AGENDA

Council Workshop
Thursday, 27 August 2026

I hereby give notice that a Council Workshop will be held on:

Date:	**Thursday, 27 August 2026**
Time:	**11:30am - LTP**
Location:	**Tauranga City Council Chambers L1, 90 Devonport Road Tauranga**

Marty Grenfell
Chief Executive

Order of Business

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1.1 Action and Investment Plans - LTP prioritisation 4

1 BUSINESS

1.1 Action and Investment Plans - LTP prioritisation

File Number: **A20967292**

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Workshop information

Purpose of workshop

1. The purpose of this workshop is to seek input from Elected Members around prioritisation of certain elements within identified Action and Investment Plans (AIPs), to inform Long Term Plan (LTP) budget development.

Executive summary

2. Over a series of papers to the City Future Committee, staff have presented a Strategy Stocktake which has identified and reviewed all strategies and plans within Council's strategic framework (Our Direction) and any changes needed or implications for the LTP.

3. The AIPs identify numerous actions needed to advance Council's strategic goals and deliver on our Community Outcomes. It is, however, not possible to fund and prioritise all of the actions within our AIPs.

4. This therefore requires a difficult balance of recognising the challenges Council currently faces (for example financial constraints, economic uncertainty, reform) whilst not losing sight of actions that are essential for our city, our people and our environment. Many of the actions in the AIPs were developed after extensive engagement with community and stakeholders and in partnership with mana whenua.

5. At present the AIPs reflect priorities from when they were adopted under previous Council (Commissioners). We now have an opportunity to focus on what the current Elected Members see as most important. This includes guiding staff on where to focus in areas where trade-offs may need to be made.

6. This is also an opportunity for staff to communicate with Elected Members where they are at in the process of LTP budget development and test whether they have understood priorities correctly based on previous feedback.

7. Guidance from the workshop will be used by staff to continue to refine LTP budgets and to develop Activity Management Plans. It is not proposed to bring a formal paper back to Council however an approach will be agreed for any issues identified today where further guidance or discussion is needed.

Out of scope

8. At this stage of the LTP process staff are not seeking guidance on prioritisation **across** different AIPs, but rather to clarify to focus on **within** each.

9. The workshop does not cover all AIPs but is intended as a catch-all for issues that have not been discussed elsewhere (for example through the LTP Issues List and Capital Programme development) or subject to a separate process (for example Waters Strategies linked to Local Water Done Well).

10. The focus of the workshop is on the first three years of the LTP rather than longer-term actions and funding.

Background information

11. As noted above, a series of reports have been brought to the City Future Committee around the LTP Strategy Stocktake. These have been for information and have not sought specific guidance on implementation and funding of the AIPs.

12. Staff have also begun developing draft LTP budgets based on guidance provided to date.

13. The Appendices set out -

    (1) **Financial summary** – a high-level summary of current LTP budget for the relevant AIPs and potential financial implications of any changes to be discussed in the workshop

    (2) **In scope** - a summary of each AIP being covered in the workshop

    (3) **Out of scope** – a summary of strategies and AIPs in the strategic framework that have been excluded from scope, with an explanation of why and any relevant updates.

Issues

14. The table below gives a brief summary of each AIP to be presented and the themes for discussion. The presentation at the workshop will provide further information on each AIP, their current level of investment and the directional options.

15. The key overall issue overall is **how does Council seek a balance between financial constraints and achievement of strategic outcomes for the city?**

<table>
<tr><th>AIP</th><th>Themes / guidance sought</th></tr>
<tr><td>Climate</td><td>1. Are the proposed Climate AIP priorities the right priorities?
2. Is the overall funding profile (approx. $2M annually) the right level of investment?
3. If funding changes, where should we:
a. invest more?
b. maintain investment?
c. reduce investment?
4. Are there any other issues or opportunities you think should influence the draft LTP budgets?
What could we do more?
• Accelerate adaptation planning ($200k)
• Community resilience funding (TBC)
• Low-carbon investments (TBC)
What could we do less?
• Community funds (-$135k)
• Communications (-$75k)
• Slow adaptation planning ($100-200k)</td></tr>
<tr><td><u>Spatial Plans</u>
• Te Papa Peninsula
• Otūmoetai
• Mount to Arataki</td><td>1. Overview of the purpose of the spatial plans:
• Te Papa Peninsula (2020)
• Otūmoetai (2023)
• Mount to Arataki (2024)
2. Outcomes achieved to date
3. LTP preparation:
a. What we’ve heard to date
b. Opportunities
c. Opportunity for feedback on LTP priorities</td></tr>
</table>

<u>Community Development</u> • **Safer Communities** • **Accessible Tauranga** • **Welcoming Communities** • **WBOP Homelessness Strategy**	**All Community Development AIPs provide an overview of current priorities for the draft LTP, however the following AIPs also seek specific direction from Council:** **Safer Communities** • **Seeking direction from Council for the Kaitiaki Safety team approach to be resourced.** **Welcoming Communities** • **Seeking direction on Council's appetite for dedicated resourcing to support operational delivery of the Welcoming Plan.** **WBOP Homelessness Strategy** • **Seeking direction on expectations, and clarity on the level of involvement council wishes to have in this space, for example an enabling role, coordinating role, or more proactive role.**
Historic Village Masterplan	**Review of Historic Village Strategy and achievements** **From strategy to delivery – Historic Village Master Plan (July 2024)** **LTP Year 1-3 priorities (and how these were developed)** • **Access, safety and asset risk** • **Identity, activation and value** **Feedback sought:** • **Pace of delivery, level of investment, outcomes and risk** • **Year 1-3 priorities (as stated above)**
<u>Spaces & Places</u> • **Community Centres** • **Reserves and Open Space** • **Play, Active Recreation and Sport** • **Our Public Places Strategic Plan**	**The Spaces and Places programme overview for the LTP and how AIPs deliver on community outcomes** **Proposed budget allocations (and reductions) across programmes of work** **Guidance sought on the proposed programme of work**

Outcomes sought

16. It is hoped the workshop will provide clarification on what Elected Members see as priorities within the identified AIPs, to continue to build LTP budgets aligned with Elected Member expectations and advance strategic goals whilst balancing value for money and financial constraints.

