space at Sydenham Botanic Park and to engage on an alternative option at Lees Park that does not include a young children's playground.

**A MOTION WAS PROPOSED**

Moved: Cr Morris  
Seconded: Cr Curach

That the following sentence is added to resolution (b):

- i. Aligns the play space and enhancement works at Hopukiore / Mount Drury with the timing of future access arrangements for Mauao.

**For:** Deputy Mayor Jen Scoular, Mayor Mahé Drysdale, Cr Glen Crowther, Cr Rick Curach, Cr Steve Morris, Cr Marten Rozeboom, Cr Rod Taylor, Cr Hēmi Rolleston and Tangata Whenua Representative Jacqui Rolleston-Steed.

**Against:** Cr Kevin Schuler and Cr Hautapu Baker.

**CARRIED 9/2**

**The substantive motion was put as follows:****COMMITTEE RESOLUTION CDC/26/0/7**

Moved: Deputy Chair Kevin Schuler  
Seconded: Cr Rod Taylor

That the City Delivery Committee:

- a) Receives the report "Play Space Investment Programme - FY26-27".
- b) Agrees the priorities for the FY27 play investment programme, noting implementation timeframes will depend on the finalisation of Annual Plan 2027; and
  - i. Aligns the play space and enhancement works at Hopukiore / Mount Drury with the timing of future access arrangements for Mauao.
- c) Agrees to progress with the development of a new major play space at Sydenham Botanic Park and to engage on an alternative option at Lees Park that does not include a young children's playground.

**CARRIED**

Timestamp: 3 hours and 34 minutes

**10.6 Major Projects Update - Transport**

**Staff** Chris Barton, Portfolio Manager: Infrastructure

**COMMITTEE RESOLUTION CDC/26/0/8**

Moved: Cr Steve Morris  
Seconded: Cr Hautapu Baker

That the City Delivery Committee:

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

**CARRIED**

Timestamp: 3 hours and 51 minutes

### 10.7 Resource and Building Consent: 6-monthly update

**Staff** Alex Miller, Head of Environmental Planning  
Sarah Omundsen, General Manager: Regulatory & Community Services

At 1.20pm, Mayor Mahé Drysdale withdrew from the meeting.

At 1.26pm, Mayor Mahé Drysdale re-entered the meeting.

#### COMMITTEE RESOLUTION CDC/26/0/9

Moved: Cr Marten Rozeboom

Seconded: Cr Rick Curach

That the City Delivery Committee:

- (a) Receives the report "Resource and Building Consent: 6-monthly update".

**CARRIED**

Timestamp: 4 hours

### 10.8 Rapidly Deployable Project Endorsement

**Staff** Karen Hay, Manager: Transport Strategy & Assurance  
Mike Seabourne, Head of Transport

#### COMMITTEE RESOLUTION CDC/26/0/10

Moved: Deputy Mayor Jen Scoular

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Rapidly Deployable Project Endorsement".
- (b) Endorses delivery of the next tranche of rapidly deployable projects, outlined in Figure 1 of this report, with a total value of \$753K. These include:
  - (i) Tweed Street zebra crossings, which are scheduled for delivery over two financial years.
  - (ii) The Vale Street project to progress through the design phase to position it for consultation and potential delivery in FY27, pending funding approval.
  - (iii) The Monawai Street zebra crossing and the Joyce Road footpath, which are targeted for completion within this financial year.
  - (iv) Close-out of residual works from the previous LCLR programme, including the Maranui Street and Palm Springs Boulevard/Papamoa Beach Road pedestrian crossings.

**CARRIED**

Timestamp: 4 hours 17 minutes

### **10.9 Hairini Slip Lane Trial - Update**

**Staff** Kurt Graham, Project Manager  
Mike Seabourne, Head of Transport

#### **COMMITTEE RESOLUTION CDC/26/0/11**

Moved: Cr Hautapu Baker

Seconded: Cr Rod Taylor

That the City Delivery Committee:

- (a) Receives the report "Hairini Slip Lane Trial - Update".
- (b) Approves extending the current trial until construction of the Fifteenth Avenue to Welcome Bay Upgrade commences.

**CARRIED**

Timestamp: 4 hours and 25 minutes

### **10.10 Six-Monthly Non-Financial Performance Report 2025/26**

**Staff** Josh Logan, Team Leader: Policy & Corporate Planning

#### **COMMITTEE RESOLUTION CDC/26/0/12**

Moved: Deputy Chair Kevin Schuler

Seconded: Cr Marten Rozeboom

That the City Delivery Committee:

- (a) Receives the report "Six-Monthly Non-Financial Performance Report 2025/26".

**CARRIED**

Timestamp: 4 hours and 35 minutes

### **10.11 Annual Residents Survey 2025/26 - Wave Two Results**

**Staff** Josh Logan, Team Leader: Policy & Corporate Planning

#### **Action Requested:**

- That staff look into a replication of table two 'Comparison to Previous Years' based on net scores using change numbers – not exaggerating change in either direction.

**COMMITTEE RESOLUTION CDC/26/0/13**

Moved: Mayor Mahé Drysdale

Seconded: Deputy Chair Kevin Schuler

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey 2025/26 - Wave Two Results".

**CARRIED**

**11 DISCUSSION OF LATE ITEMS**

Timestamp: 4 hours and 47 minutes

**11.1 TMOTP Landscaping Report**

**Staff** Graeme Frith, Major Projects Director

**COMMITTEE RESOLUTION CDC/26/0/14**

Moved: Cr Rod Taylor

Seconded: Cr Hēmi Rolleston

- (a) Receives the report "TMOTP Landscaping Report".
- (b) Notes the cost-reduction options assessed for the Stage 3 (Site A Landscape) and Stage 4 (Willow Street) landscaping scope for Te Manawataki o Te Papa outlined in this report and notes that the resulting cumulative impact is a reduction in the budget of \$4.85m.
- (c) Directs staff to proceed with the Civic Whare roof-planting, Option 1 – full roof planting, noting that the resulting cumulative impact is a reduction in the budget of \$4.85m.
- (d) Notes that, in line with existing delegations, the remaining stages 3 and 4 of the CWEM Contract will be progressed once final tendered costs have been endorsed by the Te Manawataki o Te Papa Limited Board.
- (e) Notes that the commercially sensitive attachments to this report will remain in public excluded and will be considered for release once negotiations have been concluded.
- (f) Attachments 1 and 2 can be transferred into the open when all commercial arrangements have been completed and the contract has been awarded.

**CARRIED**

**12 PUBLIC EXCLUDED SESSION**

**Resolution to exclude the public**

**COMMITTEE RESOLUTION CDC/26/0/15**

Moved: Deputy Mayor Jen Scoular

Seconded: Mayor Mahé Drysdale

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the

reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>12.1 - Public Excluded Minutes of the City Delivery Committee meeting held on 15 December 2025</b>	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>12.2 - Partnership Agreement Renegotiation</b>	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information  s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

**CARRIED**

At 2.33pm the meeting moved into public excluded.

At 3.30pm the meeting resumed in open.

## **13 CLOSING KARAKIA**

The meeting closed at 3.30pm.

**The minutes of this meeting were confirmed as a true and correct record at the City Delivery Committee meeting held on 28 April 2026.**

**8      DECLARATION OF CONFLICTS OF INTEREST**

**9 DEPUTATIONS, PRESENTATIONS, PETITIONS**

**9.1 Petition: Karen Wardill - Curbing Noisy and Reckless Driving in Mount Maunganui**

**ATTACHMENTS**

**Nil**

## 10 BUSINESS

### 10.1 Status Updates on Actions from prior City Delivery Committee Meetings

**File Number:** A20121278

**Author:** Caroline Irvin, Governance Advisor

**Authoriser:** Craig Rice, Chief Operating and Financial Officer

#### PURPOSE OF THE REPORT

1. This report provides a status update on actions requested during previous City Delivery Committee meetings.

#### RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Status Updates on Actions from prior City Delivery Committee Meetings".

#### BACKGROUND

2. This is a recurring report provided to every City Delivery Committee meeting. The next report will be to the 16 June 2026 meeting.
3. The attached update includes all open actions and actions completed since the last report on 10 March 2026.
4. Once reported, completed actions are archived and made available in the Stellar library<sup>1</sup>.

#### DISCUSSION

5. The action status update report for the City Delivery Committee, as at 8 April 2026, is provided as **Attachment 1** to this report, and is summarised in the table below.

Status of actions	No. actions
Closed ( <i>completed since the last report</i> )	11
Pending (waiting on something)	7
In progress	16
To be actioned	1
<b>Total actions included in this report</b>	<b>35</b>

#### ATTACHMENTS

1. **Actions from the City Delivery Committee Meeting as at 8 April 2026 - A20139192** [↓](#) 

<sup>1</sup> Stellar pathway: Council & Committees → City Delivery Committee → 2025 → Actions from City Delivery Committee meetings.

City Delivery Committee				Actions status update as at: <b>8 April 2026</b>				
Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible	
10 Mar 2026	10.11	Annual Residents Survey 2025/26 - Wave Two Results	That staff look into a replication of table two 'Comparison to Previous Years' based on net scores using change numbers – not exaggerating change in either direction.	Included in Annual Residents Survey - Wave Three Results report to City Delivery Committee 28 April 2026 - refer paragraph 25.	Closed	10 April 2026	Christine Jones	
4 Nov 2025	9.1	Annual Residents Survey 2025/26 - Wave One Results and 2024/25 Benchmarking Report	That staff communicate the organisational reset to the community. <b>Meeting of 15 Dec 2025 added:</b> That staff work with Deputy Mayor Scoular and Councillor Morris to determine further steps required to ensure the organisational reset is communicated appropriately to the community.	Update 1 Dec 2025: The reset has been communicated through media responses and has received coverage in recent news cycles.  Update 15 January 2026 - Email C Jones to Cr Scoular and Cr Morris with summary of communication to date. Request direction on further steps.  Update 30 January 2026 - Discussions Cr Scoular and C Jones on incorporating this content in Annual Plan communication document.  Update 20 Feb 2026 - Noted as a topic for inclusion in the AP communication.	In progress		Christine Jones	
4 Nov 2025	9.5	Council-Controlled Organisations - Annual Reports 2024/25	That staff review the ability to have standardised accounting treatment and reporting across all Council Controlled Organisations.	To be reviewed in 2026 reporting	Pending		Christine Jones	
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That Infrastructure provide a paper to Council outlining the cost of upgrading the Stormwater system at Maleme St to meet consent conditions for green waste services only, at weekends.	Staff are commencing the Organics Business Case, which will be due for completion in June-July 2026. This will advise the best option for consolidation and processing of garden waste throughout Tauranga and the wider sub-region. The role of Maleme St will be incorporated into that business case, as well as the Drop-Off Facilities Business Case, also due around the same time.	In progress		Christine Jones	

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Jun 2025	9.3	Community Relations Social Media Plan	That staff hold a comms session once a month for an hour with Councillors on how they can participate/engage with additional opportunities across Tauranga City Council.	Community Relations has worked with the Mayors office to develop a 'draft approach to supporting elected members' which we will use as a guiding document in the short to medium term. As part of this plan, we will be working with the Elected Members to understand their priorities and developing a suite of tools, templates and resources that will enable them to communicate directly with their constituents with confidence and ease. This includes social media guidance documents and workshops on how to create and post interesting and engaging social media content. Work is to be done on the structure and delivery of this training. Planning to roll these sessions out to EMs in early 2026. Planning to roll this out in conjunction with the new manager.  New Head of Communication and Engagement briefing on this action 30 January 2026.	Pending		Christine Jones
7 Apr 2025	3.1	Public Forum: Barry Scott – Establishment of a Trial Community Committee	Suggest Community Relations undertake a trial of a community committee and that staff hold a workshop for EMs to discuss the benefits.	Staff looking to schedule in a workshop/discussion with elected members in early 2026, where we can discuss the pros, cons, risks and opportunities of community panels/committees. Note, community panels should be part of an authentic engagement programme to determine outcomes before changes within a community are required/implemented. Action to be lead by the new Head of Communication and Engagement.  New Head of Communication and Engagement briefing on this action 30 January 2026.	Pending		Christine Jones

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
8 Oct 2024	N/A	Executive Summary	For the executive summary to include these requests: What decisions that staff want the councillors to make, summarise and highlight what the risks are that are outlined in the paper, and give direction to what the Elected members need to be focusing on for the future. <b>Meeting of 15 Dec 2025 added:</b> Believed that this was still a work in progress and requested the status be changed from 'Completed' to 'In Progress'.	Guidance issued to staff (presentation to senior leadership group 7 March 2025, material distributed later that day and then updated and redistributed on 13 March 2025 to better address 'risk' in Executive Summaries). Recent Executive Summaries have been fuller as requested by EMs.  GMs to speak to Chairs and Deputy Chairs of the Committees as to whether they are comfortable with the content and completeness of Executive Summaries in reports to their Committees. Meeting scheduled between Cr Scoular and Jeremy Boase to discuss further, deferred by Cr Scoular. Meeting held 23 July. Notes circulated to Cr Scoular 24 July seeking her confirmation before further messaging prepared for senior leadership group and report writers. Follow-up emails sent to Cr Scoular seeking confirmation on 31 July and 8 August. Will proceed with next steps once confirmation received from Cr Scoular.  Further emailed received from Cr Scoular 3 November 2025 which has now been communicated to staff.	In progress		Christine Jones
15 Dec 2025	9.1	Status Update on actions from prior City Delivery Committee meetings	That staff highlight current updates for pending/longer term actions in red font (adding the update date) for future reports.	<b>Staff have been advised to use red text for all updates.</b>	Closed	18 February 2026	Christine Jones
10 Mar 2026	10.1	Status Update on Actions from prior City Delivery Committee Meetings	Cost Saving Working Group: That staff ensure the breakdown of cost savings is distributed to all Elected Members, not just the working group and reported on at every City Delivery Committee meeting.	<b>The Cost Savings Working Group do not have any further meetings in the calendar - meetings occur on an as required basis. The action is noted - all future cost savings reports/other information will be shared to EM requests. Note this action to be closed out.</b>	In progress		Craig Rice
4 Nov 2025	9.7	Quarter 1 Financial Monitoring	That staff provide the Committee with more clarity on year end costs, including accruals in the final year operating costs, and underspend in 24/25, the carry forwards, and more clarity on which have been resolved and which are waiting to be resolved.	To be included in the 10 March 2026 Meeting.  <b>UPDATE HERE IN RED TEXT</b>	Pending		Craig Rice

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Nov 2025	9.8	1st Quarter 2025/26 Capital Programme Performance	That staff provide the Committee with a further breakdown of balance in their reporting.	<b>Staff interpret this action to mean a further breakdown of the balance of the programme. More details on the balance of the programme will be made available going forward.</b>	In progress	17 March 2026	Craig Rice
4 Nov 2025	9.1	Annual Residents Survey 2025/26 - Wave One Results and 2024/25 Benchmarking Report	That staff communicate to our people on what is going well, in particular the reduction on Annual Plan costs for consultants and the in-housing of city operations. <b>Meeting of 15 Dec 2025 added:</b> Staff to clarify the source of the strategic content pillars, and ensure these align with current strategic direction.	<b>Update 1 Dec 2025:</b> A new communications and engagement strategy will be developed by the incoming Head of Communications and Engagement, who joins us in January 2026. Now, we are progressing our Action Improvements Work Programme (established in September 2025) with a strong emphasis on building trust and confidence in Council. As part of this programme, we have:  Identified key communications priorities aligned with the Mayor and Council's strategic objectives and developed strategic content pillars to guide content creation and engagement:  - Civic Pride - Value for Money - A Well-Planned City - A Thriving City - A Beautiful City  <b>Email sent Christine Jones to Elected Members 24 December with updated version of Action Improvement Work Programme incorporating the Outcomes and principles approved at the Council meeting of 18 November 2025, and explaining the source of the content in the Programme.</b>	Closed	24 December 2025	Christine Jones

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
2 Sept 2025	9.9	Capital Programme Performance	Have a column of actuals to date not in the Long Term Plan time period and another long term plan component figure of how much long term plan component changes. <i>From Cr Crowther:</i> <i>showing actuals not in the LTP time period difference between total budgets and LTP budgets 1st column Actuals to start of LTP 2nd column Actuals to Date 3rd column Project Budget in 24-34 LTP 4th column Project Budget in 24-34 LTP updated per 26AP 5th column Total Project Budget = columns 1 + 5 6th column Total Forecast EAC 7th column Total Variance = columns 7-6</i>	<b>A supplementary table for this information is thought to be the best way to present this. Staff will contact Cr Crowther for discussion.</b>  <b>Alternative Status Update: "Due to the prolonged gap between the action and the date of the most recent committee, an email was sent to Cr Crowther to confirm requirements. (Insert the date of the email)"</b>	In progress	17 March 2026	Craig Rice
10 Mar 2026	10.4	Warepai Domain	That staff engage with local health and social service providers to offer the fallen trees as firewood to community members in need, prior to the material being removed from the site.	<b>Staff have reached out to Good Neighbour regarding firewood. The arborist can deliver the wood for a fee of \$9,000 to the Good Neighbour processing yard. They process the logs and convert to firewood which are then picked up by the families</b>	Closed		Reneke van Soest
10 Mar 2026	10.4	Warepai Domain	That staff look at options for working around the power box.	<b>Staff have prepared a concept design of the power box being left in place, and the footpath going around. This design removes four carparks. Staff consider this to be a poor outcome, and expect that there will remain a desire to relocate the power box in the future.</b>	In progress		Reneke van Soest
10 Mar 2026	10.4	Warepai Domain	That staff follow up with the arborist team regarding the London Plane trees (directly outside the Court House) and their removal.	<b>There are four Notable Trees on the Court House Property. To prune these trees or remove them would require the Ministry of Justice as the property owner to apply for resource consent</b>	Closed		Reneke van Soest
15 Dec 2025	9.2	City Operations Year in review 2024/2025	That staff provide the Committee members with a spreadsheet of costs as set out in the report for 2023/2024, 2024/25 actuals, the numbers reported in November 2024, annual plan 2025/2026, current forecast 2025/2026 and draft 2026/2027, including allocations and headcounts for the same periods.	<b>Staff are currently compiling this information to be presented at the April Meeting</b>	In progress		Reneke van Soest
4 Nov 2025	9.7	Quarter 1 Financial Monitoring	That staff provide the Committee with a full reconciliation of salaries and wages 2025 to Annual Plan 2026 including reduction in roles.	<b>Provided to Council on 10 February 2026.</b>	Closed	10 February 2026	Craig Rice

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
15 Dec 2025	9.2	City Operations Year in review 2024/2025	That staff provide the Committee members with further details on the allocations to City Ops and how they compare with a contract model.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
15 Dec 2025	9.2	City Operations Year in review 2024/2025	Provide the Committee with further details on the allocations to City Ops and how they compare with a contract model.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
15 Dec 2025	9.2	City Operations Year in review 2024/2025	Provide the Committee members with a spreadsheet of costs as set out in the report for 2023/2024, 2024/25 actuals, the numbers reported in November 2024, annual plan 2025/2026, current forecast 2025/2026 and draft 2026/2027, including allocations and headcounts for the same periods.	Staff are currently compiling this information to be presented at the April Meeting	In progress		Reneke van Soest
4 Nov 2025	9.2	City Centre Development Incentive Fund - Annual Report 2024/25	That staff create a master list of all city centre budgets (capex and opex) with a comment outlining the key objective of each budget (and example funded projects) to help clarify the purpose of each of the separate budget.	This master list of city centre budgets will bring together capex and opex budget lines from across four different divisions and is still in progress. Staff will upload to Stellar once list is complete.	In progress		Reneke van Soest
4 Nov 2025	9.2	City Centre Development Incentive Fund - Annual Report 2024/25	That staff initiate discussions with the Tauranga Māori Business Association, Toi Kai Rawa and the Pacific Business Hub for opportunities of associated business members to the Vacant Shopfront Strategy that are/may be interested in occupying space in the Tauranga central business district.	Staff connecting with Downtown Tauranga in early 2026 to look at future opportunities for the Vacant Shopfront Strategy including this one.	In progress		Reneke van Soest
4 Nov 2025	9.2	City Centre Development Incentive Fund - Annual Report 2024/25	That staff provide further details on one of the initiatives the fund supported between July 2024 and June 2025 – specifically the \$50,000 for 'Feasibility Study' for the development of student accommodation in Spring Street' - who was it done by and what was the result, if any. <b>Meeting of 15 Dec 2025 added:</b> That staff provide the Members with a copy of the feasibility study.	<b>Update 1 Dec 2025:</b> Funding supported 2x feasibility studies for Carrus at 69 and 99 Spring Street specifically looking at student accommodation. The developments have not proceeded at this point.	In progress		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
2 Sept 2025	3.1	Public Forum - Darrach Cassidy - Miro Street Parking	That staff consider the proposal put forward by Mr Cassidy to include Miro Street parking improvements on the infrastructure delivery programme of work for the 2025/2026 financial year.	Allowance has been made for Miro St in FY26 budget. Currently project team is preparing to engage with community re preferred option, with implementation expected to commence in March 2026. <b>Further discussion on this happened at the March City Delivery Committee and this previous action can be closed.</b>	Closed		Reneke van Soest
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That a breakdown of costs of the Tauranga Waterfront Railway Crossings project be provided before any decisions are made, with options for value for money	Underway, has been reallocated to Transport team. Detail provided at EM workshop 26/9 and guidance recieved on preferred options and approach to VFM. Team now progressing accordingly.  Update 1 Dec - at a recent workshop this project was reviewed and an EM assigned to participate in project governance on behalf of the Committee. Action remains pending until such time as Committee wishes to close action.	Pending		Reneke van Soest
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That similar current design of the Waterfront Central Plaza is delivered at a significant lower cost of \$2 million or less.	Underway, has been relocated to Spaces and Places team. Workshops have been held with Contractor, designer and Cr Taylor. Updated pricing expected mid December for further discussion.  Update 1 Dec - at a recent workshop this project was reviewed and an EM assigned to participate in project governance on behalf of the Committee. Action remains pending until such time as Committee wishes to close action.	Pending		Reneke van Soest
22 Jul 2025	9.1	Item: 9.10 25/26 Capital Programme	That the Pyes Pa Memorial Park Crematorium be installed at a significantly lower cost per square metre. Target at under \$4000/m2	Underway, paper to be presented.  Update 1 Dec - at a recent workshop this project was reviewed and an EM assigned to participate in project governance on behalf of the Committee. Action remains pending until such time as Committee wishes to close action.  <b>Council has given the go ahead to proceed with Construction.</b>	Closed		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide a breakdown of consultants by group. <b>Meeting of 4 Nov 2025 added:</b> Staff also requested to send a copy of this report to the Committee.	Further detailed consultants' information has been provided to the cost working group for consideration (as of 1 Aug 2025).  <b>This information was provided previously; however, it has now been updated to reflect the full-year spend by activity. The breakdown of consultancy costs by group has also been updated and has been provided to the Cost Saving Working Group via Cashy Ball.</b>	Closed	19 February 2026	Craig Rice
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Look at the playground programme for the forthcoming year and put this in the Annual Plan	CDC endorsed the FY27 programme in April to enable design and engagement to occur in FY26. We will bring it back to CDC for confirmation/amendment prior to formation of draft budgets for AP27.	Pending		Reneke van Soest
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide a report at the next meeting about the size and scale of what city operations deal with on a daily basis.	The City Operations Annual Report will be reported at the 15 December Committee meeting and will include this detail. <b>This was presented at the December meeting.</b>	Closed		Reneke van Soest
4 Jun 2025	9.2	Third Quarter Financial Performance Monitoring	Provide Councillors with information on the total cost of contracts taken in-house and the budget equivalent (using a similar table provided at end of year).	The City Operations Year in Review has been circulated to Councillors and an agenda report will be presented to the 15 December meeting of Council. <b>This was presented at the December meeting</b>	Closed		Reneke van Soest

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
7 Apr 2025	3.2	Public Forum: Deborah Turner - Bus Stop Safety and Road Safety	That Ms Turner be invited to speak at the BOPRC Joint Transport Committee.  <b>Meeting of 4 Nov 2025:</b> that staff inform the Committee if Ms Turner has been updated on this matter and provide the Committee with the information provided to her.  <b>Meeting of 15 Dec 2025 added:</b> That staff investigate further to determine whether there might be a better bus route option for Ms Turner.	Ms Turner presented at Tauranga/WBOP Transport Cttee 30/05. Staff to update the Committee about the bus stop at the 15 Dec meeting. Ms Turner has been advised that consultation on the proposed relocation of the Commons Avenue bus stop has commenced. Staff met with the adjacent landowner on 11 November to discuss their concerns. Feedback received includes opposition from: • Ocean Eleven Apartments: Safety concerns regarding vehicle access and potential public use of private areas for shelter. • Commons Avenue bus user: Opposition due to increased walking distance to the proposed location and the limited service at the existing stop near Mount Maunganui Hot Pools by the "21" bus route, which starts/ends nearby. An alternative option considered was relocating the bus stop to Adams Avenue. However, this would require removing two highly utilised car parks, which is unlikely to be supported by local businesses. While not ideal, staff recommend an alternative for bus users to go directly to Adams Avenue. The "21" bus could be used with a transfer to route 5 at Bayfair bus facility, which then stops at Adams Avenue, close to the hot pools.	In progress		Reneke van Soest
2 Sept 2025	9.2	Tauranga Māori Business Association End of Year Report	That a meeting be held with Tauranga Māori Business Association members to discuss how Elected Members could improve their engagement with Tangata whenua going forward.	We have contacted the Association to make arrangements and are waiting to hear back. Staff will follow up  Update 19 February 2026: Staff had a follow-up meeting with the association, and reviewed KPI's and signed the Year 2 agreement. The association would be keen in a "business after 5" type of event where businesses can meet with Councillors and staff, to learn what they can do and where they can assist. Staff will connect with Cr Rolleston and Cr Schuler to discuss further  Update 13 April 2026. First meeting scheduled with the elected members was postponed due to council commitments. A second meeting has been requested on 31 March 2026, staff awaiting to receive elected member response.	In progress		Sarah Omundsen

Meeting Date	Agenda Ref.	Report Name	Action Required	Status Update (incl anticipated / actual completion date)	Status Summary	Date Closed	GM / CE Responsible
15 Dec 2025	3.1	Public forum: Robyn & Warren Dassler (on behalf of the Dassler family) – 7 Harrier Street	That Cr Taylor & Cr Curach to review the report provided by petitioners and have a discussion with Chief Executive on next steps.	To be actioned by Elected Members.	To be actioned		

## 10.2 2025/26 Road Resurfacing Update

**File Number:** A20115513

**Author:** Martin Taylor, **Manager:** Transport Network Operations

**Authoriser:** Reneke van Soest, **General Manager:** Operations & Infrastructure

### PURPOSE OF THE REPORT

This report is provided to:

- a) Update the Committee on delivery of the 2025/26 road resurfacing programme
- b) Present the indicative 2026/27 resurfacing programme
- c) Outline the staff position regarding the property-owner self-funding option and ask the committee to endorse the recommendations provided below.

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### RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "2025/26 Road Resurfacing Update".
- (b) Approves that:
  - (i) confirms that a property-owner self-funding option to retain asphalt surfacing will not be offered as part of the 2026/27 resurfacing programme; and
  - (ii) resolves that the 2026/27 resurfacing programme be delivered as a standard service in accordance with existing asset management practices and approved funding settings.
  - (iii) notes that any future consideration of property-owner-funded asphalt resurfacing will be considered, without commitment, through the 2027–37 Long-term Plan process, as previously signalled.

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### EXECUTIVE SUMMARY

1. This report provides an update on delivery of Tauranga City Council's 2025/26 resurfacing programme; outlines the indicative programme for the 2026/27 season and options regarding whether to offer a property-owner self-funding option to retain asphalt on roads otherwise programmed for chipseal.
2. Staff recommend option 1 based on very low uptake in 2025/26 and disproportionate administrative effort of approx. 485 letters sent, for 6 sites, 30 responses and 8 affirmatives for around 200k of staff effort.
3. Whilst this cost will be significantly reduced as the process would be more efficient, the scale of the task will quadruple as it encompasses the whole programme noting that any longer-term consideration is intended to occur through the 2027–37 Long Term Plan.
4. The 2025/26 programme resurfaced approximately 28 km of road network across around 180 sites, delivering planned preventative maintenance within the seasonal window and within approved budgets. Currently 20 of these sites are chip-over-asphalt. The programme supports long-term pavement performance, with approximately 51% of costs supported through NZ Transport Agency Waka Kotahi co-funding.
5. Heightened community interest arose where residential asphalt roads were resurfaced with chipseal, particularly in Papamoa. While this required additional communication and staff

effort, the works were completed successfully, and post-construction complaints have been limited.

6. The indicative 2026/27 programme proposes resurfacing approximately 23 km of road network across 195 sites, continuing Council's cost-effective, preventative approach to network maintenance. Chipseal remains the predominant treatment that delivers value for money and meets NZTA funding requirements to manage whole-of-life costs, with targeted use of asphalt and ongoing surfacing trials where appropriate.

## BACKGROUND

2. Tauranga City Council's 2025/26 resurfacing programme is part of its ongoing annual maintenance strategy designed to:
  - (a) Extend the life of existing roads
  - (b) Prevent potholes and water damage
  - (c) Maintain safe, reliable transport connections
  - (d) Maximise value for ratepayers through NZTA co-funding
3. The resurfacing season typically runs late September through to the end of March, with asphalt works extending later if temperatures allow.
4. During the 2025/26 season, customer feedback was heavily concentrated in November–December, with significant escalation to elected members, requiring enhanced response processes and senior staff involvement.
5. As part of the response to the work there was:
  - 159 requests for information
  - 122 referring to CoA only
  - 14 CCMs to our contractor
  - 2 drop-in session notices sent via PRRA social media and Council channels
  - Over 60 people from the community attended 2 drop-in sessions at Papamoa Library
6. Council offered residents the option to pay the full cost difference between chipseal and asphalt resurfacing which was explicitly framed as a one-off measure, alongside a commitment to consider a more formal approach through the Long-term Plan 2027–37.
7. For the CoA funding offer:
  - 435 residents were invited to participate,
  - 35 responded and
  - only eight indicated willingness to pay
  - with no street achieving sufficient commitment to proceed.

## THE 2026/27 RESURFACING SEASON

8. The 2026/27 season is based on good asset management practice and ensures our road pavements are well protect from water damage. This is the primary cause of potholes and premature failure of the road structure.
9. To keep roads safe and provide a good level of service for drivers, on average 3-5% of the city's road surfaces are renewed annually. For the 2026/27 season, 23km of road network distributed over 195 sites has been identified for resurfacing, comprising the following.

Resurfacing Type	Sites	Lane km
Chipseal over Chipseal	36	8.6km
Asphalt over Asphalt	105 sites	8.5km

Asphalt over Chipseal	9 sites	0.4km
Chipseal over Asphalt	45 sites	5.8km

**PROPERTY OWNER FUNDING OPTION TO RETAIN ASPHALT**

- 10. As part of the 2025/26 resurfacing programme, Council offered property owners the option to pay the full cost difference between chipseal and asphalt, where their street was currently asphalted. This followed Elected Members direction in November 2025 and was implemented at short notice to avoid delaying the resurfacing programme that was underway.
- 11. The option was explicitly framed as a one-off measure (for 25/26 and 26/27 resurfacing programmes), alongside a commitment to consider a more formal approach through the Long-term Plan 2027–37.
- 12. In addition, Council noted that Staff should review channels used to deliver resurfacing information. Council has published the 26/27 programme on our website and will add an extra targeted letter to homeowners nearer to the programme start followed by a letter immediately before construction.
- 13. For more details, please see Attachment 1

**STATUTORY CONTEXT**

- 14. Tauranga City Council is authorised under the Local Government Act 2002 and Local Government Act 1974 to maintain and manage the local road network.
- 15. The resurfacing programme is a business-as-usual asset maintenance activity delivered in accordance with Council-approved funding and service levels through the Long-term Plan and Annual Plan, and in line with NZ Transport Agency Waka Kotahi requirements for co-funding.
- 16. This report does not propose any changes to policy or bylaws, and no statutory consultation or special consultative procedure is required.

**STRATEGIC ALIGNMENT**

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

	Contributes
We are an inclusive city	<input type="checkbox"/>
We value, protect and enhance the environment	<input type="checkbox"/>
We are a well-planned city that is easy to move around	<input checked="" type="checkbox"/>
We are a city that supports business and education	<input type="checkbox"/>
We are a vibrant city that embraces events	<input type="checkbox"/>

- 18. This recommendation supports the community outcome by enabling the timely delivery of a planned, cost-effective resurfacing programme. Maintaining road surfaces through proactive, whole-of-life asset management helps ensure a safe, reliable transport network that supports everyday travel and long-term network resilience.

**OPTIONS ANALYSIS**

Property owner funding options:

**Option 1 – Do not offer property owners self-funding for the 2026/27 season (recommended).**

19. Deliver the 2026/27 resurfacing programme as a standard service, without offering property owners on streets scheduled to move from asphalt to chipseal the opportunity to contribute the full cost difference to retain asphalt. Clearly signal that any future consideration of property owner funded asphalt resurfacing will occur through the 2027–37 Longterm Plan, as planned.

<b>Advantages</b>	<b>Disadvantages</b>
Proportionate response to the very low uptake achieved in 2025/26, where 435 property owners were invited to participate, 35 responded and only eight indicated willingness to pay, with no street achieving sufficient commitment to proceed.	Removes a short term option for a small number of property owners
Avoids repeating disproportionate and unrecoverable staff effort across Transport, Finance, Legal, Communications, Customer Services and Elected Member support.	Some continued dissatisfaction until the LTP process
Maintains certainty of delivery for a tendered, integrated resurfacing programme, avoiding risks to sequencing, contractor efficiency and asset condition management that arise from street-by-street opt-in decisions.	
Removes administrative and legal complexity associated with lumpsum contributions	

**Option 2 – Offer property owners self-funding for the 2026/27 season.**

20. Offer property owners on streets scheduled to move from asphalt to chipseal in 2026/27 the opportunity to contribute the full cost difference to retain asphalt.

<b>Advantages</b>	<b>Disadvantages</b>
Provides continuity with the 2025/26 approach	High staff effort relative to demonstrated and expected demand
Responds to ongoing concern about asphalt retention Signals openness ahead of the LTP process	Roughly estimated unrecoverable staff cost of approximately \$5,000–\$10,000 per week anticipated at minimum 4-6 weeks and a fourfold increase in sites will put the cost over the 100k mark for a smooth process.
Aligns with the original intent of the self-funding option as a time limited measure prior to the LTP - as the appropriate forum for longer term consideration	Introduces delivery, cost and programme risk for the resurfacing programme
	Introduces administrative and legal complexity - including the need for full cost recovery certainty and comprehensive legal agreements within tight timeframes
	High likelihood of low uptake

## FINANCIAL CONSIDERATIONS

21. There are no financial implications associated with this report in terms of business-as-usual programme delivery. However, some implications exist associated with options above, including:
- (a) Option 1: avoids additional unrecoverable staff costs and programme risks.
  - (b) Option 2: introduces ongoing unrecoverable staff costs and potential impacts to programme efficiency, with limited likelihood of achieving sufficient contributions to offset these costs.

## LEGAL IMPLICATIONS / RISKS

22. There are no legal implications associated with the maintenance programme, however the following risks apply to the self-funding option decision:
- (a) Programme delivery risk: Offering a street-by-street self-funding option could disrupt programme sequencing, contractor efficiency and asset condition management. Mitigation: Deliver the 2026/27 programme as standard service.
  - (b) Staff cost risk: The self-funding option requires disproportionate staff effort across multiple teams, with estimated costs of \$5,000–\$10,000 per week. Mitigation: Do not offer the option outside the formal LTP process.
  - (c) Low uptake / value-for-money risk: Prior experience showed very limited participation, with no streets achieving sufficient commitment to proceed. Mitigation: Defer to the 2027–37 Long-term Plan.

## TE AO MĀORI APPROACH

23. This report relates to routine, city-wide road resurfacing within existing road corridors and does not involve new land use or changes to Council policy.
24. No specific engagement with Tangata Whenua has been undertaken for this report, as the programme focuses on standard asset maintenance and does not affect identified sites of cultural significance. Where resurfacing works intersect with areas of known cultural sensitivity, Council's standard internal processes are followed to identify and manage any risks, including engagement where appropriate.
25. The programme supports responsible stewardship of infrastructure by extending asset life, minimising the need for more invasive renewal works, and contributing to safe and reliable transport outcomes for the community.

## CLIMATE IMPACT

26. This report has considered climate impacts in accordance with Tauranga City Council's Climate Impact guidance.
27. The resurfacing programme supports climate resilience by protecting pavements from water ingress, reducing the risk of premature failure and improving network performance under more frequent and intense rainfall events.
28. The programme also contributes to emissions reduction through a whole-of-life asset management approach. Chipseal and targeted rejuvenation treatments are used where appropriate as they require fewer materials and have lower embodied emissions than full asphalt resurfacing, while extending pavement life and reducing the frequency of major renewals.
29. The programme involves maintenance within existing road corridors and does not introduce new land disturbance. Environmental and biodiversity impacts are localised and short-term and are managed through standard construction controls.

## CONSULTATION / ENGAGEMENT

30. Property owners participated in the 2025/26 programme. Feedback showed strong opinions on surfacing types but little interest in self-funding. The 2026/27 approach will be clearly communicated, noting that long-term policies will be reviewed through the 2027–37 LTP process. Communication and engagement will be included during programme delivery.

## SIGNIFICANCE

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

In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the decision is of medium significance.

33. While the matter is considered to be of medium significance, it has high community interest.

## ENGAGEMENT

34. Taking into consideration the above assessment, that the decision is of medium significance, officers are of the opinion that no further engagement is required prior to Council deciding
35. However, further engagement is planned for the 2027–37 Longterm Plan process.

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

## NEXT STEPS

36. Contingent on council decision, staff do not plan to offer the self-funding option for the 2026/27 resurfacing programme, and that the reseal programme continues to be delivered as planned.
37. Any future consideration of property owner-funded asphalt resurfacing will occur through the 2027–37 Longterm Plan process through the consideration of a new policy position.

