

12.8 Executive Summary Report

File Number: A15883055

Author:

s 7(2)(f)(ii)

Christine Jones, General Manager: Strategy, Growth & Governance

s 7(2)(f)(ii)

Authoriser:

PURPOSE OF THE REPORT

1. To provide a summary of key projects and activities carried out during the Commission's term of office.

RECOMMENDATIONS

That the Council:

- (a) Receives the "Executive Summary Report".

INFRASTRUCTURE

Transport

2. Over the last three years, on the back of unprecedented investment commitment and confidence in decision-making and direction, the Transport team has taken the operations and delivery portfolio from \$82m to \$260m. This increase has delivered some great outcomes for road users, but there have been some growing pains and significant learnings. These have resulted in a revised team structure and delivery-focused culture, including significantly increased technical, commercial and delivery capability to meet future demand. The Urban Form and Transport Initiative has been translated into a nationally-recognised partnership across the sub-region, generating an agreed programme of transport projects in the Long-term Plan and the Regional Land Transport Plan. This prepares us and the city for a future with more attractive travel options, journey reliability and less trauma.
3. In network operations, the first three years of the One Team maintenance contract has caught up on a backlog of work not completed under the previous delivery model. We have largely eliminated the massive amount of potholing not carried out across the network within contracted response times, and introduced innovations like roller compacted concrete pavements, which delivers long pavement life and less disruption, and trialling asphalt look-alike products over chip seal. The total maintenance renewal programme has increased from \$3.9m in 2020-2021 to a predicted \$14m by the end of the current financial year.
4. In project planning and delivery, we have generated great community outcomes and future-proofed parts of the city for growth and intensification through projects like Cameron Road from Harington St to 17th Ave; Maunganui Road improvements; and Te Okuroa Drive, the latter allowing 2,400 additional dwellings on top of the 3,300 already completed. Construction of the Pāpāmoa East Interchange is underway, as are Tauriko West enabling works which will facilitate development of 2400 new homes.

5. Together with NZTA Waka Kotahi, we have created a partnership for management and oversight of major projects like 15th Ave/Turret Road, Cameron Road Stage 2 and Hewletts/Hull/Totara improvements, with learnings from recent major projects setting us up for successful delivery. We have also adopted an integrated approach to minimise disruption during the massive programme of work in the pipeline, including a funded suite of improvements (the arterial review) to specifically target traffic flows during construction.
6. In the smaller project and safety improvements space, we have gone from a standing start to a \$30M programme over the last two years, delivering projects like Bureta/Vale and Tara/Parton intersection improvements and Wairoa, Totara and Links Ave improvement projects.
7. We have worked with our travelling communities, keeping them safer through programmes like Kids Can Ride, Blindzone workshops, Young Driver workshops, Cycle Skills training for all ages and Road Safety workshops at all our schools.
8. Through the City Centre transformation, maintaining access for all transport modes, parking availability and public transport options will play a key role in city placemaking, and the needs of people and businesses will continue to be at the heart of decision-making.

Asset Services

9. Street Design Tool: Since February 2022, we have mandated the use of our Tauranga-developed Street Design Tool, which complements the Infrastructure Development Code (IDC) by providing an accessible, web-based platform with supporting design diagrams. It supports 10 design principles that consider all road users and is the primary guide for anyone involved in creating or modifying streets in Tauranga, whether for new development or upgrades.
10. IDC Pavement design requirement: In May 2021, we updated the pavement design and testing requirements in the Infrastructure Development Code, mainly to prevent premature failures for high-traffic roads. Since then, industry concerns about the updates were largely addressed by clarifying national rules and the regulations established by comparable road corridor authorities. The remaining concerns are being addressed in collaboration with industry representatives.
11. Slope hazard zone mapping: In early-October 2023, we sent 11,000 letters to property owners with slope hazard zones on their properties. The slope hazard zone maps identify different zones based on slope angle and height (2:1 failure zone, 3:1 regression zone and 4:1 runout zone). This was an update of maps we have had for most properties since 2002. These zones are used in our building consent and planning processes to ensure we develop our city safely and the property information is included in LIMs.
12. Updated design rainfall standards: Infrastructure design, including roads and drainage systems, must account for the region's unique rainfall patterns to ensure the safety and well-being of residents. We agreed upon the need for updated design standards following discussions with representatives from the development sector who were concerned that this might lead to the potential overdesign of drainage infrastructure. This consensus was reflected in the City Plan Change 27, which aims to improve the city's resilience to rainfall-related flooding and other natural hazards. The updated design rainfall standards will be published in the Infrastructure Development Code.

Waters

13. Three Waters Collaborative Operations and Maintenance Contract: In 2021, in collaboration with WBOPDC, we jointly awarded a 5-year, \$85 million operations and maintenance contract to Downer NZ Ltd. The joint 3 waters contract has a significant focus on collaboration, people, process and technology. The key drivers were resilience for the region; standardising processes; capability for our businesses; skills and qualifications for us and our contractor; ageing workforce; and staff retention. These have been key concerns for

us, as they are for the whole infrastructure sector. A collaborative contract provides the platform to address such issues.

14. To date, the contractor has received and attended to 86,623 planned and reactive requests for work. Tauranga City and Western Bay of Plenty District now have aligned service levels and enhanced service delivery to the sub-region.
15. Waiari – new Water Treatment Plant: The Waiāri Water Supply Scheme officially opened in March 2023 and features a state-of-the-art micro-filtration water treatment facility. A quarter of the water taken from the Waiari stream is earmarked for the Te Puke area, with 75% contributing to the Tauranga water supply. The plant can currently produce up to 15 million litres per day and this volume will increase over time as supporting infrastructure is built and water demand and population grows. Council has worked with iwi to understand their close relationship with the Kaituna river and to care for this taonga tuku iho (treasure) for future generations.
16. Te Maunga Wastewater Treatment Plant: The Te Maunga wastewater treatment plant is being upgraded to cope with demand in Tauranga over the next 50-100 years. All new land development areas in Tauranga will have wastewater flows directed to the Te Maunga plant.
17. The treatment plant will continue to produce a high-quality, tertiary treated and disinfected effluent product.
18. Innovation has played a key part in design and delivery. Worthy of mention is the award-winning, remotely-operated vehicle (ROV) that was created to avoid human entry into the submerged ocean outfall pipe to clear debris. This ROV received two awards at the October 2023 Water NZ Conference, winning the Best Project Award & Health and Safety Innovation categories.

Sustainability & Waste

19. A transformative journey for our climate and sustainability work: Our climate efforts surged with Tauranga's Climate Action Plan; CO2 emissions have been cut by one-third since 2019, saving \$200k annually; leveraged the Climate Action Loan for \$500k savings; BeeCard scheme reduced emissions with 30,000 fewer staff journeys also easing road congestion; rainwater harvesting projects in schools promoted water conservation; and the community-facing Rainwater Harvesting System Incentives Scheme launch on 1 July will foster sustainable water management.
20. Kerbside success: Kerbside service led to consistent yearly waste diversion improvement (50% to 53% in Y3), with 53,249 tonnes of waste diverted, a significant increase; 8,358 tonnes of food scraps were turned into compost, supporting local food growth; high community satisfaction (93%) reflects both positive environmental impact and commitment to waste reduction efforts.

COMMUNITY SERVICES

Arts & Culture

Hands-on Tauranga

21. The past three years have seen a huge growth in demand for Museum educational services, which bodes well for the future as the new Museum and the education programme is developed to include school visits to Te Manawataki o Te Papa.
22. Since February 2022, the Hands-on Tauranga service to schools has become a greatly valued resource for Tauranga teachers and their students, with 288 registered teachers from 42 of the 44 primary, intermediate and high schools in Tauranga. Over the last three years, over 1,200 object bookings have been made by teachers or used as part of the outreach programme.

Heritage Collection

23. Museum staff continued to focus on providing communities with access to the Tauranga Heritage Collection. More than 150 tours of our collection facility have been provided over the past three years, and public open days are extremely popular. We have also shared the collection with a wide range of groups and organisations.
24. In August 2021, a project to digitise the collection, Te Putanga o Ngā Taonga, reached a milestone with 10,000 collection items publicly accessible online – one year ahead of schedule. As of May 2024, there are more than 17,000 objects online. Each object is accompanied by high quality photographs which enhance the collection's reputation and inspire creative collaborations. The database is used extensively by researchers, historians and students and is shared by the public on many platforms.