Options

17. Specific options linked to the outcomes above are covered in the slide pack which will be shared in advance of the workshop.

Next steps

18. A wrap-up report around the Strategy Stocktake will be presented to the City Future Committee 13 October 2026. This will include all recommendations from the stocktake and a final version of the updated strategic framework (for example updated community outcomes to include 'a Vibrant City that Embraces Events' and Te Reo for the new outcome).

19. Staff will incorporate guidance into LTP budgets and Activity Management Plans. Activity Plan Workshop will be held with Elected Members in October.

20. A plan will be made to bring back any items identified today for additional guidance or discussion.

Attachments

1. **AIP workshop 27.08 - Summary of in-scope AIPs attachment - A20944272** ⇩
2. **AIP Workshop 27.08 - Out of scope AIPs and rationale attachment - A20965434** ⇩
3. **AIP Workshop Financial Overview - A20988095** ⇩

Action and Investment Plan Summaries

A city that values, protects and enhances our environment

Tauranga Taurikura

2

Tauranga Climate Action & Investment Plan 2022-2032

TCC actions	Current priority actions
73	53

Context / background

TCC's first climate plan was developed as part of Our Direction and intended to evolve over time, including through clearer emissions reduction targets. It responds to the Climate Change Response Act 2002 and national direction on emissions reduction and climate adaptation, and includes city-wide actions involving community, business and Council.

Focus

The plan has two goals, which are adaptation / mitigation focussed:

- *As a City, we understand our risks and are ready and prepared to adapt to a changing climate.*
- *As a City, we will work towards reducing our greenhouse gas emissions in line with national net-zero commitments.*

Focus areas:

A. Leadership
B. Transport
C. Land use and built environment
D. Communities
E. Business (primarily led by Priority One)
F. Natural environment (most actions are linking and referring to relevant climate-related actions in Nature & Biodiversity AIP)

Stocktake comments and recommendations

The AIP has been a success in starting our climate work programme, with many actions completed and some now BAU. Some areas have been more difficult to progress, for example transport and community-led initiatives, due to lack of funding.

As this was TCC's first climate plan some aspects would benefit from refining and from clearer direction around council's overall climate ambitions. A majority of actions are currently not funded, and the plan would need a review to ensure relevant outcomes are prioritised.

Examples of initial recommendations include:

- Alignment with new national direction around natural hazards and adaptation plans
- Incorporation of infrastructure resilience programme to ensure it is strategically being managed and aligned with council's climate response and community outcomes
- Improved natural hazard and risk data to guide decision-making and planning
- More explicit emissions reduction pathways to support quantification, reporting, and prioritisation of emissions reduction initiatives
- Clearer linkage to all Community Outcomes (e.g. Well Planned and Easy to Move Around)

While some recommendations could be implemented ahead of the 2027 LTP, substantive changes would need to be undertaken alongside stakeholders and mana whenua during the LTP period.

Impact on LTP

The plan has a high impact on LTP capex prioritisation, particularly for adaptation planning and implementation, and a moderate opex impact to support programme delivery beyond 2027.

3

Nature and Biodiversity Action & Investment Plan 2022-2032

TCC actions	Current priority actions
40	**27**

Context / background
A new plan developed as part of Our Direction in 2023.

Focus
This plan looks at actions to enhance nature and biodiversity across our city and connect our people with nature.

Focus:
A. Vegetation cover
B. Protecting existing biodiversity
C. Connecting people with nature
D. Creating meaningful partnerships

Stocktake comments
The AIP remains a helpful roadmap. Possible changes include inclusion of Green Infrastructure Plan (being worked on), and implications of Local Water Done Well.

Funding for this AIP is crucial to work above the 'business as usual' maintenance of vegetation on TCC land and to support our ability to meet the requirements of the Environment Strategy. This funding has allowed TCC to implement restoration / enhancement projects and make greater connections with the community, volunteer organisations and mana whenua to increase biodiversity and access to nature across the city.

However, funding and investment are an ongoing challenge.

Impact on LTP
The plan had a low to moderate LTP impact, however it will need to be considered whether and how aspects of the plan are prioritised.

Any further decrease to funding would be detrimental and not allow us to deliver on the actions created with community and mana whenua in development of the plan.

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An inclusive city

Tauranga Mataraunui

5

Accessible Tauranga Action & Investment Plan 2023-2033

TCC actions	Current priority actions
28	**11**

Context / background

Developed as part of Our Direction in 2023. This plan looks at actions to improve the lives of older people and people with disabilities in Tauranga.

This plan has been developed with input from our community, including Council's older people and disability special interest groups.

Focus

A city that is fully accessible and inclusive benefits everybody.

Goals:

- Well-being
- Access
- Inclusion and diversity
- Safe communities
- Strong neighbourhoods and liveable communities

Six focus areas:

A. Information, knowledge and communications
B. Accessible buildings, spaces and places
C. Inclusion, diversity and social well-being
D. Transportation
E. Housing
F. Employment and community

Stocktake comments and recommendations

Minor re-work to make actions and accountability more specific, clarity around investment levels.

The AIP still provides a framework for work and continues to guide activities across the accessible spaces, however, it needs clearer distinction between what each TCC team leads.

Many actions lack specificity, ownership, and timeframes, which limits their use in operational decision-making. Strengthening the plan as a practical delivery tool, while recognising existing team capacity constraints, will be critical to its effectiveness.

Achievements:

- Increased visibility of accessibility across some of Council
- Delivery of inclusive outcomes in selected projects
- Improved engagement with the disability community

Impact on LTP

Note AIP action delivery budget was cut significantly through the reset – currently sitting at $100k. To ensure accessibility is embedded into council projects and work programmes LTP investment and governance direction is needed.