## ATTACHMENTS

1. **Chip over Asphalt Sites 2026/2027 Resurfacing Programme - A20133222**  

## Chip over Asphalt Sites 2026/2027 Resurfacing Programme

Road Name	Area	Sub-Area	End Location
AMBERLEY CRESCENT	TAURANGA	BETHLEHEM (E)	Site Specific
BRADLEY AVENUE	TAURANGA	PYES PA	Site Specific
BUCKINGHAM PLACE	TAURANGA	BETHLEHEM (N)	CUL-DE-SAC
CHECKETTS PLACE	PAPAMOA	PAPAMOA (WEST)	CUL-DE-SAC
DENNY HULME DRIVE	MT MAUNGANUI	TE MAUNGA	CUL-DE-SAC
GEORGIA GROVE	TAURANGA	PYES PA	CUL-DE-SAC
HARLECH GLEN	TAURANGA	BETHLEHEM (N)	CUL-DE-SAC
HAWK PLACE	TAURANGA	WELCOME BAY	CUL-DE-SAC
JASON PLACE	TAURANGA	PYES PA	CUL-DE-SAC
KESTREL AVENUE	TAURANGA	WELCOME BAY	Site Specific
LEVERS ROAD	TAURANGA	MATUA (WEST)	Site Specific
MONTEGO DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
PEREGRINE PLACE	TAURANGA	WELCOME BAY	CUL-DE-SAC
PHILLIPS DRIVE	TAURANGA	PYES PA	Site Specific
SANTA BARBARA DRIVE	PAPAMOA	PAPAMOA (WEST)	CUL-DE-SAC
SANTA MONICA DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
SOVEREIGN DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
SUNBRAE GROVE	MT MAUNGANUI	TE MAUNGA	CUL-DE-SAC
THE GARDENS DRIVE	PAPAMOA	PAPAMOA (CENTRAL)	Site Specific
VILLAGE PARK DRIVE	TAURANGA	WELCOME BAY (E)	Site Specific
WAIOROI PLACE	TAURANGA	PYES PA	CUL-DE-SAC

### **10.3 Q3 2026 Financial Monitoring Report**

**File Number:** A20139449

**Author:** Caroline Irvin, Governance Advisor

**Authoriser:** Caroline Irvin, Governance Advisor

#### **BACKGROUND**

1. The report accompanying this agenda item, 'Q3 2026 Financial Monitoring Report', will be circulated separately prior to the meeting.

## 10.4 3rd Quarter 2025/26 Capital Programme Performance

**File Number:** A20114431

**Author:** Alex Johnston, Team Leader CPAD

**Authoriser:** Craig Rice, Chief Operating and Financial Officer

### PURPOSE OF THE REPORT

1. To update the Committee on the progress of the capital programme.

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### RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "3rd Quarter 2025/26 Capital Programme Performance".

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### EXECUTIVE SUMMARY

2. Project delivery is aligned with the Revised Budget 2025/26 of \$452.3 million. As at the end of Quarter 3 (31 March), year-to-date expenditure totalled \$280.3 million. Based on forecasts provided by project managers, the estimated expenditure at financial year end is \$403.5 million, being 89% of budget.
3. High-level information on capital project performance is provided in **Attachment 1 – Q3 Capital Programme Performance**. Of the 239 active projects, nine are currently assessed with an overall red status. Most of these projects remain in the planning and design phase, where there are opportunities to achieve value for money through scope refinement and procurement decisions. The most significant risk to delivery of the capital programme continues to be cost escalation, particularly driven by fuel price volatility. Additional details on all red status projects can be found in **Attachment 2 – Red Status Projects**
4. There are 18 projects on hold, pending funding or further decisions. The number of projects on hold has increased since the last quarter by an additional five projects. The list of on hold projects is provided in **Attachment 3 - On Hold Projects**
5. **Attachment 4 – Complete Project List** provides a full list of all active projects including their status for information purposes.
6. Over the past three months, procurement activity has remained steady, with 26 procurement activities completed, totalling approximately \$10.37 million in contract value. The procurement approaches utilised comprised three openly advertised procurements, nine direct appointments, two closed contests, and 12 procurements delivered through established panels. Contract values ranged from \$38,000 to \$2.53 million.

Looking ahead to the forthcoming three-month period, 35 procurements are scheduled, with an estimated total value of approximately \$22 million. Most of this expenditure is expected to be delivered through the CPP and the Waters Framework Panel.

Overall, procurement activity has increased in the recent period, with a further uplift anticipated in the upcoming quarter due to revised budget allocations and the financial year-end approaching. Continued reliance on established panel arrangements is supporting efficient, timely, and compliant procurement delivery.

7. Fuel and petroleum-linked input costs (including diesel, freight, bitumen, fertiliser and petrochemical products) have increased significantly due to international market disruption. While the New Zealand Government has confirmed fuel supply remains stable and the national response remains at Phase 1 – Watchful, sustained price volatility is flowing through to Council delivery activities and creating financial risk across both capital and operational programmes.

The following figures remain a work in progress, subject to continued refinement and challenge through Executive review.

Based on the March 2026 cost escalation forecasts, preliminary modelling indicates potential exposure of up to \$8.8m in FY26 across existing capital contracts, noting many are insulated through contractual terms and conditions. Looking ahead, continued elevated fuel prices could create up to \$20.8m (approximately 5%) of additional pressure on the FY27 capital programme, alongside potential operating cost increases of up to \$4m, primarily within City Operations.

Transport-related activities represent the most significant area of exposure, accounting for approximately 54% of forecast FY27 fuel risk, reflecting the fuel-intensive nature of materials and construction processes. Renewal and Maintenance budgets are particularly sensitive, with an assumed 8% uplift on the \$36m transport-weighted programme potentially increasing costs by around \$2.9m. Some areas, such as Waters, have mitigated impacts through pre-purchasing, though freight-dependent and fuel-intensive services remain exposed.

Executive has directed a centralised control and monitoring approach to manage these risks. Project Managers are required to engage the Commercial Team before agreeing to any fuel-related contractor cost escalation outside Engineer-to-Contract determinations, ensuring early visibility, consistency of treatment, and protection of Council's commercial position. Finance is also assessing the ability to carry forward any unspent FY26 operational budget to offset potential FY27 pressures.

Cross-Council monitoring arrangements have been established, including the rollout of a short Fuel Questionnaire to better quantify contractual exposure and a working group spanning capex, opex, risk and City Operations. A concise fuel-risk update will be included in regular Executive reporting while volatility persists. Should elevated prices continue into FY27, further options may be brought forward for Council consideration, ensuring a proportionate response aligned with national settings and retaining flexibility as conditions evolve.

To date, the Stage Gate Review Committee has reviewed three large projects, all of which have been approved to proceed subject to conditions and improvement actions. The key themes identified through these reviews relate to documentation completeness, risk assessment, and value-for-money considerations.

Over the next three months, a further 15 projects are expected to progress through the Stage Gate Review Committee. While only large and extra-large projects are reviewed by the Committee, all projects are still required to undergo a Stage Gate process in accordance with council governance requirements.

## BACKGROUND

This report is for monitoring and reporting purposes to show Council's performance of projects against Annual Plan and Long-Term Plan budgets up to the end of the 3<sup>rd</sup> Quarter (March).

## TE AO MĀORI APPROACH

8. This report has no direct impact on Council's Te Ao Māori approach. It relates to internal project performance monitoring and assurance arrangements, focusing on governance, reporting, and executive oversight of project delivery. The matters addressed do not change policy, decision-making frameworks, service delivery, or engagement practices with mana whenua, and do not affect outcomes, rights, or interests for Māori. As such, no specific Te Ao Māori considerations are triggered by this report.

## CONSULTATION / ENGAGEMENT

9. This report is made public.

## SIGNIFICANCE









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

## ENGAGEMENT

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

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

## ATTACHMENTS

1. **Q3 Capital Programme Performance - A20136802**  
2. **Red Status Projects - A20136804**  
3. **On Hold Projects - A20136824**  
4. **Complete Project List - A20136822**  



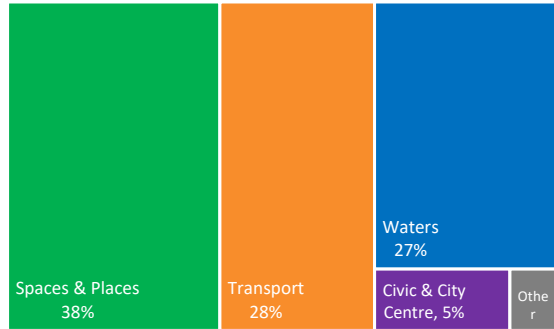
# Project Performance March 2026

*City Delivery Committee 28<sup>th</sup> April 2026*

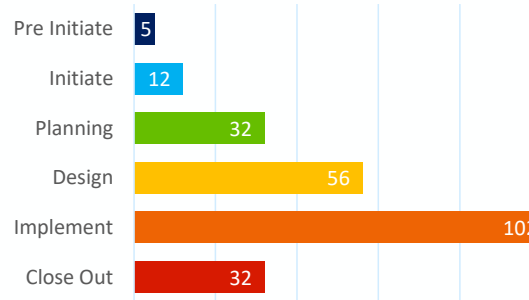


# Capital Programme FY26 Budget

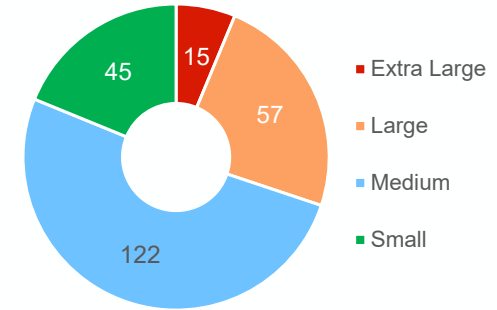
Active Projects by Delivery Groups



Active Project by Lifecycle Stage (Mar)



Active Project by Size



	Overall Status	Actuals (YTD)	Budget (FY)	EAC (FY)	FY Variance	Active	On Hold	Red Status	FY26 Practical Completed Projects
Major Transport		\$ 63m	\$ 92m	\$ 79m	-14%	6	-	1	1
Transport		\$ 35m	\$ 75m	\$ 63m	-16%	61	3	3	27
Waters		\$ 77m	\$ 104m	\$ 112m	7%	65	6	3	15
Spaces and Places		\$ 18m	\$ 52m	\$ 35m	-32%	92	7	-	57
Civic and City Centre		\$ 67m	\$ 91m	\$ 86m	-6%	11	1	2	3
Digital Services		\$ 8m	\$ 12m	\$ 12m	-2%	-	-	-	-
Balance (other)		\$ 12m	\$ 26m	\$ 17m	-34%	4	1	2	3
<b>Overall</b>		<b>\$ 280m</b>	<b>\$ 452m</b>	<b>\$ 404m</b>	<b>-11%</b>	<b>239</b>	<b>18</b>	<b>11</b>	<b>106</b>

FY25/26 revised budget excludes land sales, vested assets and BVL new capital offset



## Community Infrastructure Risk & Opportunities

Risks	Opportunities
<ul style="list-style-type: none"> <li>• It is always a challenge to manage stakeholder expectations of what can be achieved and delivered within the available budgets, to ensure the best outcomes for the key stakeholders and wider community are achieved. The delivery team, engages with a wide range stakeholders (including Mana Whenua) through the planning, design and delivery process. This ensures stakeholders are informed and across design changes and the implications on budgets. The team stays focused to ensure the best overall community outcome is reached that balances community expectations with project costs to deliver value.</li> <li>• Providing a secure pipeline of work allows council to have robust discussions with the supply chain around cost and efficiency. Uncertainty in the delivery programme means that council can lose this opportunity.</li> <li>• Uncertainty in the project pipeline may cause funders may reallocate money to other projects, which means the external funding may no longer be available to council, so those projects if they proceed may do so at a higher capital cost to council.</li> <li>• Current cost uncertainty due to world wide supply uncertainly is starting to impact costs, with escalation requests from construction contracts, and some suppliers wanting to charge additional delivery surcharges. Additional escalation is being added as a risk item for future project budgets</li> </ul>	<ul style="list-style-type: none"> <li>• Spaces and Places, has two procurement arrangements to enable good engagement with the supply chain, through both our panel agreements and Construction Project Partnership (CPP). This allows us to have robust conversations about projects with the supply chain and ensure value is delivered to the community</li> <li>• Community Infrastructure projects tend to be attractive to external funding agencies (TECT, gaming trusts etc), due to the positive outcomes that are delivered to the community. This funding is used offset any council funded project budget. Spaces and Places provides updates of potential projects to funders proactively to gauge interest in any funding proposals.</li> <li>• Ensuring the scope of projects are correct and reflect not only the requirements of stakeholders but also the best outcome for the community and reflect value for money. For example, the recent relocation of the waterfront toilets, reused a community asset into an area a high demand (Pacific Park Playground) without purchasing a new toilet block.</li> </ul>



## Community Infrastructure FY2025/26 Projects

	FY26					Total Project					
	FY26 Actuals (to end Mar)	FY26 Annual Plan Budget	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date <sup>1</sup>	Total Project Budgets FY26 to FY34 per 26AP <sup>2</sup>	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP <sup>2</sup>	Total Forecast EAC	Total Forecast Variance <sup>4</sup>
Gate Pa Community Centre	0.6m	5.8m	2.5m	1.9m	-0.6m	2.8m	5.8m	8.0m	8.0m	7.8m	-0.2m
Gordon Spratt Master Plan	0.3m	4.8m	2.9m	1.8m	-1.1m	5.8m	4.8m	10.6m	10.6m	10.0m	-0.6m
Baypark Master Plan <sup>3</sup>	0.3m	3.8m	2.0m	1.2m	-0.8m	4.1m	43.7m	36.1m	47.4m	13.9m	-33.5m
Links Ave Artificial Turf	2.8m	3.1m	3.1m	2.9m	-0.2m	8.3m	3.1m	8.6m	8.6m	8.4m	-0.2m
Waterfront Central Plaza	0.1m	3.7m	3.3m	0.4m	-2.9m	2.2m	6.1m	10.3m	9.7m	6.4m	-3.3m
Renewals <sup>5</sup>	4.6m	11.4m	10.5m	7.6m	-2.9m	57.7m	96.0m	145.4m	150.5m	150.5m	0
Balance of Community Infrastructure <sup>5</sup>	9.7m	31.8m	27.6m	19.4m	-8.2m	147.1m	397.1m	500.5m	538.8m	480.4m	-58.4m
<b>Total</b>	<b>18.3m</b>	<b>64.3m</b>	<b>51.9m</b>	<b>35.2m</b>	<b>-16.6m</b>	<b>228.0m</b>	<b>556.5m</b>	<b>719.4m</b>	<b>773.6m</b>	<b>677.6m</b>	<b>-96.2m</b>

<sup>1</sup> Includes all historic multi-year spend to the end of Mar 2026

<sup>2</sup> Reflects budgets to the end of FY34 and is subject to future Annual Plan/Long-term plan decision making, impacting phasing and inflationary allowances.

<sup>3</sup> Reporting and forecast reflects approved spend as part of council resolution 14 July 2025

<sup>4</sup> Includes any forecast unspent project contingency and risk allowances that are part of the total project budget.

<sup>5</sup> Note impacts of organizational structure on budget lines are being worked through, some renewals and balance of programme budgets will move to new reporting cost centers but this was not confirmed at time of generating this report.

## Community Infrastructure Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Gate Pa Community Centre	Blessing was held on the 26 Nov 2025, and Asbestos removal and building demolition was completed in Dec 2025. Construction of the building started on 4 March 2026.	●	Implement	Late 2026
Gordon Spratt Master Plan	A revised design has been reviewed by various user groups. TCC has the intent to have a standard design package for TCC provided club rooms for various sporting codes.	●	Design	Late 2026
Baypark Master Plan	The Baypark programme received formal approval to proceed from Tauranga City Council on 14 July 2025. Report on progress and construction budgets will be coming to council in May.	●	Design	Late 2027
Links Ave Artificial Turf	Project is currently in the 12 month defects period .	●	Close Out	Nov 25
Waterfront Central Plaza	Value engineering opportunities have been explored within the design to reduce overall costs, and we now have an approval from EM's to proceed, subject to further discussion on the specifics of the water features. This is an active work in progress.	●	Design	Late 26



# Community Infrastructure Highlights



Oropi Forest and Mountain Bike Trail Restoration



New Climate Controlled Storage Facility for Libraries



New Toilet Facility in Monticola Reserve, Papamoa



Kiriwehi Reserve – Playground Development



# Community Infrastructure Highlights



Haukore Reserve Playground and Reserve Renewal



Gate Pa Community Centre



Papamoa Shared Pathway Stage 2



## Waters Risk & Opportunities





Risks	Opportunities
<ul style="list-style-type: none"> <li>Resourcing to deliver the current and future programme of works – especially leading up and heading through the impending Local Waters Done Well transition. We need to deliver well through the period of change with a risk of key personnel being required outside of the delivery programme to support transition work fronts.</li> <li>With the Water Services Delivery Plan being approved and the Draft AP27 programme now understood the resourcing requirement have been confirmed - with required recruitment and onboarding underway for new staff. The LWDW transition resourcing requirements (relating to delivery staff) will be closely monitored and managed.</li> <li>The City Water's team runs longer term panels and programmes to deliver its programme of works. The panels have a range of expiry dates – before, around and after the proposed Water Organisation transition date. The delivery strategy using these panels and programmes is being worked through. This includes working with the transition team / WBOP to ensure any decisions made will not be detrimental to the possible future organization.</li> </ul>	<ul style="list-style-type: none"> <li>The Waters Programme consists of a range of various projects and programmes – with many offering great professional experience with scope for 'extension' and development opportunities for our internal staff. Providing we manage this well, through targeted planning and providing adequate support, it can accelerate the building of the team's overall capability.</li> <li>Continual improvement of our strategic procurement initiatives– with the plan to combine our professional services panels (planning delivery and design delivery) into a single panel – which has the capability for providing greater efficiency / value for money. Providing performance is achieved along the way many projects will have the capability to move from initiation through to detailed design – without having to 're-procure'.</li> </ul>






## Waters FY2025/26 Projects

	FY26					Total Project					
	FY26 Actuals (to end Mar)	FY26 Annual Plan Budget	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date <sup>1</sup>	Total Project Budgets FY26 to FY34 per 26AP <sup>2</sup>	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP <sup>2</sup>	Total Forecast EAC	Total Forecast Variance <sup>4</sup>
Main Wairakei Pump Station	1.4m	3.8m	1.5m	1.7m	0.2m	5.5m	37.3m	43.9m	41.4m	35.2m	-6.2m
Opal Drive Pump Station	15.0m	13.1m	13.7m	18.3m	4.6m	32.7m	20.2m	38.5m	37.7m	31.8m	-5.9m
Wairakei Rising Main – Stage 1	0.1m	2.3m	1.3m	1.2m	-0.1m	1.9m	18.1m	13.1m	20.1m	14.3m	-5.8m
Te Maunga WWTP Bioreactor 2	10.3m	12.0m	12.5m	14.4m	1.9m	43.6m	19.1m	55.1m	52.0m	54.4m	2.4m
Te Maunga WWTP Electrical & Aeration	0.6m	4.5m	1.8m	1.8m	0m	1.1m	9.5m	8.4m	10.2m	9.9m	-0.3m
Cambridge Reservoir Trunk Main Relocations	2.7m	5.0m	5.0m	5.9m	0.9m	5.4m	79.1m	83.2m	82.5m	80.1m	-2.4m
Mansels Access & WW Renewal Main	3.9m	4.4m	4.3m	4.5m	0.2m	4.5m	4.5m	4.8m	5.1m	4.85m	-0.25m
Balance of Waters	42.9m	63.5m	64.2m	63.7m	-0.5m	858.4m	1,777.9m	2,604.6m	2,601.5m	2,601.4m	-0.1m
<b>Total</b>	<b>77.1m</b>	<b>108.7m</b>	<b>104.3m</b>	<b>111.6m</b>	<b>7.3m</b>	<b>953.1m</b>	<b>1,965.7m</b>	<b>2,851.5m</b>	<b>2,850.5m</b>	<b>2,831.95m</b>	<b>-18.55m</b>

## Waters Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Main Wairakei Pump Station	The Resource Consent is being worked through. We have received the price for the main construction works and are now entering the review/negotiation phase Start on site is expected in Q3 2026, with some minor enabling works to occur prior.		Implement	31 Aug 2029
Opal Drive Pump Station	The project is nearing construction completion. It has progressed well in the past 12 - 16 months but is still slightly behind schedule due to issues earlier in the project with contaminated land.  The project is expected to be completed within its whole of life approved budgets. The project has exceeded its expectations with regards to annual spending/progress and is in the process of bringing forward future years funding.		Implement	31 Aug 2027
Wairakei Rising Main	Contract awarded and working to finalise concept design.		Design	30 Jun 2029
Mansels Access & WW Renewal Main	The sewer upgrade project is progressing well with it forecast to be completed within the approved budget and ahead of programme.		Implement	30 Apr 2026

## Waters Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Te Maunga WWTP Bioreactor 2	<p>The overall project is late due to an issue 12-18 months ago with ground improvements (piling). That has been worked through - and progress on a revised baseline since then has been on track or exceeding our expectations - with base constructed and the external walls of the structure now in place.</p> <p>Due to the ground improvement issues, the projects has been recently working with a depleted contingency allowance. It is likely that this will be exhausted and further funding will be required to finish the project. At this stage the estimate is 500k of additional funds being required, which should be available from likely budget surpluses on other Te Maunga projects.</p> <p>With the Ap26 progress going well, or better than expected, it is likely that the project will have to bring forwards future years funding.</p>		Implement	30 Jun 2027
Te Maunga WWTP Electrical & Aeration	<p>Aerator pipework and power upgrade design has been priced. Scope is well defined.</p> <p>Risks are stable and being managed</p>		Design	15 Dec 2026
Cambridge Reservoir Trunk Main Relocations	<p>This project consists of multiple stages, each with their own delivery strategy. Overall it is tracking well.</p> <ul style="list-style-type: none"> <li>- The Cambridge Road section is in construction.</li> <li>- TNL section (NZTA led) is due to get back into construction in May, and be complete in June.</li> <li>- Racecourse to Hynds - detailed design commenced. With construction window being worked through with the racecourse.</li> <li>- Chadwick/Hynds to K Valley - site investigations and prelim design underway.</li> <li>- K Valley - optioneering underway for preferred alignment.</li> <li>- Smith Farm developer led but TCC designed - coordinated and progressing well.</li> </ul>		Design	30 Jun 2029

# City Waters Highlights

## Ila Place, and Totara St

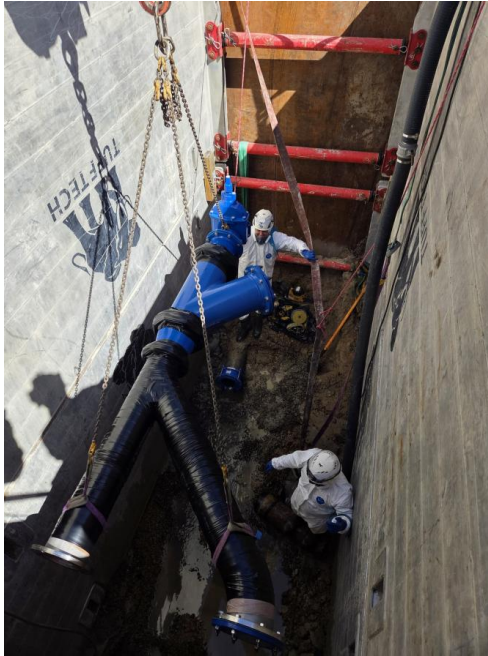


Figure 4 – MH03 Totara Street



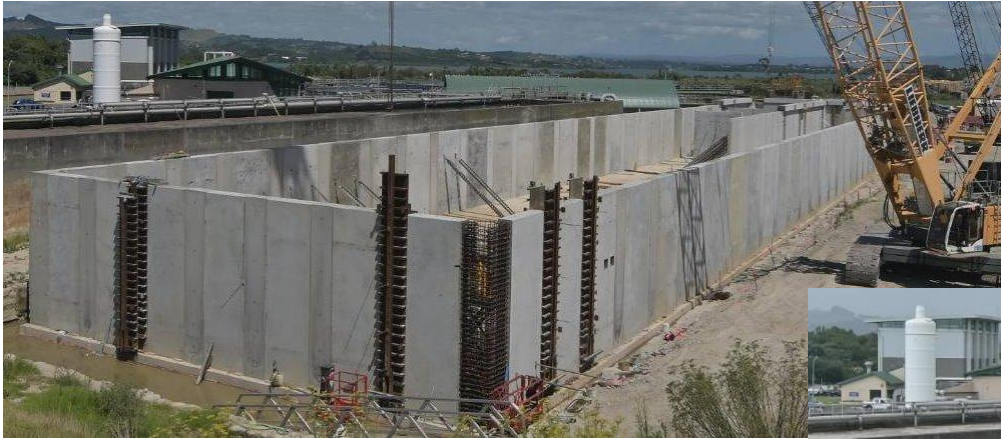
Figure 2 – MH03 Totara Street



# City Waters Highlights

## Bioreactor 2

Progress from Feb 26 to Apr 26



# City Waters Highlights

## Opal Drive Pump Station



## Transport - FY2025/26 Projects

	FY26**					Total Project					
	FY26 Actuals (to end Mar)	FY26 Annual Plan Budget	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date*	Total Project Budgets FY26 to FY34 per 26AP**	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP**	Total Forecast EAC	Total Forecast Variance <sup>4</sup>
Taurikura Drive Upgrade <sup>2</sup>	10.6m	13.6m	11.8m	11.7m	-0.1m	13.2m	26.7m	30.4m <sup>1</sup>	30.7m <sup>1</sup>	14.4m	-16.3m
Arterial Route Review and Implementation <sup>2</sup>	0.4m	5.6m	1.4m	0.6m	-0.8m	0.6m	10.6m	10.8m	10.8m	10.8m	0
City Centre Public Transport Hub <sup>2</sup>	0.7m	2.5m	2.2m	1.1m	-1.2m	4.5m	10.3m	16.2m	14.7m	15.8m	1.1m
Te Okuroa Drive Extension To Tumu <sup>2</sup>	2.2m	2.1m	2.7m	2.2m	-0.5m	5.5m	3.7m	9.1m	9.1m	9.0m <sup>3</sup>	-0.1m
Balance of Transport	21.4m	53.1m	56.8m	47.0m	-9.8m	436.4m	844.7m	1,262.8m	1,266.0m	1,262.8m	-3.2m
<b>Total</b>	<b>35.2m</b>	<b>76.9m</b>	<b>74.8m</b>	<b>62.5m</b>	<b>-12.3m</b>	<b>460.2m</b>	<b>896.0m</b>	<b>1,329.3m</b>	<b>1,331.1m</b>	<b>1,312.8m</b>	<b>-18.5m</b>

\* Includes all historic multi-year spend to the end of Mar 2026

\*\* reflects budgets to the end of FY34 and is subject to future Annual Plan/Long-term plan decision making, impacting phasing and inflationary allowances.

<sup>1</sup> Assumes bus hub is constructed on Taurikura Drive rather than on TCL land. This relates to roading WBS lines only.

<sup>2</sup> Proposed amendments to budget have been progressed since the close off of Mar '26 financials. This will align forecasts with budgets in FY26.

<sup>3</sup> Cost to complete only relates to the current stage. Future works to connect to Te Tumu are not considered.





<sup>4</sup> Of the 12.3m Forecast variance \$3.2m is saving

## Transport - Risk & Opportunities

Risks		Opportunities
<p><b>Funding &amp; Pipeline Uncertainty</b>                      Significant work has been put into developing a clear backlog of projects and the development of a criteria to assess and prioritise these. While there is now a clearer picture of projects we have to deliver, there remains uncertainty as to the funding available to implement these. Co-funding opportunities through traditional NZTA channels remain limited following central government reprioritisation, this increases the reliance on Council funding and constrains delivery flexibility.</p> <p><b>Reliance on Third Parties</b>                      A number of projects involve either new electrical assets (typically streetlights / signals) or changes to existing assets (pole relocations etc). Recent changes to Powerco processes mean that TCC now has less control and visibility over the design / approvals process introducing programme and sequencing risks. There is also an isolated reliance on Kiwirail for The Strand Rail Crossing project, limiting Council's ability to influence the project approvals and delivery outcomes.</p> <p><b>Projects Spanning Financial Years</b>                      Currently smaller projects are allowed for in the Annual Plan - to be commenced and completed in a single financial year. Whilst this timeframe is generally achievable it does limit the ability to stagger design and physical works coming to the market.</p>	<p>This can constrain supplier availability and programme optimisation, increasing the risk of delivery inefficiency and reduced value for money.</p> <p><b>Rapidly Deployable Projects</b>                      Funding savings enabled progress on a number of rapidly deployable projects in FY26. However, community engagement has identified site-specific opposition, one project was withdrawn where changing local conditions removed the need for intervention. Delivery is further constrained by the dependency on Powerco, limiting the speed and certainty of implementation.</p> <p><b>Fuel / Bitumen Supply</b>                      While fuel and bitumen supply constraints have not materially affected current projects, this remains a risk for future works. Suppliers have noted that shorter-term TCC contracts typically provide limited ability to accommodate cost fluctuations, which may impact their ability to meet contractual timeframes without penalty. This may reduce market response and/or result in higher risk allowances being applied to tender submissions.</p>	<p><b>Internal Resources</b>                      The Transport Projects and Engineering Services teams have increasingly adopted partial or full self-delivery models for project delivery. This has reduced reliance on external consultants and strengthened capability and capacity within existing teams, improving delivery resilience and knowledge retention.</p> <p>There is further opportunity to target engagement with selected suppliers by pairing them with internal resources to deliberately upskill staff and embed improved TCC processes. The introduction of the NSZ3910:2023 contract has been a particular focus of this approach, supporting greater consistency, capability uplift, and value from supplier partnerships.</p>



## Transport - Key Projects

Project	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
Arterial Route Review and Implementation	Project proceeding into the next phase of the PDLC following Council approval to proceed with a number of interventions.		Design	March 2027
Taurikura Drive Upgrade	Construction is complete.		Close Out	March 2026
Rapid Deployable	Of the 11 rapidly deployable projects: <ul style="list-style-type: none"> <li>• Parton Road shared path is complete</li> <li>• Two have community concerns which are being addressed</li> <li>• Elder Road crossing in Bethlehem is no longer proceeding</li> <li>• The balance will be tendered this month. Some projects are at risk of not being delivered due to power connection challenges and may default in part into next FY.</li> </ul>		Design / Tender	1 <sup>st</sup> Quarter
Ngatai Bureta Road	Construction is commencing Monday, 20 April. Some nightwork will be required. A temporary traffic management plan in place to ensure access to businesses is maintained.		Implement	September 2024



## Transport - Maintenance Projects

### Mangatawa Link Road and Cambridge Road- Pavement Rehabilitation Works



Rehabilitation works were completed by the Network Maintenance team, with construction undertaken by Acon Contractor.



## Transport - Rain Event 27 March 2026

Forecasted heavy rainfall on Friday 27 March triggered activation of the Trigger Action Response Plan (TARP). As a precaution, Adams Avenue was closed between the hot pools and Pilot Bay boat parking area to protect residents from potential slip movement on Mauao. The closure was in effect from Thursday through to Sunday morning.

- Minor slips, debris and blocked grates
- Widespread surface flooding occurred
- Kaitemako Slip was further affected
- Slips on approaches to Wairoa Bridge (Sh2)
- Oropi Rd Bridge - temporary closure

Road network damage not sufficient to justify claim for emergency funding from NZTA



## Transport - Cyclone Vaianu 12 April

Tropical Cyclone Vaianu hit Tauranga in the early hours of Sunday 12 April. Fortunately, it was downgraded on approach – forecast wind, rain, coastal surge and inundation were not as severe as originally expected.

- Damage to the road network was generally minor, apart from:
  - Tree damage
  - Debris clean up from high winds and rain
  - Minor coastal erosion
- Precautionary drainage works installed at Kaitemako Rd prevented further damage to slip face
- Trigger Action Response Plan (TARP) was enacted between Saturday and Monday



# Digital Services Risk & Opportunities

Risks	Opportunities
<p><b>Organisational capacity</b> - all projects have a combination of technological and business process design. Introducing new digital products and services can and will influence the way processes may work and that can have a profound impact on our people. The purposeful definition and introduction of new processes requires time and effort from specialists inside Digital Services and across the business – potentially requiring back-filling of resources. This has a time and cost impact on the business projects.</p> <p><b>Organisational fatigue</b> – In the current climate of on-going internal change and uncertainty, and with the addition of recent events such as the recent tragedy at Mauao, additional pressure is being felt by already strained resources. This has become evident in the current project teams (both Digital Services and the business). The risk in this, is that the ability to absorb change and adapt to new ways of working is diminished as the tolerance levels wain.</p> <p><b>Organisational risk appetite</b> – TCC maintains a low tolerance for risk to its' digital systems, data security and services, prioritising integrity and availability of information. Significant cybersecurity breaches, major data losses, or prolonged system outages are not acceptable, and critical vulnerabilities must be promptly addressed.</p> <p><b>Digital Services Review</b> – the current resourcing/form and function review occurring in Digital Services through until the end of June is un-settling and could potentially be distracting to staff, impacting productivity.</p>	<p><b>Using innovation to deliver value for money</b> – challenges with budget and other resource pressure needs to drive innovation and “new ways of working”. Digital Services is investigating how to better use automation processes and Artificial Intelligence (AI) solutions via proof of concepts to deliver faster, more flexible, and potentially more cost-effective and efficient business solutions.</p> <p><b>Increase in business engagement</b> – Digital Services is positioning itself to leverage smarter and more customer-centric approaches to engaging with colleagues in TCC. This helps us to ensure we have a view of upcoming projects or initiatives, through the development of new business cases and their addition to the forecasts in the long-term plans. This helps to more clearly identify those requiring future digital support and drives more effective planning and prioritisation. Additionally, it facilitates a deeper understanding of business needs, allowing digital teams to proactively promote existing technology where feasible (aligning with our Value for Money objectives) before considering the implementation of new digital solutions.</p> <p><b>Mitigation of cybersecurity risk</b> – All new digital initiatives must be designed and managed to minimize cyber/security risks. Current technology risks must be reevaluated to ensure alignment to the agreed “low” risk appetite. Mandatory staff training is a minimum requirement, and robust disaster recovery plans must be in place to ensure service continuity and data protection. The push to de-commission our aging Ozone ERP platform also forms a key focus on this area.</p>





## Digital Services FY2026 Projects

	FY26					Total Project					
	FY26 Actuals (to end Mar)	FY26 Annual Plan Budget	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date <sup>1</sup>	Total Project Budgets FY26 to FY34 per 26AP <sup>2</sup>	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP <sup>2</sup>	Total Forecast EAC	Total Forecast Variance
<b>Safe and Secure</b> Program incl. Hardware Buy-Back \$1.2m	\$2.0m	\$3.3m	\$3.3m	\$3.2m	-\$0.1m	\$2.0m		\$9.1m	\$9.1m	\$9.1m	\$0
<b>Safe and Secure Lifecycle</b> Management Platforms	\$2.6m	\$2.3m	\$3.0m	\$3.1m	\$0.1m	\$2.6m		\$4.7m	\$4.7m	\$4.7m	\$0
<b>ERP</b> De-Risking/Exiting Ozone	\$2.7m	\$5.4m	\$5.4m	\$5.3m	-\$0.1m	\$2.7m		\$15.5m	\$15.5m	\$15.5m	\$0
<b>ERP</b> SAP Finance and Rating Upgrade	\$0	\$0.6m	\$0	\$0	\$0	\$0		\$0.6m	\$0.6m	\$0.6m	\$0
<b>Business Improvements</b> Information Management Modernisation	\$0.1m	\$0.2m	\$0.2m	\$0.2m	\$0	\$0.1m		\$0.2m	\$0.2m	\$0.2m	\$0
<b>Business Improvements</b> AI	\$0.1m	\$0.4m	\$0.3m	\$0.2m	-\$0.1m	\$0.1m		\$0.6m	\$0.6m	\$0.6m	\$0
<b>Balance of Digital Program</b> Historic and future projects	\$0	\$0	\$0	\$0	\$0	\$68.8m	\$84.3m	\$128.9m	\$136.0m	\$136.0m	\$0
<b>Total</b>	<b>\$7.5m</b>	<b>\$12.2m</b>	<b>\$12.2m</b>	<b>\$12.0m</b>	<b>-\$0.2m</b>	<b>\$76.3m</b>	<b>\$84.3m</b>	<b>\$159.6m</b>	<b>\$166.7m</b>	<b>\$166.7m</b>	<b>\$0</b>





## Digital Services Projects

Project	Project Description	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
<b>Safe and Secure Programme</b> (incl. Laptop Buy-Back)	An annual program focused on maintaining a secure and resilient digital environment by refreshing critical infrastructure, enhancing cybersecurity measures, and implementing initiatives that adapt to evolving technology and business needs.	<ul style="list-style-type: none"> <li>DaaS Phase 1 is complete with all laptops now on Windows 11 with a new secure infrastructure environment built to manage them effectively. Phase 2 discovery is complete, and commercial negotiations are almost complete with delivery to all non-laptop devices and our cloud machines to be completed Q3/4.</li> <li>Critical network upgrades are still underway and have been progressing well.</li> <li>Disaster Recovery Planning is set to kick off shortly, and we will have an initial plan by the end of June.</li> <li>Backup modernisation is underway which protects our data in the Microsoft Cloud as well as moving off legacy tape storage for long term retention to a cloud-based solution.</li> <li>Security tool consolidation is progressing as planned, with the Server anti-virus rollout nearly complete and vulnerability management deployment commencing in Q4.</li> </ul>		Delivery	June 2026
<b>Safe and Secure Lifecycle Management Platforms</b>	Upgrades and patches to our core digital platforms to ensure we remain compliant, secure and under support along with taking advantage of new capability from our investments.	<ul style="list-style-type: none"> <li>Environment refresh completed.</li> <li>Updated versions including security patches applied across eco system as required</li> <li>Server migrations completed to support safe and secure components</li> </ul>		Delivery	June 2026



## Digital Services Projects

Project	Project Description	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
<p><b>ERP</b> Exiting Ozone Programme</p>	<p>Removing the risk of Council's legacy ERP platform, Ozone, by migrating to a modern supportable ERP.</p> <p>Current project streams are described in next slide</p>	<ul style="list-style-type: none"> <li>• Programme of work initiated and on track</li> <li>• Grants &amp; Subsidies (and Dividends &amp; interest) Revenue Project – entering 'Hypercare' support phase post Delivery</li> <li>• Animals Management Project – Design &amp; Delivery phase</li> <li>• Service Management (CCM) Project - Design phase</li> <li>• Parking Revenue Project - Pre-Initiation</li> <li>• Future projects yet to be planned: Airport Revenue, Cemeteries, Building Services Revenue, Environmental Planning Revenue (including Development Contributions), Environmental Regulation Revenue, Other Revenue, Other Processes</li> </ul>		<p>Pre-Initiation, Discovery, Design, Delivery</p>	<p>FY28</p>
<p><b>ERP</b> Exiting Ozone – Grants &amp; Subsidies Revenue Project</p>	<p><b>Grants &amp; Subsidies Revenue Project</b> This project will migrate Grants &amp; Subsidies (and Dividends &amp; Interest) Revenue from Ozone to the SAP Finance platform (processing ~\$130m revenue p.a.). The purpose of the project also includes foundational build and delivery of standardised and streamlined processes for ad-hoc Sundry Invoices and Collections, suitable for other business lines to adopt in the future.</p>	<ul style="list-style-type: none"> <li>• Delivery phase completed with Go-Live overnight 31 March</li> <li>• Tracking close to P50 Target 'best case' scenario spend to date and estimate at completion</li> <li>• Post Go-Live 'Hypercare' support phase for business users and stakeholders through April, preparing to close the project</li> </ul>		<p>Delivered</p>	<p>End of March 2026</p>