Collection Development

25. A substantial amount of collection development has taken place over the past three years, including 2,960 new objects accessioned and 119 objects deaccessioned.
26. Several important acquisitions were made:
 - In March 2023 s 7(2)(a) - Privacy [REDACTED] gifted a valuable scrimshaw collection [https://view.taurangaheritagecollection.co.nz/objects?query=s 7\(2\)\(a\) - Privacy](https://view.taurangaheritagecollection.co.nz/objects?query=s 7(2)(a) - Privacy)
 - As part of the Glimpses project, the s 7(2)(a) - Privacy [REDACTED] donated a Lion Costume with important links to the Chinese community in Tauranga <https://view.taurangaheritagecollection.co.nz/objects/35171/lion-costume>.
 - Most recently, the museum acquired the Dusty Waddell Collection which includes locally and nationally significant surfboards, skateboards, textiles and ephemera. This collection is currently being added to our website <https://view.taurangaheritagecollection.co.nz/objects?query=waddell>.

Access to Collections

27. Access to museum collections for whanau, hapū and iwi groups is integral to maintaining mana and whakawhānaungatanga (relationship and connection), helping tangata whenua to stay connected through taonga that express cultural heritage and promote understanding, appreciation and shared responsibility.
28. Over the past three years, we have conducted 47 tours through the taonga collection, responded to 162 enquiries associated with taonga, and facilitated 16 hui about archaeological protocols for found objects under the Taonga Tuturu Act.

Displays, Exhibitions & Storytelling

29. The Museum team continues to find creative ways to display objects and information around the city. Exhibitions in the Tauranga Library have focused on Matariki, Moa, Back to School and Holiday Memories and have included very popular interactive elements such as 3D printed moa and kiwi eggs. 'Colossal Squid: Freaky Features!', a Te Papa travelling exhibition currently on display, is enhanced with local information and elements such as a giant squid ruler.
30. In June 2023, an exhibition at Tauranga Girls' College celebrating Samoan Language Week was so popular it will be repeated this year, and a stand at 'Pasifika in the Bay' in December 2023 showcased the wider Pasifika collection. Taonga has been returned to local hapū for temporary exhibition and several loans to have been made to other institutions, including Waikato Museum, Tauranga Art Gallery and the Western Bay of Plenty Museum. Storytelling has hit the streets in the form of pop-up posters commemorating Tauranga servicemen who died in WW1, and others focusing on iconic Tauranga businesses such as Hartley's clothing store and Piccadilly Arcade.

Publications

31. Over the past three years, published stories about Tauranga and the collection have included *From Tauranga to the Trenches*, *Western Bay Women*, *Relics of Gate Pa Pukehinahina* and *Te Whakaata i te Matapihi*. Two more publications in the 'Glimpses' series were released - *Through Embroiderers' Eyes* was a collaboration with the Tauranga Embroiderer's Guild, while *Collecting Connections* featured a diverse group of local rangatahi as well as collection items. Other stories have featured on the Tauranga Historical Society Blog <http://taurangahistorical.blogspot.com/>, Our Place Magazine and Tauranga Libraries' What's On.

Marketing & Communications

32. The Museum team has undertaken a variety of awareness-raising activities, including:
- Taking part in the podcast: *Tauranga's Renaissance* to discuss the plans to reshape Tauranga's city centre.
 - Breeze radio station items on Hands-on Tauranga and the Museum project.
 - Taking part in the Te Manawataki o Te Papa onsite stand during Children's Day in March. A children's history hunt was designed for children under the age of 14 and the museum showcased 'Hands-on Tauranga' objects for families to interact with.
 - The Director of Arts, Culture and Heritage featured in the Autumn 2024 UNO magazine with an interview about Tauranga Museum.
33. The Museum team has launched the Friends of Tauranga Museum programme. This free membership programme is designed to build a diverse community of museum supporters in advance of the museum opening in 2028 <https://letstalk.tauranga.govt.nz/projects/tauranga-museum>. 500 people joined the Friends of Tauranga Museum programme in the first two months.

Te Manawataki o Te Papa – Tauranga Museum

34. The development of the new Tauranga Museum & Exhibition Centre is a primary focus for the Museum team and will remain so leading up to its opening in 2028. We are heavily involved in the design and planning of both the building and the visitor experience.

Volunteering Programme

35. Each year the dedicated team of museum volunteers tackle a mountain of work that contributes to several key work areas, including collection care, Hands-on Tauranga, and public access via the digitalisation project. This amounts to over 1,500 hours of volunteer work annually.

Community Public Art

36. In February 2022, work began on a robust Public Art Framework, which was adopted in principle in August 2022 and launched in April 2023, with the final draft completed in June 2023.
37. The framework replaced the old Public Art Policy and includes a Master Plan that will map appropriate sites for public art across the city, a capability-building toolkit, a funding mechanism, and a Public Art Panel which will make funding recommendations.
38. The funding mechanism takes the form of a percentage for art fund, which starts at 0.25% of Council's vertical capital works in FY2024-25, growing to 1% over the next three years. Tauranga is currently the only council with such a rigorous framework supporting public art.
39. Some of the Public Art projects completed in the past three years are *Midnight Sun* by Sara Hughes, *Kōwhai Grove* by Bobbie Gray, *Into Tauranga Moana* by Sam Allen, *Kotahitanga* by Kelcy Taratoa, *Brave New World* by Nicol Sanders O'Shea, as well as a series of works by Whare Thompson at Tunks Reserve and along Cameron Road.

Library & Community Hubs and Contact Centre

Introduction

40. Te Ao Mārama - Tauranga City Libraries and Customer Services were two separate activities in January 2021. That year saw Covid restrictions, more movement to digital channels and changes in the city centre. Tauranga Public Library celebrated 150 years in April 2021. By 2024, a new structure combined the Library, Community Hub, customer services and the 24/7 Contact Centre into one activity.

Investment in vibrant community spaces and services to support great neighbourhoods

41. He Puna Manawa Library & Service Centre opened in April 2022. This space provides exhibitions, a café, meeting rooms, a children's activity area and local history research centre, and is a popular destination in the city centre. The archives and rare books collection was made publicly available from Newton Street in a purpose-built climate-controlled room.
42. The new Library Community Hub is now in the build phase. It will have an innovation space, sensory room, community event space, state-of-the-art archive and archive reading room, as well as Toi Māori and community art displays.
43. Council face-to-face customer services were offered first at Pāpāmoa Library, then at Greerton Library and the Mount Hub. Increasing interactions at these neighbourhood locations means a move to a "one-stop-shop" provision of library and council services is in transition and expected to be completed at all library community hubs by the end of 2024.

Supporting Council Projects & Planning

44. The Mount Hub was opened in May 2023 and has provided a space for the Mount Maunganui community to visit, learn and provide feedback on a large programme of projects. The Hub also provides a space for project teams and council staff to meet, plan and use for related engagement and consultation. The learnings gained from the Mount Hub Project will be integrated into our new Library / Community Hub service delivery model.
45. In August 2022, The Association of Local Government Information Management (ALGIM) ranked Tauranga City Council third out of 80 councils nationwide in their annual customer experience benchmarking report. Our Contact Centre was recognised by ALGIM in December 2023, placing us within the top 10 for Best Customer Experience nationally.
46. External contracts for after-hours call management were renewed for Western Bay, Taupo, and Bay of Plenty Regional Council.

Investment In Automation, Self-Service, & Technology

47. A video conference booth was installed at He Puna Manawa to assist customers wanting face-to-face meetings with council staff.
48. Self-service kiosks were introduced for council payments and book issues. The project team engaged with accessibility representatives to ensure the kiosks meet as many users' needs as possible. Lifters have been added to enable it to change height at the press of a button and the text colour on-screen can be changed to assist with vision or sensory needs.
49. New digital services were added for streaming movies, music, audiobooks, e-magazines and e-books.
50. There has been a steady decline in in-person transactions as more online tools are developed. To support this investment, our in-person service delivery processes have evolved to educate our community on how to use self-service and online options for payments, inquiries and applications. Our library / community hub service delivery model remains inclusive and available to those who do not have digital access.