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Safer Communities Action & Investment Plan 2023-2033

TCC actions	Current priority actions
24	**12**

Context / background
Developed in 2023 as part of Our Direction. Supersedes the City Safety Action Plan 2018 (joint) and Tauranga WBOP Safer Communities Plan 2020-2025 (joint).

Focus
Safety is a core component to building an inclusive city, and an essential part to building a city people want to be in.

Focus areas:

A. Safe spaces and places (led by TCC)
B. Safe Central City (led/supported by TCC)
C. Safe Neighbourhoods (supported by TCC)
D. Personal Safety and Family Harm (supported/advocated by TCC)

Stocktake comments and recommendations
The AIP provides a solid framework and a good overview of Tauranga's safety landscape. It highlights the importance of collaboration and recognises TCC's role in designing safer spaces, leading central city interventions, and supporting community connection.

Achievements:

- Stronger relationships with Police, Māori Wardens, Community Patrols, and key partners.
- Continued investment in CCTV and central city safety infrastructure.
- CPTED improvements and environmental design enhancements in public spaces.
- Increased internal recognition of community safety as a cross-Council priority.

A key gap is the lack of clarity on what Council can control, influence or advocate for, particularly where delivery depends on partners or relates to systemic issues such as retail crime, addiction and mental health.

The plan remains generally fit for purpose as a guiding framework but could be more structured, prioritised and delivery focused.

Impact on LTP
A decision on TCC's safety stance and direction across the city from elected members will help improve action delivery. Direction will be sought on dedicated resourcing through the LTP process.

The AIP action delivery budget was cut significantly through the reset – currently sitting at $200k. An FTE was also moved into another team with a dual role focus.

Additional investment into the safety space will strengthen Council's ability to:

- Coordinate and convene partners more effectively
- Scale successful initiatives beyond pilot phases
- Improve monitoring, evaluation, and reporting systems
- Ensure consistent activation and presence in priority areas
- Respond more effectively to community concerns in real time

Kainga Tupu – WBOP Homelessness Strategy 2023-2028

TCC actions	Current priority actions
4	**N/A**

Context / background
Place-based, multi-agency homelessness strategy for the Western Bay of Plenty, covering Tauranga City and the Western Bay of Plenty District. Formally refreshed in 2023.

The Kainga Tupu Taskforce leads the strategy and provides collective governance across the sub-region. Partners include TCC, WBOPDC, central Government agencies, iwi partners, community and NGO providers.

Focus
The Western Bay of Plenty Homelessness Strategy 2023 informs the vision, the priorities, and the governance of Kāinga Tupu for the next 5 years while the Western Bay of Plenty Homelessness Action Plan 2023 is a live document that will be tracked, measured, and updated regularly.

The Action Plan is focused around four workstreams

1. Prevention
2. Support
3. Supply
4. System enablers

Stocktake comments and recommendations
The strategy continues to provide a strong, place-based and multi-agency framework for addressing homelessness across Tauranga City and the wider Western Bay of Plenty. In recent times, there has been a deliberate shift toward strengthening cross-agency coordination and shared accountability through the establishment of the Kāinga Tupu Taskforce and the Kāinga Tupu Coordinator role.

Many of the actions within the Homelessness Action Plan appropriately sit with the Kāinga Tupu Coordinator, reflecting the intent of the strategy to be regionally led and collectively delivered, rather than owned by any single agency, including TCC.

Within this context, Council's role is primarily one of enabling and operational support, rather than service delivery or system ownership. Three TCC staff sit on the Kāinga Tupu Taskforce, which collectively leads 11 actions under the strategy. TCC is the lead or support for a further four other actions.

A number of TCC teams also contribute to homelessness responses as part of their businesses as usual functions, including City Safety and Engagement Team, Bylaws Team, City Operations and Waste Team.

Impact on LTP
Before progressing further into long term planning or expanded involvement in the homelessness space, it is appropriate to await direction from elected members regarding their appetite and expectations for Tauranga City Council's role in the homelessness space.

Clarity on the level of involvement Council wishes to have whether largely enabling, coordinating, or more proactive will help ensure future work programmes, resourcing decisions, and partnerships are aligned with elected members' intent.

Once this direction is confirmed, TCC will be well placed to consider longer-term planning and priorities, ensuring its contribution remains proportionate, sustainable, and aligned with both the Kāinga Tupu Strategy and Council's broader community outcomes.

Welcoming Communities WBOP Plan 2018-2023

TCC actions	Current priority actions
35	**N/A**

Context / background
The Welcoming Plan 2018 – 2023 is currently being reviewed, with a draft being finalised:
- It will be a three-year plan from 2025 – 2028
- It is a multi-agency Council and Community Plan.
- Final stakeholder engagement including iwi engagement and internal TCC team engagement on the reviewed plan will be completed by end of May.

The plan aligns with our requirements as a participating Council in the Welcoming Communities programme, led by MBIE in which TCC is accredited as an 'Advanced Welcoming Community' and is part of a national network of councils.

The reviewed plan has engaged with multi-ethnic communities through the Multi-Ethnic Forum along with the Welcoming Communities Steering Group (Priority One, Western Bay of Plenty District Council, Multicultural Tauranga, NZ Police, Ministry for Ethnic Communities, Pacific Island Community Trust BOP, Toi Kai Rawa).

Focus
There are eight areas of the Welcoming Plan:
- Inclusive leadership
- Welcoming Communications
- Equitable Access
- Connected and Inclusive Communities
- Civic Participation
- Economic Development, Business and Employment
- Welcoming Public Spaces
- Culture and Identity

Stocktake comments and recommendations
The Plan actions related to TCC are not yet consistently embedded across wider TCC strategies, business plans and across Council teamwork programmes. Dedicated resourcing would support operational delivery of the work programme to achieve impact and delivery of actions through the plan to enhance staff capacity and community expertise. No resourcing decisions have yet been made.

Impact on LTP
Resource at an operational level will strengthen operational delivery of the work programme and achieve impact and delivery of actions. These resourcing decisions will need to be considered through the LTP process.