## Digital Services Projects

Project	Project Description	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
<p><b>ERP</b> Exiting Ozone – Animal Management Project</p>	<p><b>Animal Management Project</b> This project will migrate end-to-end Animal Management processes from Ozone to a modern and stable platform. The purpose of the project is to:</p> <ul style="list-style-type: none"> <li>Assure continuity of Animal Services;</li> <li>Reduce heavy system load on Ozone by migrating bulk annual Dog registration renewal processes (reducing risk);</li> <li>Provide foundation for other Regulatory processes</li> </ul>	<ul style="list-style-type: none"> <li>Project initiated, now in design and build phase.</li> <li>On track against P70 'likely case' scenario spend to date and estimate at completion.</li> <li>Risks related to project timelines, including the need to navigate around peak busy periods for the involved business teams and tight vendor delivery timelines, are being managed by the steering group.</li> <li>This project is planning Delivery activities around the annual Dog registration renewals process which occurs 1 June and will decide by the start of May whether to Go-Live beforehand or straight afterwards.</li> </ul>	●	Design & Delivery	August 2026
<p><b>ERP</b> Exiting Ozone – Service Management (CCM) Project</p>	<p><b>Service Management (CCM) Project</b> This project will migrate Service Tickets (aka CCMs) from Ozone to a modern Service Cloud platform (approx. 66.5k tickets p.a. and ~400 users). The purpose of the project is to:</p> <ul style="list-style-type: none"> <li>Assure continuity of service for our community;</li> <li>Simplify our complex Service Ticket structure;</li> <li>Enable standardised service levels and reporting;</li> <li>Deliver AI capability to enable future efficiencies</li> </ul>	<ul style="list-style-type: none"> <li>Project in Detailed Design phase.</li> <li>Commencing Build in April.</li> <li>On track against P50 Target 'best case' scenario spend to date. An estimate at completion will be forecast upon the completion of the Detailed Design phase.</li> </ul>	●	Design	October - December 2026



## Digital Services Projects

Project	Project Description	Project Updates	Overall RAG	Current Lifecycle Stage	Project Completion Date
<b>ERP</b> SAP Finance and Rating Upgrade	Undertaking a major version technical upgrade of the core of our modern ERP, SAP. This will ensure TCC remains under support whilst releasing new features such as embedded Artificial Intelligence (AI functionality).	<ul style="list-style-type: none"> <li>Pre-checks will need to be run again, as this was last run before the Rates and Land Management Project. This is a requirement due to new functionality being introduced.</li> <li>The upgrade schedule has been moved to September - October 2026 due to resourcing and delivery conflicts with the Exiting Ozone programme.</li> </ul>		Delayed/ Swapped	September - October 2026
<b>Business Improvements</b> Information Management Modernisation	We are upgrading how Council manages its data and information to ensure everything is accurate, secure, and easy to access. This enables and supports better decision-making, meets legal requirements, and promotes community trust. It is a smart investment that improves efficiency, accuracy and reduces risk.	<ul style="list-style-type: none"> <li>The new Objective 3sixty solution is now undergoing user acceptance testing (UAT).</li> <li>The project will move into the data cleansing and classification phase following UAT testing.</li> </ul>		Delivery	August 2026
<b>Business Improvements</b> AI	TCC has established an AI Centre of Excellence to lead the responsible, strategic adoption of artificial intelligence across Council operations. This initiative will improve service delivery, reduce costs, and increase productivity by embedding AI into core services, enabling smarter, faster, and more efficient ways of working.	<ul style="list-style-type: none"> <li>The LGOIMA AI proof of concept has now been productionised and is processing new LGOIMA and privacy requests saving significant amounts of time in sorting and answering email related parts of the requests.</li> <li>Work has commenced on the build of Azure AI Foundry which is the next step required for Council to mature its AI programme and deliver enterprise ready AI solutions and automation.</li> <li>Work also continues with initiatives for the legal team, enhancing efficiency and productivity.</li> </ul>		Delivery	June 2026

## Balance of Projects

	FY26					Total Project					
	FY26 Actuals (to end Mar)	FY26 Annual Plan Budget	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Actuals to Date <sup>1</sup>	Total Project Budgets FY26 to FY34 per 26AP <sup>2</sup>	Total Project Budget per 24-34 LTP	Total Project Budget per 26AP <sup>2</sup>	Total Forecast EAC	Total Forecast Variance <sup>4</sup>
Major Transport Projects	63.1m	103.5m	91.9m	78.9m	-13.0m	290.0m	576.4m	805.8m	809.9m	805.8m	-4.1m
Civic & City Centre Projects	65.3m	95.7m	91.4m	84.7m	-6.7m	268.3m	362.9m	525.8m	576.4m	578.2m	1.8m
Balance of Programme	13.8m	41.0m	25.9m	18.6m	-7.3m	157.2m	382.2m	531.1m	532.6m	524.4m	-8.2m
<b>Total</b>	<b>142.2m</b>	<b>240.2m</b>	<b>209.1m</b>	<b>182.2m</b>	<b>-27.0m</b>	<b>715.5m</b>	<b>1,321.5m</b>	<b>1,873.4m</b>	<b>1,918.8m</b>	<b>1,908.4m</b>	<b>-10.5m</b>

<sup>1</sup>includes all historic multi-year spend to the end of Mar 2026

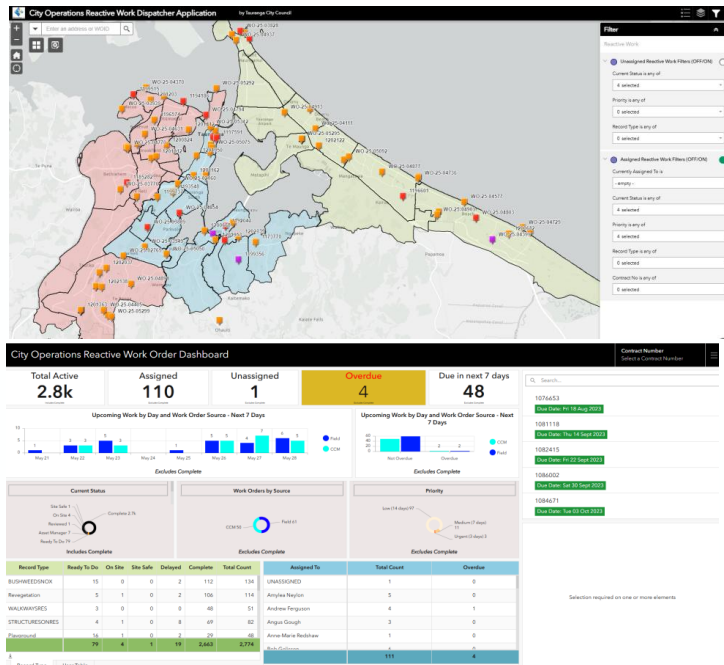
<sup>2</sup>reflects budgets to the end of FY34 and is subject to future Annual Plan/Long-term plan decision making, impacting phasing and inflationary allowances.

Note: The full TMOTP programme, including waterfront projects, is reported separately through the City Future Committee.

## Other Key Projects

Project / Programme	Project Updates
Major Projects: Transport	This programme is reported separately to City Delivery Committee
Major Projects: Civic & City Centre Projects	This programme is reported directly to Council

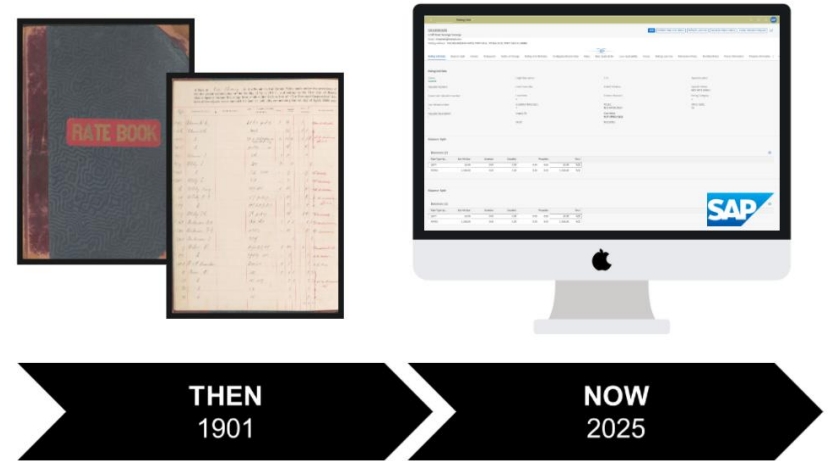
# Digital Services Programme Highlights



City Operations Work order dispatch interface and reporting



City Operations field staff mobile asset and work order interface



Rates at Tauranga City Council – Then and Now



**Red Status Projects**

	Extra Large	Large	Medium	
Waters	1	-	2	3
Transport	1	-	3	4
Spaces & Places	-	-	-	0
Civic & City Centre	1	1	-	2
Others	-	1	1	2
	3	2	6	

	Initiate	Planning	Design	Implement	Close Out	
Waters	-	2	1	1	-	4
Transport	-	1	1	-	1	3
Spaces & Places	-	-	-	-	-	0
Civic & City Centre	-	1	-	1	-	2
Others	1	-	1	-	-	2
	1	4	3	2	1	

CHANGES	Extra Large	Large	Medium
Waters	-	-1	+1
Transport	+1	-1	+1
Spaces & Places	-	-	-
Civic & City Centre	-	-	-
Others	-	-	+1

**New Red Status Projects**

Project Title	WBS Level 1	Delivery Team Group	Project Size	Project Status	Project Lifecycle Stage	RAG Jan 2026	RAG Feb 2026	RAG Mar 2026	FY26 Actuals	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Project Actuals to date	Total Budget (Adopted AP26)	Latest Overall Commentary
15th Avenue to Welcome Bay Upgrade - TSP007	N.000001.02	Transport	Extra Large	Active	Design	Amber	Amber	Red	1,766,149	3,000,000	2,749,838	- 250,162	7,661,852	136,966,617	Overall on track for design completion and construction to commence in 2027, and construction to be complete in 2029. Design underway including bridge structural review. Validation of bridge structural capacity and viability of clip-on remains key risk, with an update on this planned to City Delivery Committee in mid 2026.
	N.000001.03								79,229	80,530	81,145	615	160,815	23,119,221	
	N.000001.04								4,352	50,004	4,997	- 45,007	4,352	4,484,392	
Pyes Pa West Floodway F2 and Pond 12B	N.000086.23	Waters	Medium	Active	Planning	Amber	Amber	Red	115,654	138,823	113,824	- 24,999	423,064	1,336,766	Current stage is preliminary design and consenting. The consent application was lodged with BOPRC for processing in October 2025. Further information requested by BOPRC and TCC to support the consents required bringing forward the geotechnical investigations that will inform detailed design. These were undertaken in January 2026 and TCC's response was submitted in early March. A slip occurred on the site during the storm of 27 March impacting the area where the works are required to stabilise an existing overland flowpath. Detailed Design anticipated to take place between April-August 2026 parallel to the consenting must now progress before consent applications can be granted to give greater certainty to consenting teams from TCC and BOPRC about the design. This will impact on consenting timeframe. Construction commencement currently planned for the earthworks season in October 2026 depends on timely consent approvals and the detailed design not materially altering the preliminary design submitted. Further delays may push construction to late 2027. Implications of the slip event are still unfolding and BOPRC and TCC compliance teams are in close communication with impacted land owners regarding the consents authorised for the subdivision.
PPM Solution	N.000116.05	Others	Medium	Active	Initiate	Amber		Red	-	533,004	250,000	- 283,004	-	-	Preferred Supplier has been selected - however a change in TCC Financial environment OPEX is not available. CPAD has requested the costs from Project Delivery groups. Currently there is uncertainty if we will find the OPEX to deliver.

Red Status Projects (No Change)

Project Title	WBS Level 1	Delivery Team Group	Project Size	Project Status	Project Lifecycle Stage	RAG Jan 2026	RAG Feb 2026	RAG Mar 2026	FY26 Actuals	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Project Actuals to date	Total Budget (Adopted AP26)	Latest Overall Commentary
Western Corridor Wastewater Stage 1	N.000103.03	Waters	Extra Large	Active	Planning	Red	Red	Red	293,476	894,314	894,313	- 1	652,299	44,528,115	Red for cost - new modelling shows new additional upgrades likely are needed sooner due to changes in pop growth numbers. Scope of medium and long term servicing will be more than what is currently in the 2023 implementation plan, and will impact cost due to increase in pop figures.
Central Library & Community Hub	N.000014.06	Civic & City Centre	Extra Large	Active	Implement	Amber	Red	Red	25,977,686	35,494,031	31,975,109	- 3,518,922	82,420,054	42,185,000	The project is advancing according to the established timelines. Suspended light fittings have been installed in level two and level one. Interior finishes and built in joinery are being installed, defected and protected until the hand over period. High level services defecting and final services has commenced on level one and two. Ply linings to framing has commenced on ground floor and services are making good progress. Work in the Wharf street footpath has progressed to final base levels with just the concrete and paving to be applied. The curb line has been recast to a IDC compliant level.
Te Maunga Landfill Closure	N.000070.20	Others	Large	Active	Design	Red	Red	Red	442,584	1,000,000	1,029,321	29,321	966,373	5,953,373	Scope relatively 'fluid' at this stage because of uncertainties around Nga Potiki engagement, disposal of surplus excavated material that is contaminated and potential need for treatment prior to disposal via TM WWTP. The project team is working to define these uncertainties by April 26.  Significant cost uncertainties related to the scope. Currently reporting worst case scenario
Baycourt Upgrade	N.000014.13	Civic & City Centre	Large	On Hold	Planning	Red	Red	Red	-	1,031,124	-	- 1,031,124	313,942	16,840,218	This project is on hold. The project team is waiting on instruction to proceed.
WS Joyce Rd Mini Hydro	N.000098.34	Waters	Medium	Active	Implement	Red	Red	Red	8,000	-	63,000	63,000	813,626	-	The contractor went into liquidation in May 2025. A three way agreement has been reached with TCC, the liquidator for Vortex Group and Guardian Renewables Limited (GRL) to novate the contract to GRL. Deed of Novation is out for signature. Project budget is being resolved through internal delegated authority processes at which stage project risk will reduce to green. For financial context it is currently expected that the contact will be completed for a sum of about \$250,000 vs \$169,000 remaining contract value at time of liquidation.
Chapel Street Esplanade Walkway and Cycleway June 2021 LCLR Bid	N.000018.15	Transport	Medium	Active	Design	Green	Red	Red	10,250	323,000	203,610	- 119,390	15,700	800,000	Red due to ongoing delays in the land agreements and land remediation from Mobil. Now looking like design only in FY26 with construction in FY27.  There is an existing historic design for this project dating back to 2019. The project was briefly picked up in 2023, then placed back on hold when it became obvious that the land agreement was facing a significant delay  The land agreement is expected to be completed later this year. This is currently with LINZ.  MOBIL has started decommissioning works at the site in advance of the land agreement so that the rebuild can be completed by December. PM is currently seeking confirmation that the 6m corridor for the sea wall and path are being reinstated as per the agreement and who is monitoring from a TCC perspective.
LCLR-Levers Road-Tilby to Hall Road	N.000046.36.01.05	Transport	Medium	Active	Close Out	Red	Red	Red	8,499	-	8,499	8,499	680,800	-	SSA commissioned by PM (Stephan) prior to departure. - To be reviewed and any works progressed as required to close out audit. Expected to be closed out by end May '26.
TSP 015 - Te Tumu Internal Multi Modal	N.000023.04	Transport	Medium	On Hold	Planning	Red		Red	-	-	-	-	800,498	-	The SSBC has now been finalised and submitted to NZTA for approval and funding decision. - This project is not included in the 24-27 NLTP which means that the co-funding requested for Wairakei will not be available.  Red status reflects uncertainty in timing and funding availability.

**Red Status to Non-Red Status Projects**

Project Title	WBS Level 1	Delivery Team Group	Project Size	Project Status	Project Lifecycle Stage	RAG Jan 2026	RAG Feb 2026	RAG Mar 2026	FY26 Actuals	FY26 Revised Budget	FY26 Forecast	FY26 Forecast Variance	Project Actuals to date	Total Budget (Adopted AP26)	Latest Overall Commentary
Te Maunga WWTP Growth Related Upgrades - BIOREACTOR 2	N.000073.06	Waters	Large	Active	Implement	Amber	Red	Amber	10,328,160	12,523,284	14,421,732	1,898,448	43,629,452	19,067,747	<p>The overall project is late due to an issue 12-18 months ago with ground improvements (piling). That has been worked through - and progress on a revised baseline since then has been on track or exceeding our expectations - with base constructed and the external walls of the structure now in place.</p> <p>Due to the ground improvement issues, the projects has been recently working with a depleted contingency allowance. It is likely that this will be exhausted and further funding will be required to finish the project. At this stage it is anticipated that a small amount of additional funding may be required, which should be available from likely budget surpluses on other Te Maunga projects.</p> <p>With the Ap26 progress going well, or better than expected, it is likely that the project will have to bring forwards future years funding.</p>
The Strand Level Crossings	N.000014.24	Transport	Large	Active	Design	Red	Red	Green	52,251	1,970,581	228,509	- 1,742,072	581,669	-	Project recently transitioned to Transport and a Project Manager has been confirmed.
	82,181								1,535,294	60,796	- 1,474,498	346,890	-	Wider TCC team are working with both consultants and EM's to requirements, scope and way forward. Scope of the four level crossings endorsed at TPMB and	
	20,729								235,288	20,729	- 214,559	285,437	-	PSG governance meetings.	
Keenan Road Urban Growth Area Transport Infrastructure SSBC (Western corridor Ring Route: SH29-SH36)	N.000086.44	Transport	Large	Active	Initiate	Red	Amber	Amber	-	66,000	-	66,000	709,220	-	Business Case developed up to an Indicative Business Case (IBC) level, but business case halted to date. Project being aligned with other disciplines such as stormwater, wastewater. Due to housing numbers in Keenan Rd likely lower than previously anticipated, some transport investigations are currently being revisited. As agreed with NZTA, remaining budget to be with used for ring road investigations from SH29-SH36 via Kaweroa Drive.
Waterfront Central Plaza (excluding Wharf)	N.000014.15	Spaces & Places	Medium	Active	Design	Red	Green	Green	101,574	3,283,561	434,115	- 2,849,446	2,186,414	6,055,740	Value engineering opportunities have been explored within the design to reduce overall costs, and we now have an approval from EM's to proceed, subject to further discussion on the specifics of the water features. This is an active work in progress.
TBE Footpaths in industrial area	N.000046.59	Transport	Small	On Hold	Design	Red		Green	-	99,996	99,996	-	-	-	Scope of works in FY26to be limited to isolated sections and initial design for future sections / prioritisations.

## ON HOLD PROJECTS

Project Title	Delivery Team Group	Project Size	On Hold Reason	Actuals	Budget	Forecast	Variance
Baycourt Upgrade	Civic & City Centre	Large	Governance - Council	0	1,031,124	0	-1,031,124
Beachside Holiday Park Boardwalk	Spaces & Places	Medium	Governance - Council	3,485	387,096	3,485	-383,611
Cemetery Carpark	Spaces & Places	Medium	Governance - Council	100,000	100,000	100,000	0
Cemetery Chapel	Spaces & Places	Medium	Governance - Council	0	0	0	0
Maxwells Road Rail Crossing	Transport	Medium	Governance - Council	0	80,000	60,000	-20,000
New Cremator	Spaces & Places	Medium	Governance - Council	107,660	80,837	107,660	26,823
Poteriwhi (Parau Farms)	Balance of Programme	Medium	Governance - Council	87,069	119,495	97,188	-22,307
Spring St Swings	Spaces & Places	Small	Governance - Council	-2,073	0	-2,073	-2,073

Project Title	Delivery Team Group	Project Size	On Hold Reason	Actuals	Budget	Forecast	Variance
Awaiti Place Stormwater Upgrade	Waters	Large	No Funding	1,561	0	1,561	1,561
LCLR-Maranui Street Upgrades and Improvements	Transport	Large	No Funding	410	0	410	410
Resolution SW Flood Mitigation	Waters	Large	No Funding	4,253	0	4,253	4,253
Te Ranga Development	Spaces & Places	Medium	No Funding	0	0	0	0

Project Title	Delivery Team Group	Project Size	On Hold Reason	Actuals	Budget	Forecast	Variance
Joyce Rd WSTP Technology Renewal	Waters	Large	Insufficient Budget To Complete Project	9,062	1,410	9,062	7,652

Project Title	Delivery Team Group	Project Size	On Hold Reason	Actuals	Budget	Forecast	Variance
Papamoa Manifold Pipeline (Trunk main) replacements	Waters	Large	Project scope not feasible	14,673	66,000	16,673	-49,327
Te Tumu Rising main	Waters	Large	Project scope not feasible	1,735	30,000	8,735	-21,265

Project Title	Delivery Team Group	Project Size	On Hold Reason	Actuals	Budget	Forecast	Variance
Joyce Reservoir 1 Seismic Upgrade	Waters	Large	Pending external dependencies	0	0	0	0
TSP 015 - Te Tumu Internal Multi Modal	Transport	Medium	Pending external dependencies	0	0	0	0
Tauranga Sign	Spaces & Places	Small	Pending external dependencies	-2,073	0	-2,073	-2,073

**PROJECT LIST**

Project Title	Delivery Team Group	Project Size	Project Status	Current Lifecycle Stage	Project Description
15th Avenue to Welcome Bay Upgrade - TSP007	Major Projects: Transport	Extra Large	Active	Design	This project involves identification through a SSBC and implementation of a preferred option for development of the 15th Avenue to Welcome Bay transportation corridor delivering multi-modal improvements, reduced traffic congestion and improved travel time reliability.
Cameron Road Upgrade Stage 2 (CRS2)	Major Projects: Transport	Extra Large	Active	Planning	Multi-modal upgrade from 17th Avenue to Cheyne Road including Waters upgrades along the corridor.
Papamoa Eastern Interchange (PEI) Stage 3	Major Projects: Transport	Extra Large	Active	Implement	Design and construction of a diamond interchange and The Sands Avenue (south) to connect the new Wairakei Urban Growth Areas to the Tauranga Eastern Link (TEL).
Tauriko West Enabling Works	Major Projects: Transport	Extra Large	Active	Implement	Works to enable mode shift and regional growth, delivering enabling works that have been identified prior to completion of the Detailed Business Case. The works involve the following on SH29 : 1) A new roundabout at Redwood Lane which will link into Tauranga Business Estate 2) A new intersection into the Urban Growth Area (initially 2000 housing units) 3) Signalisation of the Cambridge Road intersection 4) Passenger Transport improvements on the TCC network (Whiore Ave) comprising a bus gate, new footpaths and cycleways 5) Widening of SH29 between Cambridge Road and the northern access.
Central Library & Community Hub	Major Projects: Civic & City Centre	Extra Large	Active	Implement	The new Library and Community Hub is a multi-purpose facility that incorporates an integrated customer services function and provides for community activities beyond simply a traditional library. The Library and Community Hub building will feature a mass timber hybrid structure targeting a 6 Green Star rating.
CWEM (Civic Whare, Exhibition Centre and Museum)	Major Projects: Civic & City Centre	Extra Large	Active	Implement	Design and Construction of Civic Whare, Exhibition Centre and Museum, located on Willow and Hamilton Streets.
Domain Road Upgrade	Transport	Extra Large	Active	Planning	Reconstruct and future-proof Domain Road between Tara Road and The Gardens Drive for potential future development and subdivision
Wairakei Town Centre - Bluehaven Delivered Projects	Transport	Extra Large	Active	Implement	Management of the Development Agreement with Bluehaven for delivery of Wairakei Town Centre including management of the four Bluehaven delivered capex projects. TCC will reimburse Bluehaven for a portion of the costs of construction of The Sands Avenue and The Boulevard road corridors.
Cambridge Reservoir Trunk Main Relocations	Waters	Extra Large	Active	Design	The Cambridge Reservoir Trunk Mains Relocation project is a renewals project within the Central Corridors Water Supply Programme (referred to as Study C) involving relocation and increase size of the existing twin 375mm dia pipelines that currently feed the Cambridge reservoirs, serving approximately one-third of Tauranga City. These pipelines play a critical role in maintaining Tauranga City Council's (TCC) level of service. One of the pipelines is an old AC pipe, installed in 1965, and the other is a poor-quality U-PVC pipe. This pipeline has failed 12 times over the last three years which has resulted in disrupting water supply to around 40,000 residents. The project involves installing two new 560mm dia trunk mains from the racecourse on Cameron Road (opposite Maleme Street) to the Cambridge Road reservoirs. This project is closely related to the Chadwick Link project (referred to within as Central Corridors Study B).
Main Wairakei Pump Station	Waters	Extra Large	Active	Implement	New major pump station at Wairakei to serve Papamoa East growth.
Mt Maunganui Reservoir	Waters	Extra Large	Active	Planning	New reservoir in Mount Maunganui to replace old and undersized reservoir on Mauao. Larger replacement reservoir on existing site or a new location.
Newton St and Hewletts Rd gravity main upgrade	Waters	Extra Large	Active	Planning	Planning and delivery for removing capacity constraint - concept is upsizing of major gravity wastewater pipelines on Hewletts Road and Newton Street
Opal Drive to Te Maunga Rising Main	Waters	Extra Large	Active	Planning	Opal Drive to Te Maunga Rising Main - concept is a 2nd rising main from the Opal Drive PS to Te Maunga WWTP, to deliver increased flows to Te Maunga WWTP from growth in the eastern corridor, including Te Tumu UGA.
Te Papa Inten SW Upg Priority Dev Areas	Waters	Extra Large	Active	Planning	The intensification of Te Papa peninsula will be enabled with the resolution of many stormwater flooding issues.
Western Corridor Wastewater Stage 1	Waters	Extra Large	Active	Planning	Undertake investigations, secure and develop best practicable option of feasibility design for the provision of sites and routes for new wastewater trunk pump stations, rising mains and gravity mains for the short, medium and long term development of the western corridor - assuming all flows are directed to Te Maunga WWTP.
Arataki Bus Facility	Transport	Large	Active	Close Out	Delivery of Detailed Business Case to secure funding for a bus interchange facility in Arataki area.
Art Gallery Door Relocation	Major Projects: Civic & City Centre	Large	Active	Close Out	The upgrade to the Tauranga Art Gallery is to better connect the gallery with the new civic precinct works, through a re-alignment of the main entry to the Art Gallery. Moving the entry from the Wharf Street corner to the new masonic park side to better connect with Te Manawataki o te papa.
Arterial Route Review and Implementation	Transport	Large	Active	Design	The primary goal of the Arterial Routes Review Project (The Project) is to mitigate disruption during the construction of the upcoming Transport System Plan (TSP) project: 'Connecting the People - 15th Avenue to Welcome Bay' (15th/Turret Project). Disruption mitigation is expected to include traffic interventions/individual projects. A secondary purpose of this project is to consider the possible adverse impacts of these mitigation measures on other TSP projects such as Barks Corner and Cameron Road Stage 2.

Artificial Turf Installation	Spaces & Places	Large	Active	Close Out	Artificial Turf installation at Links Ave Reserve.
BayPark Master Plan	Spaces & Places	Large	Active	Design	The BayPark Masterplan programme has been initiated to assist with the capacity increasing strategy to activate and allow for additional sport codes to utilise facilities across the city, The programme will look to design and develop masterplan activities that will be user friendly and feasible and accommodate new and existing facility users at BayPark.
Beaumaris Boulevard Flood Mitigation	Transport	Large	Active	Close Out	This project addresses the 1-in-100-year flood risk affecting 12 residential properties near Sterling Gate Drive and Beaumaris Boulevard. The works include designing and constructing new twin culverts under Beaumaris Boulevard to improve stormwater flow and prevent flooding of homes and road corridors. The project also involves replacing the solid concrete crash barrier on SH2 with an alternative design, ensuring floodwaters can pass through without damming, while maintaining road safety. These improvements will significantly reduce flood risk for the community and enhance resilience in the surrounding area.
Bus Stop Upgrades	Transport	Large	Active	Close Out	TSP033 - This project focuses on upgrading bus stops across the network to improve safety, accessibility, and passenger experience. The works include installing compliant infrastructure such as improved boarding areas, seating, and signage, ensuring stops meet modern standards and support a more reliable public transport system. These upgrades will make it easier and safer for people to use buses, encouraging greater uptake of public transport.
Cambridge Rd Reservoir No 4	Waters	Large	Active	Planning	Concrete service storage reservoir of 10ML for Tauranga West supply zone. Demand due to greenfield and infill subs in this supply zone.
Carmichael Rd 3Waters Upgrade	Transport	Large	Active	Planning	This project focuses on planning improvements at the southern end of Carmichael Road to upgrade wastewater, water supply, stormwater, and transport infrastructure. Currently funded for the planning stage only, the work will develop a detailed programme to support future delivery. Funding for design and construction is scheduled as part of the 2027-2037 Long-Term Plan, ensuring essential services and improved connectivity for the area in the coming years.
Chadwick Rd watermain to Cameron Rd link	Waters	Large	Active	Design	Chadwick Rd /Pooles Rd watermain link to Cameron Rd from Fraser street
Churchill Road Foreshore Sewer	Waters	Large	Active	Implement	The Churchill Foreshore Sewer Upgrade is a high-priority infrastructure project designed to resolve critical capacity constraints in Tauranga's western wastewater network. The project involves upsizing key pipelines and upgrading major pump stations, all within highly constrained urban, ecological, and coastal environments. Complex consenting, cultural engagement, and construction methodologies make this a technically and strategically challenging project.
Civic Administration Building Fitout	Major Projects: Civic & City Centre	Large	Active	Close Out	In 2020 Willis Bond presented an option to Council to build a new building for the purposes of Council Offices. In 2021 the Council approved the proposal including an option to lease the building for a 15 year lease term with further rights of renewal.
Civic Plaza	Major Projects: Civic & City Centre	Large	Active	Design	The demolition of the Civic Heart building and civic works required for the Site A Establishment project will allow the Civic Precinct and Civic Plaza plans to proceed. The extensive slope of Site A from Durham Street to Willow Street presents challenges to the landscaping design. The Site falls steeply from Durham Street to Willow Street, with a difference in level between the two streets of between 8 and 11 metres. This gradient has been addressed through a series of terraces up the site. Large stairways are a feature to the south of the site with an accessible walkway integrated into the landscape
Coastal Water Trunk main 2 (Waiari Stage 3) watermain to Mount Maunganui	Waters	Large	Active	Planning	Extension of trunk watermain from Mangatawa Reservoir into Mount Manunagui. Related to options assessment for long term reservoir sites in Mount Maunganui as part of reservoir project.
Coastal Water Trunk Mains 1	Waters	Large	Active	Planning	Extension of Waiari trunk main from Welcome Bay Road to Mangatawa Reservoir following SH2.
Connecting Mount Maunganui	Major Projects: Transport	Large	Active	Pre-Initiate	Transport network capacity upgrades through the Mount Maunganui industrial area including Hewletts Road (SH2), Totara Street and other local road networks to reduce congestion and support continued growth.
Durham to Grey Laneway Programme	Spaces & Places	Large	Active	Initiate	City laneway to create another pathway between the public transport and university on Durham St and the retail precinct on Grey St
Gate Pa Community Centre	Spaces & Places	Large	Active	Implement	New Gate Pa Community Centre - design and construction.
Hamilton, Wharf & Durham Footpath Upgrades	Major Projects: Civic & City Centre	Large	Active	Design	Hamilton, Wharf & Durham Footpath Upgrades.
Harrisfield Drive Gravity Main Upgrade	Waters	Large	Active	Design	New 400 mm gravity pipeline to increase capacity. To replace or supplement the capacity of the existing gravity main along Harrisfield Drive, from Poike Road to upstream of Ila Place pump station PS076.
Indoor Courts, 483 Cameron Road	Major Projects: Civic & City Centre	Large	Active	Close Out	Refurbish 483 Cameron Road (The Warehouse) building to accommodate 4 indoor multi-use courts, changing and amenities, a reception and storage.
Johnson Reserve Pipe Upgrade	Waters	Large	Active	Close Out	Upgrade of 620 m of gravity main to 300mm diameter.
Joyce Rd Twin Outlet Main Upgrade	Waters	Large	Active	Design	Plan and replacement of trunk water mains of Oropi & Joyce network. Critical mains from WTP to Te Papa. Mains & pump stations in high risk area and at end of life.

Kaituna overflow	Waters	Large	Active	Planning	land purchase, design and construction of a large landscaped overflow channel from the Wairakei Stream end in Te Tumu to the Kaituna River. Includes 2x bridge crossings of the wide channel.
Keenan Road Urban Growth Area Transport Infrastructure SSBC (Western corridor Ring Route: SH29-SH36)	Transport	Large	Active	Initiate	This project develops a Single Stage Business Case (SSBC) for transport infrastructure to support the Keenan Road Urban Growth Area (UGA), which is expected to deliver around 2,500 new homes along with social infrastructure. Located within the wider western corridor—including Tauriko West and the Tauriko Business Estate—the SSBC will identify multi-modal transport solutions such as public transport, walking, and cycling facilities. These improvements aim to enable safe, efficient movement within new neighbourhoods and provide strong connections to surrounding areas.
Local Wastewater Network Upgrades	Waters	Large	Active	Planning	It is a programme of work to identify, prioritise, plan and deliver local network capacity constraints (<=150m dia system). This is to prevent wastewater overflows within the local network, caused due to growth in the upstream catchment, with the objective to enable intensification growth in Tauranga and reduce capacity constraints (by reducing the risk of future wastewater overflows). It will include multi projects, each one with its own timeframe for planning, design and implementation, happening throughout multiple years.
Maleme St Upgrade	Waters	Large	Active	Design	Upgrade existing wastewater trunk assets to provide for the short- medium term growth from the Western Corridor (Tauriko, Lower Belk.). Upgrades are needed at Landing Drive pump station, commission the existing 2nd Landing Drive RM, upgrade trunk system upstream of Maleme St PS, and duplicate Cheyne Rd sewer, and minor upgrades possible at Maleme St PS.
Mansels Access & Renewal of WW Main	Waters	Large	Active	Implement	425 meters of 300mm diameter wastewater gravity main requires upgrade due to poor condition. The existing sewer is in a gully with difficult terrain located in the back of private properties. The proposed replacement wastewater pipeline to run through the adjacent Stormwater Reserve.
Marine Parade Boardwalk	Spaces & Places	Large	Active	Implement	Construct pathway along the Marine Parade frontage from the Cenotaph to the Oceanbeach Road roundabout including ancillary facilities to accompany the new facility
Masonic Park Upgrade	Major Projects: Civic & City Centre	Large	Active	Close Out	Redevelopment of Masonic Park to link the Waterfront Reserve with Te Manawataki o Te Papa
Mt Maunganui WS Main Upgrade	Waters	Large	Active	Design	New upsized WS trunk main to replace abandoned section of 250mm AC main from Hull Road to Rata Street. Needed for fire fighting supply.
Network capacity upgrades - Mt Maunganui	Waters	Large	Active	Planning	Planning for upgrades to stormwater network capacity. Planning of stormwater network infrastructure upgrades within Mt Maunganui. Funding of implementation is subject to further Council decisions to allocate budget.
Omanawa Falls Safe Access	Spaces & Places	Large	Active	Implement	The project seeks to deliver physically and culturally safe public access to the bottom of Omanawa Falls. The project includes the creation of a carpark for 77 cars at 1031 Omanawa Road, public toilets, minor upgrades to the existing shed, cliff stabilisation, the creation of a walking track and three viewing platforms. Mahi Toi, including pou, pa tuwatawata, waharua, seating and signage are also proposed to be included. TCC are working closely with Ngati Hangarau and Tourism BOP to support the establishment of a commercial tourism experience at the site. Due to budget constraints the project will no longer reach the bottom and will stop just above/beside the top of the falls.
Opal Dr Pump Station	Waters	Large	Active	Implement	Construction of new pump station including storage to replace an existing pump station that is end of life.
Oropi Reservoir 1 Seismic Upgrade	Waters	Large	Active	Close Out	Seismic upgrade and renewal of the Oropi reservoir 1. Includes construction of roof ring beam, internal floor slab, roof-column support brackets, external pipework and chambers and other surface remedial works.
Oropi Trunk Main Upgrade	Waters	Large	Active	Design	Replace and upgrade Oropi WTP outlet mains and relocation and upgrade of Oropi BPS.
Pyes Pa West - Dam 5 / Wetland 5 Design and Construction	Waters	Large	Active	Implement	Construction of Dam/SW assets and Wetland to accommodate future development of the Pyes Pa West catchment. Site located at No 642 Kennedy Road (over the Nanako Stream).
Reservoir Renewals & Seismic Upgrades	Waters	Large	Active	Implement	Manage the professional services and physical works for the Water Reservoir Asset Renewal Implementation Plan – The design of renewals upgrades and seismic strengthening at fifteen plus reservoirs sites from 2018 to 2030. Most of the expenditure is for upgrading the resilience of reservoirs through structural strengthening and providing flexibility and controls to the reservoir pipework and isolation valves. Other expenditure is for securing the reservoirs the reservoir roof integrity. A third upgrade strategy is to improve the functionality and safety of personnel access equipment on the reservoirs.
Road Rehabilitation	Transport	Large	Active	Implement	Reconstruction and rehabilitation renewal of existing road pavement is an approved and continuous programme under the National Land Transport Plan that receives a 51% subsidy from the NZ Transport Agency. The current three year period is 2024-27. TCC LTP Budgets have been revised since the original publication of the Transportation Asset Management Plan 2024-34 in November 2023.
SW Upgrade Culvert under SH2	Waters	Large	Active	Design	Stormwater is currently predicted to pond on properties as a result of the State Highway 2 (SH2) embankment blocking the natural flow path, combines with an undersized culvert. With development of 282 SH2 and increased impervious land, flooding is predicted to increase if not appropriately addressed. This project objective is to look at options of installing a larger SW culvert to convey SW flows under the SH2, connecting into an existing open waterway on 283 SH2
TC84/21 Tauranga Watermain Upgrades 2021 to 2026	Waters	Large	Active	Implement	Five-year contract for renewal of drinking water mains. The contract is developed yearly and the contractor is evaluated on compliance of KPI's.