Community-led initiatives have increased inclusivity and the sharing of experiences, culture and networks through the library community hubs

- 51. Participation in events and visitor experiences increased as life returned to normal in 2023. Many authors and speakers gave free public talks in libraries, including New Zealander of the Year, Professor Rangī Matamua, Dr Ngahaia Murphy and Pā Ropata QSM.
- 52. These are some of the events and organisations partnered with from 2021-2024:

Diversity Awareness Month	Spring Fest
Matariki Tauranga Moana	U3A
Salvation Army	Age Concern
Alzheimers Tauranga	BOP Pride
You be You	Trans Pride Picnic
Toi Tauranga Art Gallery	Society of Genealogists
Heart Foundation	Diabetes New Zealand
Children’s Day	Fungi Fest
Mahuri Māori	NZ Music Month
Multi-Cultural Tauranga Festival	Pasifika Navigators of Tomorrow
Tauranga Moana Pride Picnic	Women and Words Poetry Day
Chinese Friendship Society	Statistics New Zealand Census 2023
Employ NZ	STEMFest BOP

- 53. The Pike Ake Cadet programme for unemployed youth initiative is demonstrably making a positive impact on individuals and their whanau. The programme’s first graduation took place in November 2023, with three participants successfully completing the 12-month programme and securing permanent jobs. Notably, two of these graduates joined the Contact Centre team. We are currently training two more cadets.

Public Programmes Celebrated Science, Technology, Natural Environment, History & Culture

- 54. From 20-27 June, Tauranga City Libraries hosted Tūhura Otago Museum’s travelling exhibition Tūhura Tuarangi: Aotearoa in Space. Thousands of visitors from schools and families enjoyed the weeklong interactive exhibit. Currently the Te Papa giant squid travelling exhibition is proving very popular.
- 55. The tukutuku collection crafted by the Matua branch of the Māori Women’s Welfare League in 1993 is on display in He Puna Manawa.
- 56. Libraries accepted the donation of the archive of renowned author, the late Sherryl Jordon. The archive includes first editions of Ms Jordon’s work, folios of illustrations, and other assorted papers.
- 57. Nearly 80,000 historical records, including letters, photographs, art works, and diaries were digitised and made downloadable from Pae Korokī during this period. Engagement continues to increase with the new Pae Korokī Facebook page.

Emergency Management

- 58. The Emergency Management (EM) team has seen significant growth and change in the past three years, growing from a small team of two full-time staff and 30 trained support staff to a dedicated staff of six emergency management professionals and over 100 trained emergency operations centre staff.
- 59. We have made significant improvement in the emergency preparedness space with increased and ongoing community engagement and education. The hazard scape in

Tauranga is still one of the most concentrated in the country, with earthquakes, local source tsunamis, coastal inundation and flooding, plus the Mount Industrial Zone and the ever-growing expansion of Pāpāmoa and Pāpāmoa East ensuring that there is still work to be done.

60. Community readiness is one of the key factors in a successful emergency response and working closely with the Community Development team, we have been able to roll-out several initiatives, such as the Community Response team in Otumoetai, regular connection with the Tauranga Multicultural Group and our ongoing collaboration with the city's retirement village and educational networks.
61. We have also had great success in supporting marae preparedness across the city, by rolling out the Kia Takatū project to have five marae in a position where they can open their doors to the community during an emergency. We will look to grow this project in the coming years to integrate a larger geographical spread of marae across the city.
62. We've also dipped our toes into the world of emerging technologies with the creation of a virtual reality (VR) education tool. The earthquake and tsunami experience has been well-received in the community since its introduction in December 2023. Increased engagement levels have been evident since the team has been utilising the VR experience at various community engagement opportunities. This technology has been shared with councils around the country.
63. In the past three years, our Emergency Operations Centre (EOC) has been activated twice - for Cyclone Gabrielle (February 2023) and on 9 May 2023 for a heavy rainfall event.
64. High-pressure moments that the EM team and the EOC support staff have responded to include the tsunami threat in May 2021, the Auckland Anniversary Weekend weather event that saw major landslips in Maungatapu and Cyclones Hale and Gabrielle. Although the most severe impacts from these events were felt elsewhere, the EM team and EOC support staff were able to provide significant support locally and around the country through deployment into other areas.

Community Development

65. Investments were made in Tauranga's community sector through six partnership agreements, 114 community grants, 129 match fund grants and five community housing grants.
66. More than 6,000 responses were received to the 2023 Whakahou Taketake Vital Update survey, which was expanded to include a Child Wellbeing study of five- to-12 year-olds. The priority community reports, suburban reports and dashboards provide insights into community views on aspirations for the city, housing and standards of living, social wellbeing, safety and mental health.
67. The Community Development team supported Tauranga's first-ever homelessness point-in-time count in 2023. We heard the stories of 308 participants, providing new insights into the current crisis.
68. The team partnered with Te Kāhui Tika Tangata (Human Rights Commission), Ngāi Te Rangi and Ngāti Ranginui to pilot Whakamana Hapori in Tauranga. This is a community-based programme that upskills participants in human rights, Te Tiriti o Waitangi and community development.
69. The Tauranga Service Guide for older persons was developed in collaboration with Age Concern. Its purpose is to help individuals connect with essential services in our city.
70. As part of the Welcoming Programme, new kiwis receiving their citizenship in Tauranga received a voucher for a native plant and an invitation to the Welcoming Planting Day at Gordon Carmichael Reserve in Bethlehem.
71. A celebration of the International Day of Disabled Persons was delivered on 3 December at Hopukiore (Mount Drury) Reserve, showcasing Tauranga's vibrant disability community at a

- free, fun-filled, family-friendly day in partnership with Parafed BOP, CCS Disability Action and Western Bay of Plenty District Council.
72. The team co-developed Spring Fest to celebrate the International Day of Older Persons. This saw over 60 free events take place across the city, from social get-togethers and cooking lessons to sports games, film clubs and fitness sessions. Over 3,700 people visited the Spring Fest website.
 73. Our '[Youth Development Framework](#)' has been finalised and published. This document supersedes the 2016 Youth Engagement Plan and 2019-2021 Youth Action Plan and aligns to the 'Tauranga Matarauui – Inclusive City Strategy' and the Ministry for Youth Development's 'Youth Plan'.
 74. The team supported the establishment of the Global Ambassadors pilot programme in the region, alongside Education Tauranga. This supports the inclusive leadership element of the Welcoming Communities plan. The intent is to grow and inspire a group of globally diverse young leaders through certified training and mentoring.
 75. On 24 June 2021, the Kāinga Tupu Taskforce launched "When the Dominoes Start to Fall" – a book which explores the Tauranga's complex homelessness issues and the stories behind them. The book has been supported from planning to publishing by 18 community providers.
 76. The inaugural Board Intern programme for our council-controlled organisations was successfully launched in 2022. The interns bring diversity and new perspectives to the respective boards, while also building governance capability and developing a pipeline of talent for the future.
 77. In collaboration with Good Neighbour, Tauranga Foodbank, Age Concern Tauranga, and Here2HelpU, Council is supporting the community-led Super Support initiative for older people. Increasing food and rental costs mean many seniors struggle to afford nutritious meals and this pilot programme delivered 362 precooked meals and basic pantry supplies to 161 households. Its aim is to transition to a permanent service with additional wraparound support.
 78. Through the Community Grants fund, we were able to support the restoration and refurbishment of the Takitimu waka, ensuring its longevity and retaining the wealth of knowledge associated with waka. Te Runanga o Ngati Ranginui showcased the relaunched waka with a community event at Sulphur Point in March 2023.
 79. In collaboration with Tauranga Special School, Tauranga Disability Special Interest Group and Changing Places NZ, Council has built an accessible changing facility at Hopukiore (Mount Drury) Reserve. This facility, equipped with a height-adjustable sink, toilet, adult changing table, shower, and hoist, aims to enhance accessibility for the disability community. This initiative aligns with Tauranga's Long Term Plan goal of being an inclusive city where everyone can fully participate.
 80. The Community Funding policy was completed in late-2023 and creates a framework to deliver council funding in a fair and equitable way.
 81. In May 2024, a local woman's dream came true when she got to experience the view from the top of Mauao. She won a radio competition through The Breeze Tauranga, to reach the summit with the help of the Trailrider and the All Blacks Sevens.
 82. Council supported the Bay of Plenty Ethnic Women's Hui on 4 May. Shama, an ethnic women's trust from Hamilton, facilitated the hui in collaboration with Multicultural Tauranga and Tautoko Mai. This was the first gathering of its nature in the Bay of Plenty region.
 83. Council is applying for re-accreditation from the Ministry of Business, Innovation and Employment (MBIE) as an Established Welcoming Community.
 84. As part of the welcoming communities programme, Tauranga City Council and Western Bay of Plenty District Council are participating in the welcoming week, Te Wiki o Manaaki, which is an annual campaign to showcase and celebrate how communities across NZ are striving

to be more welcoming places for all. This year, Welcoming Week will be celebrated from 6-15 September.