The Historic Village Strategic Plan 2020

TCC actions	Current priority actions
28	**N/A**

Context / background

Note that the workshop will be focussing on the Masterplan, which supports the Strategic Plan.

The Historic Village Strategy 2020–2030 established a long-term vision for The Historic Village as a unique community hub that celebrates heritage, culture, creativity, and community activity. A midpoint review has recently been completed, which identified:

- Key initiatives completed or substantially progressed
- Actions partially delivered and still underway
- Areas yet to be developed
- Strategic areas that may require refinement or reconsideration

Delivering on the Strategy is The Historic Village Masterplan. The next step is a full review of the master plan ensuring strategic alignment and prioritisation of projects over the LTP.

Focus

Vision: *A unique, inspired and diverse community hub that provides a multitude of experiences catering to a wide range of people, all in one location.*

Objectives are for the Village to be characterful, cultural, unique, community-focused, vibrant, accessible and sustainable.

Stocktake comments

Implementation has progressed well, particularly in tenant mix, venue infrastructure, events, marketing, community organisations, hospitality and retail. Storytelling, cultural integration, accessibility and sustainability remain priorities for further development

Progress toward the strategy vision has been strong across several areas including heritage storytelling, events and activity, community organisations, venues, hospitality and retail.

The Strategy review signals a need for planned, staged investment rather than significant immediate change. As the updated Strategy and Master Plan are finalised, more detailed and prioritised LTP bids will be developed. These will provide Council with clear options regarding scope, timing, and funding requirements to support the continued evolution of the Historic Village as a key community and cultural asset for Tauranga.

Impact on LTP

No immediate unplanned financial pressures are identified, but staged capital investment will be needed over the next 10 years to deliver the Master Plan and strategic vision.

Operational impacts are expected to be modest and manageable within existing frameworks, with some incremental increases likely over time as new assets and services are introduced. Where possible, these costs will be offset through existing revenue streams.

Key LTP considerations include project timing, investment level, prioritisation against other city-wide priorities, partnership and external funding opportunities, and alignment with wider Council strategies.

A well planned city
Tauranga - Tātai Whenua

11

Community Centres Action & Investment Plan 2023-2033

TCC actions	Current priority actions
59	**N/A**

Context / background
The Community Centres Action and Investment Plan (AIP) is both a recognition that current provision of community centres was ad hoc and that many community centres (and halls) were dated, no longer fit for purpose, and not meeting the needs of Tauranga's diverse communities. There were also identified gaps in provision across the city.

Focus
The Community Centres AIP has several key principles guiding Council's approach to delivery and investment in new and existing community centres:

- Community-led (Facilities and services shaped by local needs and voices).
- Partnership-based (Delivered collaboratively with iwi, organisations, and providers)
- Inclusive and equitable (Ensure access for all groups (age, culture, ability, socio-economic).
- Fit-for-purpose and future-focused (Modern, flexible centres that adapt to growth and change).
- Outcome-driven (Focus on social wellbeing outcomes, not just building assets)
- Network approach

The Community Centres AIP has a broad focus encompassing:

- Management and operating model for new and existing community centres
- Outlining planned future investment in new community centres
- Role of council (or CCO) owned and managed centres alongside marae and other community providers in providing space for delivery of social and community services

The AIP represents a shift from "community halls" to "community hubs", with strong emphasis on:

- People over buildings
- Partnerships over council-only delivery
- Flexible, inclusive, and future-ready spaces

This is reflected in the development, delivery and ongoing operating model for the recently opened Merivale Community Centre and the soon to be completed Gate Pā Community Centre.

Stocktake comments and recommendations
The Community Centres AIP was developed ahead of the Our Direction strategic framework so has a different look and feel to other AIPs. There is more commentary on issues and opportunities, process and strategic context for this plan than other AIPs. The Community Centres AIP in part seeks to articulate Council's role in social and community provision resulting in operational actions rather than solely investment-focussed actions. It is noted that one of the actions on the LTP Issues list is a review of the community centres network.

The review identified that a number of actions are either underway or now regarded as business-as-usual activity. It is recommended that the AIP be updated by removing completed actions, updating status of other actions, and noting actions that have become business as usual.

As noted above there is potential for the more strategic commentary and high-level principles around community centres to be removed from this document and captured in an overall strategy for public facilities.

Impact on LTP
There is existing budget in the LTP for the development of new community centres in Tauriko and Pāpāmoa East. While the existing plan has the Tauriko centre being developed prior to Wairākei, there may be a need to change this to respond to increasing community need and desire for a facility in Pāpāmoa East to be developed earlier.

Existing budget may only support the purchase of land for a centre but not the construction and operation of the centre.

12

Reserves and Open Space Action & Investment Plan 2023-2033

TCC actions	Current priority actions
36	**18**

Context / background

The Reserves and Open Space AIP presents a network approach to investment in reserves and open space that acknowledges that in a growing city a clear roadmap for where and how to invest in open space is crucial to maintain liveability and provide for current and future communities.

The AIP establishes what investment is required in open space and reserves and outlines a prioritised programme of interventions to be delivered over time.

Focus

The Reserves and Open Space AIP outlines actions that support our reserves and open space network to provide for;

- Space for Nature
- Space for Community
- Space for Culture and Storytelling
- Space for Play.

These focus areas acknowledge that reserves and open space have a broad role in supporting social and community wellbeing. In particular, it responds to demand for better supporting amenities (toilets, shade etc) at reserves, to provide opportunities for environmental restoration and building climate resilience, and to enable cultural values and partnerships with mana whenua to be embedded in the delivery of reserve and open space projects.

Key achievements include enabling investment in non-play attributes (vegetation improvements, wetland creation) often alongside investment in new play spaces.

In summary, the Reserves and Open Space AIP is centred on ensuring that residents have equitable access to a well-connected network of quality open spaces, while balancing growth pressures, changing community expectations, and the need for sustainable long-term management of the city's reserve assets.