Te Maunga Landfill Closure	Balance of Programme	Large	Active	Design	To design and implement the Best Practicable Option (BPO) for ongoing discharges, as identified in resource consent application documents submitted to BOPRC on 31 October 2024. The proposed BPO is below, though this has not yet been approved under the resource consent and may change.
Te Maunga WWTP Aeration stage 1 & Electrical Power Upgrades	Waters	Large	Active	Design	Essential aeration and linked power upgrades needed to support asset upgrades at the Te Maunga WWTP (mainly the bioreactors) - stage 1. Later stages are not yet live projects.
Te Maunga WWTP Clarifier 3	Waters	Large	Active	Close Out	Construction of a new Clarifier. This is needed to provide the redundancy to enable one clarifier to be taken out of operation for maintenance (annual occurrence).
Te Maunga WWTP Growth Related Upgrades - BIOREACTOR 2	Waters	Large	Active	Implement	Construction of a new bioreactor at TM Wastewater Treatment Plant. The construction is being implemented as two separate contracts: TC62/20 Ground improvements (by Brian Perry Civil) - construction of CFA pile lattice structure TC88/19 Above Ground Works (by HEB) - construction of structure, M&E and civil works
Te Maunga WWTP Headworks - Inlet works	Waters	Large	Active	Design	New inlet works to replace the existing inlet works which is nearing capacity. The works includes Inlet screens (headworks); grit removal and disposal (headworks); low lift distribution pumps and pipework; relocation of biofilter. The existing inlet works has recently undergone some upgrades (inlet screens; grit removal) which have improved the capacity to manage the increased loading from the Southern Pipeline. Two separate studies are currently underway to assess whether investment into the new inlet works can be deferred.
The Strand Level Crossings	Transport	Large	Active	Design	The waterfront program necessitates the enhancement of railway level crossings along The Strand to facilitate a connection between the waterfront and the City Center. These improvements will ensure that the crossings meet designated access requirements outlined in the concept design while also enhancing safety in accordance with the Level Crossing Safety Impact Assessment (LCSIA).
TM Bioreactor 1 Renewal	Waters	Large	Active	Design	Renewal of diffusers in Bioreactor 1
Totara Street Safety Upgrade	Transport	Large	Active	Close Out	3km of separated cycleway and shared paths, with signalised intersections and crossings. Construction parallel delivery of Hewlett's/Totara St slip-lane & intersection (separable portion, funded by WK).
TSP028 - Taurikura Drive Upgrade	Transport	Large	Active	Implement	Upgrades to Taurikura Drive and support future development in the wider Tauriko area including residential developments and Public Transport Hub, to satisfy conditions of judicial review agreement, improve access to Tauranga Crossing Ltd and surrounding businesses.
TSP029 - Belk Road Futureproofing	Transport	Large	Active	Planning	Widening and future proofing of Belk Road through Tauriko Business Estate stage 4 towards the TCC/WBOP boundary.
Waikite Reservoir 1 Seismic Upgrade	Waters	Large	Active	Implement	Seismic Upgrade and renewal of the Waikite reservoir 1. Includes construction of roof ring beam, internal floor slab and ring beam, roof-column support brackets, internal and external pipework and other surface remedial works
Wairakei Rising Main PHASE 1	Waters	Large	Active	Design	Upgrades to existing papamoa east shared rising main to increase capacity. Includes upgrade to Simpson Rd PS. Includes Simpsons budget.
Wastewater Lining Renewals	Waters	Large	Active	Implement	Wastewater Reticulations Renewals to ensure continued resilience and level of service for the Wastewater Network
Wastewater Pumpstations Renewals	Waters	Large	Active	Implement	The Wastewater Pumpstation Renewals programme is an ongoing programme falling into the 3-Waters Joint Maintenance Contract with Downer. It commenced in mid-2021 and aims to renew assets in Wastewater Pump Stations as planned via Accela and RIVA Asset Management Systems to ensure efficient and reliable operation.
WW Network Upgrade & Renewals - CBD	Waters	Large	Active	Implement	The CBD Wastewater Reticulation Renewals project is a core component of Tauranga City Council's long-term wastewater renewals programme. The project addresses ageing and deteriorating wastewater infrastructure within the central business district, where critical assets have reached or are nearing end-of-life. Renewal works are required to maintain service reliability, reduce the risk of network failures, and support ongoing growth and development in the city centre.  The scope includes dig-and-relay replacement of priority wastewater mains, manholes, and associated connections, alongside targeted trenchless lining works where renewal in situ provides best value. Works will be staged to minimise disruption to businesses, residents, and road users in the CBD. A strong focus is being placed on traffic management, stakeholder communication, and coordination with other utility providers and council capital works to reduce overlap and impact.
WW Reticulation Renewals	Waters	Large	Active	Implement	Renewal programme consisting of working in close tandem with our Design partner WSP to identify, investigate, design and renew our aging wastewater reticulation network across Tauranga using lining and dig and relay methodology.
Awaiti Place Stormwater Upgrade	Waters	Large	On Hold	Design	Stormwater Upgrade
Baycourt Upgrade	Major Projects: Civic & City Centre	Large	On Hold	Planning	Upgrading of the exterior of Baycourt to tie into the new civic development precinct and allow for an external lift to serve the precinct. Upgrades to interior lobbies and toilets as well.
Joyce Rd WSTP Technology Renewal	Waters	Large	On Hold	Planning	Project on hold as current budget is insufficient to complete full scope. There will be a submission to the LTP seeking to secure additional funding to enable the project to proceed. Description: The Joyce Road Water Plant (WTP) was built in 1997. The equipment has roughly a 25 year life and has now reached the end of its economic life. The WTP supplies over half of Tauranga's potable water and need to be continually reliable.

Joyce Reservoir 1 Seismic Upgrade	Waters	Large	On Hold	Design	Seismic Upgrade and renewal of the Joyce reservoir 1. Includes construction of roof ring beam, internal floor slab and ring beam, roof-column support brackets, external drainage and other surface remedial works
LCLR-Maranui Street Upgrades and Improvements	Transport	Large	On Hold	Design	The purpose of this project is to improve the level of service and safety for all modes of transport. To achieve this, we are looking at pavement rehabilitation, carriageway widening, Kerb & Channel, shared use path, drainage, cycle lanes and streetlighting improvements. Design complete project is on hold till 26/27
Papamoa Manifold Pipeline (Trunk main) replacements	Waters	Large	On Hold	Planning	Papamoa Manifold Pipeline (PMP) - increase capacity and reduce wastewater overflow risk, originally 2 phases. Currently in planning for stage 1 upgrade, but looks likely that initial stage not possible and will need new full upgrade
Resolution SW Flood Mitigation	Waters	Large	On Hold	Planning	The project involves flood mitigation works to remove/reduce DvV flooding to affected properties downstream of Resolution Rd. The works will either include a large dam (meeting NZSOLD guidelines) located in the proximity of 15 Herald Way or a large dia pipe (approx 2m) from 15 Herald Way to the harbour.
Te Tumu Rising main	Waters	Large	On Hold	Planning	Design and construction of 2 x new wastewater RMs (450mm down Te Okuroa Dr and 280mm dia on The Boulevard) to service Te Tumu UGA. The planning stage is for new 'western sections' of these rising mains under existing roads to the new Wairakei pump station. ~1.8KM of the eastern section of the 450 mm main in Te Okoroa Dr has already been constructed by Transport when constructing the PEI (to the Te Tumu boundary). Bluehaven developers are installing eastern sections of the 280mm main along The Boulevard as they build the new sections of road to east (from Stenson Dr to the Te Tumu boundary).
1st Avenue West Stormwater Renewals	Waters	Medium	Active	Implement	Upgrading the existing Ø350mm pipes to Ø450mm and Ø375mm, with potential realignment outside building footprints to improve constructability and future access.
2. Papamoa Beach Shared Pathway Stage 2	Spaces & Places	Medium	Active	Implement	The design and construction of a shared path between Parton Road and Taylors access Road. This is Stage 2 of the original shared pathway proposed from Domain Road, Stage 1 ended at Parton Rd.
Allan McBride Park - Reserve Enhancement and Playground Renewal	Spaces & Places	Medium	Active	Implement	To design and deliver a fit-for-purpose neighbourhood reserve, including play space provision, that meets the needs of the play, recreational and amenity needs of the community – recognising a high density residential zone and anticipated future residential intensification in this area.
Arataki Reserve Interim Changeroom Facility	Spaces & Places	Medium	Active	Design	Project was sports field updates programme but this budget line is now specific to Arataki clubroom sports facility.
Ashley Place Footpath	Transport	Medium	Active	Design	This project aims to improve pedestrian safety and connectivity along Alice Lane and Ashley Place. Key upgrades include constructing a new footpath on Ashley Place and installing a pedestrian island near the intersection to provide safer crossing points. The design will also incorporate street lighting improvements, updated traffic signs and road markings, and reviews for vehicle tracking and overland flow paths. These enhancements will create a safer, more accessible walking environment for residents and strengthen the local pedestrian network.
Aspen Reserve	Spaces & Places	Medium	Active	Design	To redevelop Aspen Reserve with a primary focus on creating an urban oasis enhancing its existing green open space amenity while recognising future potential for small scale events (secondary purpose). The City Centre Action and Investment Plan (CCAIP) identifies Aspen Reserve as a 'sanctuary space' for people attending the Court and Ministry of Justice building being developed in the vicinity of the reserve.
Automated Public Toilet Mngmnt Systems	Spaces & Places	Medium	Active	Implement	Toilet Management system - BMS
Bay Venues Managed Properties Renewals	Spaces & Places	Medium	Active	Implement	TCC Bay Venues Renewals - Elizabeth St CC
Beaumaris Reserve Renewal	Spaces & Places	Medium	Active	Close Out	Design and construct a new playground at Beaumaris Boulevard Reserve. This is a playground renewal and upgrade.
Bethlehem Road Stage 3 & 4	Transport	Medium	Active	Design	This project focuses on the design phase for improvements along Bethlehem Road between approximately numbers 144 and 261. The planned upgrades include widening the footpath to enhance pedestrian safety and accessibility, installing speed humps to calm traffic, and improving drainage to manage stormwater effectively. These works will create a safer, more connected environment for residents and road users.
Bridge Component Replacement WC215	Transport	Medium	Active	Implement	This citywide programme focuses on renewing critical components of bridges, large culverts, and other structures to maintain safety and reliability. Delivered on a three-year cycle, the works include replacing aging elements to ensure the resilience of key transport links and reduce long-term maintenance risks. These upgrades help keep the network safe and functional for all road users.
Building 26 Historic Village	Spaces & Places	Medium	Active	Close Out	Strengthening the structure of the building and bring up to standard.
Building 57 - Chapel - Historic Village	Spaces & Places	Medium	Active	Close Out	Internal and external refurbishment of the Chapel building at The Historic Village
Bulk Meter Renewals	Waters	Medium	Active	Initiate	Replacement of Bulk water meters
Cambridge Road - Closed Landfill Upgrade	Balance of Programme	Medium	Active	Implement	Cambridge Road closed landfill - infrastructure upgrade and remediation works to comply with Resource Consent
Carlton Reserve Skate Park	Spaces & Places	Medium	Active	Design	To design and construct a fit-for-purpose skatepark at Carlton Street Reserve, including supporting amenities

CCTV Renewals 25/26 N.000045.06	Transport	Medium	Active	Implement	This project involves replacing existing CCTV cameras and supporting infrastructure that have reached the end of their useful life. The renewals will ensure the network remains reliable for monitoring and safety purposes, maintaining effective surveillance across key locations.
Cemetery - Works	Spaces & Places	Medium	Active	Implement	Cemetery renewals, Landscaping, Cemetery Activity Development.
Cemetery Crematorium Building	Spaces & Places	Medium	Active	Design	New Crematorium Building
Chapel Street Esplanade Walkway and Cycleway June 2021 LCLR Bid	Transport	Medium	Active	Design	This work is associated with the Mobil redevelopment and agreement between property and adjacent landowners. Existing historical design.
City Centre Green Spaces	Spaces & Places	Medium	Active	Initiate	Bulk fund for upgrading Parks, Reserves and Green Spaces in the city centre
City Centre Placemaking	Spaces & Places	Medium	Active	Initiate	Bulk fund to allocate to placemaking projects in the city centre to improve amenity.
City Centre Public Transport Hub (Durham Street)	Transport	Medium	Active	Close Out	This project delivers a new bus interchange on Durham Street to strengthen public transport connections in the city centre. The hub will provide improved facilities for passengers, including safer boarding areas and better integration with surrounding streets, supporting a more reliable and accessible transport network. These upgrades will make it easier for people to travel to and from the CBD, encouraging greater use of public transport.
City Centre Public Transport Hub (Intercity Stop)	Transport	Medium	Active	Implement	The primary outcome for the City Centre public transport facility are facilitating mode-shift and supporting the redevelopment of the City Centre. The project is to confirm a suitable location (or multiple, dependent locations) for a public transport hub within the City Centre.
City Centre Transport Development	Transport	Medium	Active	Close Out	This project delivers streetscape improvements in the city centre to create a safer, more attractive, and people-focused environment. Influenced by the City Centre Access and Intensification Plan (CCAIP), the works aim to enhance walking, cycling, and public transport connections while supporting vibrant urban spaces. These upgrades will improve accessibility and strengthen the city centre as a key destination for residents and visitors.
Citywide SW Quality Programme	Waters	Medium	Active	Planning	Urbanisation significantly affects stormwater by increasing flow volumes and reducing water quality through higher levels of sediment and contaminants. If unmanaged, this can contaminate receiving environments, accelerate stream bank erosion, and cause sediment build-up in estuaries and harbours. This project aims to address these challenges by developing effective stormwater management solutions that protect waterways and coastal ecosystems.
Coastal structure renewals	Spaces & Places	Medium	Active	Implement	Renewals of coastal protection structures such as seawalls, groynes and breakwater structures identified from condition assessments. Projects for renewal/replacement of coastal protection structures on the waterfront and Dive Crescent is now being delivered by City Centre project team under a separate project code.
Commercial Footpath Renewals	Transport	Medium	Active	Implement	This project is an annual programme to renew commercial footpaths that have reached the end of their service life. Typically covering sections over 10 metres in length, the works ensure safe and functional pedestrian access in commercial areas. This programme is not eligible for NZTA subsidy and is funded locally.
Commercial meter Replacements 2022	Waters	Medium	Active	Implement	Replacement of Commercial water meters (~500) across Tauranga Region. Delivered using multiple civil contractors to deliver by deadline (January 1 2024)
CSC SW Treatment	Waters	Medium	Active	Design	Programme based on results of stormwater quality investigations, compliance requirements and enhancement opportunities identified through waterway assessments and freshwater management tool.
Cultural and Historical Precinct	Spaces & Places	Medium	Active	Initiate	The City Centre Action and Investment Plan has a strategic outcome for a city centre with identity and culture. The cultural and historical precinct will be important for this.
Drainage Improvements	Transport	Medium	Active	Close Out	Drainage Improvements WBS made available to Transport Network and Contracts team
Durham Street Laneway 134 Development	Spaces & Places	Medium	Active	Design	Development of the 134 Durham Street site section of the Durham to Grey Street Laneway
Emerald Shores Reserve	Spaces & Places	Medium	Active	Close Out	Design and construct a new play space within the reserve.
Establishment of Freshwater Management Tool	Waters	Medium	Active	Implement	Development of an integrated model for water decision-making in a range of matters, including consenting, land use planning and infrastructure planning.
Farm Street Upgrade Stage 2	Transport	Medium	Active	Implement	This project delivers the second stage of improvements at the Farm Street (Arataki) bus interchange to enhance public transport facilities and connectivity. Key works include widening footpaths and installing new street lighting along Farm Street, upgrading the Farm Street alleyway, creating a Bayfair walkway connection, and adding landscaping along the corridor. These upgrades will improve safety, accessibility, and the overall experience for passengers and pedestrians in the area.
Fergusson Park boatramp upgrade	Spaces & Places	Medium	Active	Close Out	Upgrades to Fergusson Park boatramp including renewal of the rock revetment on the sides of the ramp, renewing the boatramp surface and extending the toe of the ramp to help prevent localised scouring. The second stage of work involves installation of a pile and pontoon, this second stage is dependent on cost vs available budget.
Footpath WC225 & Cycle Path WC224 renewals	Transport	Medium	Active	Implement	This project is a continuous programme to renew existing footpaths and shared cycle paths that have reached the end of their service life. These renewals ensure safe, accessible walking and cycling routes across the city. Approved under the National Land Transport Plan, the programme receives a 51% subsidy from Waka Kotahi NZ Transport Agency and operates on a three-year cycle (2024–2027). Tauranga City Council budgets have been revised since the original Transportation Asset Management Plan (2024–2034) was published in November 2023.

Girven Road Upgrade Existing Ped Xing	Transport	Medium	Active	Design	This project improves pedestrian safety on Girven Road by replacing the existing at-grade zebra crossing with a new signalised mid-block crossing. The upgrade will provide enhanced safety features and better control for both pedestrians and vehicles, reducing risk and improving accessibility along this busy corridor.
Gordon Spratt Bowls Renewals	Spaces & Places	Medium	Active	Implement	Renewal of the Papamoa Bowls Turf
Gordon Spratt Car Park Extension	Spaces & Places	Medium	Active	Implement	Extension of existing car park to double its size. It will be located next to proposed Shared Clubroom. Design includes services for future clubroom and landscaping.
Gordon Spratt Reserve - Changing Rooms	Spaces & Places	Medium	Active	Implement	GSR changing room design and consenting
Gordon Spratt Reserve Football Club Facility	Spaces & Places	Medium	Active	Design	Change from original Project Description. New football club facility to be new building with four single access toilets, one accessible toilet and shower, reception room with joining kitchen and bar area and a small storage cupboard. A covered deck area will be provided.
Gordon Spratt Reserve Rugby Club Facility	Spaces & Places	Medium	Active	Design	New Rugby club facility to be new building with four single access toilets, one accessible toilet and shower, reception room with joining kitchen and bar area and a small storage cupboard. A covered deck area will be provided. Relocate storage shed and upgrade existing carpark
Gordon Spratt Reserve Storage Sheds	Spaces & Places	Medium	Active	Implement	Provide permanent storage sheds to replace container storage and lost storage due to upgrade of changing rooms
Hairini Slip Lane Operational Change	Transport	Medium	Active	Implement	To undertake a trial (partial) re-opening of the Hairini Bus Lane
Haukore Street Reserve - Reserve Enhancement and Playground Renewal	Spaces & Places	Medium	Active	Implement	To design and deliver a fit-for-purpose neighbourhood reserve, including play space provision, provision that meets the play, recreational and amenity needs of the community (that can be delivered within this small site) and fosters a sense of belonging and ownership of the reserve.
Historic Village Building 18 Renovation	Spaces & Places	Medium	Active	Design	Carry out renovation on building 18 at Historic Village
Historic Village Grounds Development	Spaces & Places	Medium	Active	Design	Design and build 3 x carpark areas around village grounds
Hopukiore Mt Drury Accessible Playground	Spaces & Places	Medium	Active	Design	To undertake a reserve enhancement project, including renewal of the play space and movement within and through the reserve, that adequately reflects the significance of the cultural, landscape, archaeological, ecological, tourism and play values of the site and surrounding area, and provides disability access.
Intersection of Maranui, Omanu and Seaspray	Transport	Medium	Active	Close Out	One new level pedestrian crossing along Maranui street nearby Maranui - Omanu way intersection. Making Omanu way one way with entrance from Maranui street.
Kerb, Channel & Sump WC213 Renewal	Transport	Medium	Active	Implement	Kerb and channel renewals, including any sump and drainage replacement required to carry out the drainage renewals is an approved and continuous programme under the National Land Transport Programme that receives at 51% subsidy from NZTA. carry out kerb and channel works.
Kiriwehi Reserve (NR6 The Lakes)	Spaces & Places	Medium	Active	Implement	Development of a new neighbourhood reserve at Kiriwehi Reserve (NR6, The Lakes) to meet Council's Open Space Level of Service Policy standards, including a local play space and reserve amenity
LCLR - SNP - Palm Springs Blvd/Papamoa Beach Rd	Transport	Medium	Active	Close Out	Intersection / pedestrian crossings with RSPs and shared path improvements with upgrade lighting.
LCLR-Levers Road-Tilby to Hall Road	Transport	Medium	Active	Close Out	The purpose of the project is to improve the safety for pedestrians crossing by slowing traffic through Levers Rd and Hall Rd
Library Climate Controlled Room Tauriko	Spaces & Places	Medium	Active	Implement	To install a climate controlled archive room in a leased premises at Tauriko
Liston Park Playground	Spaces & Places	Medium	Active	Close Out	To undertake a local play space playground renewal and reserve enhancement project that adequately reflects the cultural, landscape, amenity and play values of the site and surrounding area.
Marine Facilities Renewals	Spaces & Places	Medium	Active	Implement	Renewals to various Marine Facilities such as boat ramps, pontoons, wharves, jetties and Marine activity buildings
Merivale Community Centre	Spaces & Places	Medium	Active	Close Out	Demolish and rebuild the Merivale Community Centre
Miro Street Parking Enhancements	Transport	Medium	Active	Implement	The purpose of the project is to provide additional on street car parking and whilst addressing issues associated with parking on berms.
Monmouth Redoubt Upgrades	Spaces & Places	Medium	Active	Close Out	Works arising from Monmouth Redoubt Conservation Plan including Renovation of historic banks and ditches, construction of boardwalk and removal of trees in northern ditch
Monticola Drive Reserve - Public Toilet Installation	Spaces & Places	Medium	Active	Implement	Supply and installation of toilets at Monticola Drive Reserve, Papamoa, for the general public and bus drivers' use.
Mount Library Upgrade & Renewals	Spaces & Places	Medium	Active	Design	Mount Library upgrade including extension and roof replacement

Mt Maunganui Crossings (Tay / Orkney / Tweed x2)	Transport	Medium	Active	Pre-Initiate	Upgrade existing pedestrian crossings in various locations in the Mt Maunganui area. Sites include Tay Street, Orkney Road and Tweed Street.
New Skatepark Facility	Spaces & Places	Medium	Active	Close Out	To develop a comprehensive implementation plan for a new destination skate facility in Tauranga. The facility will be accessible to a range of people of different ages and abilities, and geographically accessible to people within their local neighbourhoods. A specific outcome is to engage with specific user groups (such as; skaters, scooters, trick BMX and other roller groups) on design and development of a skating facility and improvements to existing ones. Additionally, engagement with Mana Whenua and other stakeholder groups to ensure their contributions are heard and flow through all workstreams.
New Transportation Model	Transport	Medium	Active	Implement	Update of Regional Transport Model (TTM) from 2018 to 2028
Ngatai Road and Bureta Road Intersection Improvements	Transport	Medium	Active	Implement	Project purpose: <ul style="list-style-type: none"> <li>•Improve safety at Ngatai-Bureta intersection as there have been multiple safety incidents in the past and as such, the intersection requires immediate safety intervention</li> <li>•Widen footpaths where possible to allow accommodate increased foot traffic</li> <li>•Deliver pavement renewal works along with safety improvements to enhance efficiency</li> </ul>
Ngatai Road Early Childhood Centre	Transport	Medium	Active	Pre-Initiate	Ngatai Road Early Childhood Centre
Ntwrk Capacity Upg Otumoetai area Plan Programme	Waters	Medium	Active	Planning	Upgrades to stormwater network capacity in the Otumoetai area, planning budgets only
Ohauti Road Safety & Accessibility Improvements	Transport	Medium	Active	Pre-Initiate	Ohauti Road Safety & Accessibility Improvements
Opupu Rotary Park Seawall	Spaces & Places	Medium	Active	Close Out	Remove and replace the delapidated seawalls within Tauranga Harbour.
Oropi Forest & Trail Restoration Works	Spaces & Places	Medium	Active	Implement	To reinstate the existing mountain-bike tracks following the forest harvest (forest harvest is City Waters project which is project managed by Spaces and Places) To enhance the mountain-bike park by adding extra MTB & walking tracks, with emphasis on grade 2 & 3 level trails to make the park accessible to beginner level riders To re-plant the land with a long rotation tree species. Redwoods are the recommended species To protect and enhance existing native bush pockets within the park To enhance walking opportunities, particularly with access to native bush areas Add signage at entrances for park maps, information and sponsors Add signage within the park to ensure wayfinding is very clear To create a second carpark, toilet & events area to Joyce Rd To make some improvements to the Oropi Rd carpark and entrance
Otumoetai Railbridge Footpath Renewal	Transport	Medium	Active	Implement	Replace existing clip-on footpath structures on the Otumoetai Rail bridge. Current footpaths have been assessed to be deficient under loading.
Pacific Park toilet	Spaces & Places	Medium	Active	Close Out	Toilet on The Strand (opp. Wharf St) is to be moved to Pacific Park.
Papamoa Destination Playground	Spaces & Places	Medium	Active	Design	The purpose of this project is to establish a new playground, and supporting reserve enhancement and associated infrastructure provision, at Simpson Reserve in Papamoa to meet long-standing community demand for a larger scale playground in this area which provides for a wide range of ages and abilities, while retaining open spaces and facilities for a range of other reserve users.
Parks & Reserves Renewals	Spaces & Places	Medium	Active	Implement	Parks Surface Renewals
Parks & Reserves Renewals - Structures	Spaces & Places	Medium	Active	Implement	Parks structures renewals based on condition grading & depreciation.
Parks Roading Renewals	Spaces & Places	Medium	Active	Implement	Parks Roading Renewals Based on asset condition inspections
Parks Utilities Renewals 2022-31	Spaces & Places	Medium	Active	Implement	Utilities renewals based on condition assessments
Pilot Bay seawall renewal	Spaces & Places	Medium	Active	Planning	Design and renewal of the Pilot Bay seawall
Playground Fencing	Spaces & Places	Medium	Active	Implement	To design and deliver fit-for-purpose accessibility upgrades at selected existing neighbourhood reserve playgrounds, as one strategy to make our reserve network more inclusive for disabled and neurodivergent children, young people and families, by providing a greater distribution of fully fenced play spaces and communications boards across the city.
PPM Solution	Balance of Programme	Medium	Active	Initiate	A Project Portfolio Management (PPM) system will unify tools into a central, configurable platform to improve governance, prioritisation, and project delivery. It will strengthen strategic alignment, financial and risk management, resource planning, and support better decisions for long-term community value.
Public Toilet Renewals	Spaces & Places	Medium	Active	Implement	Public Toilet Renewals

Pyes Pa West Floodway F2 and Pond 12B	Waters	Medium	Active	Planning	Planning and construction of a floodway and stormwater extended detention device at 10 Springwater Lane to service planned growth in Pyes Pa West Urban Area (to service a small subdivision on Hastings Road)
Reactive Works and Operational Improvement	Transport	Medium	Active	Implement	Installation and removal of traffic lines, signs and related infrastructure for the purpose of maintaining a safe, reliable and efficient road network for the benefit of everyone.
Residential meter Renewals	Waters	Medium	Active	Pre-Initiate	Ongoing domestic water meter renewals (incl procurement of meters, double check devices, strainers, and physical install costs)
Retaining Wall Component Renewals WC215	Transport	Medium	Active	Implement	Retaining wall maintenance /Geotechnical investigations on various retaining wall asset ID's in RAMM data base city wide Retaining wall renewals of existing walls is an approved and continuous programme under the National Land Transport Plan that receives a 51% subsidy from the NZ Transport Agency. The current three year period is 2024-27. TCC LTP Budgets have been revised since the original publication of the Transportation Asset Management Plan 2024-34 in November 2023.
Right of Access Te Tumu Corridor	Transport	Medium	Active	Implement	Acquiring legal interests over Maori land (TK14) in Te Tumu to enable delivery (by others) if two road corridors (extension of The Boulevard and Te Okuroa Drive) including infrastructure to support rezoning and future development of Te Tumu UGA.
Road resurfacing WC212 & Pre Seal Repairs WC111	Transport	Medium	Active	Implement	Pre seals repairs and road surfacing renewals of existing roads is an approved and continuous programme under the National Land Transport Plan that receives a 51% subsidy from the NZ Transport Agency. The current three year period is 2024-27. TCC LTP Budgets have been revised since the original publication of the Transportation Asset Management Plan 2024-34 in November 2023.
Salisbury wharf renewals	Major Projects: Civic & City Centre	Medium	Active	Implement	Renewals to Salisbury wharf following condition assessment
Site A Civic Establishment	Major Projects: Civic & City Centre	Medium	Active	Implement	Civic Heart Demolition and Site A Civic Establishment. Civic precinct (administration, library and Hamilton street carpark) demolition and site prep.
Speed Management Plan Implementation as per Oct 2024 Rule	Transport	Medium	Active	Implement	Implementing variable speed around schools during peak times
Stormwater network capacity upgrades - Otumoetai and surrounds	Waters	Medium	Active	Planning	Otumoetai Intensification Upgrades to stormwater network capacity, delivery
Stormwater network capacity upgrades - Papamoa and Wairakei	Waters	Medium	Active	Planning	SW Minor Capital Works & Renewals Upgrades to stormwater network capacity. Develop a Programme of Works (PoW) for stormwater network capacity upgrades and renewals in the Papamoa and Wairakei catchment.
Stormwater network capacity upgrades - Tauranga existing areas	Waters	Medium	Active	Planning	Upgrades to Stormwater network capacity. For areas outside of programmes 123674, 123675, 123677.
Stormwater Reticulation Renewals	Waters	Medium	Active	Implement	Renewal of stormwater mains, service lines and other network assets due to the upgrade of roads, deterioration or similar reasons. This is an ongoing programme of works over multiple years.
Strand South Seawall renewal	Spaces & Places	Medium	Active	Implement	Renewal of the Strand South seawall this budget will be combined with a Stormwater renewals budget as the seawall sits within a parcel of land owned by Waste Water
Streetlight renewals	Transport	Medium	Active	Implement	The streetlight assets have reached maturity and have significant corrosion issues, creating risk. There are also areas of risk acknowledged, whereby we are not meeting the required lighting and safety standards, for non-controlled pedestrian zebra crossings. This opportunity is to renew the existing streetlight assets, and review our level of service provisions, to achieve a compliant & safe outcome.
Sulphur Point 6 lane pontoon and pile renewal	Spaces & Places	Medium	Active	Design	Renewal of the Sulphur Point 6 lane boatramp pontoons and piles. Works also include renewal of the top section of the concrete boatramps and abutments and remedial works to the rock revetment adjacent to the ramp. Works are being completed under a current consent. Project is being split between 2 financial years.
Surrey Grove Reserve - Reserve Enhancement and Playground Renewal	Spaces & Places	Medium	Active	Implement	To design and deliver a fit-for-purpose neighbourhood reserve, including play space provision, provision that meets the play, recreational and amenity needs of the community (that can be delivered within this small site), reduces safety concerns thereby increasing usage, and fosters a sense of belonging and ownership of the reserve.
Taylor Reserve Access Road Improvements	Spaces & Places	Medium	Active	Implement	Improvements to Taylor Access Road including road widening, additional footpath and tie in's to Papamoa Beach Road
Te Maire Street Link (CMM)	Major Projects: Transport	Medium	Active	Design	Te Maire Link is a proposed link that has been identified in the wider CMM IBC as being one of a number of integral links within the local road network that is required to have throughput from Te Marie Street to Newton Street to assist in connecting corridors to relieve traffic on Hewletts Road and the surrounding area
Te Maunga WWTP 2nd Hopper Feed (was PFT3)	Waters	Medium	Active	Design	This new project for the 2024 LTP - to increase solids stream capacity - concept was to install a 3rd picket fence thickener (PFT - sludge treatment unit) at Te Maunga WWTP. Feasibility June 2024 shows 3rd PFT not needed until later in the LTP, instead need 2nd hopper feed system to improve resilience. This project scope changed to 2nd hopper feed, and 3rd PFT will take the place of 4th PFT in LTP. 5th PFT takes place of the 5th PFT. 5th PFT no longer needed in the 30 year strategy.

Te Papa o Nga Manu Porotakataka	Spaces & Places	Medium	Active	Design	To create a better Urban design outcome between the neighbouring businesses on the eastern side of the park, the existing public toilet building and surrounding open space.
Te Papa Stormwater network capacity upgrades	Waters	Medium	Active	Planning	Upgrades to stormwater network capacity
The Historic Village - The Kiln Shed	Spaces & Places	Medium	Active	Design	New Kiln Shed for the Arts Hub in the Historic Village
The Historic Village Renewals	Spaces & Places	Medium	Active	Close Out	The renewal of multiple buildings at the Historic Village. This is a Programme budget.
Traffic Services WC222 Renewals	Transport	Medium	Active	Implement	Road signs, barriers and markings renewals Traffic services renewal of existing road signs, barriers and markings is an approved and continuous programme under the National Land Transport Plan that receives a 51% subsidy from the NZ Transport Agency. The current three year period is 2024-27.
Traffic Signals Renewals	Transport	Medium	Active	Implement	Renewal of traffic signals and ITS assets
Upgrade to Sports Fields Network	Spaces & Places	Medium	Active	Planning	To undertake upgrades to the existing sports field network to increase capacity for hours of use by improving turf quality through additions of field drainage and irrigation and growing in more resilient warm season grasses. Also utilising this increased capacity by providing additional floodlights for evening training hour capacity.
Vale Street Shared Path	Transport	Medium	Active	Design	Construction of a shared path on Vale Street between Landscape Road and Bureta Road) in response to community concerns.
Waiari Intake & Water Treatment Plant	Waters	Medium	Active	Close Out	Development of Tauranga's third water supply intake and treatment plant near Te Puke encompasses the raw water intake infrastructure and treatment facility to cater to the needs of the current Coastal Zone. Current phase is the close out of minor residual task related to operational optimisation.
Wairakei / Taylor Reserve	Waters	Medium	Active	Implement	This project seeks to represent the cultural values for the historic Wairakei stream and in particular the Wairakei estuary. The Wairakei stream mouth was significant cultural landmark in the 1840's as it became the boundary / peace line between Tauranga Moana iwi and Te Arawa iwi following the musket wars of 1835 - 1845. The stream mouth was also used as a boundary line for the raupatu in the 1860's. An upgrade of the reserve and the driveway to the adjacent carpark is also proposed as part of the preparation and implementation of this landscape plan
Wairakei Culvert Upgrades	Waters	Medium	Active	Implement	The Wairakei Culvert Upgrade Project involves the upgrade of multiple culverts in Papamoa (within the Wairakei Stream).
Wairakei Landscape Plan Stage 1	Waters	Medium	Active	Implement	Landscape Plan for Wairakei SW Corridor required under SW Comprehensive Consent RC63636. Stage 1 fro Pacific View Road through to Te Tumu boundary.
Waitaha Reserve Development	Spaces & Places	Medium	Active	Close Out	This project aims to undertake detailed design, including community engagement and construction of upgrades to Waitaha Reserve Welcome Bay.
Water Supply M&E Asset Renewals	Waters	Medium	Active	Implement	Annual program of rolling water supply mechanical electrical assets in accordance with renewal strategies and asset condition / performance. Each year the program is undertaken as a number of discreet projects that each have their own risk and complexity profile to be managed appropriately.
Waterfront Central Plaza (excluding Wharf)	Spaces & Places	Medium	Active	Design	Waterfront reserve between Masonic Park and Wharf Street.
Wharepai & Tauranga Domains	Spaces & Places	Medium	Active	Planning	To improve the city edge of the Wharepai and Tauranga Domains, the interface with the city and the pedestrian experience. As part of a broader programme of works, the initial project will focus on the Hamilton Street and Cameron Road edge of Wharepai domain, improving footpaths, fencing, car parking, tree pits, tree replacement.
Wharepai Domain Fencing Renewal	Spaces & Places	Medium	Active	Design	Fencing renewal for the road frontage at Wharepai Domain along Chapel Street, Cameron Road, and Hamilton Street.
Wharewaka	Major Projects: Civic & City Centre	Medium	Active	Design	New wharewaka shelter on the southern waterfront. Purpose built to house 2 waka and be designed to fit into the wider landscape and waterfront design.
WS Joyce Rd Mini Hydro	Waters	Medium	Active	Implement	Install a mini hydro generator on the Joyce Road WTP raw water mains to generate power for the WTP and excess exported to the grid.
Beachside Holiday Park Boardwalk	Spaces & Places	Medium	On Hold	Planning	Beachside Holiday Park boardwalk renewal
Cemetery Carpark	Spaces & Places	Medium	On Hold	Planning	Construction of new carpark adjacent to new crematorium building
Cemetery Chapel	Spaces & Places	Medium	On Hold	Planning	Chapel upgrade to include: - refurbishment of cremator area to office space - removal of catafalque and interior improvements - seismic strengthening
Maxwells Road Rail Crossing	Transport	Medium	On Hold	Initiate	Upgrade of existing rail crossing.
New Cremator	Spaces & Places	Medium	On Hold	Design	New oversized cremator to replace existing elecfrun cremator

Poteriwhi (Parau Farms)	Balance of Programme	Medium	On Hold	Design	Poteriwhi, also known as Parau Farms, is a site owned by TCC. It is situated in Bethlehem, between the Te Paeroa roundabout and Wairoa River, on the southern side of State Highway 2. The site is earmarked for mixed-use development, including housing, green spaces, sports fields, and a focus on preserving culturally, historically, and ecologically significant areas. This project is to complete the due diligence work for the site to determine its future use.
Te Ranga Development	Spaces & Places	Medium	On Hold	Design	Funding is available for several improvements to the Te Ranga Historic Battle Site (e.g. stormwater improvements, car park, forest walk, hillside and wetland planting, walkway, construction of a tomokanga and or other cultural elements) owned by Ngai Tamarawaho. Some of these improvements will link to the TCC-owned reserve known as Merrick's Farm.
TSP 015 - Te Tumu Internal Multi Modal	Transport	Medium	On Hold	Planning	On Hold Until Assessed by NZTA. Transportation Business Case for Te Tumu and Wairakei Town Centre for all modes of transport. Tauranga Eastern Corridor Growth/Wairakei Urban Growth Area. Project Size is medium due to the complexity (Land owners and implications to reputation) and the inter-connectivity with PEI and the Wairakei Growth Area
17th Ave Pad/Basketball Court	Spaces & Places	Small	Active	Design	To make the most of the opportunity of this existing pad – e.g. basketball court (will a full fit) + perhaps marking in such a way it's appealing for learn to ride or skating.
AIP Climate	Spaces & Places	Small	Active	Planning	AIP Plan for climate resilience projects
Alice Lane Footpath	Spaces & Places	Small	Active	Implement	New footpath adjacent to Alice Lane alongside sports field and car park
Bayfair Reserve Improvements	Spaces & Places	Small	Active	Implement	To showcase how we can increase the amenity of our reserves through prioritising areas in reserves for planting and be more carbon efficient by reducing the amount of grass required to be mown. Some minor capital works may be undertaken to improve pathways through this area.
Beachside Holiday Park Renewals	Spaces & Places	Small	Active	Implement	Planned renewals as identified in the condition assessments programme.
Bus Shelter Renewals	Transport	Small	Active	Implement	This project involves the renewal of existing bus shelters across the network as part of a citywide maintenance programme. Delivered on a three-year cycle, the works ensure shelters remain safe, functional, and fit for purpose, supporting a reliable public transport experience for passengers.
Cemetery Building Renewals	Spaces & Places	Small	Active	Implement	Cemetery Renewals
Commercial Property Renewals	Spaces & Places	Small	Active	Initiate	171 Chadwick Road (Unit 1 - 4) Turkish Unit 1, Subway Unit 2, Punjab Market Unit 3 and 4 - Renewal 2025 28 Newton Street - Renewals 2025 29 Wikitoria Street - Renewals 2025
Greerton Library Renewals	Spaces & Places	Small	Active	Implement	Various Renewal Projects in conjunction with assets identified as end-of-life in the condition assessment report.
James Cook Drive Crossing	Transport	Small	Active	Design	Improve the safety of school children crossing the road particularly in relation to the two bus stops. This project provides a refuge crossing and relocates two bus stops so that pedestrians cross the road behind the bus stops rather than in front of the bus stops.
Joyce Road Footpath (Hanlow to St Thomas)	Transport	Small	Active	Design	There is a lack of footpath connection on Joyce Rd, between Hanlow Place and Pyes Pa Road. People living on Hanlow Place do not have a continuous sealed path along Joyce Road. Mobility scooter users and pedestrians are unable to access the area because of the lack of continuity, resulting in limited pedestrian connectivity within the area. The construction of a new footpath will address this gap by providing a safe, continuous, and accessible route that connects the local community to nearby shops, the wider Pyes Pa area, and public transport services. This project will also enhance accessibility for mobility impaired users, supporting inclusive and equitable access for all pedestrians.
Live Travel Information System N.000076.04	Transport	Small	Active	Implement	Supply and install equipment associated with journey information.
McLaren Falls Surface Renewals	Spaces & Places	Small	Active	Planning	Surface renewals in and around the park
Mission Cemetery Upgrades	Spaces & Places	Small	Active	Initiate	The Mission Cemetery is an important historical site in the Culture and Heritage Precinct of the city centre. The key outcome for this project is an improved entrance to the urupa, which will include investigation of the carpark area for buried remains, restoration of the heritage gates and restricting access to the carpark.
Monowai St Crossing (Grenada)	Transport	Small	Active	Design	This project involves upgrading the existing pedestrian refuge island to a formal shared at-grade (flat) crossing to improve pedestrian safety and accessibility for school students, families, park users and the local community. Students accessing Arataki School, Mount Intermediate, and Mount College cross here plus many people walking/biking to Arataki Park as well as members of the community accessing Arataki Park for sports activities and the pump track facility.
Mt Maunganui Parking Management Plan	Transport	Small	Active	Planning	Investigation, community engagement & implementation of the Mount Maunganui parking management plan.
Nature and Biodiversity AIP	Spaces & Places	Small	Active	Planning	Action and Investment plan for increasing the biodiversity across all TCC maintained land
New CCTV Installations N.000076.06	Transport	Small	Active	Implement	Add new CCTV cameras to existing network as determined by TIOC team in consultation with Police and the community
Outdoor Exercise Equipment	Spaces & Places	Small	Active	Design	Provide outdoor exercise equipment to respond to requests and ensure we are meeting the active recreation needs of youth and adults