85. The recently appointed 'Tauranga Youth Space Strategic Working Group' had its first workshop at the Arataki Community Centre on 30 April. Seven of the eight appointed members came together for a workshop focused on whakawhānaungatanga (building relationships). The group's purpose is to drive a community-led approach to improve awareness, accessibility, and quality of youth spaces and services across Tauranga Moana.
86. Community Development's Strategic Advisor for Youth Development supported the first two business breakfasts for the Priority One Instep Young Leaders programme. The first was hosted by the New Zealand Defence Force, and the second was hosted by Aurecon, allowing student leaders to delve into and generate ideas on how to solve topical issues in Tauranga city.

Venues & Events

Event Evaluations & Benefits

87. Over the past three years, events that council has been involved in have generated a net benefit of over \$18.5 million for our city, contributing to our social, cultural, and economic prosperity. The Event Development team conducts robust evaluations, ensuring major and legacy events deliver substantial economic and social benefits. Event evaluation highlights include economic benefits such as over \$4.1 million in visitor spending at the BLACKCAPS vs England test in 2023, while The Classic basketball tournament generated over 14,000 visitor nights.

Integration of Te Ao Māori

88. The Tauranga Events Action and Investment Plan (TEAIP) aligns with Council's commitment to te ao Māori, emphasising manaakitanga. The Venue and Events team has worked with tangata whenua in a variety of ways to deliver on our aspiration to be the best host city in Aotearoa. This successful ongoing partnership started in 2023 between Te Pou Takawaenga, the Venues and Events team and mana whenua and has seen local kapa haka groups welcome 12 groups of national and international visitors to the region, including the BLACKCAPS and England cricket teams, the GWA Wingfoiling World Cup competitors, the Netherlands Women's football team, international participants for Zespri AIMS Games 2023 and Futures Volleyball tournament 2024. Baycourt has incorporated te ao Māori into its operations, including bilingual signage and cultural competency training for staff.

The Historic Village Strategy Development - 2020

89. In 2020, The Historic Village management team worked with stakeholders and the community to develop a new 10-year strategy. Three years on, the strategy is implemented, with several initiatives delivering positive outcomes for our community:
 - Tenancy zoning and programming are now integral to daily operations, with leasing rates incorporated into the user fees and charges process through annual and long-term-plan processes;
 - A new Village Master Plan, developed in consultation with mana whenua and including an accessibility audit report and historic buildings report, is complete and set to guide grounds development for the next decade;
 - A robust capex and renewals prioritisation plan ensures the maintenance of all Village buildings and sustained high service levels;
 - A well-established sales and marketing plan has led to increased venue bookings and increased foot and digital traffic. The Village Facebook page now reaches over 400,000 people annually.

The Historic Village Events & Visitor Numbers

90. COVID-19's impacts saw event numbers and visitor counts at the Village decline. However, in 2024, the Village hosted a full programme of nine festivals for the first time since 2020, contributing to an increase in visitor numbers from 196,667 in 2022FY to 240,000 this year.

Launch of the Tauranga Western Bay Community Event Fund - July 2022

91. The Tauranga Western Bay Community Event Fund (TWBCEF) was launched in July 2022, in response to industry feedback. In partnership with key funding bodies, Tauranga City Council, Western Bay of Plenty District Council, TECT, BayTrust, and the Acorn Foundation; the TWBCEF established a \$900,000 contestable fund. A simplified application process has facilitated easier access to funding for community events across the region, with 74 events supported in 2022/23 and 79 events in 2023/24.

NZ Major Events – ICC Women's Cricket World Cup 2022 & FIFA Women's World Cup 2023

92. Council was a host city for the Women's Cricket World Cup 2022 and FIFA Women's World Cup 2023.
93. Tauranga had the honour of hosting the opening match of the ICC Women's Cricket World Cup at Bay Oval, along with six pool matches. As a key host city, we organised impactful activations to boost Tauranga's exposure nationally and internationally. Despite COVID-19 restrictions, the Venue and Events team swiftly adapted the host city programme for seamless tournament delivery.
94. Tauranga was the Team Base Camp for the Netherlands team during the FIFA Women's World Cup in July 2023. Working closely with Bay Oval, the Dutch Embassy, Te Pou Takawaenga and city partners, Council provided opportunities for our community to support the Netherlands as their second home team.

Event Facilitation

95. Our community and visitors have hundreds of opportunities annually to engage with different types of activities and events in our spaces and places across the city, enabled through Council's event approval process and the event funding framework. In 2021/2022, 462 events were held, rising to 517 in 2022/2023, with a further increase to nearly 600 events for 2023/2024. Despite challenges such as the extreme weather conditions experienced during the 2022/2023 summer, the Event Facilitation team has consistently received overwhelmingly positive feedback from event organisers.

Event Industry Capability

96. The Venues and Events team also works to enhance the event industry's capacity and capability. Initiatives include Baycourt's 'Teen Techs' programme, which bridges the entertainment technology skills gap for secondary students. Additionally, industry workshops are delivered on a regular basis, creating valuable professional development opportunities and building capability in the local events sector.

Baycourt Events

97. In 2021/2022, Baycourt hosted 68 events, with 48% venue utilisation achieved. Following the relaxation of COVID-19 restrictions in 2022/2023, Baycourt delivering 137 events, with venue utilisation increasing significantly to 79%. In 2023/2024, Baycourt is on-track to accomplish similar results, with 90 events delivered by the end of quarter three and 90% venue utilisation during that period.

Launch of The Cargo Shed – May 2023

98. In May 2023, The Cargo Shed opened as a new event venue, managed by the Baycourt Community & Arts Centre team. Its rustic architecture and waterfront setting meant it quickly gained interest for business meetings, dinners, cocktail functions and weddings, with over 102 events booked, confirmed or delivered over this first year, averaging 24% utilisation which is high for a new venue with minimal marketing. Feedback from hirers has been overwhelmingly positive, leading to repeat and new business.

Baycourt's 40th Birthday – April 2023

99. Baycourt celebrated its 40th anniversary in April 2023 with various events, including a sold-out Gala Concert, a unique stakeholder dining experience, and free whānau day. Positive feedback lifted Baycourt's profile in the community and emphasised its integral role in Tauranga's arts, culture, and creative sectors. The anniversary promotions significantly increased website traffic, social media followers and email subscribers.

Zespri AIMS Games

100. Council is a key funder and partner of Zespri AIMS Games, which brings over 24,000 visitors to the region every September, providing a net benefit of over \$3 million for our city. As part of the Zespri AIMS Games leverage programme, the Venue and Events team introduced the AIMS Games Gives Back sustainability initiative in 2022, aimed at encouraging visiting athletes to 'give back' through beach clean-ups.

Children's Day – 2023 and 2024

101. As part of the City Centre Events and Activation Programme trial, the team hosted the inaugural Children's Day event on the Tauranga Waterfront in 2023. A collaborative effort involving multiple teams across Council, the event's success was evidenced through a large turnout and strong community support. In 2024, despite heavy rain, Children's Day drew thousands to various event zones across the city centre.