Stocktake comments and recommendations

High quality reserves and open space that support a range of functions remain fundamental to achieving a well-planned city. The Reserves and Open Space AIP is a crucial tool in responding to growth pressures, understanding our reserves and open space as a network, and prioritising investment. However, there is potentially a stronger role for the plan in articulating the role of the open space network in supporting climate resilience and environmental (ecosystem) services.

It is noted that the Open Space Provision Policy for adoption for consultation report which is also being brought to the City Future Committee meeting 30 June recommends *'Option B - Provides a greater range of open space experiences as standard for example more specialised play (basketball, skate etc.) spaces to connect with nature, vegetation and canopy cover, and options for social and community spaces. Smaller scale experiences are required closer to home and larger scale experiences further away. Environmental services are provided as a secondary function of open space.'*

The review identified that a number of actions are either underway or now regarded as business-as-usual activity. It is recommended that the AIP be updated by removing completed actions, updating status of other actions, and noting actions that have become business as usual.

Impact on LTP

Delivery of the AIP actions is supported through a mix of operational expenditure, renewals, and new capital investment. Capital budgets are currently included in the LTP for investment with some prioritisation anticipated to align with the renewals programme, implementation of PARS actions, and to respond to community feedback.

Play, Active Recreation and Sport AIP 2023-2033

TCC actions	Current priority actions
94	**40**

Context / background

The Play, Active Recreation and Sport Action and Investment Plan (PARS AIP) recognises that Council is a major provider of facilities and infrastructure enabling residents and visitors to lead healthy and active lives. These facilities also provide a range of associated community and social well-being benefits.

The PARS AIP showcases a clear and coordinated investment approach to recreation and sports facilities that recognises the impact of growth and changing community expectations on existing open space and recreation assets. There is increased demand for more accessible flexible and affordable opportunities to participate in sport and recreation alongside a shift away from traditional organised sport and competition.

Focus

The overall aim of the PARS AIP is to increase Tauranga residents' participation in physical activity by providing easily accessible opportunities for organised and informal play, active recreation and sport for people of all ages, background and abilities.

More specifically, the broad focus of the PARS AIP is to prioritise investment in sport and recreation facilities ranging from playgrounds to sportsfields to aquatic centres and indoor courts. This investment will ensure the development of a network of sport and recreation facilities across the city.

In response to differences in the scale of playground and reserves development across the city, the PARS AIP also introduces a playground hierarchy to ensure equitable access to both local and major neighbourhood playgrounds.

Stocktake comments and recommendations

It is recommended that the AIP be updated by removing completed actions, updating status of other actions, and noting actions that have become business as usual.

Impact on LTP

Significant investment in play and recreation is anticipated through the LTP to meet ongoing demand for sports and recreation facilities.

Our Public Places Strategic Plan 2023-2033

TCC actions	Current priority actions
21	**N/A**

Context / background

Our Public Places Strategic Plan (the strategic plan) was developed in response to the Connected Centres ambition for a 15-minute city. It outlines a coordinated community facilities network from libraries to cemeteries to reserves and open space recognising that such facilities are required to support the long-term SmartGrowth and UFTI vision for the sub-region.

The strategic plan is a bridge between the long-term vision and the specific matters included in individual action and investment plans.

In summary, it asks the question of what investment do we need to make in our public facilities to ensure they meet the needs of current communities and support future growth.

Focus

This strategic plan has a broad focus on building places for nature, places for community, places for play and places for culture and storytelling. While largely pulling key moves and highlighted actions from the Reserves and Open Space and Action and Investment Plan (AIP) Play and Active Recreation and Sport (PARS) AIP, this plan is the only strategic document that references Council's approach to cemeteries, libraries, or marine facilities.

Stocktake comments and recommendations

An overarching strategy that articulates council's direction for public facilities is necessary in ensuring we have a robust response to growth. It recognises that social infrastructure supports wellbeing, brings a sense of identity, and fosters joy and creative expression.

However, it is recommended that a review of this strategy is undertaken so it does not simply repeat actions in the Reserves and Open Space and PARS AIPs as 'key moves'. There is an opportunity for these 'key moves' to be more strategic and future-focussed than the current short-term key moves that are largely complete or underway. Similarly, there is an opportunity to better focus this document on providing a more robust strategic context for all public facilities with the subordinate AIPs capturing actions. A review would look at how to give appropriate weight to other social infrastructure (libraries, cemeteries, event venues etc). There is also scope to bring more of the strategic commentary on community centres captured in the Community Centres AIP (see below) into this overarching strategy.

The four focus areas were developed primarily to act as a framework for the Reserves and Open Space AIP. A review of the strategic plan could consider the appropriateness of those focus areas when considering social infrastructure more broadly.

Impact on LTP

This plan provides the strategic context for all public place investment included in the LTP. However, specific actions for some public places are captured in the subordinate AIPs except for marine facilities, libraries and cemeteries.

Implementation of recommendations from the marine facilities study mandated by this strategic plan may require allocation of budget.