Papamoa Library Renewals	Spaces & Places	Small	Active	Implement	Various smaller renewal projects, taking the most recent Condition Assessment Reports into account
Parks Commercial Building Renewals	Spaces & Places	Small	Active	Implement	Parks Commercial Building Renewals
Parton Road footpath widening	Transport	Small	Active	Design	Upgrade of existing path in front of Papamoa Primary School.
Ped/Cycle Counters Maint/Renewal/Install	Transport	Small	Active	Implement	Ped/Cycle Counters Maint/Renewal/Install
Playground Shades - FY26	Spaces & Places	Small	Active	Implement	To install shade retrospectively at identified existing playground sites. Specifically, Hills Review Reserve, Glenpark Reserve and Spinifex Reserve.
Rapidly Deployable - Grenada Street Ped Crossings	Transport	Small	Active	Design	Pacific Lakes Village (242 Grenada Street) raised urgent safety concerns for residents crossing Grenada Street, especially with the upcoming expansion and new Pavilion event venue and the expected increase in pedestrian volumes crossing between Pacific Lakes Village and Pacific Coast Village.
Real Time Data Sensors & ITS Technology N.000076.07	Transport	Small	Active	Planning	real time data sensors and ITS technology research and deployment N.000076.07.01
Residential & Commercial Bdg Renewals	Spaces & Places	Small	Active	Initiate	202 Rowesdale Drive ; 206 Rowesdale Drive
Residential Renewals (excl Elder Hsng)	Spaces & Places	Small	Active	Implement	148 Gravatt Rd ; 36b Meadowland St ; 36c Meadowland St ; 36d Meadowland St ; 581d Bell Rd
S & P Community Building Renewals	Spaces & Places	Small	Active	Implement	Community Building Renewals
S&P Residential Building Renewals	Spaces & Places	Small	Active	Planning	140 McLaren - Beau ; 140 McLaren - Calum ; 439 Pyes Pa ; 618 State Highway ; 580 State Highway
Sixth avenue boatramp renewal	Spaces & Places	Small	Active	Design	Renewal of the Sixth ave boatramp
Solar Panel Installation – Chapel Street WTP	Balance of Programme	Small	Active	Design	Installation of solar panels on the flow balance tanks at the Chapel Street Wastewater Treatment Plant.
Street Furniture Renewals	Transport	Small	Active	Implement	Street Furniture renewals not subsidised by NZTA.
Streetlighting Infill	Transport	Small	Active	Implement	This project aims to enhance urban safety and aesthetics by implementing a streetlighting infill initiative. It focuses on strategically placing additional lighting fixtures in poorly illuminated areas, thereby improving visibility, reducing crime rates, and fostering a more inviting environment for pedestrians and motorists alike
Sulphur Point Beach Seawall	Spaces & Places	Small	Active	Design	Renewal and repairs to the Sulphur Point Beach seawall
SW Inflow Reduction Project	Waters	Small	Active	Implement	Ongoing programme to monitor & reduce stormwater infiltration to the wastewater system.
TBE Footpaths in industrial area	Transport	Small	Active	Design	Extension of existing footpaths in and around the Tauriko Business Estate.
Transport Buildings Renewals	Spaces & Places	Small	Active	Initiate	1) TV 3 Carpark 2) Elizabeth St Car Park 3) Spring St Carpark 4) Haumaru Sports Centre
Transportation Structures Renewals	Transport	Small	Active	Implement	Transportation Structures Renewals
TTOC Renewals ICT Element N.000076.02	Transport	Small	Active	Implement	Renewals of Transport Operations Centre digital and physical systems, VMS, Monitors, Servers
Waste Water Building Renewals	Spaces & Places	Small	Active	Implement	Renewals to Waste Water pump station and treatment plant buildings.
Water Supply Building renewals	Spaces & Places	Small	Active	Implement	Renewals of Buildings on Water Treatment and Water Stations providing cover from weather for the plant, pumps, generators and electrical equipment.
Water Supply Equipment & Systems	Waters	Small	Active	Planning	Procure, install and commission field instruments, radio telemetry and associated equipment for the management and control of the water supply system.
Waterfront Connection Stage 2	Spaces & Places	Small	Active	Initiate	The Strand Extension (160 The Strand) is a key waterfront connection between the new boardwalk and the Tunks Reserve steps. This project will look to improve the amenity and perception of safety in this space, promote pedestrian and cyclist access and consider options for passive recreation.
WW Electrical Upgrades	Waters	Small	Active	Implement	Programme to upgrade the electrical & telemetry system of wastewater pumping stations covering obsolescence & renewals of short life assets.
Spring St Swings	Spaces & Places	Small	On Hold	Design	Project is ON HOLD pending the confirmation of Spring St movement change The installation of swings on Spring Street in the city centre marks a significant step forward in our commitment to the Playful City Strategy. This initiative not only aims to enhance the vibrancy of our urban environment but also aligns with the recent changes in transport movement to a one-way system.

Tauranga Sign	Spaces & Places	Small	On Hold	Design	Creating a landmark in the city centre with a Tauranga sign, to celebrate and promote our city.
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### 10.5 Major Projects Update - Transport

**File Number:** A20116363

**Author:** Chris Barton, Portfolio Manager: Infrastructure

**Authoriser:** Jane Small, Head of Major Projects

#### PURPOSE OF THE REPORT

- To provide an update to Committee on the transport major projects in implementation and delivery including Pāpāmoa East Interchange, SH29 Tauriko Enabling Works and Fifteenth Avenue to Welcome Bay.

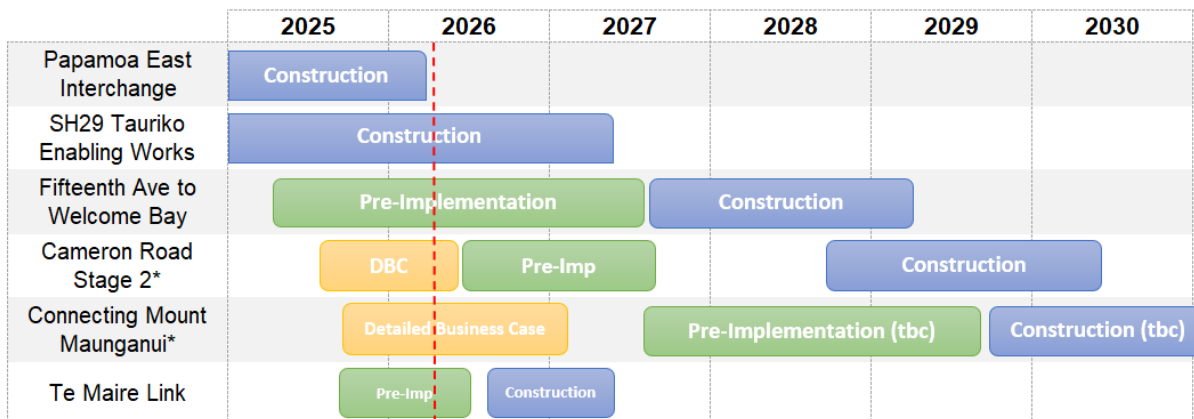
#### RECOMMENDATIONS

That the City Delivery Committee:

- Receives the report "Major Projects Update - Transport".

#### EXECUTIVE SUMMARY

- This is an update report on the status and progress on the three major transport projects which are in delivery phase, the Pāpāmoa East Interchange, SH29 Tauriko Enabling Works and Fifteenth Avenue to Welcome Bay projects. The Cameron Road Stage 2 and Connecting Mount Maunganui projects are being reported to City Futures Committee.
- This report is being provided as the projects are high value, complex, and have a high risk profile with potentially significant consequences.
- Overview timeframes for delivery of the five major transport projects are outlined below:



\* Reported separately to City Futures Committee

- Overall the construction of the Pāpāmoa East Interchange and SH29 Tauriko Enabling Works projects are progressing well, and are being delivered on time, within budget, safely and without significant stakeholder issues or traffic disruption.
- Construction of the Pāpāmoa East Interchange is now complete, and the new interchange was opened to traffic on 2 April prior to the Easter weekend and school holidays.
- At Tauriko, the SH29 / Kaweroa Drive / Redwood Lane roundabout and Kaweroa Drive connection between SH29 and the Tauriko Business Estate was completed in late 2025, and significant progress has been made at the Tauriko Village and SH29 / Cambridge Road intersection this year, with works on track for completion in 2027.

8. The Fifteenth Avenue to Welcome Bay project is progressing through design development including further assessment of the existing Hairini Bridge to inform structural capacity and design options.
9. Key risks are reflected in project updates with 'amber' status. The key current risk for SH29 Tauriko Enabling Works is continuing to manage traffic and disruption through remaining construction, and for Fifteenth Avenue to Welcome Bay the key risk is scope and cost confirmation particularly regarding the Hairini Bridge as the first phase of the design is developed.

### PĀPĀMOA EAST INTERCHANGE

10. The Pāpāmoa East Interchange is a key roading connection to improve network connectivity for existing residents and also enable ongoing growth and continued residential & commercial development.
11. Construction is now complete, with the full interchange opened to traffic on 2 April 2026. Construction was completed ahead of programme and under budget.

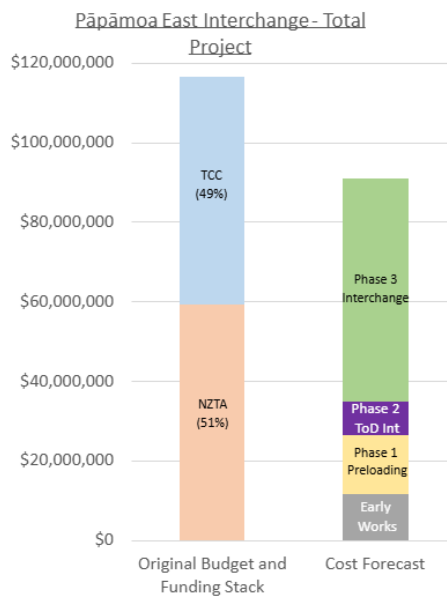


*Pāpāmoa East Interchange – aerial perspective from The Sands Ave towards the new overbridge*

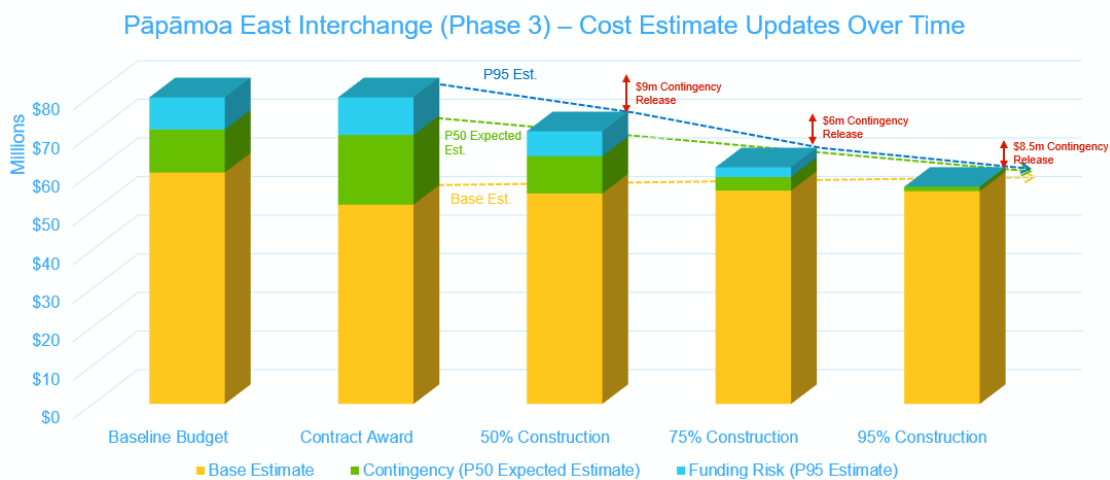


*Pāpāmoa East Interchange – aerial perspective from east of the new interchange*

12. A completion ceremony and blessing was held on-site on 30 March, where cultural artwork incorporated into the project was also celebrated. This includes a pūhoro design (representing speed, agility and movement) on the bridge abutments, a triangular tāniko design (symbolising the gardens, marae, pā sites, sacred sites and urupā in the area) on the bridge barriers, and pou in the shape of two Huia feathers either side of the road with wooden carvings representing important ancestors from the four local iwi: Tūtānekai of Ngāti Whakaue, Takakopiri of Waitaha, Tatahau of Tapuika and Tamapahore of Ngā Pōtiki.
13. The Papamoā East Interchange total project was budgeted at \$116.4m, with 51% co-funding by NZTA, and supported by a 10-year interest-free Crown loan via the Housing Infrastructure Fund. The project was delivered in four stages – early works (incl. concept development and property acquisition), phase 1 bulk earthworks incl. preloading of interchange ramps and bridge abutments, phase 2 construction of the intersection between The Sands Ave and Te Okuroa Drive, and phase 3 construction of the interchange. The estimated total project outturn cost is \$90.8m



14. For the Phase 3 works, savings of over \$20m of unspent risk and contingency funds have been realised – with an estimated final outturn cost of \$56m against the Phase 3 budget of \$79.2m.



15. An independent post-construction safe systems assessment has been completed in April following opening, with no significant issues identified.
16. A project close-out report is planned to be provided to the City Delivery Committee in June 2026.

**SH29 TAURIKO ENABLING WORKS**

- 17. The Tauriko West Enabling Works project supports both residential and industrial growth - it will directly enable initial development of up to 2,400 new homes in the Tauriko West development area and enable ongoing development of over 100 hectares of industrial land in the Tauriko Business Estate, which is anticipated to provide up to 6,000 additional jobs within the city.
- 18. An overview of the project status is as below:

	Status	Comments
Cost		LTP Budget \$240.8m. Current estimates are within budget.
Time		Construction progressing on programme: - Redwood / Kaweroa / SH29 Roundabout – completed in 2025. - Tauriko Village / Cambridge Rd / SH29 - scheduled to be complete in 2027.
Safety		Continuous safe delivery – approx. 375,000 worker hours to date without any serious harm or lost time incidents.
Scope		Scope confirmed with no substantive changes.
Stakeholders		Actively working with project neighbours and travelling public, however anticipate ongoing traffic disruption during construction. Temporary SH29 single direction detour required in April (for up to 1 week) to facilitate service installation and SH29 road crossings.. Plans currently being confirmed.
Risk		Active management of live risks and contingencies in place, however this remains a high-risk project with significant residual risks. Managing traffic throughout construction to minimise disruption remains a key challenge and risk.

- 19. At the Tauriko Village section of the site, the new large retaining walls are now completed and waters infrastructure installation is largely complete. Installation of significant service across SH29 between Cambridge Road and Takitimu Drive were also completed in early April during a temporary SH29 lane closure.



*SH29 / Kaweroa Drive / Redwood Lane Roundabout - Complete*



Tauriko Village area construction

- 20. SH29 traffic through the Tauriko Village in front of Tauriko School was switched to the new pavement in mid April. This is a significant milestone for the project, now enabling the construction team to enter the final phase of works upgrading and widening the existing SH29 corridor.
- 21. The infrastructure development timing is well aligned with the Tauriko West residential land development activities where earthworks are underway.

**FIFTEENTH AVENUE TO WELCOME BAY UPGRADE**

- 22. This project seeks to address current and growing issues with peak hour congestion, poor level of service, access and safety problems, and walking and cycling deficiencies on the key city arterial transport corridor of Fifteenth Avenue to Welcome Bay including the Hairini Bridge.
- 23. An overview of the project status is as below:

	Status	Comments
Cost	Yellow	LTP Budget \$170.2m. Current estimates are within budget. NZTA co-funding approved for pre-implementation phase.
Time	Green	Pre-implementation phase progressing to programme. Next key milestone is bridge go / no-go decision in mid 2026.
Safety	Green	No current issues.
Scope	Yellow	Some scope elements to be further refined through the pre-implementation phase.
Stakeholders	Green	Extensive further engagement is planned through design phase in advance of construction. Noting plans are currently being refined, it is anticipated further stakeholder communication and engagement will be completed as part of the 50% design development in the second half of 2026.
Risk	Yellow	Some key risks remain which will be further addressed through the pre-implementation phase. It is noted that a key project hold point remains confirmation of the Hairini Bridge structural capacity. Managing traffic through construction to minimise disruption and staging works in alignment with other networks activities is a key challenge and risk. This will be further informed as the construction methodology is developed with the ECI contractor. There may be opportunities to advance some construction enabling works in advance of implementation co-funding approval gateway, however confirming NZTA co-funding for these elements

		may be a risk.
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24. The first phase of design works are underway – with a current key focus on the Hairini Bridge structural elements and confirmation of bridge structural capacity. A detailed update on the bridge is planned to be provided to the City Delivery Committee in June.
25. The overall programme is for designs to be complete and construction to commence from 2027, with construction completion indicatively estimated in early 2029.
26. Coordination of construction methodologies, staging and timing with other key projects affecting arterial roading corridors (particularly the Cameron Road Stage 2 upgrade project) will remain a key focus as designs and programmes develop to ensure overall traffic disruption during construction is minimised as much as possible.

#### **NEXT STEPS**

27. A major projects update report will be provided to future City Delivery Committee meetings.

#### **ATTACHMENTS**

**Nil**

## 10.6 Council-Controlled Organisations - Half-Year Reports FY2026 (1 July-31 December 2025)

**File Number:** A19395100

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

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

### PURPOSE OF THE REPORT

1. For Tauranga City Council to formally receive the Half-Year Reports FY26 (1 July-31 December 2025) from its Council Controlled Organisations (CCOs) as required by the Local Government Act 2002.

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### RECOMMENDATIONS

That the City Delivery Committee:





- (a) Receives the report "Council-Controlled Organisations - Half-Year Reports FY2026 (1 July-31 December 2025)".
- (b) Receives the Half-Year Reports 2025/26 for the six months to 31 December 2025 for:
  - i) Bay Venues Limited
  - ii) Tauranga Art Gallery Trust
  - iii) Tourism Bay of Plenty
  - iv) Te Manawataki o Te Papa Limited
  - v) Te Manawataki o Te Papa Charitable Trust
  - vi) Bay of Plenty Local Authority Shared Services Limited; and
  - vii) Local Government Funding Agency
- (c) Receives the Tauranga City Council and Entities comprehensive revenues and expenses financial information Half-Year to 31 December 2025.
- (d) Notes that as joint shareholder of Tourism Bay of Plenty, Western Bay of Plenty District Council will formally receive Tourism Bay of Plenty's Half-Year Report at its meeting scheduled on 28 May 2026.

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### EXECUTIVE SUMMARY

2. Bay Venues Limited (Bay Venues), Tauranga Art Gallery Trust (TAGT), Tourism Bay of Plenty (TBoP), Te Manawataki o Te Papa Limited (TMoTPL), Te Manawataki o Te Papa Charitable Trust (TMoTP Charitable Trust), Bay of Plenty Local Authority Shared Services (BoPLASS) and Local Government Funding Agency (LGFA) are required by the Local Government Act (LGA) 2002 to provide Half-Year Reports regarding their financial and non-financial performance, against the activities, performance measures and financials outlined in their Statements of Intent (Sols).
3. These reports must be submitted by 28 February each year (statutory deadline) and the City Delivery Committee meeting scheduled on 28 April 2026 is the first suitable meeting for the Half-Year Reports 2025/26 to be formally received.

4. Each CCO's report is provided as Attachments 1 to 7, and the CCOs' half-year performance against their statements of intent targets is summarised in the table below:

<b>Council-Controlled Organisation</b>	<b>Total Target</b>	<b>Target achieved</b> 	<b>Target on track</b> 	<b>Target work in progress</b> 	<b>Target not achieved</b> 
Bay Venues	12	0	7	2	3
TAGT	16	3	12	0	1
TBoP	10	1	8	1	0
TMoTPL	17	0	17	0	0
TMoTP Charitable Trust	7	1	6	0	0
BoPLASS	6	0	6	0	0
LGFA	21	11	8	1	1

**On track** = indicates this target is on track to be achieved by FY end.

**Work in progress** = indicates this target is being worked on but there's no guarantee it will be achieved by FY end.

5. A CCO's Half-Year Report is a key indicator of how well it's performing for the first half of a financial year, and how it's tracking towards its end of year performance. Overall, for the six months to 31 December 2025, the majority of targets have either been 'achieved' or are 'on track'. The four 'work in progress' targets will be a key focus for the CCOs in the second half of this financial year – more information in the Background section below.
6. These half-year reports have met the legislative requirements outlined in the LGA.
7. There are no identified financial or legal risks associated with this cover report or the half-year reports.
8. The following table (a snippet) presents the consolidated financials for the CCOs where Council has 100% shareholding. This information was requested at the City Delivery Committee meeting on 4 November 2025, with the expectation that it be included in all half-year and annual cover reports going forward. Please refer to Attachment 8 of this report for the full-size version.

Tauranga City Council: Statement of Comprehensive Revenue and Expenses for the Half year to 31 December 2025

	TCC			BVL			TAGT			TMO TP Ltd		
	Actual	Budget Q2	Variance	Actual	Budget Q2	Variance	Actual	Budget Q2	Variance	Actual	Budget Q2	Variance
	\$000											
<b>Revenue</b>												
Rates	184,631	183,998	633	-	-	-	-	-	-	-	-	-
Fees and Charges	37,908	39,574	(1,666)	16,412	15,521	891	205	15	189	-	-	-
Grants and Subsidies	49,324	41,252	8,072	4,058	3,902	156	1,328	953	376	175	178	(2)
Finance Revenue	4,714	3,071	1,643	465	465	-	39	22	17	0	178	(2)
<b>Total Revenue from Operations</b>	<b>276,577</b>	<b>267,895</b>	<b>8,682</b>	<b>20,935</b>	<b>19,888</b>	<b>1,047</b>	<b>1,572</b>	<b>990</b>	<b>582</b>	<b>176</b>	<b>178</b>	<b>(2)</b>
<b>Asset Development Revenue</b>												
Vested Assets	4,670	10,390	(5,720)	-	-	-	-	-	-	-	-	-
Development Contributions	16,819	12,266	4,553	-	-	-	-	-	-	-	-	-
Grants and Subsidies, & Other Capital Contributions	21,743	30,730	(8,987)	-	-	-	-	-	-	-	-	-
<b>Total Asset Development Revenue</b>	<b>43,232</b>	<b>53,386</b>	<b>(10,154)</b>									
<b>Total Revenue from Operations</b>	<b>319,809</b>	<b>321,281</b>	<b>(1,472)</b>	<b>20,935</b>	<b>19,888</b>	<b>1,047</b>	<b>1,572</b>	<b>990</b>	<b>582</b>	<b>176</b>	<b>178</b>	<b>(2)</b>
<b>Expenditure</b>												
<b>Operating Expenditure</b>												
Depreciation and Amortisation expense	(63,601)	(62,941)	(660)	(4,827)	(5,090)	263	(89)	(86)	(3)	-	-	-
Personnel Expenses	(65,884)	(62,556)	(3,328)	(9,943)	(9,228)	(715)	(538)	(506)	(31)	-	-	-
Finance Expenses	(32,619)	(32,996)	377	(465)	(573)	108	-	-	-	-	-	-
Other Operating Expenses	(124,426)	(140,515)	16,089	(6,580)	(6,207)	(373)	(558)	(343)	(215)	(176)	(178)	2
<b>Total Operating Expenditure</b>	<b>(286,530)</b>	<b>(299,008)</b>	<b>12,478</b>	<b>(21,815)</b>	<b>(21,098)</b>	<b>(717)</b>	<b>(1,185)</b>	<b>(935)</b>	<b>(250)</b>	<b>(176)</b>	<b>(178)</b>	<b>2</b>
<b>Other Expenditure</b>												
Provision Expense	-	(250)	250	-	-	-	-	-	-	-	-	-
<b>Total Other Expenditure</b>	<b>-</b>	<b>(250)</b>	<b>250</b>									
<b>Total Expenditure</b>	<b>(286,530)</b>	<b>(299,258)</b>	<b>12,728</b>	<b>(21,815)</b>	<b>(21,098)</b>	<b>(717)</b>	<b>(1,185)</b>	<b>(935)</b>	<b>(250)</b>	<b>(176)</b>	<b>(178)</b>	<b>2</b>
<b>Operating Surplus/(Deficit) Before Other Gains and Losses</b>	<b>33,279</b>	<b>22,023</b>	<b>11,256</b>	<b>(880)</b>	<b>(1,210)</b>	<b>330</b>	<b>387</b>	<b>55</b>	<b>333</b>	<b>-</b>	<b>-</b>	<b>0</b>
Net other gains/(losses)	2,583	(307)	2,890	1	-	1	(1)	-	(1)	-	-	-
Share of associate's surplus/(deficit)	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) before tax</b>	<b>35,862</b>	<b>21,716</b>	<b>14,146</b>	<b>(879)</b>	<b>(1,210)</b>	<b>331</b>	<b>387</b>	<b>55</b>	<b>332</b>	<b>-</b>	<b>-</b>	<b>0</b>
Income tax (expense) / benefit	-	-	-	-	-	-	-	-	-	-	-	-
<b>Surplus/(Deficit) after tax</b>	<b>35,862</b>	<b>21,716</b>	<b>14,146</b>	<b>(879)</b>	<b>(1,210)</b>	<b>331</b>	<b>387</b>	<b>55</b>	<b>332</b>	<b>-</b>	<b>-</b>	<b>0</b>


9. No decision or options analysis is required as this cover report serves to formally present the Half-Year Reports 2025/26 to the City Delivery Committee as part of the CCOs' ongoing reporting responsibilities. Note as joint shareholder of TBoP, Western Bay of Plenty District Council (WBoPDC) will formally receive TBoP's Half-Year Report at its meeting scheduled on 28 May.
10. Once received by the Committee, the next step is to publish these Half-Year Reports on Council's website.

## BACKGROUND

### Council-Controlled Organisation's performance to 31 December 2025

#### Bay Venues Limited:

11. Bay Venues report for the six months to 31 December 2025 is included as Attachment 1 of this report:
  - Bay Venues has a total of 12 performance targets for FY26.
  - The three Sol targets not achieved related to a serious near drowning incident at Baywave after a 3-year-old entered the leisure pool unsupervised (the child was successfully resuscitated); a higher total energy use reflecting increased venue utilisation, a strong events programme and increased catering activity; and an annual staff engagement score of 63% which was up 5% year-on-year but below the 65% target.
  - Bay Venues is now managing both the Dave Hume Pool in Katikati and the Te Puke Memorial Pool on behalf of WBoPDC.
  - The following is Bay Venues' KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:





Deliverables	2025-2026 performance target	Performance to 31 December 2025
Visitation.	Visitation to facilities is >2.1 million.	Target on track. 













Significant events (500+ people).	Host >75 significant events.	Target on track.	
Customer satisfaction.	An overall customer satisfaction rating >85%.	Target work in progress.	
Preventable serious harm incidents.	Zero incidents.	Target not achieved.	
Preventable unplanned facility closures.	Zero unplanned closures (>4 hours).	Target on track.	
Capital programme budget.	Capital programme v budget (within 5% of budget).	Target on track.	
Energy consumption.	5% reduction at key facilities.	Target not achieved.	
Financial performance.	Net profit before tax.	Target on track.	
Commercial partnerships.	Secure one commercial partnership.	Target work in progress.	
Team engagement.	>65% team engagement score.	Target not achieved.	
Staff turnover.	<30% staff turnover.	Target on track.	
Stakeholder engagement.	Implement stakeholder engagement plan.	Target on track.	

### Tauranga Art Gallery Trust:

12. TAGT report for the six months to 31 December 2025 is included as Attachment 2 of this report:

- TAGT has a total of 16 performance targets for FY26.
- The Sol target of *diversity framework completed and advisory group appointed* has not been achieved because of capacity and shifting work programme priorities due to the reopening of the Gallery. This target has been deferred to FY27.
- The refurbished Gallery building opened on 15 November 2025 with a reorientation of the entrance onto the Te Manawataki o Te Papa precinct, seismic and structural strengthening, HVAC systems and refurbishment, with the addition of a retail space and leased cafe to enhance the visitor experience and diversify revenue streams.
- The following is TAGT's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:


Deliverables	2025-2026 performance target	Performance to 31 December 2025
Deliver a variety of arts and culture offerings to our local, regional and international visitors.	Annual programme of reopening exhibitions and enhanced experience programmes is delivered.	Target on track. 
	Visitor experience strategy is implemented, and surveys and analytics demonstrate diverse audience engagement and appreciation beyond 2023 reporting.	Target on track. 
Building reopens offering enhanced visitor and art experiences.	Analytics show increased engagement in events, online and audio experiences beyond 2023 reporting.	Target on track. 
Māori Engagement Framework is implemented.	Māori advisory group Te Kāhu ō Hinewa deliver identified outcomes.	Target on track. 


Diversity framework developed.	Diversity framework completed and Advisory Group appointed.	Target not achieved - deferred to FY27. 
Effective storytelling clearly demonstrates how the Gallery provides value for money.	Half-yearly and Annual Reports loaded onto website.	Target on track. 
	Audit report completed.	Target on track. 
TCC is clearly recognised as the principal funder across various platforms.	Public speeches, print and online platforms clearly communicate the role of Tauranga City Council.	Target on track. 
Implement and monitor prudent financial management and processes including a savings of 7% in FY26 to meet operational grant reduction.	Approved annual budget and targets met.	Target on track. 
Establish and diversify revenue streams that will achieve financial sustainability.	Overseas visitor charges implemented.	Target achieved. 
Work closely with Te Manawataki o Te Papa partners to grow the profile of the precinct and city.	Demonstrated collaboration including works from the Gallery collection installed in 90 Devonport Road.	Target on track. 
Complete the upgrade, and work on air conditioning and lighting, as part of the Gallery's redevelopment, in alignment with Tauranga City Council's Climate Action and Investment Plan.	Upgrade completed and reported on.	Target achieved. 
	Building and infrastructure is properly maintained and fit for purpose.	Target on track. 
The Gallery continues to use environmentally sustainable means through better sourcing of resources, reducing waste and recycling, and continuing to provide the ArtBus for students to attend educational programmes.	Waste Reduction Plan implemented and improves effectiveness.	Target on track. 
	ArtBus utilised by schools.	Target on track. 
Host a voluntary board intern to increase diversity and fresh thinking on the board.	Internship successfully completed.	Target achieved. 

### Tourism Bay of Plenty:

13. TBoP report for the six months to 31 December 2025 is included as Attachment 3 of this report:


- TBoP has a total of ten performance targets for FY26.
- Note the first Sol target outlined below – currently at risk due to economic and geopolitical challenges impacting both domestic and international visitor spend.
- The following is TBoP's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:



Deliverables	2025-2026 performance target	Performance to 31 December 2025
Economic wellbeing – grow the value of tourism to the western	Increased visitor spend compared to previous year end.	Target work in progress. 



bay economy.		
Social wellbeing – enhance the value of tourism to our community (according to the community).	TCC resident positive impact sentiment at 62%.	Target on track. 
Cultural wellbeing – improving the cultural wellbeing of the community through tourism.	Supported a minimum of three Māori tourism operators to connect their experience offering to a digital platform.	Target on track. 
Environmental wellbeing – improving the environmental wellbeing of the region via environmental sustainability and regeneration projects.	Key actions and programmes are in place which build on climate change mitigation and adaptation progress relating to tourism (connecting with Tauranga City Council's Climate Action and Investment Plan, where relevant).	Target on track. 
TBoP organisational wellbeing – enhance TBoP's ability to achieve its goals through high staff engagement.	Employee engagement score of at least 80%.	Target on track. 
Destination marketing – elevate the region's cycling offering.	6,500 cycle trails booklets updated and printed.	Target achieved. 
Destination marketing – elevate the region's food story and proposition.	Continued TBoP support of Flavours of Plenty, via key visitor marketing channels, reaffirms the festival as a signature DNA™ event for the region.	Target on track. 
Destination management – build operator capability to enhance the quality of the region's tourism offering.	Operators supported to engage in capability building programmes, with a minimum of five additional operators being endorsed with Qualmark certification.	Target on track. 
Destination marketing – promotion of the Western Bay region to key target markets including cultural explorers, surf and beach lovers, outdoor adventurers and eco-travellers).	Promote destination to target markets. Deliver on updated domestic marketing campaign which incorporates the destination's DNA elements and is focused on the target markets.	Target on track. 
Destination management – coordinate activity that attracts key business events to the Western Bay region.	Facilitated 30 leads or bids for business events in the region and won 10.	Target on track. 

### Te Manawataki o Te Papa Limited:

14. TMoTPL report for the six months to 31 December 2025 is included as Attachment 4 of this report:
- TMoTPL has a total of 17 performance targets for FY26.
  - The following is TMoTPL's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:

Deliverables	2025-2026 performance target	Performance to 31 December 2025
Establish a health, safety, and wellbeing system to ensure all involved with the projects are kept safe and well.	Comply with health, safety, and wellbeing system.	Target on track. 






Manage critical hazards effectively, with baseline lead and lag indicators monitored.	For all work, the programme of critical risk inspections carried out on schedule and report that the critical controls are in place and are effective.	Target on track. 
Baseline lead and lag indicators are monitored to ensure safety for all.	No serious harm (Level 3 and above) incidents during the PCS and D&C phases.	Target on track. 
Delegations.	Comply with delegations hierarchy.	Target on track. 
Independence.	Comply with the Assurance Programme.	Target on track. 
Recommend project delivery to Council.	Recommend developed and detailed design following stakeholder consultation for each project within the broader Programme of projects.	Target on track. 
Contract management and legal compliance.	Provide oversight of all contracts, expenditure, and progress during all phases in 100% compliance with all standards.	Target on track. 
Source local.	Consider local procurement opportunities through incorporating Broader Outcomes assessments as per Council's Procurement Policy.	Target on track. 
Risk management and lessons learnt.	Proactive risk management through oversight of appropriate risk registers, timely risk workshops and leadership of all delivery risks through the Contract Oversight Group (COG). Complete and review lessons learnt to ensure effective uptake across the lifetime of the Programme.	Target on track. 
Delivery on time and at expected quality.	Ensure that the Programme is delivered within specification, approved budget, and agreed timelines.	Target on track. 
Deliver the Programme on or below budget.	Capital and whole of life costs optimised. Operational implications considered. Future deviations to be proactively communicated to Council on a no surprises basis at the earliest opportunity.	Target on track. 
Reporting and consultation.	Any risk of budget being exceeded must be disclosed to and discussed with Council prior to any approval for increased budget.	Target on track. 
Advocate efforts by Council or other opportunities for third party funding.	Third party funding opportunities advocated.	Target on track. 
Prepare and agree regular reporting programme which ensures Council is fully informed in a timely manner of all major issues, project progress against PMP and opportunities for further enhancement.	100% compliance with reporting requirements outlined in SIO and major issues are raised on a no surprise basis.	Target on track. 
Nurture respectful, collaborative,	Ensure all stakeholders, key regular	Target on track. 



and open relationships in the best interests of the city and develop close and collaborative relationships.	users, tangata whenua and community receive regular updates on progress towards completion of the Programme. Evaluate, review and adhere to communications plan and strategy.	
Cultural connection.	Consult with mana whenua that cultural design has been delivered.	Target on track. 
Clear sustainability standards developed for the Programme during the PCS and D&C phases.	Best practice sustainability building standards, long-term operational sustainability delivered.	Target on track. 

### Te Manawataki o Te Papa Charitable Trust:

15. TMoTP Charitable Trust's report for the six months to 31 December 2025 is included as Attachment 5 of this report (specifically on the financials):
- TMoTP Charitable Trust has a total of seven performance targets for FY26.
  - New chair: Ra Winiata has been appointed by the Trustees as the new chair for the next 12 months, tenure ending November 2026. This appointment was ratified at this CCO's recent AGM on 24 November 2025. As per this CCO's Trust Deed, Trustees can select a new Chair at their AGMs.
  - The work to capture and share the history of the Te Papa Peninsula is progressing well, with meaningful stories being carefully developed to honour the past and preserve it for the future. These stories reflect the people, places, and experiences that have shaped the peninsula over time. By recording these histories now, TMoTP Charitable Trust is ensuring that future generations can understand and connect with their heritage, strengthening a sense of identity, belonging, and pride in the Te Papa Peninsula for years to come.
  - This CCO's financials is \$0 as it is a non-trading charitable trust.

17. The following is TMoTP Charitable Trust's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:







Deliverables	2025-2026 performance target	Performance to 31 December 2025
Support and encourage the development of a vibrant civic precinct.	Quarterly meetings with Te Manawataki o Te Papa Limited Board.	Target on track. 
Ensure that the project respects and reflects the significant history and importance of the area to mana whenua.	Representative of Otamataha Trust to act as Cultural Advisor to the Te Manawataki o Te Papa Limited Civic Development Advisory Group.	Target on track. 
Stakeholder relationships.	Nurture respectful and open relationships in the best interest of the community and the city.	Target on track. 
Approach to governance.	Otamataha Trust and Tauranga City Council both have the power, exercisable by deed, to appoint up to two persons as Trustees.  Te Manawataki o Te Papa Charitable Trust will have Half-Yearly and Annual board meetings.	Target on track.  AGM took place 24 November 2025.  Half-Yearly meeting is coming up on 11 May 2026.
Accounting policies.	Te Manawataki o Te Papa Charitable Trust will adopt accounting practices that comply	Target achieved. 

	with NZIFRS, the requirements of the Local Government Act (2002), and the Financial Reporting Act (1993).	
Financial reporting.	Within three months after the end of each financial year, TMoTP Charitable Trust will deliver audited financial statements in respect of that financial year.	Target on track. 
Ensure that the history of Te Papa is captured and protected for future generations by establishing an archive of stories and knowledge.	Stories are being captured for future generations to access.	Target on track. 