Spaces & Places

102. The new Major (HD90) cremator was installed and commissioned at the crematorium in early-2021 and was commissioned for its first cremation 28 April 2021. Since the installation, the cremator has undertaken more than 3,000 cremations.
103. The Leasing and Property Management team supported the divestment of Council's Elder Housing portfolio, managing all tenant relationships to ensure safe and smooth transitions to new accommodation.
104. The new Kulim Park playground was blessed and opened prior to Christmas 2022. The playground features a toddler playground, flying fox, swings, slides and accessible play equipment, while the park has a new parking layout and shared pathway. Feedback from families about the new facilities has been very positive. In response to public feedback, a 3x3 basketball court was added back into the project scope, replacing the old court.
105. The Lakes Capital Improvement Programme has seen improvements made to reserves in the area, including:
- Orangapani Reserve upgrade - a new modular pump track was installed at Orangapani Reserve. The largest of its kind in Aotearoa, the pump track has become very popular with the community, young and old, skaters and non-skaters. The pump track was part of a larger reserve upgrade that also included the installation of a 3x3 basketball court, barbeques, new seating areas and shade;
 - Matatu Reserve – installation of new barbecue with canopy, picnic tables and shade sails over the play equipment;
 - Pakanga Reserve – installation of new upgraded pathway, picnic tables, barbecue, shade and drinking fountains.
 - Matepu Reserve – installation of two accessible picnic tables, upgrades to the playground, additional shade sails and drinking fountains;
 - Awataha Reserve, Koikoi Reserve, Pikimai Reserve, Caslani Reserve – installation of picnic tables, playground upgrades, drinking fountains and shade sails.
106. The Digital Kiosk on Wharf Street was opened with a blessing on 9 August 2022. The kiosk tells the stories of Te Papa, starting with the arrival of Māori through to the present day, and provides context to the statement 'Te rau o te patu', which has been etched into the

- pavement at either end of the street and refers to the surrendering of arms that occurred in the vicinity and the subsequent confiscations of Māori land.
107. Work on the Pāpāmoa Shared Path commenced in May 2023, creating a connection from the Pāpāmoa Domain to Taylors Reserve and formalising key access points along this coastal reserve. Sections of inground timber boardwalk were installed under existing pohutukawa trees. The 3km shared pathway, which opened to the public in September, links Pāpāmoa Domain to the Parton Road beach accessway. Community feedback has been positive, and the path is well-utilised. Raised pedestrian crossing tables were also installed to help users to safely cross Domain Road.
 108. The construction of the Gordon Spratt Skatepark was completed. Accessible for all roller codes, this facility was designed in collaboration with experienced local skaters and the Acid Skatepark crew, who also constructed the skatepark. The original skatepark was expanded by around 50% to around 900sq/m and now includes a range of quarter pipe and street style features such as a manual pad, a street hip, a euro gap, A-frame ramp, stairs, ledges and rails. Other Reserve upgrades included a new toilet block and seating, a pathway in and around the skate park, more rubbish bins, bike racks and shade sails.
 109. Te Rere Omanawa: Plans to improve public access to Ōmanawa Falls started in 2008 with the development of a reserve management plan and funding was made available in 2018 to commence work on a public access route. A Governance Group including Tauranga City Council, local hapū Ngāti Hangarau, and Tourism Bay of Plenty was formed in 2019 and a final public access route was confirmed in 2021. Construction began in 2022, which included installing over 480 rock bolts and soil nails across cliff faces throughout the site. More than 750 stairs have been added to ensure safe access. Te Rere Omanawa was officially opened to the public in early-December 2023, with an onsite blessing. This project also features three lookout platforms with panoramic views, information panels detailing cultural significance and the history of the Ōmanawa Falls Power Station, a carved gateway, an immersive forest walkway linking the car park and lookouts, and two ecological walking loops branching from the main track.
 110. Active Reserve Masterplans: An integrated set of plans was developed with stakeholders for Tauranga's three key sports and events precincts – Tauranga Domain, Blake Park, and Baypark – with the vision of maximising community value as the city grows. Subsequently, the plans have entered implementation phases, with the relocation of Tauranga Netball Centre to Baypark expected to create a national-level quality facility serving local netball, while also providing for future growth.
 111. Sports field programme: An integrated programme was developed for the upgrade of the city's sports field network, to enhance usability and provide a better experience. Key projects included the development of the city's first artificial football pitch at Links Avenue Reserve and the development and realignment of new fields and facilities at Gordon Spratt Reserve.
 112. Merivale and Gate Pā Community Centres: Co-designed with community representatives, these new Community Centres will provide significantly enhanced facilities for residents. Co-investment by charitable funding partners has allowed design and build processes to be initiated.
 113. Gordon Carmichael Reserve Walkway connections: Two new walkway and cycleway connections were created at Gordon Carmichael Reserve, with a bridge and boardwalk installed to create a new connection from Eden Crescent. A second footpath was created from Carmichael Road to join with the cycleway network in Bethlehem.
 114. Welcome Bay Amenity Improvement project: This project was undertaken in response to a submission to the Long-term Plan from residents in Welcome Bay and saw upgrades delivered across a number of reserves, including Keam Reserve, Waipuna Park, Oteki Park and Johnson Reserve. Upgrades have included a 3x3 basketball court, playground improvements, new seating, drinking fountains, boardwalks and footpath connections.
 115. In March 2023, the revamped playground at Te Papa Tākaro o Tongaparaoa / Ila Park was opened to the public. The upgrade included a double flying fox, basketball court, tube slide,

- swings, climbing timber frame, a learn-to-ride cycle path and an area dedicated to younger children with smaller swings plus a slide, tunnel and see-saw. A new toilet block and 3x3 basketball court was also installed at the reserve. The playground features many bespoke cultural elements thanks to collaboration with Ngāi Te Ahi, Ngāti He and Ngāti Ruahine.
116. Keam Reserve Playground: Design and community consultation began in November 2022, to address community requests for more play equipment, seating and shade. The project team utilised the existing swing set and added play equipment which is suitable for both younger and older children. Additional upgrades included safety surfacing, an accessible path around the reserve, with play elements for children on bikes and scooters, and shade areas. Construction started in mid-June 2023 and was completed by the end of July.
 117. Dune planting: For more than two decades, native planting along the dunes has formed part of our mahi and commitment to safeguarding our coastal reserves. This critical initiative is a continuous, meticulously planned effort that continues to evolve over time. We are fortunate to have help from CoastCare to maintain these reserves, their work spanning the entire Bay of Plenty region. As part of our commitment, we allocate a budget of \$300,000 a year towards coastal restoration initiatives across our coastal reserves. This work also involves pest and invasive species control, and ensuring a healthy tree canopy to maintain ecological balance. 25,000 plants have been planted in our dunes over the winter season - 15,000 in Pāpāmoa alone.
 118. Planting season: Over the 2023 season, our Natural Environment team helped to facilitate the planting of 237,000 plants and 1,800 trees. Additionally, 1,400 trees have been planted throughout the city by our City Urban Forest team.
 119. Action & Investment Plans: Four new plans were developed to guide investment in: Reserves & Open Spaces; Biodiversity & Nature; Community Centres; and Play, Active Recreation & Sport. These informed Long-term Plan investments to help us create better and more diverse places for nature, play, community and culture.
 120. Tutarawānanga-Yatton park (Destination Park) gardens rejuvenation: Work completed at the park featured a blend of cottage/native gardens and tree arboretum, a new sealed walkway, and upgraded BBQ and shade areas. The pathway under the trees at the eastern end of the reserve has a new asphalt layer and provides new connections to the track leading to the Waimapu Estuary walkway. A new accessible concrete path connects the main driveway to the barbecue, toilet and play area. The main driveway and parking area has also been resurfaced and includes two disabled parking bays and a raised entrance crossing. A new sign has also been installed to reflect the dual naming of the park.
 121. The Elizabeth Street streetscape upgrade project was opened to the public with a blessing prior to Easter 2024. This project prioritises pedestrians and fosters a slow-speed environment, while contributing to the creation of a 'green necklace' of connected walkways, aligning with Tauranga's focus on creating a people-centric city centre. The response from the public and business owners has been extremely positive.
 122. Marine Parade Coastal Pathway:
 - Playground - the play area opposite Te Ngaio Reserve was completed and opened for use just before Christmas. One distinctive feature of the new play area is a driftwood log transported from further along the beach, which was then installed as a unique climbing feature. Planting along the edge of the play area further enhanced its natural integration into the dunes. A new pedestrian crossing was installed to provide a safer road crossing.
 - The Marine Parade Pathway - the 3km walkway has seen the activation of the entire coastal fringe from Mount Drury along Ocean Beach Road, with the coast now easier to access for a wide range of community members. The pathway is a continuation of the existing Main Beach boardwalk (built in 1999) and utilises a mix of timber and concrete surfaces. Also installed were barbecues, bike stands, rubbish and recycling stations, picnic tables and other seating. Revegetation and dune restoration work along the pathway will continue over the next few years.