Te Papa Spatial Plan 2020-2050

TCC actions	Current priority actions
54	**N/A**

Context / background Developed to support growth on the Te Papa Peninsula, the spatial plan sets a 30-year direction for how Council will manage future needs, opportunities and challenges in the area. It was adopted on 13 October 2020. The plan was developed with NZTA Waka Kotahi, Bay of Plenty Regional Council and mana whenua, and is underpinned by the endorsed Te Papa Transport Programme Business Case. It also involved significant engagement with partners, stakeholders and the community.
Focus The identified outcomes are: • More liveable neighbourhoods with stronger culture and identity • Improved environmental quality • Housing meets current and future needs • Strengthened economic growth and employment • Better access to social and economic opportunities The Te Papa Spatial Plan provides a coordinated 30-year approach to transport, urban form, economy, open space, community facilities, health, social services, commercial activity, education, culture and identity. While the strategy is long-term, its delivery focus is aligned to 10-year LTP planning.
Stocktake comments and recommendations The spatial plan remains aligned with Our Direction, the National Policy Statement for Urban Development, SmartGrowth Strategy 2024–2074 and Plan Change 33 and remains fit for purpose. Te Papa is already intensifying, with dwellings increasing by 11% between 2019 and 2025 (and a further 2,123 dwellings projected for 2027–2037). Te Papa Peninsula is likely to see some of the highest growth in the city over the next ten years. Delivery has progressed, with 24 of 54 actions complete or in implementation and 13 in planning or wider Council programmes. Key progress includes Cameron Road Stage 1, Plan Change 33, the City Centre AIP, City Centre transformation projects, Merivale Community Centre, and Cameron Road Stage 2 planning. Some actions have been delayed due to LTP and NZTA funding reprioritisation, including active mode projects, greenways, open space planning, and regeneration in Gate Pā/Pukehinahina and Merivale. These remain important but may proceed more incrementally. Some actions have been delayed due to LTP and NZTA funding reprioritisation, including active mode projects, greenways, open space planning, and regeneration in Gate Pā/Pukehinahina and Merivale. These remain important but may proceed more incrementally. Overall, the spatial plan is still fit for purpose, though it is recommended that key action areas are confirmed with delivery teams for LTP consideration, and that a 2027 review consolidates actions to reflect updated priorities, funding and future direction.
Impact on LTP • Take relevant actions and projects through the LTP process for Council direction on prioritisation and budgets. • Provide LTP funding for any engagement associated with review of future spatial plan actions, subject to Council direction. • Consider development contributions, incentives and other mechanisms to support intensification, particularly in and around the City Centre.

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Ōtūmoetai Spatial Plan 2023-2050

TCC actions	Current priority actions
77	**N/A**

Context / background
Developed to support growth in Ōtūmoetai, the spatial plan provides a 30-year direction for managing growth, infrastructure and community needs. It was adopted in 2023 and developed alongside key partners (e.g. NZTA, BOPRC), mana whenua and the community.

Focus
The identified outcomes are:
- Neighbourhoods that are unique
- More liveable neighbourhoods
- Better connected neighbourhoods
- Healthier neighbourhoods

It provides an integrated approach to transport, urban form, open space, community facilities, economic activity and social infrastructure, with a focus on informing LTP planning and investment.

While the strategy is 30 years, the focus is on 10-year planning to align with the LTP.

Stocktake comments and recommendations
The spatial plan continues to align with Our Direction, the National Policy Statement for Urban Development, SmartGrowth Strategy 2024–2074 and Plan Change 33 and remains fit for purpose.

Intensification is already occurring, with dwellings increasing by more than 4% between 2019 and 2025, and a further 1,189 dwellings projected during the 2027–2037 LTP period.

Delivery has progressed since adoption, primarily through wider Council programmes and business-as-usual activity. Of the 77 actions, 7 are complete or in implementation and 24 are in planning or being delivered through wider programmes. It is also noteworthy that 75% of the projects are scheduled to start either in the short- to medium-term (2027-2028), long-term (from 2029), or are considered ongoing.

Key progress includes Plan Change 33, the Bureta Road/Vale Street roundabout and safety improvements, open space projects, and the review of the Ōtūmoetai Pool.

A number of actions have been delayed due to Council and NZTA funding reprioritisation, particularly active mode and transport projects. Other areas affected include placemaking and amenity upgrades, implementation of accessibility and CPTED recommendations, and open space planning. These initiatives remain important to achieving the long-term outcomes of the spatial plan.

Overall, the spatial plan outcomes and directions remain appropriate. It is recommended that key actions are identified through the LTP process to support future delivery, and that a review of actions is undertaken in 2027 to reflect funding priorities, delivery progress and updated Council and partner programmes.

Impact on LTP
Actions and projects to be taken through the activity planning, budgeting, and capex prioritisation LTP processes to seek direction from Council on prioritisation and budgets.

Mount to Arataki Spatial Plan 2024-2054

TCC actions	Current priority actions
52	**N/A**

Context / background

Developed to support growth in Mount Maunganui, the spatial plan provides a 30-year direction for managing future growth, infrastructure needs and community wellbeing. It was adopted in 2024 and developed with mana whenua, key agency partners (e.g. NZTA, BOPRC, Kainga Ora) and it also included significant community engagement to create a shared future vision for the area.

Focus

The plan seeks to support a thriving, connected and resilient Mount to Arataki community while celebrating local identity and cultural heritage. It focuses on housing, accessibility and movement, natural hazards, environmental protection, economic productivity, public open space and community facilities.

While the vision extends over 30 years, its delivery focus is aligned with LTP planning and investment.

Stocktake comments and recommendations

The spatial plan continues to align with Our Direction, the National Policy Statement for Urban Development, SmartGrowth Strategy 2024–2074 and Plan Change 33, and remains fit for purpose.

While it will take time for the impacts of Plan Change 33 to be seen on the ground, intensification of the Mount to Arataki area is already occurring, with 687 new dwellings delivered between 2019 and 2025 and a further 992 dwellings projected during the 2027–2037 LTP period

Growth is supported by the actions within the spatial plan. Since adoption in 2024, progressive delivery of actions has occurred. Of the 57 actions over the 10-year period, 11 actions are complete or in implementation, and 21 are in planning or being delivered as part of wider Council programmes. It is noteworthy that 33 projects, which represents 58% of total projects, are scheduled to start either in the short to medium-term (2028-2030), long-term (from 2031) or are considered ongoing.

Key actions that have been delivered include the Arataki Bus Interchange, improving transport connections around Mount North and Arataki, Plan Change 33, and the delivery of an environmental accord with business in the industrial area, led by Priority One. Connecting Mount Maunganui project, which includes many of the transport related actions, is currently in the business case phase.

For the actions that were scheduled to have been in implementation or completed by now but have not, this has most often been due to reprioritisation of funding through the LTP and the NZTA / National Land Transport Fund. In addition, resource management reforms have slowed a number of actions relating to future land use considerations.