### Bay of Plenty Local Authority Shared Services:

16. BoPLASS report for the six months to 31 December 2025 is included as Attachment 6 of this report:


- BoPLASS has a total of six performance targets for FY26.
- The following is BoPLASS' KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:









Deliverables	2025-2026 performance target	Performance to 31 December 2025
Ensure supplier agreements are proactively managed to maximise benefits for BoPLASS councils.	Contracts reviewed annually to test for market competitiveness. New suppliers are awarded contracts through a competitive procurement process involving two or more vendors where applicable.	Target on track. 
Investigate new Joint Procurement initiatives for goods and services for BoPLASS councils.	A minimum of four new procurement initiatives investigated. Initiatives provide financial savings of greater than 5% and/or improved service levels to the participating councils.	Target on track. 
Identify opportunities to collaborate with other LASS in Procurement or Shared Service projects where alliance provides benefits to all parties.	Quarterly reporting on engagement and a minimum of one new collaborative initiative undertaken annually.	Target on track. 
Implement Shared Services demonstrating best practice and added value to participating councils and stakeholders.	Initiate at least one new Shared Service each year and no less than two Shared Services successfully implemented within three years.	Target on track. 
Communicate with each shareholding council at appropriate levels.	Information provided to elected members and feedback sought on BoPLASS projects, benefits to local communities and value added to each council.	Target on track. 
Ensure current funding model is appropriate.	Performance against budgets reviewed quarterly. Company remains financially viable.	Target on track. 

**Local Government Funding Agency:**

17. LGFA report for the six months to 31 December 2025 is included as Attachment 7 of this report:

- LGFA has a total of 21 performance targets for FY26.
- The Sol target not achieved was the market share of council borrowing (79.4% vs. 80% target).
- Paul Anderson has been elected as an independent director following the retirement of Linda Robertson after ten years of service on the board, Sarah Houston Eastergaard is the new Chair of the Shareholders' Council (Kathryn Sharplin has stepped down), and Philip Cory-Wright replaced Craig Stobo as the LGFA Board Chair.
- The following is LGFA's KPI table as of 31 December 2025, against their Statement of Intent FY26-28 targets:

<b>Deliverables</b>	<b>2025-2026 performance target</b>	<b>Performance to 31 December 2025</b>
Comply with the Shareholder Foundation Policies and the Board-approved Treasury Policy at all times.	No breaches.	Target achieved. 
Maintain LGFA's credit rating equal to the NZ Government sovereign rating where both entities are rated by the same Rating Agency.	LGFA credit ratings equivalent to NZ Sovereign.	Target achieved. 
LGFA's total operating income, excluding unrealised gains / (losses) on financial instruments, for the period to 30 June 2026.	>\$44.7 million.	Target on track. 
LGFA's total operating expenses (excluding Approved Issuer Levy) for the period to 30 June 2026.	<\$12.1 million.	Target work in progress. 
Share of aggregate long-term debt funding to the Local Government sector.	>80%.	Target not achieved. 
Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities.	>85% satisfaction score.	Target achieved. 
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.	100%.	Target achieved. 
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	100%.	Target achieved. 
Health and safety.	No notifiable incidents.	Target achieved. 
Maintain Toitū Carbon Zero certification.	Carbon-zero certification maintained.	Target achieved. 
Meet reduction targets outlined in our carbon reduction management plan.	<8.7 tCO2e annual per person GHG emissions.	Target on track. 
Increase GSS lending book and Climate Action Loans.	Two new GSS loans undertaken. Two new borrowers enter into CALs.	Target on track. 
Develop a sustainable financing option for the water sector.	New sustainable financing option is available to water entities.	Target on track. 

Enhance insight into climate-related risks through council lending.	Climate change is incorporated into LGFA's credit risk assessments.	Target on track. 
Assess required governance skills for LGFA's climate-related risks and opportunities.	Develop a director skills matrix.	Target on track. 
Review each Participating Borrower's financial position.	100%.	Target achieved. 
Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested.	100%.	Target achieved. 
Provide quarterly updates to shareholders and borrowers on sector developments that are impacting LGFA.	Four quarterly updates to councils and CCOs.	Target on track. 
Meet annually with Infrastructure Commission, Local Government NZ, Taituara, Water NZ, Infrastructure NZ, Crown Infrastructure Partners, Department of Internal Affairs, Treasury and Minister's office to discuss sector issues from an LGFA perspective.	Nine meetings across stakeholders.	Target on track. 
Support councils with Local Water Done Well by providing timely and responsible advice for on-boarding water CCOs.	On-boarding process is underway for all water CCOs who have requested it.	Target achieved. 
Provide a governance opportunity for a council or CCO staff member under the LGFA Future Director Programme.	One Future Director appointed for an 18-month term.	Target achieved. 

### Council-controlled organisations' core purpose:

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

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

Local Government Funding Agency	To deliver efficient financing for local government to benefit local communities.
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## STATUTORY CONTEXT

19. In accordance with the Sol and the LGA, CCOs are required to report to Council on their financial and non-financial performance six monthly and annually.
20. The Half-Year Reports are helpful with tracking how Council's CCOs have performed for the first six months of the financial year, and how they are tracking towards achieving all of their targets by the financial year end.

## STRATEGIC ALIGNMENT

21. The CCOs actively work in partnership with Council, mana whenua and our community to achieve great community outcomes, and this is reflected in their half-year performance:

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city that is easy to move around	<input type="checkbox"/>
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

22. Examples include providing leisure, arts, cultural, aquatic, and event services that foster connection and participation for people of all backgrounds, operating community facilities sustainably, supporting businesses to be more carbon-conscious, and aligning their work to Council's action and investment plans.

## OPTIONS ANALYSIS

23. There are no options as Council is formally receiving the Half-Year Reports 2025/26 from the CCOs.

## FINANCIAL CONSIDERATIONS

24. The consolidated financials are included in this cover report and each CCO's financial status is outlined in their Half-Year Reports.

## LEGAL IMPLICATIONS / RISKS

25. There are no legal implications.
26. The Half-Year Reports 2025/26 meet the legislative requirements for the CCOs to provide Council with an overview of performance for the first half of the year against their Sols 2025/26-2027/28 on both financial and non-financial measures.

## TE AO MĀORI APPROACH

27. Partnership with Tangata Whenua is important to the CCOs. Their mahi in this space are outlined in their Half-Year Reports, for example, TAGT is on track to implement its Māori Engagement Plan through its Māori advisory group, Te Kāhu o Hinewa.

## CLIMATE IMPACT

28. Climate issues are important to the CCOs. Their mahi in this space are outlined in their Half-Year Reports, for example, LGFA is on track to approve seven new Green and Social projects, and six new Green and Social loans.

## CONSULTATION / ENGAGEMENT

29. It is not required or expected to consult on the Half-Year Reports 2025/26 under the LGA.

## SIGNIFICANCE

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









## ENGAGEMENT

33. Taking into consideration the above assessment, the half-year reports, that this is a standard monitoring cover report, and that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

## NEXT STEPS

34. The CCOs' Half-Year Reports will be made available to the public via Council's website.

## ATTACHMENTS

1. **Attachment 1: Bay Venues - Half Year Report 2025-26 - A19953102 (Separate Attachments 1)** 
2. **Attachment 2: TAGT - Half Year Report 2025-26 - A19861778 (Separate Attachments 1)** 
3. **Attachment 3: TBOP Half Year Report - 2025-26 - A19861772 (Separate Attachments 1)** 
4. **Attachment 4: TMoTPL - Half-Year Report 2025-26 - A20102638 (Separate Attachments 1)** 
5. **Attachment 5: TMoTP Charitable Trust - Half Year Report 2025-26 - A19952127 (Separate Attachments 1)** 
6. **Attachment 6: BOPLASS - Half Year Report 2025-26 - A19861744 (Separate Attachments 1)** 
7. **Attachment 7: LGFA - Half Year Report - 2025-26 - A19861758 (Separate Attachments 1)** 
8. **Attachment 8: Tauranga City Council and Entities Comprehensive Revenues and Expenses Half-Year to 31 Dec 2025 - A20083323 (Separate Attachments 1)** 

**10.7 Local Government Funding Agency - Draft Statement of Intent 2026/2027-2028/2029****File Number: A19395133****Author: Caroline Lim, CCO Specialist  
Kathryn Sharplin, Head of Finance****Authoriser: Craig Rice, Chief Operating and Financial Officer****PURPOSE OF THE REPORT**

1. The purpose of this report is for Tauranga City Council to formally receive the Local Government Funding Agency's draft Statement of Intent 2026/27-2028/29.

**RECOMMENDATIONS**

That the City Delivery Committee:

- (a) Receives the report "Local Government Funding Agency - Draft Statement of Intent 2026/2027-2028/2029".
- (b) Receives the Local Government Funding Agency's draft Statement of Intent 2026/27-2028/29 (Attachment 1 of this report).
- (c) Receives the Local Government Funding Agency's Letter to its Shareholders on its draft Statement of Intent 2026/27-2028/29 (Attachment 2 of this report).
- (d) Notes that Tauranga City Council may provide feedback on the draft Statement of Intent either directly to LGFA, or through the LGFA Shareholders' Council if there are matters it would like to be considered before the Statement of Intent is finalised.

**EXECUTIVE SUMMARY**

2. Tauranga City Council (the Council) is one of 31 shareholders of the Local Government Funding Agency (LGFA). LGFA is required by the Local Government Act (LGA) 2002 to prepare a draft Statement of Intent (Sol) and provide a copy to each of its shareholders by 1 March each year.
3. The Council's 28 April 2026 City Delivery Committee meeting is the first suitable meeting for LGFA's draft Sol 2026/27-2028/29 to be formally received
4. Feedback on the draft Sol or expectations for the LGFA Board, will be provided to the Board by 1 May 2026, by the LGFA Shareholders' Council. As the Council is one of 31 shareholder members of LGFA, it is not expected that the Council provides LGFA with a letter of expectations or provides direct feedback to LGFA on its draft Sol. However, if there are specific matters the Council would like to raise, LGFA would welcome either direct feedback or feedback through the LGFA Shareholders' Council of which the Council is currently a member.
5. LGFA's draft Sol meets the legislative requirements outlined in the LGA.
6. Overall LGFA's draft Sol (Attachment 1 of this report) emphasises optimising financing for local authorities, supporting sector reform (especially water services), strengthening environmental and social responsibility, and maintaining high governance standards.
7. The draft Sol has been accompanied by a Letter to its Shareholders explaining the performance targets / KPIs and financial projections over the next three financial years (Attachment 2 of this report).

8. The draft Sol outlines the performance targets / KPIs across its five strategic pillars of governance, capability and business practice; optimising financing services; environmental and social responsibility; effective management of loans; and industry leadership and engagement.
9. There are no legal implications / risks associated with this report or LGFA's draft Sol.
10. Once formally received, LGFA will be informed of the Council's consideration of this report, the LGFA Board will finalise and deliver its final Sol to its shareholders by 30 June and the Council will formally receive the final document at the City Delivery Committee meeting scheduled on 4 August 2026.

## BACKGROUND

11. The core purpose of LGFA is benefiting communities through delivering efficient financing for the Local Government sector.
12. LGFA has 31 shareholder members (including the New Zealand Government), 77 council members and eight Council Controlled Organisation (CCO) members. The LGFA's 77 members represent all councils except for Chatham Islands District Council.
13. The Council holds an 8.3% shareholding in LGFA, which has a total equity of \$121 million.
14. Feedback on the draft Sol or expectations for the LGFA Board, will be provided to the Board by 1 May 2026, by the LGFA Shareholders' Council.
15. The Shareholders' Council is the body that has been created to monitor accountability and performance. It comprises five to ten appointees from the Council Shareholders and the Government.
16. As this council is one of 31 shareholder members of LGFA, it is not expected that Council provides LGFA with Letters of Expectations (LoEs) or make direct feedback to this CCO's draft Sols. However, it could provide direct feedback if the Council chooses or suggests matters to be considered by the Shareholders' Council of which the Council is currently a member.

## Alignment of LGFA's draft Statement of Intent FY7-29 with the Letter of Expectations

17. There was no change to the LGFA Shareholders' Council's LoE from last year, so a new one hasn't been issued.
18. Overall, the draft Sol is aligned to the current LoE in the following areas:
  - Strong governance focus – committed to best-practice governance, sound business operations, and the highest ethical standards;
  - Maintaining high credit quality – targeting and upholding a credit rating aligned with that of the New Zealand Government;
  - Transparent, regular reporting – providing frequent updates and clear, accessible performance reporting to shareholders;
  - Climate action commitments – prioritising emissions reduction and delivering comprehensive climate-related disclosures;
  - Local Water Done Well – ensuring prudent, well-managed participation in water reform and supporting lending needs across the water sector;
  - Prudent lending and risk management – applying robust due diligence, actively monitoring borrower financial health, and effectively managing lending risk; and
  - Sector leadership and engagement – fostering proactive collaboration with councils, the New Zealand Government, and sector organisations.

### Things to be aware of with regards to the LGFA's draft Statement of Intent FY27-29

19. LGFA confirms it will finance water CCOs established under the new Local Water Done Well (LWDW) reform framework (this is a major expansion of its borrowing base).
20. LGFA is considering involvement in the Ratepayer Assistance Scheme (RAS) programme including taking an equity shareholding, providing debt facilities, providing support services and managing debt issuance. This is a significant expansion beyond traditional council lending, requiring shareholder oversight. Forecasts currently exclude any impact of RAS.
21. LGFA is formally embedding climate-related risk into credit assessments and scaling Green, Social & Sustainability (GSS) loans and Climate Action Loans (CALs). Targets include two new GSS loans and two new borrowers for CALs.
22. The draft Sol repeatedly highlights material forecasting uncertainty due to the unknown timing and mechanics of water CCO establishment and asset transfers. At the time of the Half-Year Report being released, no Water Services Delivery Plans have been approved yet.
23. LGFA continues to offer an 18-month Future Director governance development role.

### Performance targets FY27-29

24. LGFA has outlined 20 performance targets (pages 4-8), across its five strategic pillars:
  - Governance, capability and business practice – four targets;
  - Optimising financing services – four targets;
  - Environmental and social responsibility – six targets;
  - Effective management of loans – two targets; and
  - Industry leadership and engagement – four targets.
25. Across all the targets, the consistent themes are:
  - A high degree of emphasis on the readiness for the LWDW reforms;
  - A strong integration of climate considerations, not just in lending but also in credit assessments and internal operations;
  - Operational excellence at all times (e.g. zero policy breaches, 100% eligible lending fulfilment);
  - Heavily based on reliability and stability rather than growth (this is consistent with LGFA's risk-averse mandate, e.g. maintaining a credit rating equal to that of the New Zealand Government); and
  - Market leadership expectation i.e. maintaining >80% market share to ensure ongoing dominance in the Local Government sector lending.

### STATUTORY CONTEXT

26. The Sol is one of LGFA's key governance and planning documents.
27. Engaging with LGFA throughout the development of its annual Sol is one of the main ways the Council as part of the 31 shareholder members can influence this CCO.

### STRATEGIC ALIGNMENT

28. LGFA actively works in partnership with its council and CCO members to achieve great community outcomes, and this is reflected in their Sol and their performance against financial and non-financial measures:

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓

- We are a well-planned city that is easy to move around
- We are a city that supports business and education
- We are a vibrant city that embraces events

29. Being able to access optimal financing conditions enables the Council to better plan and invest in the future infrastructure of Tauranga. Examples include the Marine Parade Coastal Pathway and Te Manawataki o Te Papa Civic Precinct.

### OPTIONS ANALYSIS

30. There are no options as the Council is formally receiving the draft Sol 2026/27-2028/29 and the Letter to LGFA's Shareholders on its draft Sol.

### FINANCIAL CONSIDERATIONS

31. LGFA has included in its draft Sol, the financial forecasts for FY27, FY28 and FY29. The Council is a guarantor of LGFA as are all borrowers from LGFA above \$20 million. Noting that as total lending grows, the value of the guarantee increases.

### LEGAL IMPLICATIONS / RISKS

32. There are no legal implications with this report or the draft Sol.
33. The draft Sol meets the legislative requirements of the LGA i.e. LGFA has provided the Council with an overview of its activities, performance measures and financials across the three-year period of FY27, FY28 and FY29, by the statutory deadline of 1 March.

### TE AO MĀORI APPROACH

34. LGFA's draft Sol does not specifically include Māori-focused objectives, or Te Ao Māori approach, or reference iwi/hapū/tangata whenua/mana whenua, or commit to Māori engagement, partnership, or outcomes.

### CLIMATE IMPACT

35. LGFA manages two specific loans for borrowers promoting environmental and social wellbeing – Green, Social & Sustainability and Climate Action. This CCO is aiming to expand its environmental lending to its council and CCO members.

### CONSULTATION / ENGAGEMENT

36. It is not required or expected to consult on an Sol under the Local Government Act 2002.

### SIGNIFICANCE

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

39. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance.

### ENGAGEMENT

40. Taking into consideration the above assessment, LGFA's draft Sol, and that the matter is of low significance, officers are of the opinion that no further engagement is required prior to Council making a decision.

### NEXT STEPS

41. LGFA will be informed of the Council's consideration of this report.
42. The final Sol 2026/27-2028/29 is to be provided to the Council by 30 June 2026, and will be formally received at the City Delivery Committee on 4 August 2026.
43. The final Sol 2026/27-2028/29 will be made available on the Council's website.

### ATTACHMENTS

1. **Attachment 1: LGFA - Statement of Intent FY27-29 (DRAFT) - A19861836**  
2. **Attachment 2: LGFA - Letter to Shareholders to accompany Statement of Intent FY27-29 (DRAFT) - A19861838**  



2026 – 2029

## Statement of Intent (Draft)

## 1. Introduction

This Statement of Intent (SOI) sets out the nature and scope of the activities, objectives, and performance targets for the New Zealand Local Government Funding Agency Limited (LGFA) for the three-year period 1 July 2026 to 30 June 2029.

LGFA is enabled under the Local Government Borrowing Act 2011 and is a council-controlled organisation (CCO) for the purposes of the Local Government Act 2002.

The SOI is prepared in accordance with section 64(1) of the Local Government Act 2002.

## 2. Nature and scope of activities

LGFA raises debt funding for the purpose of providing debt financing to New Zealand local authorities and CCOs (members).

In August 2024, LGFA confirmed that it will provide financing to support water CCOs established under Local Water Done Well.

LGFA may raise debt funding either domestically and/or offshore in either NZ dollars or foreign currency.

LGFA only lends to members that have completed required relevant legal and operational arrangements and comply with the LGFA's lending policies.

In addition, LGFA may undertake any other activities considered by the LGFA Board to be reasonably related, incidentally to, or in connection with, that business.

The LGFA Board has agreed subject to receiving shareholder approval to support the development tfo the Ratepayer Assistance Scheme (RAS).

## 3. Our purpose Ta tatou kaupapa

**Benefiting local communities through delivering efficient financing for local government.**

**Ka whiwhi painga ngā hapori mā te whakarato pūtea tōtika ki ngā kaunihera.**



Cover: The Amberley Beach Proactive Relocation Project. **Hurunui District Council**

Above: Papa Rererangi i Puketapu Solar Farm, the first project financed under our GS Renewable Energy category. **New Plymouth District Council**

## 4. Our values Ō mātau uara

<p><b>We act with integrity</b></p> <p>E pono ana mātau</p> <p>We are honest, transparent and are committed to doing what is best for our customers and our company.</p>	<p><b>We are customer focused</b></p> <p>E arotahi ana mātau ki te kiritaki</p> <p>Our customers are our borrowers, investors, and all other organisations that we deal with. We listen to them and act in their best interests to deliver results that make a positive difference.</p>	<p><b>We strive for excellence</b></p> <p>E whakapau kaha mātau kia hiranga te mahi</p> <p>We strive to excel by delivering financial products and services that are highly valued at least cost while seeking continuous improvement in everything we do.</p>	<p><b>We provide leadership</b></p> <p>He kaiārahi mātau</p> <p>We are here for our stakeholders in being strategically minded, providing resilience and executing our strategy. We embrace a high-performance culture and can be relied upon to deliver results.</p>	<p><b>We are innovative</b></p> <p>He auaha mātau</p> <p>To meet our ever-changing customer requirements, we will encourage innovation and provide a diverse range of financial products and services.</p>
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## 5. Foundation objectives

The Shareholders' Agreement is a foundation document and states that, in accordance with the Local Government Act, in carrying on its business the objectives of the Company will be to:

- (a) achieve the objectives of the Shareholders (both commercial and non-commercial) as specified in the Statement of Intent. The Shareholders agree that the Company shall carry on its business with a view to making a profit sufficient to pay a dividend in accordance with the Dividend Policy, but that the primary objective of the Shareholders with respect to the Company is that it optimises the terms and conditions of the debt funding it provides to Participating Local Authorities;
- (b) be a good employer;
- (c) exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so; and
- (d) conduct its affairs in accordance with sound business practice.

This Statement of Intent sets out the company's strategic priorities, together with associated objectives and performance targets, which align with the foundation objectives and have been agreed with shareholders.

## 6. Strategic priorities

The following five strategic priorities encompass the foundation objectives and guide the LGFA Board and management in determining our strategy, objectives, and associated performance targets.

### Governance, capability, and business practice

LGFA is committed to best-practice corporate governance underpinned by sound business practice to ensure its long-term sustainability and success.

### Optimising financing services for local government

LGFA's primary objective is to optimise the terms and conditions of the debt funding it provides to its members. Amongst other things, LGFA will achieve this by delivering operational best practice and efficiency across our lending products and services.

### Environmental and social responsibility

LGFA recognises the risks inherent in climate change for councils and supports New Zealand's shift to a low-carbon economy. LGFA will exhibit a sense of social and environmental responsibility by having regard to the interests of the community in which it operates and by endeavouring to accommodate or encourage these when able to do so.

### Effective management of loans

LGFA will ensure its loan book remains at a high standard by ensuring it understands each member's financial position and managing assets within an appropriate risk management framework to ensure shareholder value is not compromised.

### Industry leadership and engagement

LGFA will take a proactive role to enhance the financial strength and depth of the local government debt market and will work with key central government and local government stakeholders on sector issues.



Upgrading of the seawall at The Strand. Tauranga City Council

## 7. Objectives and performance targets

This section sets out LGFA's objectives and performance targets for SOI 2026-2029.

The financial performance targets are focused on the 2026-2027 year and, as applicable, are based on the financial forecasts outlined in section 8.

### Governance, capability, and business practice

Objectives	How we measure our performance
Demonstrate best-practice corporate governance.	The Annual Report outlines our compliance with the eight core principles underpinning the NZX Corporate Governance Best Practice Code.
Set and model high standards of ethical behaviour.	LGFA has adopted a formal Code of Ethics, incorporating its Conflicts of Interest and Code of Conduct policies, which sets out the standards and values that directors and employees are expected to follow.
Achieve the shareholder-agreed objectives and performance targets specified in this Statement of Intent.	LGFA reports performance against objectives quarterly to shareholders and in our Annual Report, Half Year Report and Climate-Related Disclosures.
Ensure products and services offered to participating borrowers are delivered in a cost-effective manner.	LGFA prepares annual operating budgets and monitors progress against these monthly. Financial performance is reported quarterly to shareholders and in our Annual and Half Year Reports.
Be a good employer by providing safe working conditions, training and development and equal opportunities for staff.	The Annual Report reports on our health and safety and wellbeing practices and policies, compliance with the Health and Safety at Work Act, diversity and inclusion and capability and development.

Performance targets	2026-2027 target
Comply with the Shareholder Foundation Polices and the Board-approved Treasury Policy at all times.	No breaches.
Maintain LGFA's credit rating equal to the New Zealand Government sovereign rating where both entities are rated by the same Rating Agency.	LGFA credit ratings equivalent to NZ Sovereign.
LGFA's total operating income, excluding unrealised gains / (losses) on financial instruments, for the period to 30 June 2027.	>\$48.8 million.
LGFA's total operating expenses (excluding Approved Issuer Levy) for the period to 30 June 2027.	<13.3 million.

## Optimising financing services for local government

Objectives	How we measure our performance
Provide interest cost savings relative to alternative sources of financing.	Measure LGFA issuance spreads against other high-grade issuers in the New Zealand domestic capital markets.
Offer flexible short and long-term lending products that meet the borrowing requirements for borrowers.	Measure LGFA's share of overall council borrowing. Survey participating borrowers on an annual basis.
Deliver operational best practice and efficiency for lending services.	Monitor settlements errors for new trades and cashflows. Survey participating borrowers on an annual basis.
Ensure certainty of access to debt markets, subject always to operating in accordance with sound business practice.	Maintain a vibrant primary and secondary market in LGFA bonds. Monitor participation by investors at our tenders through bid-coverage ratios and successful issuance yield ranges. Have the ability to issue debt securities in NZD and foreign currency.

Performance targets	2026-2027 target
Share of aggregate long-term debt funding to the Local Government sector. The market share excludes entities who are ineligible for borrowing from LGFA e.g. water entities not financially supported by their parent councils.	> 80%
Conduct an annual survey of Participating Borrowers who borrow from LGFA as to the value added by LGFA to the borrowing activities.	> 85% satisfaction score.
Successfully refinance existing loans to councils and LGFA bond maturities as they fall due.	100%
Meet all lending requests from Participating Borrowers, where those requests meet LGFA operational and covenant requirements.	100%

## Environmental and social responsibility

Objectives	How we measure our performance
Assist the local government sector in achieving their sustainability and climate change objectives.	LGFA is committed to assist borrowers financing of projects that promote environmental and social wellbeing in New Zealand, and to encourage a reduction in greenhouse gas emissions and increase climate-resilience amongst borrowers. We do this through the development of lending products such as Green, Social & Sustainability (GSS) loans and Climate Action Loans (CALs). This objective will be measured by the number of new GSS loans and the number of new members eligible for CALs.
Improve sustainability outcomes within LGFA.	LGFA is committed to reducing our carbon emissions, increasing our resilience to climate change, and managing our climate-related risks and opportunities. To do this effectively, climate change considerations will be embedded into our governance, strategy and risk management functions.

Performance targets	2026-2027 target
Health and Safety.	No notifiable incidents.
Maintain Toitū Carbon Zero certification.	Carbon-zero certification maintained.
Develop a LGFA carbon management policy.	LGFA carbon management policy completed.
Increase our GS lending book and Climate Action Loans.	Two new GS loans undertaken and two new borrowers enter into CALs.
Develop a sustainable financing option for the water sector.	The new sustainable financing product is utilised by water entities.
Enhance our insight into climate-related risks through council lending.	Climate change is incorporated into LGFA's credit risk assessments.

### Effective management of loans

Objectives	How we measure our performance
Proactively monitor and review each Participating Borrower's financial position, including its financial headroom under LGFA policies. Analyse finances at the Council group level where appropriate and report to shareholders.	LGFA reviews all participating councils and CCOs financial statements on an annual basis and the agendas and management reports on an ongoing basis for all councils on the LGFA borrower watch-list. Member councils are required to complete annual compliance certificates by the end of November each year.
Endeavour to meet each participating borrower annually, including meeting with elected officials as required, or if requested.	Number of members visited in a year.
Ensure a smooth transition of water-related loans if the Local Water Done Well Reforms progresses over forecast period.	LGFA will be able to ensure the successful transition of existing council water-related loans to Water CCOs (if requested by a council).

Performance targets	2026-2027 target
Review each Participating Borrower's financial position.	100%
Arrange to meet each Participating Borrower over a 15-month period, including meeting with elected officials as required, or if requested.	100%

## Industry leadership and engagement

Objectives	How we measure our performance
Take a proactive role to enhance the financial strength and depth of the local government debt market and work with key central government and local government stakeholders on sector and individual council issues.	<p>Report on actions undertaken and progress made on sector issues.</p> <p>Identifying any legislative or Central Government policy changes that may impact LGFA and undertake formal or informal submissions.</p> <p>Assist the local government sector with understanding any legislative or Central Government policy changes that may impact LGFA.</p> <p>Provide the opportunity for a Council or CCO staff member to enhance their governance understanding and skills through the LGFA Future Director Programme.</p>
Support the local government sector with the transition to the Local Water Done Well Reforms by assisting with the development options for the Water Services Delivery Plans and communicating our requirements (lending, financial covenants, reporting), as well as loan pricing guidance, implementation considerations and views on best practice.	Report on our sector-wide engagement and initiatives with assisting members' transition to the Local Water Done Well Reforms.

Performance targets	2026-2027 target
Provide quarterly updates to shareholders and borrowers on sector developments that are impacting LGFA.	Four quarterly updates to councils and CCOs.
Meet annually with Infrastructure Commission, Local Government New Zealand, Taituara, Water New Zealand, Infrastructure New Zealand, Crown Infrastructure Partners, Department of Internal Affairs, Treasury and Minister's office to discuss sector issues from an LGFA perspective.	Nine meetings across stakeholders.
Support councils with Local Water Done Well by providing timely and responsible advice for on-boarding water CCOs.	On-boarding process is underway for all water CCOs who have requested it.
Provide a governance opportunity for a council or CCO staff member under the LGFA Future Director Programme.	One Future Director appointed for an 18 month term.



The Amberley Beach Proactive Relocation Project. **Hurunui District Council**

## 8. Financial forecasts

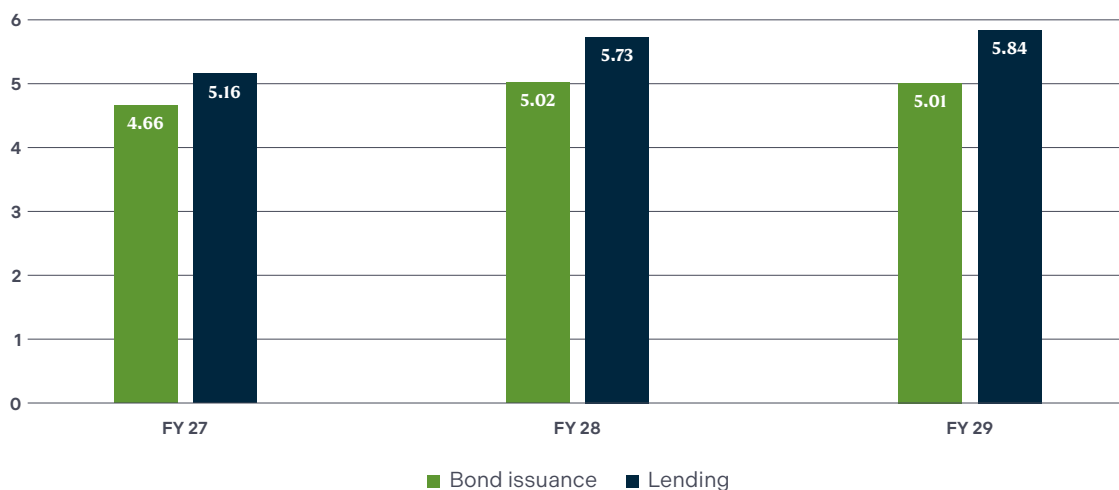
LGFA's financial forecasts for the three years to 30 June 2029:

Summary comprehensive income \$m	Jun 27	Jun 28	Jun 29
<b>Net interest income</b>	<b>46.9</b>	<b>45.9</b>	<b>47.9</b>
Other operating income	1.9	1.9	1.9
<b>Total income</b>	<b>48.8</b>	<b>47.8</b>	<b>49.8</b>
Operating expenses <sup>1</sup>	21.6	23.3	25.2
<b>Net profit</b>	<b>27.2</b>	<b>24.5</b>	<b>24.6</b>
Financial position \$m	Jun 27	Jun 28	Jun 29
Liquid assets portfolio	5,042	5,279	6,791
Loans	25,134	26,463	26,748
Other assets	-	-	-
<b>Total assets</b>	<b>30,176</b>	<b>31,742</b>	<b>33,539</b>
NZD bonds on issue (ex Treasury stock)	17,000	17,726	18,434
FCY bonds on issue	10,242	10,779	11,952
Bills & ECP on issue	1,844	1,844	1,844
Borrower notes	879	1,030	1,139
Other liabilities	-	-	-
<b>Total liabilities</b>	<b>29,965</b>	<b>31,378</b>	<b>33,368</b>
Capital	25	25	25
Retained earnings	166	189	212
Dividend	(2)	(2)	(2)
<b>Shareholder equity</b>	<b>189</b>	<b>212</b>	<b>235</b>
Ratios	Jun 27	Jun 28	Jun 29
Liquid assets/funding liabilities	17.9%	17.9%	21.5%
Liquid assets / total assets	16.7%	16.6%	20.2%
Net interest margin	0.19%	0.17%	0.18%
Cost to income ratio	44.3%	48.7%	50.6%
Return on average assets	0.09%	0.08%	0.07%
Shareholder equity/total assets	0.6%	0.7%	0.7%
Shareholder equity + BN/total assets	3.5%	3.9%	4.1%
Asset growth	9.4%	5.2%	5.7%
Loan growth	5.9%	5.3%	1.1%
Return on equity	16.6%	13.0%	11.6%
Capital ratio	17.7%	19.6%	20.5%

1. Operating Expenses include Approved Issuer Levy (AIL)

The following graph shows the volumes for the assumed bond issuance programme and lending to councils over the forecast period.

**Forecast gross issuance and lending volumes over 3-year period** (\$billion)



Note: The forecasts include consideration that LGFA will provide financing to support water CCOs established under Local Water Done Well. However, there is a level of uncertainty regarding the financial forecasts for both council borrowing and LGFA bond issuance due to the uncertainty relating to the timing of the establishment of water CCOs and the impact on councils.

Our council lending and LGFA bond issuance forecasts include LGFA lending to the proposed water CCOs if they meet our qualifying criteria for membership. We have assumed we will not be lending to financially independent water CCOs such as Watercare as they are unlikely to meet the qualifying criteria. As at the date of release, there have been no Water Services Delivery Plans approved and no final decisions made regarding the transfer mechanism for assets, liabilities and revenue from each council to the proposed water organisations.

**Ratepayer Assistance Scheme**

LGFA is supporting the development of the Ratepayer Assistance Scheme (RAS) that will assist ratepayers with the ability to defer rates, enter property improvement loans and spread the payment of development contributions (or levies) over a long time horizon. LGFA has committed to financially contribute to the RAS business case in the 2024-25 FY. If the business case is supportive and the RAS proceeds then (subject to shareholder approval), LGFA will consider taking a shareholding, providing a debt facility, providing support services, investing in preference shares (akin to the LGFA Borrower Notes) and managing the RAS debt issuance programme. The LGFA participation in RAS has not been factored into the above financial forecasts.

**9. Dividend policy**

LGFA primary objective is to maximise benefits to participating borrowers rather than shareholders. Consequently, it is intended to pay a limited dividend to shareholders.

The Board’s policy is to pay a dividend that provides an annual rate of return to shareholders equal to LGFA fixed rate bond cost of funds plus 2.00% over the medium term.

At all times payment of any dividend will be discretionary and subject to the Board’s legal obligations and views on appropriate capital structure.

## 10. Governance

### Board

The Board is responsible for the strategic direction and control of LGFA's activities. The Board guides and monitors the business and affairs of LGFA, in accordance with the Companies Act 1993, the Local Government Act 2002, the Local Government Borrowing Act 2011, the Company's Constitution, the Shareholders' Agreement for LGFA and this SOI.

The Board comprises seven directors with six being independent directors and one being a non-independent director.

The Board's approach to governance is to adopt best practice with respect to:

- The operation of the Board.
- The performance of the Board.
- Managing the relationship with the Company's Chief Executive.
- Being accountable to all Shareholders.

All directors are required to comply with a formal Charter.

The Board will meet on a regular basis and no fewer than six times each year.

### Shareholders' Council

The Shareholders' Council is made up of between five and ten appointees of the Shareholders (including an appointee from the Crown). The role of the Shareholders' Council is to:

- Review the performance of LGFA and the Board, and report to Shareholders on that performance on a periodic basis.
- Make recommendations to Shareholders as to the appointment, removal, replacement, and remuneration of directors.
- Make recommendations to Shareholders as to any changes to policies, or the SOI, requiring their approval.
- Ensure all Shareholders are fully informed on LGFA matters and to coordinate Shareholders on governance decisions.

## 11. Information to be provided to Shareholders

The Board aims to ensure that Shareholders are informed of all major developments affecting LGFA's state of affairs, while at the same time recognising both LGFA's obligations under NZX Listing Rules and that commercial sensitivity may preclude certain information from being made public.

### Annual Report

The LGFA's balance date is 30 June.

By 30 September each year, the Company will produce an Annual Report complying with Sections 67, 68 and 69 of the Local Government Act 2002, the Companies Act 1993 and Financial Reporting Act 2013. The Annual Report will contain the information necessary to enable an informed assessment of the operations of the company, and will include the following information:

- Directors' Report.
- Financial Statements incorporating a Statement of Financial Performance, Statement of Movements in Equity, Statement of Financial Position, Statement of Cashflows, Statement of Accounting Policies and Notes to the Accounts.
- Comparison of the LGFA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Auditor's Report on the financial statements and the performance targets.
- Any other information that the directors consider appropriate.

## Climate-Related Disclosures

By 30 September each year, the Company will produce Climate-Related Disclosures in accordance with the Aotearoa New Zealand Climate Standards issued by the External Reporting Board.

The Climate Standards require the Company to disclose climate-related information across the following four thematic areas:

- Governance
- Strategy
- Risk management
- Metrics and targets.

## Half Yearly Report

By 28 February each year, the Company will produce a Half Yearly Report complying with Section 66 of the Local Government Act 2002. The Half Yearly Report will include the following information:

- Directors' commentary on operations for the relevant six-month period.
- Unaudited half-yearly Financial Statements incorporating a Statement of Financial Performance, Statement of Movements in Equity, Statement of Financial Position and Statement of Cashflows.

## Quarterly Report

By 31 January, 30 April, 31 July, and 31 October each year, the Company will produce a Quarterly Report. The Quarterly Report will include the following information:

- Commentary on operations for the relevant quarter, including a summary of borrowing margins charged to Participating Borrowers (in credit rating bands).
- Comparison of LGFA's performance regarding the objectives and performance targets set out in the SOI, with an explanation of any material variances.
- Analysis of the weighted average maturity of LGFA bonds outstanding.
- In the December Quarterly Report only, commentary on the Net Debt/Total Revenue percentage for each Participating Local Authority that has borrowed from LGFA (as at the end of the preceding financial year).
- To the extent known by LGFA, details of all events of review in respect of any Participating Borrower that occurred during the relevant quarter (including steps taken, or proposed to be taken, by LGFA in relation thereto).
- Details of any lending to CCOs during the quarter and the amount of CCO loans outstanding.
- Commentary on sustainability initiatives.

## Statement of Intent

By 1 March in each year the Company will deliver to the Shareholders its draft SOI for the following year in the form required by Clause 9(1) of Schedule 8 and Section 64(1) of the Local Government Act 2002.