123. The 3000sq.m-plus Destination Skatepark opened on 29 May 2024 caters for all ages and abilities and contributes to the broader physical, mental and social wellbeing of the community. The skatepark has been designed in 'zones', with zones one and two providing facilities for more experienced skaters and zones three and four specifically designed for developing basic and intermediate roller skills. Standout features of the wider skatepark include a large flow bowl, a surf/skate ditch, competition style stairs, and a street skate area. Key features of the beginner to intermediate skate area include a learner's skinny ledge, a learner's rail, a small quarter pipe, a large flat concrete pad and many other street-skate obstacles.
124. The realignment of the Kopurererua Valley stream to its original course is a significant achievement. Restoration efforts began in early-2022, with the completion of the southern stream realignment following in early-2023 and northern stream alignment completed in April 2024. This work required the excavation of 14,827m³ of material from the southern alignment and 9,400m³ from the northern alignment. Additionally, 46,000 plants were planted, 8,000m² of hydroseed was sown, and 990m of new cycleway track was installed. Two bridges were constructed to facilitate cycling and walking links and over 1,800 fish, eels, and other aquatic species were successfully relocated from the old stream to the new one. Furthermore, 14,700m³ of fill material was placed in the old stream alignment and a new wetland area was created at the southern stream alignment, with 3,200m³ of material excavated.
125. A new Tree Asset Management application, Rakau, has been launched to managing the city's urban forest. This replaces the previous tree app, which was out-of-date and no longer fit-for-purpose. The new application gives the team more clarity about the quality of the city's tree assets, reducing risk and supporting decision-making around the development of tree canopy across the city.
126. Gordon Spratt Reserve improvement projects:
- Installation of athletics throwing circles at Gordon Spratt Reserve – In partnership with the Pāpāmoa Athletics Club, which has more than 300 members ranging from 3 to 14 years old, Council co-funded the renewal of two shotput circles and one discus circle with safety cage. The work was well-received by the athletic community.
 - Alice Johnson Pavilion – Construction of the new Alice Johnson Oval Pavilion has started. With a footprint of 265 square metres, the pavilion marks another exciting milestone for sport and community infrastructure in Pāpāmoa. Community sports clubs and council representatives gathered on Wednesday 24 April to celebrate the beginning of this important project which acknowledges the growing demand for sports amenities that meet the diverse needs of the community.
 - Field realignment – Large scale works to realign and increase field space were completed in 2024. The works included the installation of new fields, lighting, drainage and irrigation, which sees the addition of one full-sized field and cricket wicket. The lighting also enables winter training.
 - Netball facility – A new relocatable netball shelter is nearing completion (late-May) and features toilets, changing rooms and storage building.
127. The Pyes Pa Connections project created a cycleway and walkway linking Cheyne Road and Condor Drive through our stormwater reserves, providing an important recreation resource for the local community.
128. Historic Village Capital Improvement Programme: Over the last three years a number of projects have been undertaken at the Historic Village to improve the buildings within the precinct, including:
- Complex 2 – a new commercial kitchen, café and events space. The upgrade will be completed in February 2025;
 - Fire Station – an upgrade of the existing building to create a new carving studio;

- Mens Shed upgrade – asbestos cladding has been removed and the building and an exterior upgrade undertaken;
 - Building 64 upgrade (Durham Barracks) – the Durham Barracks underwent an interior fitout and joined the portfolio of venues offered by the Historic Village;
 - Building 62 (Colonel Greers Cottage) - underwent an interior fitout, including new electrical circuits and lighting. A designated green room workspace features three workstations, a heat pump, wi-fi, radio charging stations, a wet area for wet weather gear, and comfortable amenities;
 - The Incubator – an exterior upgrade was undertaken of The Incubator building, including roofing, gutters, cladding, fascia and soffits;
 - Schoolhouse – the Schoolhouse building underwent an interior refit, including a new interior colour scheme and kitchenette.
129. Gate Pa Pou: A large-scale refurbishment was undertaken of the eight pou at Gate Pa, along with the Whareroa (entrance way), the upper deck, repairs to the flagpole and fencing. This work involved extensive hapu and the community engagement was completed for the 160th anniversary of the Battle of Gate Pa.

Mount Beachside Holiday Park:

130. As part of the park's sustainability focus, the grid-connected solar electricity system was expanded and is expected to provide an output of 17,754kWh per year.
131. Two more family cabins were set up on sites P1 & P2. Both cabins offer stunning ocean views. The addition of five new ensuite cabins has also enhanced the accommodation options available.
132. The Park retained its 4-star plus rating and achieved the Gold Sustainable Tourism Business Award, recognising it as one of the best sustainable tourism businesses in New Zealand. The park also experienced a successful summer season, with visitor numbers up 8.5% (1,914) on the previous year. Over December/January, the park hosted more than 24,000 visitors.

Mauao

133. The Mauao Placemaking project, including wayfinding and interpretation installations, shares the ecological and cultural history of Mauao and fosters a more profound connection for those who visit the maunga. Restoration initiatives have advanced the vision of restoring the original ecological setting of the maunga, while ensuring that it remains available for public use. Powerful community engagement and co-design with mana whenua and diverse stakeholders have been central to this success. Work included:
- Removing the trig at the summit of Mauao, to make way for a cultural compass symbolising the eradication of alienation from the land. The te kapehu (compass), with its pounamu touchstone at the centre, invites participation in protecting Te Manawataki o Mauao (heartbeat and rhythm), preserving the mauri of Mauao. The placement of stones under the compass, sourced from connections between Raiatea, Rapa Nui (Easter Island), and Mauao, symbolises a global touchpoint through shared heritage.
 - Awaiti viewing platform – An elevated deck structure was completed before Christmas, providing a vista over Te Awaiti, the small stretch of sheltered water between Mauao and a large ocean side rock formation which lent itself to the short-term anchoring of waka. The seating on the deck provides a rest point for base track users. The Port of Tauranga contributed funding to the platform construction.
 - Lower Summit (northern landing) – The lower summit signifies the area of Mai i Ngā Kuri a Whārei Ki Tihirau – the coastline between Bowentown and East Cape. The name denotes the coastline's significance and encapsulates all Iwi that affiliate to Mauao. The curved seating is designed to orientate Mauao and its viewers to this wider context.

- Waipatukakahu – This revitalisation and beautification project restores the mauri (life force) of the stream and includes interpretation signage highlighting the story, and the use of rocks from other areas of Mauao to formalise and protect the stream. A seat has been installed as a rest stop for base track walkers.
 - Hukitawatawa (amphitheatre by water tank) - This area has been shaped to create amphitheatre seating for larger groups. Work included widening multiple sets of steps, installing drainage, track edging, handrail/barriers on the steep stairs, and applying a new aggregate surface.
134. Non-native tree removal – Pine and macrocarpa on sensitive archaeological sites showed significant signs of deterioration and were removed via Blackhawk helicopter by some of New Zealand's most experienced arborists. This was a first for helicopter tree removal in a highly urbanised environment and meant that the culturally significant and susceptible karaka trees which were growing under the pine and macrocarpa were preserved. During this operation, 171 lifts were completed, with a total combined weight of 286 tonnes removed. As part of the ongoing restoration of Mauao, 6,600 native plants have been planted.
135. Waipatukakahu puna/stream restoration – work was completed to re-establish this historical site to its traditional cultural purpose. The area directly around the Puna has been planted with native grasses and Tī kōuka trees. The wider area has been replanted with different types of harakeke unique to this area.
136. Skink mokomoko translocation – to protect and enhance the native fauna on Mauao, and in partnership with another Council/Waka Kotahi project, we translocated mokomoko from a roading project onto Mauao, part of the work being undertaken to return Mauao to its original ecological state.
137. The work on Mauao has received numerous accolades, including 2024 Recreation Aotearoa Healthy Park of the Year (nominee) and 2023 Outstanding Project (merit).