Key delayed areas include active mode projects, accessibility improvements, urban design guidance, industrial land use planning and infrastructure capacity reviews. These actions remain important to achieving the long-term outcomes of the spatial plan.

Overall, the spatial plan remains appropriate. It is recommended that key action areas are considered through the LTP process, that actions are reviewed in 2027 to reflect updated priorities and funding, and that implications of the Mauao recovery are considered where relevant.

Impact on LTP

Actions and projects to be taken through the activity planning, budgeting, and capex prioritisation LTP processes to seek direction from Council on prioritisation and budgets.

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AIP Workshop – 27 August 2026

Attachment 2: Out of Scope AIPs

Tauranga City Council plans

Title	Outcome	Rationale for exclusion
Arts, Culture & Heritage AIP	Tauranga Mataraunui	A separate review process is currently underway, with completion anticipated by the end of 2026. As this review will consider the future direction and priorities, it is appropriate to exclude this AIP from the current workshop.
Tauranga Events AIP	Vibrant city	A separate review process is currently underway, with a report provided to the City Future Committee on 18 August. As Council direction is being sought during this separate process, it is appropriate to exclude this AIP from the current workshop.
Waters Strategies • **Stormwater** • **Wastewater** • **Water supply**	Tauranga Taurikura	These matters are being considered separately through the Waters integration process and the development of the Water Services Strategy, which is scheduled for completion by July 2027.
Tauranga Airport Masterplan	Tauranga Taurikura	Airport structure and financing has been covered separately through the LTP Issues List.

Waste Management and Minimisation Plan (WMMP)	Tauranga Taurikura	• The WMMP is legislated under the Waste Minimisation Act
		• Activities are entirely funded by central government distributed Waste Levy
		• Actions set out how to reduce waste to landfill or manage the waste activity:
		  ○ Waste Levy can only be spent on those actions which reduce waste to landfill
		  ○ Other actions must be funded in other ways e.g. rates or other recoveries
		• We need to adopt a new WMMP early 2028 and this could be joint with Western Bay. As the WMMP review will occur in 2027–2028, there are no major WMMP specific LTP decisions required at this stage, but alignment with future waste targets and infrastructure needs should be anticipated.

Tauranga Parking Strategy	Well planned	The delivery of the Tauranga Parking Strategy is underway with Parking Management Plans in development and in different stages of approval. The Mount Parking Management Plan will be presented at a

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		later date, and a new Parking Management Plan for the Tauranga South/Tauranga Hospital area is planned for this LTP period.
Urban Design AIP	Well planned	Delivery of the AIP actions has and continues to occur through internal resourcing and embedded working practices. No significant changes are anticipated to current focus and funding requirements during the LTP process.

Joint plans

The joint plans listed below are excluded from consideration in this workshop.

The workshop is focused on AIPs that have not been, or will not be, discussed elsewhere (for example through the LTP Issues List and capital programme development) and those that sit within TCC's direct control, where there is greater flexibility to review priorities, timing and investment at this stage of the LTP process.

Joint plans are shaped by partner commitments, shared governance arrangements and existing regional or sub-regional priorities, meaning TCC has less ability to make unilateral changes at this time. Several joint plans are also subject to separate, ongoing review processes that Council will have the opportunity to input into as these progress. The following plans are therefore included below for information, with a summary of TCC's existing commitment and the current status of each plan.

Title	TCC Commitment & Status
BOP Land Transport Plan BOP Public Transport Plan WBoP Transport System Plan	Through the Western Bay of Plenty Transport System Plan, Regional Land Transport Plan, and Regional Public Transport Plan, TCC is committed to planning, delivering, and advocating for transport and public transport infrastructure. Together, these plans provide the strategic framework for transport and public transport planning and investment across Tauranga, the Western Bay, and the wider Bay of Plenty. They are current, strongly aligned with SmartGrowth and the Urban Form and Transport Initiative (UFTI), and guide the prioritisation, funding, and delivery of transport infrastructure and services needed to support future growth and community connectivity. The transport work programme and investment priorities have been presented to Council through separate LTP workshops.
BOP Spaces and Places Strategy	The Strategy, endorsed in 2017, is a collaboration between Sport Bay of Plenty, Sport New Zealand Ihi Aotearoa, and all district and city councils in the Bay of Plenty region.

	As the strategy only presents recommendations, there are no explicit TCC commitments, and no impacts on the LTP from this plan. However, a number of the recommendations are referenced in the Play, Active Recreation and Sport Action & Investment Plan AIP and / or being actioned already (aquatic facility development, sports field demand planning).
Kaituna Action Plan	A 10-year action plan (approved in 2019) which is led by the Te Maru o Kaituna River Authority to support the long-term health and protection of the Kaituna River. Delivered through a partnership of iwi and local government, it has minimal direct implications for LTP prioritisation or funding.
Smartgrowth Housing Action Plan	The SmartGrowth Housing Action Plan 2021 was developed to address significant housing pressures across Tauranga and the Western Bay of Plenty through a coordinated, sub-regional approach involving councils, iwi, government agencies, and housing providers. A refresh of the plan is currently underway, with TCC participating in a joint working group. Any changes to TCC's housing commitments arising from the updated plan will inform future Long-term Plan (LTP) discussions and be reflected in budget considerations.
Tauranga Harbour Integrated Management Strategy	The Tauranga Harbour Integrated Management Strategy (2006) was developed by the Bay of Plenty Regional Council (then Environment Bay of Plenty) to identify issues, gaps, and overlaps in the management of Tauranga Harbour and recommend actions to improve coordination and outcomes. Although the strategy is now dated, it has not been directly replaced and remains under Bay of Plenty Regional Council ownership, meaning any future review or replacement would not be a Tauranga City Council decision alone. Many actions continue to be reported on as part of business-as-usual activities, and harbour-related environmental management is also informed by more recent documents such as the Tauranga Moana Iwi Management Plan, Climate AIP, Recreational Access to Tauranga Harbour Research Report, current TCC Action and Investment Plans, and the Marine Facilities Framework. The strategy has only a minor influence on current LTP prioritisation and expenditure decisions.
Tauranga Harbour Recreation Strategy	The Tauranga Harbour Recreation Strategy was developed jointly by Environment Bay of Plenty, Tauranga City Council and Western Bay of Plenty District Council in 2008. It examines recreational use of Tauranga Harbour and identifies actions to enhance recreation opportunities, improve navigation safety and boating facilities, protect the harbour environment, and strengthen collaboration between agencies and stakeholders. While the strategy is now dated and was developed in response to the Harbour Management Strategy, it has not been directly replaced. As it is owned by Bay of Plenty Regional Council, any review or replacement would not be a TCC-only decision. The strategy has only a minor impact on LTP prioritisation and funding decisions.