Having considered any comments from the Shareholders received by 30 April, the Board will deliver the completed SOI to the Shareholders on or before 30 June each year.

## Shareholder Meetings

The Board will hold an Annual General Meeting between 30 September and 30 November each year to present the Annual Report to all Shareholders.

The Company will hold a meeting with the Shareholders' Council approximately every six months – prior to the Annual General Meeting and after the Half Yearly Report has been submitted. Other meetings may be held by agreement between the Board and the Shareholders' Council.

## 12. Acquisition/divestment policy

LGFA will invest in securities in the ordinary course of business. It is expected that these securities will be debt securities. These investments will be governed by LGFA's lending and/or investment policies as approved by the Board and/or Shareholders.

Any subscription, purchase, or acquisition by LGFA of shares in a company or organisation will, if not within those investment policies, require Shareholder approval other than as concerns the formation of wholly-owned subsidiaries and the subscription of shares in such wholly-owned subsidiaries.

## 13. Activities for which compensation is sought from Shareholders

At the request of Shareholders, LGFA may (at its discretion) undertake activities that are not consistent with its normal commercial objectives. Specific financial arrangements will be entered into to meet the full cost of providing such activities.

Currently there are no activities for which compensation will be sought from Shareholders.

## 14. Commercial value of Shareholder's investment

LGFA will seek to maximise benefits to Participating Local Authorities as Borrowers rather than Shareholders.

Subject to the Board's views on the appropriate capital structure for LGFA, the Board's intention will be to pay a dividend that provides an annual rate of return to Principal Shareholders equal to LGFA fixed rate bond cost of funds plus 2.00% over the medium term.

As the Shareholders will have invested in the LGFA on the basis of this limited dividend, the Board considered that at establishment the commercial value of LGFA was equal to the face value of the Shareholders' paid up Principal Shares - \$25 million.

In the absence of any subsequent share transfers to the observed share transfers on 30 November 2012, the Board considers the current commercial value of LGFA is at least equal to the face value of the Shareholders' paid up Principal Shares of \$25 million. This equates to a value per share of \$1.00.

## 15. Accounting policies

LGFA has adopted accounting policies that are in accordance with the New Zealand International Financial Reporting Standards and generally accepted accounting practice. A Statement of accounting policies is attached to this SOI.

[Not included in draft. To be included in final release version]



27 February 2026

Dear Shareholder

### **Draft Statement of Intent 2026-2029**

Please find attached a copy of our draft Statement of Intent (SOI) for 2026-2029.

LGFA continues to focus on delivering strong results for both our council borrowers and shareholders.

For our borrowing councils we seek to optimize funding terms and conditions by

- Achieving savings in borrowing costs
- Providing longer dated funding and
- Providing certainty of access to markets

For our shareholders we are focused on

- Delivering a strong financial performance
- Monitoring asset quality
- Enhancing our approach to treasury and risk management, and
- Ensuring we have the correct governance framework and capital structure in place.

For our guarantors we are focused on

- Minimising the risk of a call upon the guarantee through actively monitoring and managing the business risks faced by LGFA including operational, credit, liquidity, interest rate, and funding risk.

The following points regarding the draft SOI 2026-29 are worth noting:

- This draft SOI, including financial forecasts covers the financial years 2026-29 (FY27), 2027-28 (FY27) and 2028-29 (FY29).
- The SOI forecasts assume that LGFA will commence lending to water CCOs in FY 27 as the Local Water Done Well Programme is implemented. There is however a high level of uncertainty regarding the amount and timing of lending to the water CCOs.
- Profitability is expected to be strong with projections for Net Profit of \$27.2 million, \$24.5 million, and \$24.6 million over the three years. However, we remain cautious in placing too much emphasis on the second year (FY28) and third year (FY29) forecasts given we have \$9.3 billion of LGFA bonds and \$12.2 billion of council and CCO loans maturing over the three-year SOI forecast period. This is because assumptions regarding the amount and timing of loan refinancing and interest rates have a material impact on financial projections.

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[lgfa.co.nz](http://lgfa.co.nz)



- We are assuming gross bond issuance of \$4.66 billion (FY27), \$5.02 billion (FY28) and \$5.01 billion (FY29) based on council gross borrowing of \$5.16 billion (FY27), \$5.73 billion (FY28) and \$5.84 billion (FY29).
- Issuance and operating expenses including Approved Issuer Levy (AIL) are forecast to be approximately \$3.2 million higher in FY27 and \$2.9 million higher in FY28 compared to the previous SOI. This is due to increased AIL paid to the New Zealand Government on our increased foreign currency issuance, as well as increased operating costs to accommodate expected growth in the business.
- The proposed SOI performance targets are similar to the previous SOI. The focus remains on sustainability, assisting councils to implement Local Water Done Well, stakeholder engagement, meeting the financial targets, and monitoring the credit quality of the sector.

If you have any questions or wish to provide comments by 1 May 2026 then please feel free to contact myself or any member of the Shareholders Council. The LGFA board will consider any feedback received and provide a final version of the SOI to shareholders by 30 June 2026.

Yours sincerely



Mark Butcher  
Chief Executive

## 10.8 Annual Residents Survey - Wave Three Results

**File Number:** A19828337

**Author:** Rachel Burt, Corporate Planner

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

### PURPOSE OF THE REPORT

1. The purpose of this report is to provide an overview of the results from the Annual Residents Survey for the third quarter (Wave 3).

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### RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Annual Residents Survey - Wave Three Results".

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### EXECUTIVE SUMMARY

2. The Annual Residents Survey is conducted in four waves each year to capture community perceptions of council services and initiatives. This report presents the Wave Three results for 2025/26.
3. A total of 154 residents participated in this wave, bringing the year-to-date total to 463 responses across three waves. Response numbers remain on track to meet the target of at least 600 responses across all four waves.
4. Overall satisfaction has remained relatively stable at 47% YTD, representing an increase from 44% in 2024/25. This reflects gradual improvement across several service areas, including outdoor spaces (79%, up from 76% in 2024/25) and public facilities (73%, up from 71% in 2024/25). While concerns regarding roading and footpaths persist in verbatim feedback, satisfaction in this area has improved slightly to 51% (up from 49% in 2024/25), indicating a more positive trend overall.
5. Perceptions of reputation (27%) up from 26% in 2024/25, and value for money (31%) up from 30% in 2024/25 continue to show incremental improvement.
6. Waste management remains a consistent area of strength at 76% in both YTD and in 2024/25.
7. Satisfaction with the quality of Council services has increased to 53% YTD (from 47% in 2024/25), indicating improving perceptions of service delivery.
8. Outdoor spaces continue to perform strongly (79%) (from 76% in 2024/25), supported by high satisfaction with access to parks, opportunities for physical activity, and the natural environment
9. However, some areas of decline are evident. Perceptions of cycling safety have decreased significantly to 45% YTD (from 56% in 2024/25), with respondents highlighting concerns about unsafe road conditions and a lack of dedicated cycling infrastructure.
10. The city centre's role as the cultural and commercial heart of the city has also declined to 19% (from 25%), with feedback pointing to vacant shops, limited activities, and visible homelessness, although there is some optimism regarding new civic developments.

**ANNUAL RESIDENTS SURVEY**

11. The Annual Residents Survey forms part of a wider set of information we have around engagement with the Tauranga community and their wants, needs and perceptions of council and of Tauranga as a place to live.
12. Survey results help council staff assess the performance of council against a set of pre-determined actions and performance levels, including those outlined in the 2024-34 Long-term Plan.
13. Using a post-to-online method, surveys have been undertaken with Tauranga residents during this third wave. An invitation letter, containing an embedded link to an online survey, was sent to a random selection of residents, sourced from the Electoral Roll, with a subsequent reminder follow up.
14. Wave Three fieldwork was conducted from 30 January 2026 – 01 March 2026. The number of participants in Wave Three was 154 bringing the year-to-date total to 463 responses across three waves.
15. A summary of the high-level survey results for 2025/26 year-to-date (YTD) and their trends is shown in the table below:

Measure	2024/2025 Result	Nett Score 2024/25	2025/2026 YTD Result	Nett Score 2025/26 YTD Result	Change from Previous Year (%)
<i>Overall performance</i>	44%	18%	47%	19%	6.8% ▲
<i>Overall reputation</i>	26%	-23%	27%	-22%	3.8% ▲
<i>Overall value for money</i>	30%	-16%	31%	-10%	3.3% ▲
<i>Overall core service deliverables</i>	62%	49%	63%	51%	1.6% ▲
<i>Overall water management</i>	59%	40%	57%	45%	0% =
<i>Overall roads and footpaths</i>	49%	28%	51%	30%	4.1% ▲
<i>Overall waste management</i>	76%	68%	76%	71%	0% =
<i>Overall outdoor spaces</i>	76%	69%	79%	73%	3.9% ▲
<i>Overall public facilities</i>	71%	64%	72%	72%	1.4% ▲

16. Perceptions of Council performance and services show improvement in the 2025/26 year-to-date results:
- Overall, the results indicate steady, incremental gains across most service areas particularly core services while reputation and value for money remain priority focus areas given their still negative net positions.
  - Value for money remained steady at 31%, signalling easing concerns, although affordability remains a key issue.
  - Core service delivery strengthened overall, with incremental gains across infrastructure areas. Roads and footpaths improved slightly to 51% (net +30), reflecting a modest lift year on year, even though respondent feedback regarding infrastructure issues and safety remain a key concern, while water management saw an improvement in net score despite a small decline in result.
  - High-performing areas remained strong, with waste management steady at 76% and outdoor spaces increasing to 79%. Public facilities improved to 72%, supported by strong performance in libraries and mixed results across other facilities, including some declines in pools and indoor sports facilities.
17. Verbatim comments from the third wave reflects a broad range of community priorities across Tauranga these are highlighted below with commentary pulled from the reporting.
- Many comments highlighted the growing visibility of homelessness, particularly in the city centre, and linked this to housing shortages, high living costs, and limited social support. Safety in public spaces was a common theme, with calls for better lighting, CCTV, and community policing.  
*“Quality lighting upgrades to walkways for evening enjoyment even in the winter months.”*  
*“There is still a lot of homeless people in the city centre. I understand they need some place to sleep but it certainly discourages me from going to the city and the lack of businesses there at present.”*
  - Affordability was a recurring concern, with residents calling for better management of rates and fees.  
*“I would like to see less waste of rate money on projects that get scrapped halfway through. I would also like to see commitment to increasing the city infrastructure, such as hospitals, schools and roads to cope with increasing number of residents. I would like to see future proofing focus, such as the Cameron Road upgrade.”*
  - Transport and roading issues were frequently raised, including congestion, poor road conditions, and parking challenges. Cycleway safety was frequently highlighted.  
*“I feel scared to cycle on many local roads. There’s a real lack of courtesy and dangerous driving.”*
  - While Libraries, pools, Historic Village, Baycourt, and the Cargo Shed were generally valued, with suggestions for, broader programming, and improved promotion.  
*“The Historic Village needs to be celebrated and advertised more. There needs to be a broader range of events to attract more people and visitors. For the cruise ships that go there, it should have a lot more entertainment and in turn, that should attract more locals to the village.”*
  - Water management also featured, with comments on stormwater, flooding, and drinking water quality.  
*“Less reactive stormwater management planning. Better zoning and building rules in flood prone areas. Use better quality data for flood zoning maps, latest survey information to avoid mistakes and reducing public confidence.”*

- Waste management and sustainability attracted attention, with suggestions for improved rubbish collection and stronger environmental initiatives.

*“Rubbish collection is excellent. This includes green waste collections. I am not aware of specific initiatives to improve climate and sustainability that Tauranga City Council have implemented and the success of these initiatives.”*

- Across all topics, residents emphasised the need for clearer communication and transparency from Council, alongside practical investment in core infrastructure and services to support growth.

*“I would like to see more public engagement, and clear, accessible advertising happening for key decisions. Currently the only reason I know public consultation is happening is because I’m subscribed to the newsletter.”*

*“Mt Maunganui and Mauao is a huge drawcard for locals and visitors alike. I would support money being spent in conjunction with consultation with Iwi to get Mauao open again as soon as culturally acceptable. I would support the Mount Hot Pools being reopened and the safer parts of the campground if there are any”*

18. Further information on each of the overall sections and the measures within, along with a summary of the verbatim comments, are included in the report as **Attachment 1**.

## RATES, RENT, AND LIVING AFFORDABILITY

19. On 9 December 2024, Council resolved to add additional questions on household rates affordability, rental affordability, and the cost of living in Tauranga to the Annual Residents Survey. These have been included since Wave 3 2024/25.
20. Across all three measures, perceptions of affordability have improved year-on-year, though overall sentiment remains negative. The proportion of residents who consider rates affordable increased from 21% (n=207) in 2024/25 (W3–W4) to 23% (n=349) Year-to-date in 2025/26 a 9.5% uplift. However, the nett score eased slightly from -30 to -33, showing that rates are still viewed as unaffordable by most respondents.
21. Rent affordability rose from 18% (n=39) to 20% (n=62) (+9.5%), with a notable improvement in the nett score from -43 to -33. This result should be interpreted cautiously due to the small renter sample.
22. Perceived cost-of-living affordability improved from 17% (n=265) to 21% (n=457) (+23.5%), alongside a nett score shift from -44 to -35.
23. Overall, these year-to-date results suggest modest easing in affordability pressures. However, persistently negative nett scores highlight ongoing strain on households and the need for continued measures to support affordability.

Measure	2024/2025 Result (W3 & W4)	Nett Score 2024/25	2025/2026 Result YTD	Nett Score 2025/26 YTD Result	Change vs Last Year (% and Trend)
Rates in Tauranga are affordable for my household	21% (n=207)	-30%	23% (n=349)	-33%	+9.5% ▲
Rent in Tauranga is affordable for my household	18% (n=39)	-43%	20% (n=62)	-33%	+11.1% ▲
The cost of living in Tauranga is affordable for my household	17% (n=265)	-44%	21% (n=457)	-35%	+23.5% ▲

Table 1: Additional questions on household rates

**COMPARISON TO PREVIOUS YEARS**

24. To provide the Council with a performance comparison against the last two full-term elected Councils, a summary of the high-level survey results for 2025/26 is presented in the table below. This responds to a request from elected members at a previous committee meeting. For context, the table also includes the average results from 2015/16 to 2018/19, highlighting how the current results compare.
25. At the meeting on 10 March 2026, an action was agreed to include **net results** year-on-year for all available data. Net results are available from 2016/17 onwards. These results are provided in Table 2 below.

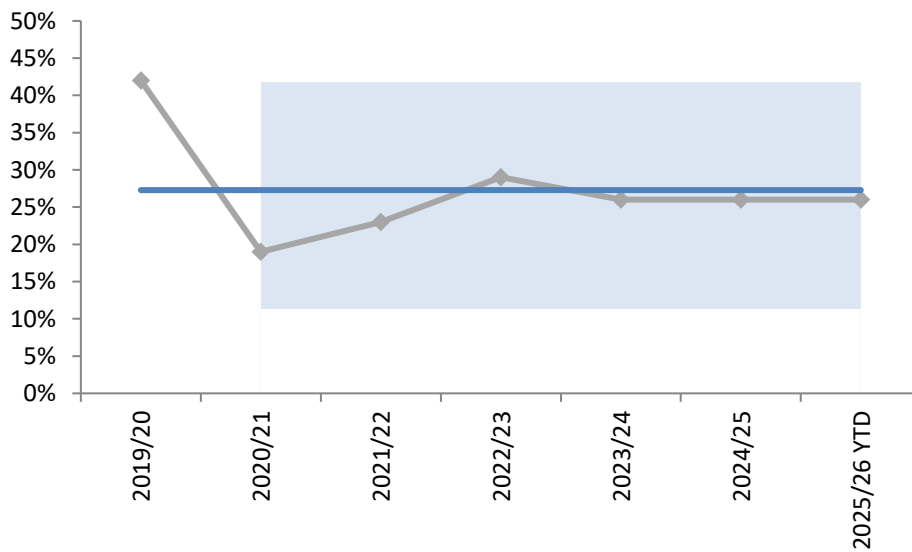
	2016/17 Result	2016/17 Nett Score	2017/18 Result	2017/18 Nett Score	2018/19 Result	2018/19 Nett Score	Avg 15/16- 18/19	25/26 YTD Result	2025/26 YTD Nett Score	Change (% and Trend)
<b>Overall performance</b>	75%	70%	74%	71%	66%	54%	72%	47%	19%	-34% ▼
<b>Overall reputation</b>	53%	43%	55%	41%	46%	23%	51%	29%	-22%	-43.1% ▼
<b>Overall value for money</b>	59%	50%	62%	48%	50%	31%	57%	31%	-10%	-45.6% ▼
<b>Overall core services deliverables</b>	80%	77%	73%	69%	72%	66%	75%	64%	51%	-14.7% ▼
<b>Overall water management</b>	74%	69%	72%	65%	69%	61%	72%	59%	45%	-18.1% ▼
<b>Overall road and footpaths</b>	68%	61%	64%	58%	57%	41%	63%	54%	30%	-14.3% ▼
<b>Overall waste management</b>	77%	71%	63%	49%	69%	57%	70%	78%	71%	+11.4% ▲
<b>Overall outdoor spaces</b>	87%	84%	85%	80%	83%	78%	85%	80%	73%	-5.9% ▼
<b>Overall public facilities</b>	82%	80%	85%	82%	77%	73%	81%	72%	65%	-11.1% ▼

Table 2: 2025/26 results compared to previous years.

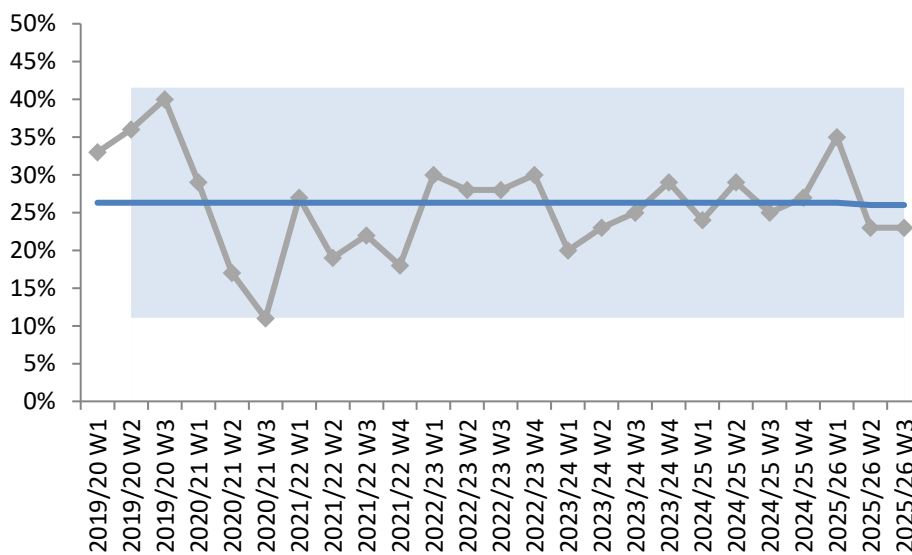
**MEASURES OF INTEREST**

- 26. The 2024/25 full year report highlighted two areas of council performance as measures that have the highest impact on residents’ overall perception of the Council combined with relatively low performance. The results for wave three for these areas are discussed below and in the attached report.
- 27. The below graphs used are XmR (Moving Range) charts. An XmR is a type of control chart used in process improvement and statistical analysis to monitor the variation in a single data series over time. The charts below track individual data points, showing how each measurement compares to the overall average and upper and lower control limits (shaded blue area), which define the expected range of natural variation. The XmR chart helps identify trends, shifts, or unusual variations in a process, making it useful for detecting changes and ensuring that processes remain stable and predictable.

**IMAGE AND REPUTATION**



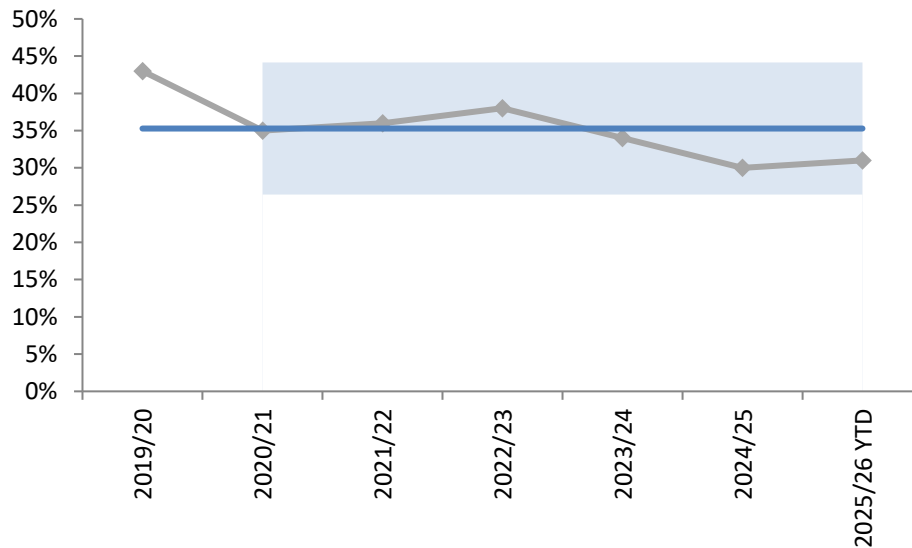
*Graph 1: Image and Reputation Year to Date (YTD)*



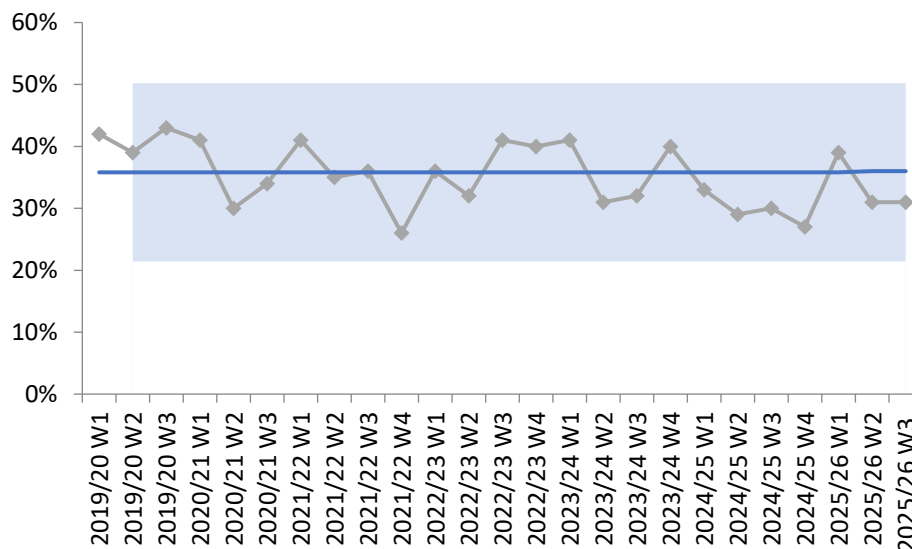
*Graph 2: Image and Reputation by wave*

28. Image and reputation results have remained relatively stable over recent years, following a sharp decline between 2019/20 and 2020/21. Since that low point, performance has gradually recovered and broadly stabilised, sitting at around the mid-20 percent range. The 2025/26 year-to-date result is consistent with the last two years, indicating no material improvement or deterioration over the period. While the wave-by-wave results show some short-term fluctuation, overall perceptions of image and reputation have remained steady, suggesting that public confidence has not significantly shifted, despite ongoing changes and pressures across the organisation.

**VALUE FOR MONEY**



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



Graph 4: Value for Money by wave

29. Perceptions of value for money have declined over time and now sit below earlier performance levels. Following a relatively strong result in 2019/20, scores dropped in 2020/21 and showed some fluctuation before trending downwards from 2023/24 onwards. The 2025/26 year-to-date result remains lower than previous years, indicating ongoing

concerns about whether services and investments represent good value. While wave-by-wave results show variability, the overall pattern suggests sustained pressure on value-for-money perceptions, likely reflecting broader cost pressures and heightened sensitivity to spending and rates among residents.

### STATUTORY CONTEXT

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

### STRATEGIC ALIGNMENT

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

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	✓
We are a well-planned city that is easy to move around	✓
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

32. The annual residents survey is a legislative requirement which is reported on quarterly and produced as an annual report.

### OPTIONS ANALYSIS

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

### FINANCIAL CONSIDERATIONS

34. There are no financial implications or risks associated with this report.

### LEGAL IMPLICATIONS / RISKS

35. There are no legal implications or risks associated with this report.

### TE AO MĀORI APPROACH

36. The residents' perception survey referenced in this report is drawn from a demographically representative sample of the area. This includes Māori and reflects the area's demographic profile across ethnicity, age, gender, geographic distribution and socio-economic status.

### CONSULTATION / ENGAGEMENT

37. This report is made public.

### SIGNIFICANCE

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

- (c) the capacity of the local authority to perform its role, and the financial and other costs of doing so.

40. In accordance with the considerations above, criteria and thresholds in the policy, it is considered that the matter is of low significance.

### ENGAGEMENT

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

### NEXT STEPS

42. The next wave (Wave 4) for 2025/26 is due to be collected during May 2026 with the results of the report will inform reporting in the Annual Report 2025/26 and will be published on our website.

### ATTACHMENTS

1. **Annual Residents Survey 2025\_26 - Wave 3- Performance Report - A20112584** [↓](#) 



# Annual Residents Survey

2025/26: Wave 3

Survey Period: 30 January 2026 – 01 March 2026

## Introduction

The Annual Residents Survey measures residents' perceptions of the services provided by Tauranga City Council. These results help to inform the Council's Long-term Plan reporting process and help assess performance against pre-determined actions and performance levels.

### What does this report show?

This report summarises responses from Wave 3 of the 2025/26 Annual Residents Survey. A total of 154 residents participated in this wave, bringing the year-to-date total to 463 responses across three waves. Response numbers remain on track to meet the target of at least 600 responses across all four waves.

The report presents a high-level overview of responses to date and compares current results with those from previous years.

### Research Objectives:

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

### Methodology:

The 2025/26 study aims to collect 600 responses from residents within the Tauranga City Council area, with approximately 150 responses per wave. Mail-out quotas are applied by age, gender, and ward to ensure a representative sample. Data is weighted to reflect the population profile accurately. Surveys are conducted in four waves between August 2025 and June 2026 to align with quarterly reporting of non-financial performance targets.

The anticipated margin of error for overall results is  $\pm 4.6\%$  at the 95% confidence level.



## Summary results

Overall satisfaction has remained stable year-to-date (YTD) at 47%, an increase from 44% in 2024/25. Improvements were observed across outdoor spaces (79%, up from 76%) and public facilities (73%, up from 71%). While verbatim feedback and wave three results indicate some ongoing concerns regarding roading and footpaths, overall satisfaction in this area has improved to 51% (up from 49%), suggesting a more positive trend overall. Reputation (27%) and value for money (31%) continue to show gradual upward movement YTD, while waste management remains steady at 72%. This pattern aligns with last year’s driver analysis, which identified reputation as having a stronger influence on overall perception than core service delivery. Full-year results will confirm whether this trend continues.

Verbatim comments from the third wave reflect a broad range of responses. Respondents value Tauranga’s libraries, parks, beaches, pools, and historic facilities for their quality, accessibility, and family-friendly appeal, though concerns remain around parking, access, safety, and amenities in some suburbs. Transport and roading, including cycle infrastructure, are widely seen as underdeveloped or unsafe, while stormwater, flooding, water quality, waste management, and sustainability draw ongoing attention. Visible homelessness in the city centre highlights safety, public amenity, and housing challenges. Respondents express strong views on rates and council spending, emphasising the need for transparency, fiscal prudence, and prioritisation of essential services over non-essential projects. Some respondents also identified Mauao and the Mount Hot Pools as key community and visitor assets, supporting their reopening when culturally appropriate. Overall, feedback underscores a desire for practical, locally focused solutions that support growth, enhance safety and accessibility, and maintain Tauranga’s quality of life and public spaces.

### Notable increases YTD

- Satisfaction with the quality of council services has strengthened to 53% YTD (up from 47% in 2024/25), indicating improving perceptions of service delivery.
- Outdoor spaces remain a key strength, increasing to 79% YTD (from 76% in 2024/25), supported by strong gains in access to parks, physical activity, and nature.
- Waste management continues to perform consistently well, with incremental improvements in street litter and bin management reinforcing this core service.

### Notable decreases YTD

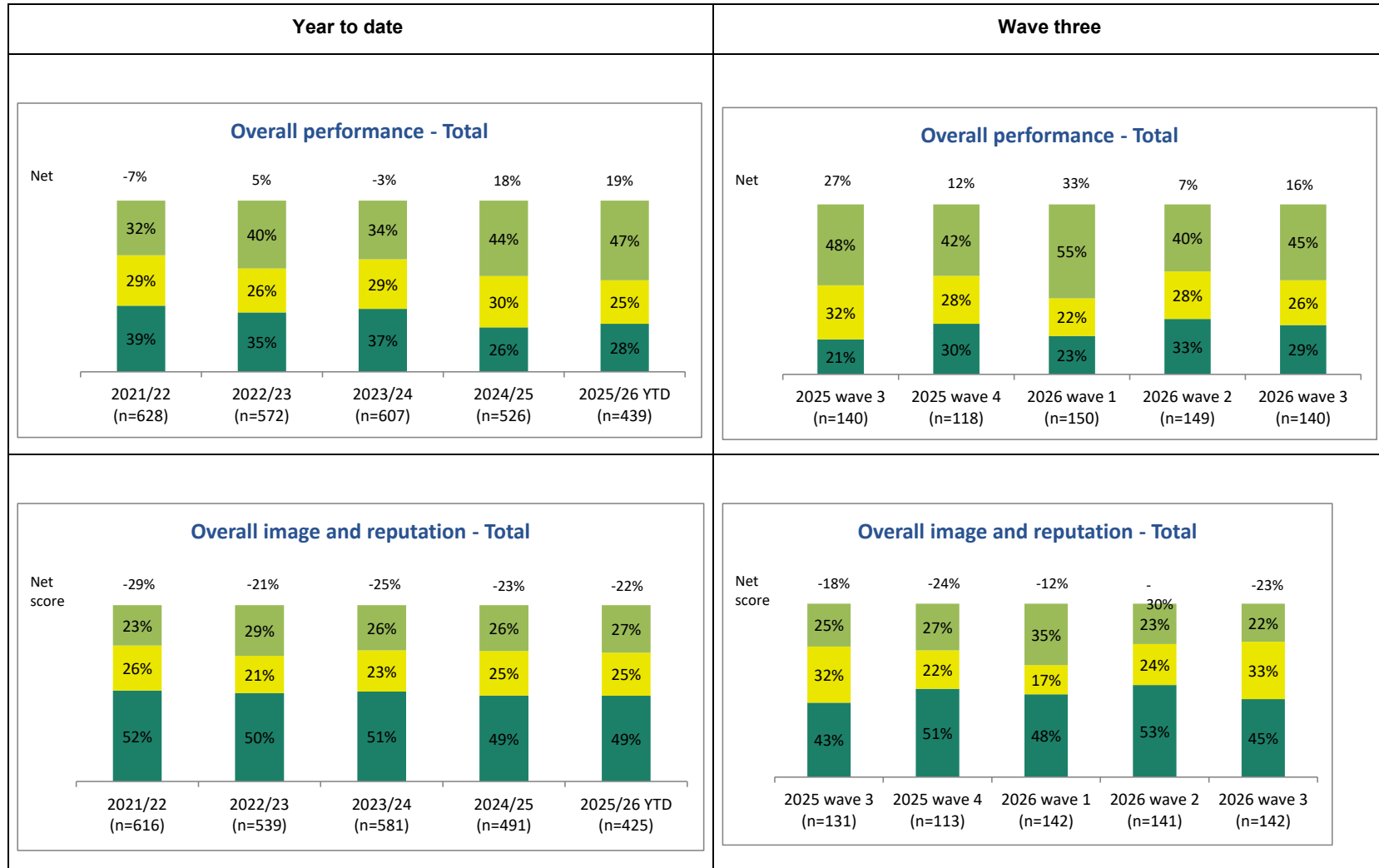
- Levels of safety when cycling on roads or cycleways has fallen markedly to 45% YTD (from 56% in 2024/25). This indicates increasing concern among respondents, with comments noting that cycling on current roads feels unsafe. Several respondents have called for more dedicated cycling tracks, particularly around the inner harbour, city, Matapihi, and Maungatapu, and suggested that the existing roading network is not well suited to safe cycling.
- The city centre’s role as the cultural and commercial heart has weakened, declining to 19% YTD (from 25% in 2024/25). Respondents commented that many city centre shops are vacant, it lacks activities and events, and that homelessness is increasingly visible. However, respondents also expressed optimism about the opening of the new library and museum spaces.

### Key (Graphs)

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

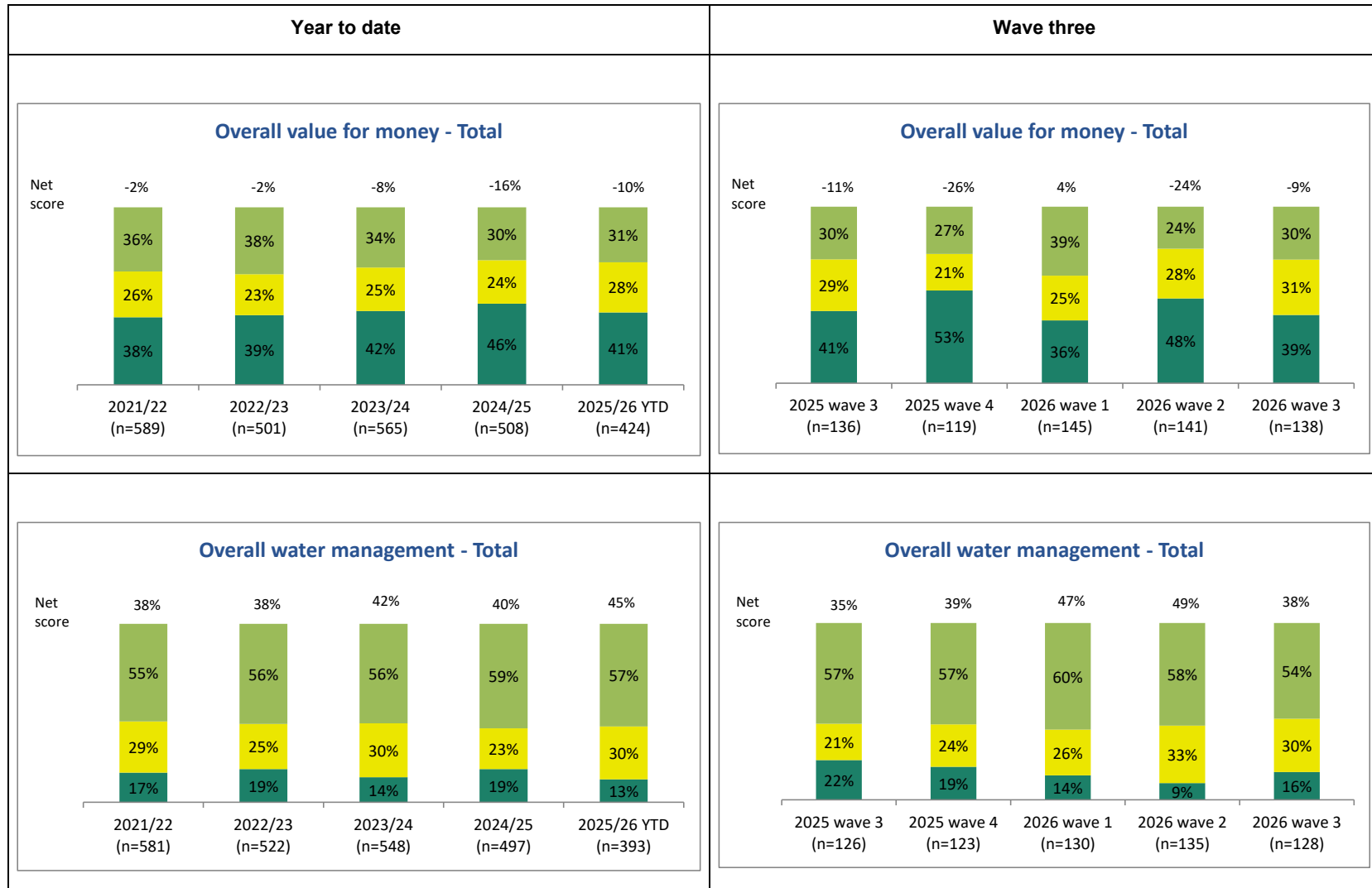
**Sig Diff** = Showing a significant difference for year 2024/25 and 2025/26 YTD and between waves (%7-10)





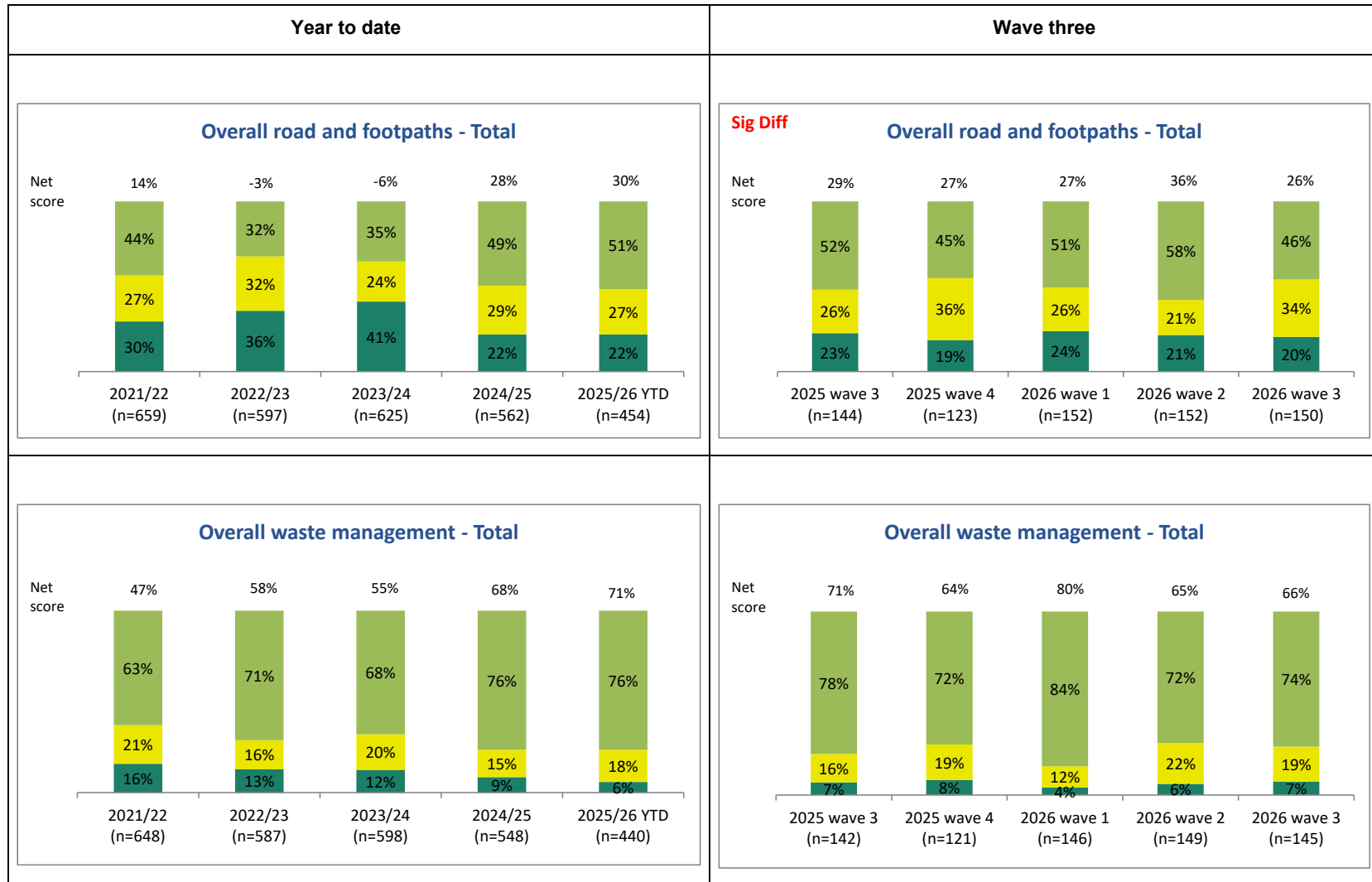
Annual Residents Survey Wave 3: 30 January 2026 – 01 March 2026





Annual Residents Survey Wave 3: 30 January 2026 – 01 March 2026





Annual Residents Survey Wave 3: 30 January 2026 – 01 March 2026

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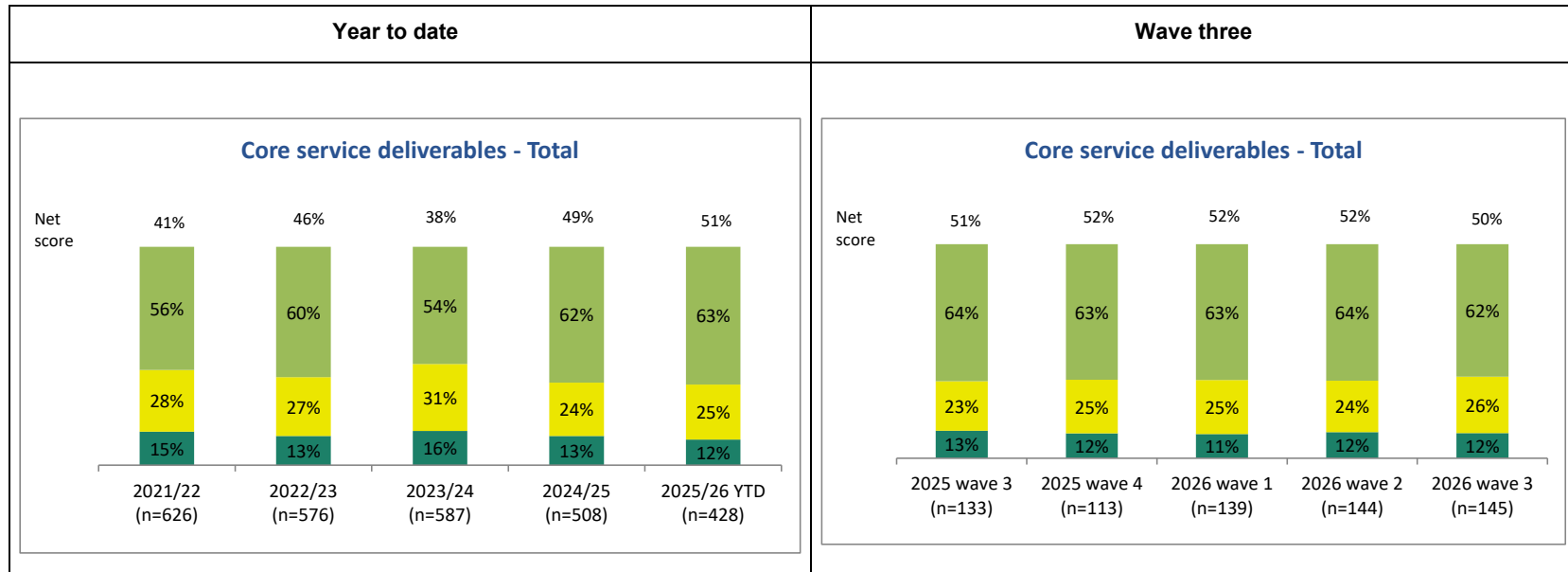




Annual Residents Survey Wave 3: 30 January 2026 – 01 March 2026

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## Overall image and reputation

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	26%	18%	27%	-22%	+1% ▲
Leadership	28%	-17%	26%	-20%	-2% ▼
Trust	25%	-22%	25%	-24%	0% =
Financial Management	20%	-35%	21%	-37%	+1% ▲
Quality of services	47%	25%	53%	30%	+6% ▲

**Commentary:**  
Overall satisfaction has increased slightly year-to-date, rising from 26% to 27%. This small uplift is supported by a strong improvement in perceived quality of services, which has increased from 47% to 53%. However, this is partially offset by declines in leadership (down from 28% to 26%) and ongoing low perceptions of financial management (21%). Trust remains stable at 25%, suggesting a consistent but still fragile level of confidence in Council.