City Operations

138. City Operations provides an in-house maintenance team of 64 staff (growing to 108 in July), which maintains Council's Mount Manganui / Pāpāmoa gardens, mows our parks and reserves, and looks after playgrounds and structures. It also maintains natural vegetation and walkways throughout Tauranga.
139. In 2022, the Tauranga Walkways contract was brought in-house, followed in 2023 by the Mount / Pāpāmoa Reserves contract and the Tauranga-wide Natural Vegetation contract. In 2024, the Tauranga Reserves contract and the Facilities Maintenance contract are being brought in-house.
140. As other relevant contracts approach their expiration, an assessment will be made as to whether the work involved is consistent with the City Operations Strategic plan and can be undertaken in-house.

People & Culture

141. Our focus has been on recruiting people who have the right attitude and common sense, enjoy serving the community, love working outdoors, are fit and healthy and seek the work/life balance of a 40-hour week. This has created a culture where our team members take real pride in what they do, evidenced in the improved service outcomes being achieved.
142. Implementation of a Monthly Toolbox Talk and BBQ has ensured that our entire team stays connected. This allows us to celebrate our wins together, encourages continued high performance through our employee of the month awards, and provides an opportunity to focus on relevant topics via guest speakers and our own subject matter experts.
143. In March 2024, the City Operations team participated in the MyTeamPulse Engagement survey for the first time. The participation rate was 93%, which is very high. The results have highlighted areas of our operation to focus on, such as creating greater belonging and providing more clarity on our specifications.

144. In December 2023, the team won a Council Te Waka Taumata Award for making Tauranga better. This recognised the great work of our field staff and the improved outcomes being seen by our community.

Compliments, complaints reduction in streams

145. Numerous compliments have been received about the city operations operators this year.

One example that goes to the heart of what the team is trying to achieve is as follows:

"Kia Ora, last week I was at the Parewaitai Reserve park with my family. When we arrived there was a crew already set up mowing the lawns and doing the edging etc at the park. The members of the crew were so considerate and friendly, making sure we felt welcome and trying to keep the grass away from us while we played. One of the men even came over and sparked conversation and then gave us a card for the council website, telling us to check out the local works and happenings. It was an extremely pleasant and friendly interaction and you should be very proud of your employees for representing the TGA council so wonderfully! What a great face for our city!"

Learning & Development

146. A competency training framework has been created for all City Operations staff, which involves a skill gap analysis to identify training and development needs. NZQA-accredited courses which provide the required industry standards and the qualifications are then provided. This has included spill training, manual handling, first aid, fire extinguisher use, Growsafe (agricultural), chainsaw use, light utility vehicle and 4WD training, traffic management and more.
147. In addition, the entire team completed health and safety specific training on risk management.
148. In December 2023, 34 staff graduate with a NZ Certificate in Primary Industry Operational Skills, a government-funded, on-the-job training course with a total value of \$175k.
149. Several team members are currently undertaking Trade Apprenticeships in Level 3 Horticulture Amenities and Level 4 Landscape Construction. We have upskilled two of our supervisors to act as the assessors for these courses.
150. Three team leaders are participating in inhouse leadership development training, Te Kura Whanake, and 13 of our people leaders are participating in an emerging leader course, Te Huranga Tai.

Health, Safety & Environment (HSE)

151. City Operations has developed a health and safety system focused on field workers. This required us to establish the following key tasks:
- Creation of Tauranga City Council's first operational HSE plan integrating all the relevant health and safety requirements in one guide with a complete HSE risk register;
 - Job start hazard assessment forms and procedures created;
 - Creation of a competency training framework for all City Operations staff;
 - Implementation of an HSE auditing programme for all of our leaders to ensure HSE compliance;
 - Creating HSE reporting dashboards in the Damstra system.
152. The two new operation depots were set-up to be HSE and chemical hazard compliant.
153. An incident and injury response framework was established to ensure we actively manage all injuries and coordinate our investigations.

Field Mobile solution

154. City Operations joined forces with the Digital Services team to create a new app to manage work planning.
155. The app is accessed on mobile phones at the start of the day and tells staff where they're needed, all of the jobs that they need to complete and how to get to the job site. We take before and after photos which are used to update the asset management system.
156. While on the job, if operators spot maintenance issues, they can instantly log a job in the app.

Depots

157. We have two Depots, at Owens Place for our Mount Maunganui-based teams and the newly constructed depot at 303 Matakokiri Drive in Tauriko.
158. City Operations has set three core improvement goals:
 - Hit the Spec - Get to every site, focus on maintenance first, continuously improve, get better every day;
 - Be Awesome - we want to be industry-leading
 - We want to have great people!
 - We want to train, develop, and look after our people
 - We want to have fun!
 - Take Ownership - staff care about their work and their community. We empower our team to identify and fix issues. We own our mistakes and we celebrate our wins.

CHIEF FINANCIAL OFFICER**Finance**

159. Council has developed a Long-term Plan financial strategy that has increased revenue and pursued financing options that enable Council to borrow more to enable necessary infrastructure investment. Key features include:
 - (a) Increasing the rating differential for commercial and industrial ratepayers and introducing a new Industrial rating category. These initiatives better differentiate rates contribution to reflect those who benefit and are better able to pay;
 - (b) Better balance sheet management by developing a programme to divest lower value assets in favour of new assets that provide greater community value;
 - (c) A transport Infrastructure Funding and Financing (IFF) agreement for key transport projects, which enables Council to finance these off balance sheet, thereby maintaining borrowing capacity for other projects. To date, we have drawn down \$59.7m of the total approved of \$177m. The levy on ratepayers to repay this financing commences on 1 July 2024;
 - (d) Negotiating a second IFF financing arrangement for Te Manawataki o Te Papa investment, which has been submitted to Government and is awaiting decision. While this financing is paid for by ratepayers through a levy, it is over a 30-year timeframe, enabling future ratepayers to contribute to the assets they will benefit from;
 - (e) Involvement in national-level discussions on the potential to increase councils' borrowing capacity to support new infrastructure requirements, including waters CCO options;
 - (f) Gaining approval for green loans and climate action loans through the Local Government Funding Agency. These loans provide a small reduction in borrowing costs and also support initiatives to reduce emissions and enhance our environment;
 - (g) Using targeted rates to address funding shortfalls in development contributions, while still retaining an emphasis on "growth paying for growth";

(h) Negotiating and enhancing our processes and agreements for funding from NZTA and Crown Infrastructure Partners.

160. We have also enhanced our processes for budgeting, expenditure and forecasting, to ensure strong financial control is maintained in a tight economic environment.

Tauranga Airport

Passenger Volume

161. Passenger volumes have continued to grow and by the end of this year, we expect the number passengers passing through the Airport will have doubled, compared to 2014.

Airport Lighting

162. The Airport has been upgrading lighting components to state-of-the-art, variable high intensity runway edge lighting, approach lighting and runway end strobe lighting. The upgrade enhances visibility for aircraft performing daytime operations in poor weather. This investment will reduce missed approaches, subsequent diversions and public inconvenience. Sunshine Coast Airport saw a 90% reduction in missed approaches when it installed the same system. The system goes live in early-July.

Airport Carpark Development

163. The Terminal Precinct expansion provides an additional 330 public car parks, a fit-for-purpose Fire Station and three extra aircraft stands.

Strategic & Commercial Property

Asset Realisation Reserve (ARR) Approach

166. On 24 July 2023, the Council decided to:

- (a) Establish the ARR: Manage properties initially acquired from non-Strategic Acquisitions Fund sources that are no longer needed or are available for disposal
- (b) Hold Sale Proceeds - Retain proceeds from property and asset sales
- (c) Fund Capital Projects - Use ARR to fund projects, decided by Council resolution
- (d) Manage Debt - Do not repay debt associated with assets unless decided by a further Council resolution
- (e) Manage Properties - Properties listed in Attachment 1 will be managed through ARR, with sales or potential sales authorised
- (f) Initial Funding - Use ARR for the Te Manawataki o Te Papa project initially.

Not a Decision to Sell: Inclusion in ARR does not mean immediate sale but recognises a property is not required for operational purposes or is available for strategic disposal.