Wairoa River Valley Strategy	A joint strategy between Western Bay of Plenty District Council and Tauranga City Council that guides the long-term management of the Wairoa River Valley, balancing protection of its natural and wilderness values with recreation opportunities. Most TCC actions are now embedded in business-as-usual activities, with only two actions remaining: one reported as no longer relevant (consider river regional park), and one on track (opportunities for road access to river). The strategy has minimal direct implications for LTP prioritisation or funding.
Western Bay of Plenty Economic Strategy	The Western Bay of Plenty Economic Strategy is a joint strategy that is led by our key economic partner – Priority One Tauranga Moana. A refresh of the strategy has been completed and will be presented to Council in September. This strategy does not create a financial commitment for Tauranga City Council. Investment in economic outcomes through the LTP will instead be considered across relevant Activity and Implementation Plans. Council also has a three-year funding contract with Priority One, the contract is scheduled to be renewed 30 June 2027.
Western Bay of Plenty International Strategy	This Strategy was recently updated and is administered by Priority One with support from strategy partners, including Tauranga City Council, Western Bay of Plenty District Council, Tourism Bay of Plenty (TBOP), Creative Bay of Plenty, Education Tauranga, Toi Kai Rawa, Employers and Manufacturers Association (EMA), and Immigration New Zealand, part of the Ministry of Business, Innovation and Employment (MBIE). This strategy does not in itself create a financial commitment for Tauranga City Council, and there are no direct implications for for LTP prioritisation or funding.
TBOP Visitor Economy Strategy	This Strategy is being retained as a reference document only, while Tourism Bay of Plenty work on the most suitable timing for an updated Strategy to be developed. This Strategy does not in itself create a financial commitment for Tauranga City Council. Council funding is provided to Tourism Bay of Plenty as a Council-Controlled Organisation.

Outcome	AIP(s)	Proposed investment (current budget) – *LTP Year 1 (FY28)*	*Year 2 (FY29)*	*Year 3 (FY30)*	*Years 4-10 (FY 31-37)*	Notes	Options to consider	Financial implications (funding increase / decrease) – total for LTP Year 1-3
Tauranga Taurikura	**Climate Action & Investment Plan**	$865,000 (Opex)	$1,090,000	$1,190,000	Approx $1M p.a.	• Resilience capex and other infrastructure costs are not included and would be considered separately through asset management plans and business cases • Excludes staff costs to deliver programme and advice (approx. $800k p.a.)	Accelerate adaptation planning	+ $200k
							Community resilience funding	+ $300k - $1M
							Energy resilience and future-proof investments	+ $2-3M (capex)
							Community funds	- $405k
							Communications	- $225k
							Slow adaptation planning	- $100-200k
Tauranga Mataraunui	**Safer Communities Action & Investment Plan**	$228,721 (Opex)	$228,721	$228,721	$228,721	• This budget includes AIP delivery and proactive community-led projects, network and special interest group implementation.	Status quo	
Tauranga Tātai Whenua	**Spatial Plans – Mount to Arataki, Otumoetai, Te Papa**	$1,000,000 (Capex)	$1,000,000	$1,000,000	$21,000,000	• As per 23 June Council - $1m per year for 7 years, then $7m for 3 years • Community infrastructure lags behind housing development and intensification	Retain as proposed, to support housing and growth outcomes	
Tauranga Mataraunui	**Accessible Tauranga Action & Investment Plan**	$163,182 (Opex)	$163,182	$163,182	$163,182	• This budget includes AIP delivery and proactive community-led projects, network and special interest group implementation.	Potential increase of funding required to successfully implement universal design.	Staff costs could be split across one role – for example an Advisor to cover 0.5 welcoming communities and 0.5 Māori communities (to support marae accessibility).
Tauranga Mataraunui	**Welcoming Communities WBOP Plan**	$80,000 (Opex)	$80,000	$80,000	$80,000	• This figure covers the portfolio of ethnic, migrant and pacific communities, network and special interest group implementation and community activations – not exclusive delivery of the Welcoming Communities programme.	Increase funding to support an FTE to deliver Welcoming Communities.	An increase in staff costs could be split across one role – for example an Advisor to cover 0.5 welcoming communities and 0.5 Māori communities (to support marae accessibility).
Tauranga Mataraunui	**Kāinga Tupu - WBOP Homelessness Strategy**	$40,000 (Opex)	$40,000	$40,000	$40,000	• This budget includes TCC action delivery and proactive community-led projects	Status quo	
Tauranga Mataraunui	**Historic Village Strategic Plan Phasing Option One <u>Preferred</u>** Medium Pace, Medium Investment (Years 1–3) = Manageable Risk with Paced, Strategic Outcomes	$3.1m (Capex)	$2.07m	$1.28m	$3.2m	• Access, Safety & Asset Risk - $6.3m • Identity, Activation & Value – $3.1M • **Inflated figures**	Assumption: staged funding remains available and linked projects are sequenced effectively. Key risks: annual funding changes and slippage in dependent projects; delivering $6.50m (67%) in the first three years balances operational disruption with earlier benefits, while $3.22m remains for later delivery.	$6.5m in first 3 years.

						• Note that Community Stadium is provisionally excluded.		-$92m (inc. external funding allocation) Community Stadium