**Verbatim comments:**  
**Leadership and trust:** Feedback was mixed. While some respondents felt the organisation is heading in the right direction, others expressed concern that decisions are being made without adequate consultation or transparency for the community. One respondent commented: *"I just want honest transparency. We have a beautiful community, and I wish Council would address the elephant in the room — downtown is dead."*

**Financial management:** Many ratepayers raised concerns about spending priorities, citing costly project and consultant fees. Calls for greater transparency and accountability were frequent, though some recognised the complexity of managing a growing city and noted improvements in service delivery. One respondent commented *"Too much money wasted on overly expensive and unnecessary roadworks. This management could be a lot better, and majority of people will strongly agree."*

**Quality of services:** Core services such as water management, waste collection and customer support were generally well-regarded. Libraries and pools and historic facilities received positive mentions, and the reopening of the new library and museum was seen as a welcome development. Some questioned spending on certain projects, suggesting a need for better alignment with community priorities.



## Overall value for money

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	30%	-16%	31%	-10%	+1% ▲
Annual rates fair and reasonable	22%	-32%	21%	-37%	-1% ▼
Water rates fair and reasonable	39%	4%	38%	3%	-1% ▼
Invoicing clear and correct	65%	51%	60%	44%	-5% ▼
Payment arrangements fair and reasonable	68%	56%	63%	48%	-5% ▼
Rates in Tauranga are affordable (n)	21%	-30%	23%	-33%	+2% ▲
Rent in Tauranga is affordable (n)	18%	-43%	20%	-33%	+2% ▲
Cost of living in Tauranga is affordable (n)	17%	-44%	21%	-35%	+4% ▲

(n): The increase in perceived rent, rates affordability, and cost of living should be interpreted with caution as it is based on a small sample size, which limits statistical reliability.

**Commentary:**

Overall perceptions of rates and affordability have improved slightly year-to-date, with overall satisfaction increasing from 30% (2024/25) to 31% YTD. This is supported by small gains across affordability measures, including rates, rent, and cost of living.

However, this is offset by declining satisfaction with key billing-related services. Perceptions of invoicing clarity and correctness and payment arrangements have both decreased, indicating growing concern around the transparency and usability of Council billing processes.

Perceptions of rates fairness remain low and have softened slightly, suggesting that while affordability sentiment is improving at the margins, underlying concerns about value and fairness persist.

**Verbatim Summary:**

Respondents shared mixed views on leadership and financial management. Many expressed frustrations with rising rates and the overall cost of living in Tauranga, noting that rent and everyday expenses are becoming harder to manage. Concerns were raised about water charges, with some questioning the fairness of billing. A few mentioned issues with invoicing and payment arrangements, including distrust of direct debit systems.

While some acknowledged the benefits of projects like the new library and city centre rejuvenation, and the complexity of managing a growing city, there was a strong call for greater transparency, better budgeting, and prioritisation of essential services. Overall, residents want to feel confident that spending decisions deliver fair value and reflect community priorities.

**Selected respondent comment:** "I would like to see less waste of rate money on projects that get scrapped halfway through. I would also like to see commitment to increasing the city infrastructure, such as hospitals, schools and roads to cope with increasing number of residents. I would like to see future proofing focus, such as the Cameron Road upgrade."



## Community Engagement and Communications

Driver	Result	Net Score	YTD Result	Net Score	Trend vs Previous Year (%)
	24/25		25/26		
Involves the public in the decisions it makes	30%	-17%	27%	-21%	-3% ▼
Decisions being in the best interests of the city	27%	-17%	27%	-20%	0% =
Efforts to consult and engage directly with the community	29%	-16%	27%	-19%	-2% ▼
Influence the public has on the decisions Council makes	19%	-37%	14%	-48%	-5% ▼
Contact council when and how you want	60%	43%	63%	47%	+3% ▲

**Commentary:**  
The 2025/26 YTD results indicate a decline in perceptions of council engagement and influence compared to 2024/25. Satisfaction with involving the public in decision-making and efforts to consult and engage has decreased, while perceptions of decisions being in the best interests of the city remain unchanged. Notably, there has been a more noticeable decline in how much influence the public feels it has on council decisions. This is partially offset by an improvement in satisfaction with the ability to contact council when and how residents prefer.

**Verbatim Summary:**  
Respondents shared mixed views on community engagement and decision-making. Many felt that consultation lacked sincerity, with decisions seeming predetermined and not always reflecting the best interests of the city. Several respondents expressed frustration that public feedback, such as opposition to the museum, was disregarded. Others acknowledged improvements in communication, noting positive experiences with the contact centre and suggesting more accessible updates through email or social media. Overall, people want more meaningful involvement, greater transparency in decision-making, and confidence that their input genuinely influences outcomes.

**Selected respondent comment:** "I would like to see more public engagement, and clear, accessible advertising happening for key decisions. Currently the only reason I know public consultation is happening is because I'm subscribed to the newsletter."



## Overall water management

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	59%	40%	57%	45%	-2% ▼
Protection from flooding	66%	53%	71%	61%	+5% ▲
Quality of drinking water	64%	44%	67%	50%	+3% ▲
Know ways to conserve water	85%	-	84%	84%	-1% ▼
Have conserved water in last 12 months	82%	-	80%	80%	-2% ▼

**Commentary:**  
The 2025/26 year-to-date results show overall satisfaction with water management remains stable, with a slight decrease from 59% to 57%. Satisfaction with protection from flooding (+5%) and the quality of drinking water (+3%) has improved compared to 2024/25, reflecting positive progress in core services. Awareness of ways to conserve water remains high at 84%, indicating strong community understanding, while reported water-saving behaviours have dipped slightly from 82% to 80%, suggesting an opportunity to encourage more action in this area.

**Verbatim Summary:**  
Feedback on water management was mixed. Some respondents acknowledged improvements, particularly stormwater management in newer areas. Others raised concerns about water quality, including chlorine and fluoride levels, and highlighted the need for more proactive maintenance of stormwater drains and culverts. Suggestions focused on improved flood zoning and mapping, better planning in flood-prone areas, stronger climate resilience measures, and smarter water storage and conservation to reduce summer restrictions. Increased education around water conservation and waterway protection was also suggested.

**Selected respondent comments:**  
*"Remove the fluoride from the drinking water. Clean out the stormwater drains regularly. Remediate areas of known regular flooding."*  
*"Less reactive stormwater management planning. Better zoning and building rules in flood prone areas. Use better quality data for flood zoning maps, latest survey information to avoid mistakes and reducing public confidence."*  
*"Educate regarding the conservation of water, keeping drains clear, trimming trees, not to put anything into our waterways that is harmful, if concerned about drinking water, use a filter, for example, on the fridge."*



## Overall road and footpaths

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	49%	28%	51%	30%	+2% ▲
Safety when cycling on roads and cycleways	56%	33%	45%	22%	-11% ▼
Safety on footpaths	70%	60%	70%	60%	0% =
General cleanliness of footpaths	73%	64%	75%	67%	+2% ▲
Safety when driving on roads	65%	37%	58%	39%	-7% ▼

**Commentary:**

The 2025/26 YTD results show a small improvement in overall satisfaction with roading and footpaths, rising slightly from 49% in 2024/25 to 51% YTD. Perceptions of footpath safety have remained steady at 70%, while cleanliness has increased slightly to 75%.

However, satisfaction with safety when cycling on roads and cycleways has declined noticeably, from 56% to 45%, and safety when driving has also dropped from 65% to 58%. These results highlight that while general footpath conditions are holding steady or improving, residents remain concerned about road and cycling safety, suggesting these areas require targeted attention.

**Verbatim Summary:**

Respondents shared strong and mixed views on roading, footpaths, and cycleways. Safety concerns were prominent, particularly for cyclists and pedestrians, with many noting poorly designed or confusing cycle lanes (Cameron Road was repeatedly highlighted), unsafe shared paths with e-scooters, and risks from potholes, uneven footpaths, and tree root damage. Road layout and traffic management, including roundabouts, intersections, narrow roads, and ongoing construction, were frequently mentioned as contributing to congestion and unsafe conditions. While some respondents acknowledged improvements to roads and footpaths, many felt maintenance and planning could be more consistent and responsive.

Suggestions included clearer priorities for repairs, better signage and education, safer and more connected cycling infrastructure, improved pedestrian pathways, and more effective traffic management to reduce hazards.

**Selected respondent comments:**

*"I feel scared to cycle on many local roads. There's a real lack of courtesy and dangerous driving."*

*"Road changes and constant roadworks have slowed traffic and made roads confusing and congested."*

*"Potholes are better than they were a few years ago."*



## Overall climate and sustainability

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	40%	14%	41%	14%	+1% ▲
Help our city adapt to a changing climate	43%	21%	45%	20%	+2% ▲
Help our city reduce its emissions	36%	8%	38%	9%	+2% ▲
Enabling Tauranga residents to live sustainably	42%	17%	42%	18%	0% =
An organisation that is committed to delivering sustainable outcomes	41%	14%	40%	12%	-1% ▼

**Commentary:**

The 2025/26 year-to-date (YTD) results show continued improvement in waste management, with increases across all measures compared to 2024/25. Overall satisfaction remained the same at 76%, and respondents reported higher satisfaction with rubbish day collection (up to 88%), the state of streets after collection (86%), and the management of litter in parks and public spaces (64%). Te Maunga Transfer Station also saw a positive lift to 75%. Climate and sustainability measures also improved slightly year on year. While overall satisfaction remains low at 41%, but all indicators show modest upward movement, including perceptions of council’s commitment to sustainable outcomes and efforts to help the city adapt to climate change, reduce emissions, and support residents to live sustainably.

**Verbatim Summary:**

Many residents expressed a strong commitment to sustainable living and environmental stewardship. Respondents acknowledged Council initiatives such as planting native trees, maintaining green spaces, and investing in water infrastructure to help future-proof the city. At the same time, there were calls for stronger and more visible leadership on climate adaptation, including improved public transport, greener urban design, and clearer planning through the LTP.

**Selected respondent comments:**

*“We need more innovative solutions to increase sustainability, especially living so close to the ocean.”*

*“Top marks for planting lots of trees and reclaiming overgrown public areas by clearing out vegetation and plant native plants.”*

*“Tauranga is one of the worst cities in the country for managing climate change and sustainability. We need more greenery, we need more bus lines to help get drivers off the road and out of cars, we need more useable alternatives to driving.”*



## Overall waste

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	76%	68%	76%	71%	0% =
Rubbish day collection	86%	81%	88%	84%	+2% ▲
State of street after collection day	85%	79%	86%	81%	+1% ▲
The management of street litter	72%	63%	82%	77%	+10% ▲
The management of litter bins in our parks and streets	69%	59%	73%	64%	+4% ▲
Te Maunga Transfer Station	72%	60%	75%	65%	+3% ▲

**Commentary:** The 2025/26 year-to-date (YTD) results show continued improvement in waste management, with increases across all measures compared to 2024/25. Overall satisfaction remained the same at 76%, and respondents reported higher satisfaction with rubbish day collection (up to 88%), the state of streets after collection (86%), and the management of litter in parks and public spaces (64%). Te Maunga Transfer Station also saw a positive lift to 75%.

**Verbatim Summary:** Respondents generally value the kerbside collection system, with some describing rubbish and green waste collection as effective. However, concerns were raised about the high cost of green waste disposal, limited access to transfer stations, and difficulties disposing of large household items, which some felt contributed to illegal dumping. Respondents also noted low awareness of Council’s climate and sustainability initiatives and suggested improved communication and education. Requests included expanding recycling options, such as soft plastics and additional glass types, and providing more affordable and accessible disposal services.

**Selected respondent comments:**

*“Only having one transfer station at the Mount is not ideal. It’s always very busy and not an easy commute for traffic from Tauranga.”*

*“Rubbish collection is excellent. This includes green waste collections. I am not aware of specific initiatives to improve climate and sustainability that Tauranga City Council have implemented and the success of these initiatives.”*

*“Often large items, barbeques, couches get dumped and left along the beach side of Papamoa Beach Road. More affordable and sustainable ways to dispose of large items.”*

*“Have more places to deposit soft plastics that are easily accessible to the public. More options to accept different types of glass.”*



## Overall outdoor spaces

Driver	Result 24/25	Net Score 24/25	YTD Result 25/26	Net Score 25/26	Trend vs Previous Year (%)
Overall	76%	69%	79%	73%	+3% ▲
Enough parks or green spaces	75%	66%	79%	70%	+4% ▲
Quality of playgrounds	78%	70%	77%	71%	-1% ▼
Cemetery	79%	74%	78%	74%	-1% ▼
Boat ramps and associated parking	68%	56%	72%	66%	+4% ▲
Opportunities to access and experience nature	76%	69%	79%	72%	+3% ▲
Open spaces, park, and play spaces	73%	64%	70%	77%	+3% ▲
Availability of places to be physically active	76%	68%	79%	71%	+3% ▲
Affordability of options to be physically active	61%	45%	69%	56%	+8% ▲
Quality of facilities for physical activity	67%	56%	73%	67%	+6% ▲

**Commentary:**

The 2025/26 year-to-date results show positive trends across most measures related to parks, green spaces, and recreational facilities. Overall satisfaction remained strong at 79%, with notable improvements in the availability and quality of spaces for physical activity, affordability of options, and access to nature

Boat ramps and associated parking saw a significant lift, with Net Score increasing from 56% to 66%. Satisfaction with open spaces, parks, and play areas also improved, while the only area showing a slight decline was satisfaction with cemetery services, which remained stable at 74% Net Score.

**Verbatim Summary:**

Outdoor spaces were generally well regarded, with respondents appreciating the availability of parks, green areas, walking and cycling tracks, and opportunities to experience nature. Playgrounds, open spaces, and recreational facilities were valued by families and people of all ages. Some respondents raised concerns about the quality and upkeep of certain areas and highlighted the importance of accessible, well-maintained spaces that support physical activity and community use. Several respondents emphasised the significance of Mauao as an important cultural and recreational asset and supported reopening it as soon as culturally appropriate. Others highlighted well-used facilities and noted opportunities to expand outdoor exercise options for adults.

**Selected respondent comments:**

*"Mt Maunganui and Mauao is a huge drawcard for locals and visitors alike. I would support money being spent in conjunction with consultation with Iwi to get Mauao open again as soon as culturally acceptable. I would support the Mount Hot Pools being reopened and the safer parts of the campground if there are any"*

*"Blake Park and also the skate park in the Mount, both excellent facilities that work extremely well."*

*"Picnic spots are available and toilet spots. Nice walkways, for example, Kulim Park, Ferguson Park, Marine Parade, cycle tracks, Daisy Hardwick, city centre waterfront."*

*"Variety is good for kids, but we could have an outdoor exercise space for adults as well."*



## Overall public facilities

Driver	Result 24/25	Net Score	YTD Result 25/26	Net Score	Trend vs Previous Year (%)
Overall	71%	64%	73%	65%	+2% ▲
Libraries	88%	84%	92%	90%	+4% ▲
Historic Village	64%	60%	69%	59%	+5% ▲
Tauranga Art Gallery	54%	32%	55%	32%	+1% ▲
Baycourt	70%	79%	72%	61%	+2% ▲
Council swimming pools	76%	80%	75%	65%	-1% ▼
Council indoor sports facilities	75%	78%	73%	67%	-2% ▼
Council community centres	69%	75%	67%	60%	-2% ▼
Community-share indoor sports facilities	70%	77%	68%	60%	-2% ▼
Cargo Shed *	-	-	50%	30%	-

*\*The Cargo Shed was included as a new question in the 2025/26 survey, so trend comparisons are not available.*

**Commentary:**

The 2025/26 year-to-date (YTD) results show overall satisfaction with community facilities has improved slightly to 73%. Libraries continue to perform strongly, increasing to 92%, and Baycourt also saw a positive lift to 72%. Historic Village saw a small decline to 69%, while Tauranga Art Gallery remained steady at 55%. The Art Gallery will continue to be monitored following its reopening in November 2025, as further engagement and programming may influence future results

However, small declines were observed in satisfaction with council swimming pools, indoor sports facilities, and community centres.

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

**Verbatim Summary:**

Respondent feedback highlights a mix of satisfaction and areas for improvement across community facilities. Libraries are widely praised, with respondents valuing their accessibility, welcoming environments, and range of services, including digital resources, mobile library options, and community programmes. Swimming pools are also viewed positively, with specific praise for the Greerton Pool upgrades. The Historic Village is recognised as a unique asset but seen as underutilised, with respondents suggesting broader programming, improved marketing, and better accessibility to attract both locals and visitors. Baycourt received mixed feedback, with some respondents highlighting the need for upgrades or replacement to better support major performances and align with surrounding developments.

Concerns were also raised about parking and access, particularly for older residents, those using mobility aids, and people visiting multiple facilities in one trip. Respondents expressed a desire for more diverse and inclusive programming at the Art Gallery and Cargo Shed, as well as additional indoor and outdoor sports facilities, particularly to meet the needs of growing areas such as Papamoa East. Overall, the community values well-maintained, safe, and accessible facilities but sees opportunities to improve programming, promotion, and equitable access.



**Selected respondent comments:**

*"The Historic Village needs to be celebrated and advertised more. There needs to be a broader range of events to attract more people and visitors. For the cruise ships that go there, it should have a lot more entertainment and in turn, that should attract more locals to the village."*

*"Baycourt needs to cater for more people, it needs an upgrade or replacement, we miss out on great performing artists who go to Hamilton or Rotorua instead. Sports facilities need way more outdoor and indoor courts for basketball, better pools."*

*"Pools can be expensive, the cargo shed and art gallery on host very specific events and could do with a broader range."*

*"I really like how easy it is to access a variety of books and the ability to choose between collecting books from the mobile bus or being sent to my closest library. Being able to select audiobooks and eBooks is great as well. The little displays inside the Tauranga city library are really cool as well. I look forward to going to the new library when it opens up."*

*"I like that it is a community space where people can get advice, tech support, participate in clubs, bookclubs, use public computers, sit and read the paper, as well as use the library. It feels like a space place."*



## 10.9 Mainstreets' Monitoring Report for the period 1 July to 31 December 2025

**File Number:** A19731380

**Author:** Kendyl Sullivan, Team Leader: City Partnerships Specialist

**Authoriser:** Sarah Omundsen, General Manager: Regulatory and Community Services

### PURPOSE OF THE REPORT

1. For Mainstreet organisations to report to Council on their activities for the period 1 July to 31 December 2025, to highlight issues, provide a financial update, and to outline plans for upcoming activities.

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### RECOMMENDATIONS

That the City Delivery Committee:

- (a) Receives the report "Mainstreets' Monitoring Report for the period 1 July to 31 December 2025".
- (b) Receives the Mainstreet Tauranga Report to 31 December 2025
- (c) Receives the Mount Business Association Report to 31 December 2025
- (d) Receives the Papamoa Unlimited Report to 31 December 2025
- (e) Receives the Greerton Business Association Report to 31 December 2025

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### EXECUTIVE SUMMARY

2. Council has funding agreements with Mainstreet organisations to deliver services that promote business interests, enhance local environments, and support economic activity within their area.
3. Council pays for the services delivered by the Mainstreet organisations through specific Mainstreet Grants. These grants are funded by targeted commercial rates from the four Mainstreet centres, to a total of \$834,731 for FY 2025/26.
4. Mainstreet organisations are required to be incorporated societies, which brings specific obligations under the Incorporated Societies Act. Each Mainstreet organisation is governed by its own independent Board, comprising predominantly volunteer roles taken up by members of the organisation.
5. The Mainstreet organisations have a range of obligations under their funding agreements with the council, one of which is to provide half-year and full-year financial and non-financial reports to the council. Half-year reports from each of the four Mainstreet organisations are provided as attachments 1 to 4 to this report.
6. A summary of performance, both financial and non-financial, is provided in the main body of the report for Mainstreet Tauranga, Mount Business Association, Papamoa Unlimited, and Greerton Business Association (collectively "Mainstreets").
7. An overview of each Mainstreet organisation's financial position for the six months to 31 December 2025 is provided in the table below:

	Approx. number of members*	2025/26 Annual Mainstreet Grant from TCC (two instalments)	Operating Surplus / (deficit) (from all sources as @ 31 Dec 25)	Total equity (as @ 31 Dec 25)
Mainstreet Tauranga	655	\$398,355	(\$38,936)	\$246,397
Mount Business Association	273	\$207,876	(\$28,540)	\$125,178
Papamoa Unlimited	155	\$72,600	\$27,773	\$32,178
Greerton Business Association	140	\$155,900	\$22,450	\$85,393

\*Members based on number of businesses in each Mainstreet area per ratepayer database, which is subject to change. Ratepayers are also considered members of Mainstreet organisations.

### Compliance and operational issues identified by council staff

8. As outlined in paragraph 54 to 63 of this report, issues include; governance and capacity limitations — particularly around funding agreement compliance, clarity of roles between Mainstreets and Council, organisational resilience and succession planning, adequate support and training for volunteer boards and managers, sound recruitment practices, timely delivery of agreed plans and budgets, and consistent engagement as priority local stakeholders.

### Upcoming review of the Mainstreets programme

9. Council is currently determining the scope of a review of the Mainstreets programme, which is considered timely now that most recommendations from the previous review in 2021 have been implemented. The Mainstreet organisations are aware of the upcoming review and are aware that they, along with other key stakeholders, will be involved throughout the process.

## BACKGROUND

10. There are agreements in place between Council and the four Mainstreet organisations for the delivery of Services. The objectives of the agreements are to the effect that the Mainstreet organisations (in their respective areas) will:
- promote, encourage and advance the interests of the businesses;
  - promote and encourage the appearance, ambience and services of the Area to make it more attractive, interesting and inviting to shoppers, visitors and persons carrying on business;
  - develop economic activities that benefit, support, and provide value to their members and the Mainstreet business community;
  - carry out the objects set out in Mainstreet's constitution and rules; and
  - meet its obligations to the Mainstreet members and third parties.
11. Council provides funding for these Mainstreet services by way of a targeted rate on commercial property within each of the Mainstreet business areas, subject to the conditions in their funding agreements.
12. Mainstreet organisations are incorporated societies and all business operators and (commercial) ratepayers within their respective targeted rate areas are regarded as being a Mainstreet member.

## DISCUSSION

### Summary of half year reports provided

#### *Overall Financial Compliance Reported*

13. Mainstreet organisations held their Annual General Meeting (AGM) during this reporting period and audited financial accounts for the year ending 30 June 2025 have been received.
14. Audited accounts and AGM documentation is available to view on the [council website](#).
15. Audited accounts for all Mainstreet organisations show they ended the financial year with positive equity.
16. Mount Business Association Audit indicates partial non-compliance with reporting standards relating to two key statements, which will be rectified in the current financial year. This is the second year the organisation has been partially non-compliant, and it is a focus of the new board to rectify this.
17. All Mainstreet financial statements provided for the period 1 July – 31 December 2025 indicate reserve funds remaining.
18. Financial statements provided by Mainstreet Tauranga show a net loss of \$38,936 over this period, with total equity being \$246,397.
19. The profit and loss statement from Mount Business Association show a net loss of \$28,540 over this period, with total equity being \$125,178.
20. Financial statements from Papamoa Unlimited show a profit of \$27,773 over this period, with total equity being \$32,178.
21. Financial statements provided by Greerton Village Community Association show a profit of \$22,450 over this period. Total retained earnings are \$85,393.

#### *Mainstreet Tauranga (Downtown Tauranga)*

22. The Mainstreet Tauranga Monitoring Report and Financial Statements to 31 December 2025 are provided at Attachment 1.
23. The current agreement for the delivery of Mainstreet services has been in place since 1 July 2024. Funding of \$398,355 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.
24. Mainstreet Tauranga employs a manager and an administration and engagement co-ordinator, who are responsible to the organisation's board for the day-to-day delivery of the Mainstreet programme.
25. Mainstreet Tauranga have set KPIs around; advocacy and engaged membership, collaborative partnerships, and finance, operations and governance.
26. Highlights over this period include collaborative partnerships, bus back campaign, Downtown Tauranga voucher booklet and tote bags, advocacy relating to parking and waterfront central plaza, activations and events including curated work do's, discovery trails, and Santa's grotto, alongside positive sales data through marketview.
27. Challenges for Downtown Tauranga include learnings from the late-night shopping Christmas event, and safety and security.
28. Mainstreet Tauranga is looking forward to how vacant shops could be activated.

#### *Mount Business Association*

29. The Mount Business Association Monitoring Report, including financial reporting, is provided at Attachment 2.
30. The agreement for the delivery of Mainstreet services has been in place since 12 December 2023. Funding of \$207,876 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.

31. For most of this reporting period, Mount Business Association contracted; a Business Improvement Manager working 25 hours per week, serving as primary operational lead responsible for successful execution of the Annual Plan, an Operations Manager working 2-4 hours per week providing a support and oversight role and a Delivery Manager on 10 hours per week driving strategic development and growth.
32. Mount Business Association's Key Performance Indicators (KPIs) for the 2025–26 financial year are guided by their Strategic Plan 2023–2028 and structured around five strategic pillars; safety and security, member community, advocacy, placemaking, and promotion.
33. Highlights over this period include external funding growth, and the development of an events delivery calendar.
34. Areas of concern include the use of council land for commercial activities regarding frequency, scale, and parking impacts, the Mount parking management plan, streetscape enhancements relating to licence to occupy fees, and capability and security funding.
35. Mount Business Association are looking forward to finalising a new strategic plan and improving operational and governance systems to ensure organisational sustainability.

#### *Papamoa Unlimited (Visit Papamoa)*

36. The Papamoa Unlimited Monitoring Report, including financial reporting, is provided at Attachment 3.
37. Council continues to work closely with Papamoa Unlimited, who have indicated through their Annual Plan, their intention to proceed with initial consultation for an expansion of their targeted rate area.
38. The current agreement for the delivery of Mainstreet services has been in place since 1 July 2024. Funding of \$72,600 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.
39. Papamoa Unlimited is managed by a volunteer chair, who engages a contractor to assist with delivering their annual plan.
40. Papamoa set four KPIs for the 2025/26 financial year relating to; enhancing event participation, promoting transparency and awareness, expanding membership engagement, and launching a comprehensive website.
41. Highlights over this period include the launch and rollout of the Visit Papamoa brand, delivering Halloween on the waterways and the Papamoa Pak' N Save Christmas Parade, lodging event applications for the 26/27 financial year, and compliance obligations relating to AGM and Incorporated Societies completed.
42. There were no issues raised in the report.
43. Papamoa Unlimited is looking forward to their upcoming events including the Polar Plunge, and Matariki Light up the Waterways early in the new financial year, furthering the launch of the Visit Papamoa brand including website development, and ongoing rollout of social media and engagement.

#### *Greerton Business Association*

44. The Greerton Business Association Monitoring Report, including financial reporting, is provided at Attachment 4.
45. At the Greerton Business Association AGM in October 2025, a rule change to the proposed constitution was requested, necessitating the holding of a Special General Meeting (SGM) to notify all members of the proposed change. The AGM then dropped below quorum, so the proposed targeted rate and associated budget was also deferred to the SGM.
46. Greerton Business Association held a SGM in December to:
  - (a) Ratify two rule changes in their new constitution relating to quorum at an SGM and adding an associate membership category.

(b) To approve the targeted rate for the 26/27 financial year.

Minutes for this meeting can be found on the [Council website](#).

47. The agreement for delivery of Mainstreet services has been in place since 14 November 2023. Funding of \$155,900 from targeted rates is provided by council under the agreement for the year ending 30 June 2026.
48. For a portion of this reporting period, Greerton Business Association operated without a manager in place. During this time, the chairperson took on a mixed governance / management role to ensure the compliance requirements of the funding agreement were met, alongside baseline levels of service to members.
49. In late July, the recruitment of a new part time Mainstreet Co-ordinator role was successful, and the organisation looks forward to increased consistency and visibility.
50. Greerton Business Association set two KPIs for the 2025/26 financial year; increase monthly spend and grow member engagement.
51. Highlights over this period include shop among the blossoms, Christmas in Greerton Village, WhatsApp launch, and steady engagement.
52. Greerton raises an issue relating to safety and anti-social behaviour and include their approach to dealing with this through communication, collaboration with agencies, and encouraging reporting. Greerton also raises an issue related to infrastructure and streetscape concerns with a focus on improving accessibility safety, and amenity.
53. Greerton is looking forward to reinvigorating Greerton through murals, Autumn promotion, digital billboard partnership and focusing on engagement.

#### **Compliance and operational issues Identified by council staff**

54. Council's expectation that Mainstreets will operate according to the requirements of the Incorporated Societies Act and their individual constitutions.
55. Lack of adherence to due dates with compliance documentation. There is consistent inability to get compliance documents through by the funding agreement deadlines. Obtaining compliance documentation regularly requires reminding organisations of their upcoming requirements and following up after the deadline has passed. There have been several occasions where funding has been withheld / delayed due to non-compliance.
56. Confusion and perception issues relating to differentiation between council and Mainstreets; for example, in relation to events.
57. Change in Mainstreet organisational structure, either at governance or management level, can impact the delivery of proposed plans due to the small size of these organisations.
58. A lack of succession planning in respect to both staff and boards of organisations.
59. Mainstreet boards are volunteers and could use further support with governance requirements.
60. It is strongly recommended by council to use a recruitment company when appointing new staff and ensuring good practices are in place relating to dealing with employees or contractors.
61. Council staff observe managers experiencing workload stress and lack of clarity of responsibilities and priorities, with little support or training available for these roles.
62. Carrying forward funding can indicate that the organisation is unable to deliver their proposed plans, whilst continuing to increase the targeted rate.
63. Ensuring Mainstreets are engaged with as priority stakeholders in their respective areas and associated communications.

## STRATEGIC ALIGNMENT

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

	Contributes
We are an inclusive city	✓
We value, protect and enhance the environment	<input type="checkbox"/>
We are a well-planned city that is easy to move around	<input type="checkbox"/>
We are a city that supports business and education	✓
We are a vibrant city that embraces events	✓

65. Mainstreet organisations are considered key strategic stakeholders in Council's plans. They provide a valuable link between businesses and Council and are involved in several projects including numerous action and investment strategies, and policies.
66. In terms of council's framework that is outlined in Our Direction, well-run Mainstreet programmes can make a worthwhile contribution to "a city that supports business and education."

## FINANCIAL CONSIDERATIONS

67. Mainstreet organisations receive a targeted rate through Council, as detailed above, totalling \$834,731 in the 2025/26 financial year across the four organisations.
68. It is difficult to measure the outcomes achieved by the Mainstreet programmes in economic terms. However, informal measures, such as surveys, pedestrian counts, Eftpos data, and estimated numbers of people at events, can be useful to ascertain the effectiveness of Mainstreet events and promotions.
69. Eftpos spend data and multi-modal camera reports are supplied to the Mainstreets, with further data to be supplied if or when available.
70. Mainstreet organisations are carrying forward funding and council staff have recommended clarity around carry forward funds in proposed annual budgets.

## LEGAL IMPLICATIONS / RISKS

71. Each of the Mainstreet organisations has met their funding agreement six-monthly reporting requirements by providing Council with their half yearly reports (including financials) for 1 July to 31 December 2025 and undertaking their Annual General Meetings with Audited Accounts.
72. Mainstreets are asked to consider their organisational risks and how those risks may impact on their relationship with Council, with any risks being raised with the City Partnerships Specialist and/or included in Council's Risk Register. Mainstreets have kept council staff appraised of potential and actual risks and issues over this period.

## TE AO MĀORI APPROACH

73. Although this is an administrative report, some Mainstreets reference their Te Ao Māori approach in their annual plans.

## CLIMATE IMPACT

74. Mainstreet reports do not specifically mention climate impacts.

## CONSULTATION / ENGAGEMENT

75. It is not required or expected to consult on Mainstreet organisation half yearly reports under the Local Government Act 2002.

## SIGNIFICANCE

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

## ENGAGEMENT

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

## NEXT STEPS

80. Feedback will be provided to the Mainstreet organisations following the City Delivery Committee on 28 April 2026.
81. Council staff will continue to support Mainstreets with their funding agreement reporting and compliance requirements.

## ATTACHMENTS

- Mainstreet Tauranga six monthly report July - December 2025 - A20093936 (Separate Attachments 1)** 
- Mount Business Association six monthly report July - December 2025 - A20106668 (Separate Attachments 1)** 
- Papamoa Unlimited six monthly monitoring report July - December 2025 - A19984798 (Separate Attachments 1)** 
- Greerton Business Association six monthly report July - December 2025 - A20094020 (Separate Attachments 1)** 

**11 DISCUSSION OF LATE ITEMS**

## 12 PUBLIC EXCLUDED SESSION

### Resolution to exclude the public

#### RECOMMENDATIONS

That the public be excluded from the following parts of the proceedings of this meeting.

The general subject matter of each matter to be considered while the public is excluded, the reason for passing this resolution in relation to each matter, and the specific grounds under section 48 of the Local Government Official Information and Meetings Act 1987 for the passing of this resolution are as follows:

General subject of each matter to be considered	Reason for passing this resolution in relation to each matter	Ground(s) under section 48 for the passing of this resolution
<b>12.1 - Public Excluded Minutes of the City Delivery Committee meeting held on 10 March 2026</b>	s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>12.2 - Acquisition of Property</b>	<p>s7(2)(b)(ii) - The withholding of the information is necessary to protect information where the making available of the information would be likely unreasonably to prejudice the commercial position of the person who supplied or who is the subject of the information</p> <p>s7(2)(g) - The withholding of the information is necessary to maintain legal professional privilege</p> <p>s7(2)(h) - The withholding of the information is necessary to enable Council to carry out, without prejudice or disadvantage, commercial activities</p> <p>s7(2)(i) - The withholding of the information is necessary to enable Council to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations)</p>	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7
<b>12.3 - Activity Group Report</b>	s7(2)(a) - The withholding of the information is necessary to protect the privacy of natural persons, including that of deceased natural persons	s48(1)(a) - the public conduct of the relevant part of the proceedings of the meeting would be likely to result in the disclosure of information for which good reason for withholding would exist under section 6 or section 7

**13 CLOSING KARAKIA**