Annual Review: An annual review of property holdings will be conducted, managing non-operational properties through ARR.

Case-by-Case Assessment: Potential sales will be assessed individually, adhering to legislative and policy requirements.

Project Objectives of the Asset Realisation Reserve

- (a) Financial: Generate targeted revenue.
- (b) Efficiency: Streamline processes and optimise resource use.
- (c) Compliance: Adhere to policies and legal requirements.
- (d) Stakeholders: Engage effectively with stakeholders.
- (e) Market Optimisation: Achieve the best sale prices.
- (f) Holding Income: Maximise income from properties pending sale.

- (g) Risk Management: Mitigate potential risks.
 - (h) Transparency: Maintain transparency with stakeholders.
 - (i) Sustainability: Consider long-term sustainability impacts.
167. The ARR approach enables strategic management of Council properties, supporting key projects and future planning while providing financial flexibility. The project plan includes careful evaluation, stakeholder engagement, compliance with policies, and strategic market analysis to achieve the best outcomes.

Strategic Acquisitions – 483 Cameron Road

168. The Council's acquisition of the property at 483 Cameron Road offers significant strategic advantages. Key benefits include:
- (a) Prime Location and Accessibility: Situated on a prominent corner with three road frontages, the property provides excellent accessibility and visibility, enhancing its suitability for community use and integration into the city's transport network.
 - (b) Immediate Utility and Cost Savings: The property allows for the development of an indoor sports facility, eliminating the need to rebuild the QE2 Centre at Memorial Park. This retrofitting opportunity not only expedites the project timeline but also reduces construction risks and costs, delivering substantial savings to Council and ratepayers.
 - (c) Flexibility and Futureproofing: With its commercial zoning and high car park ratio, the property offers multiple alternative use options. This flexibility ensures that the Council can adapt the property to meet future needs or resell it if necessary, providing a reversible and strategic investment.
 - (d) Enhanced Community Outcomes: By advancing the Memorial Recreation Hub Project, the property supports the Council's commitment to delivering community-centric facilities. This aligns with the Council's strategic goals of providing well-planned city infrastructure and supporting business and education.
 - (e) Environmental and Economic Impact: The property's location on the Cameron Road transport spine encourages alternative transport choices, potentially reducing congestion and the city's carbon footprint. Additionally, the acquisition underpins land value and offers a commercially viable asset with the potential for rental income increases.
 - (f) Operational Efficiency: The property includes significant parking amenities, which can be managed separately to optimise usage and revenue. This ownership structure ensures efficient land use and supports the Council's broader strategic initiatives.
169. In summary, the purchase of 483 Cameron Road enables Tauranga City Council to strategically manage its resources, deliver on key projects, and support future city planning and community needs, all while providing financial and operational flexibility.

Te Manawataki o Te Papa – Council Partnership

170. Te Manawataki o Te Papa is a transformative redevelopment of Tauranga's Civic Precinct, which will reinvigorate the city centre and make it the cultural, historic, economic and social centrepiece of New Zealand's fastest growing city.
171. The land underlying the Civic Precinct has been the subject of disputed ownership since it was acquired by the Crown from the Church Missionary Society in the 1860s, in breach of the understanding mana whenua had when the land was first sold. Tauranga City Council, in collaboration with iwi and hapū, sought and implemented a joint ownership solution which has restored the mana of the whenua to its original owners.
172. This project saw Tauranga City Council win the 2023 Te Tohu Waka Hourua – The Buddle Findlay Award for Maori-Council Partnerships with its 'Joint Land Ownership – the Right thing to Do' Project at the 2023 Taituara Local Government Excellence Awards.

Strategic Disposals & Public Private Partnerships – Marine Precinct

173. Tauranga City Council approved the sale of the Marine Precinct at Sulphur Point and the Vessel Works business to Sam Rofe or his nominee, aligning with its long-term economic and marine industry development vision.
174. The sale supports creating a marine service facility for all operators, focusing on superyacht maintenance and refits. This transition addresses the Marine Precinct's operating losses and aligns with Tauranga's strategic goals, ensuring sustainable growth and allowing the Council to allocate resources to other projects.
175. The Marine Precinct is crucial for Tauranga's maritime activities. Upgrades to key wharf infrastructure are essential, including Bridge Wharf, Fishermans Wharf, and a new Marine Precinct Offloading Wharf. The Council has allocated \$38 million to these projects, to ensure that infrastructure meets future demands. This infrastructure will be delivered by the Marine Precinct developer, in partnership with Council.

STRATEGY, GROWTH & GOVERNANCE**City Planning & Growth***Advocacy & Partnership*

176. Advocacy, collaboration and partnership with partners and stakeholders is required to effectively manage the city's growth. This occurs in a range of ways, often through the local SmartGrowth Partnership. Key highlights in recent years are:
 - (a) Effective engagement with central government to achieve improved understanding of the urban growth challenges and potential solutions for the city, with some changes to government policy being implemented as a result. These include changes to the National Policy Statement for Freshwater Management to provide a consenting pathway for urban development.
 - (b) Effectively advocating for a future-proofed NZTA plan for long-term improvements to SH29 at Tauriko, to support current and future growth opportunities and inter-regional transport demands, with the new government adopting this project as a Road of National Significance.
 - (c) Ensuring the updated SmartGrowth Strategy (including the Future Development Strategy) is focused on the need to provide sufficient development capacity, in particular more development sooner in the strategic Western Corridor area (both residential and industrial).

Housing Supply & Development Capacity

177. The city's acute housing challenges in respect of supply and affordability have been a focus over the last few years, as well as associated challenges with providing sufficient business land. The city's jurisdictional boundaries are heavily constrained, requiring agreement with the neighbouring Western Bay of Plenty District Council in respect of future residential and industrial areas. Highlights over the last few years include:
 - (b) Development of spatial plans to support existing communities and future development in Te Papa, Otumoetai and the Mount / Arataki.
 - (c) Making decisions on Plan Change 33 to enable medium and high-density intensification across the city, which is expected to deliver 18,000 homes over the next 30 years.
 - (d) Notifying plan changes for Tauriko West (4,000 homes) and Upper Ohauiti (400-500 homes) as well as a plan change for over 100ha of additional industrial land as an extension to the Tauriko Business Estate.

- (e) Progressing urban development outcomes, including affordable housing, on council owned land at Smiths Farm and Parau Farm, Bethlehem; and surplus land around the Pāpāmoa East Interchange in Pāpāmoa East.
- (f) Unlocking external funding and off-balance sheet financing to enable infrastructure investment to support growth projects like the Pāpāmoa East Interchange, Cameron Road stage 2 and the Tauriko West enabling works.

Addressing Pressing Resource Management Issues

178. The City's resource management issues extend beyond just managing growth and include matters such as managing the effects of natural hazards and climate change and addressing existing effects of land use activities on other uses. There has been a focus on following two key resource management issues over the last few years:

- (g) Determining a pathway to address the impacts of emitting industry in the Mount Maunganui industrial area, with a focus on developing more appropriate planning provisions through a proposed plan change 38.
- (h) Ensuring critical natural hazard and resilience planning matters are addressed (e.g. through Plan Change 27 Flooding from Intense Rainfall).

The Future

179. While significant progress has been made on key City Planning & Growth issues, it is well-recognised that further sustained efforts are required to fully address the growth management challenges the city and sub-region faces, especially in respect of the funding and financing associated with the infrastructure required to support planned growth.

Strategy & Corporate Planning

Our Direction

180. Recognising that Council's documented strategic direction was dated, incomplete and in places inconsistent, work commenced in 202 on a comprehensive refresh.
181. In June 2022, informed by over 10,000 contributions from community members about their aspirations, priorities and challenges, Council adopted the vision for Tauranga. This comprises three main pillars:
- the environment – prioritising nature;
 - community and inclusivity – lifting each other up; and
 - vibrancy – fuelling possibility.
182. In December 2022, Council adopted the framework for its strategic direction under the heading 'Our Direction', a single document that links the vision for Tauranga, Council's own adopted community outcomes (what it wants to achieve), its approaches (how it will work to achieve them), and its strategies and action and implementation plans to make this happen.
183. In August 2023, Council adopted two new strategies (*Tauranga Matauranui* – Inclusive City Strategy, and *Tauranga Taurikura* – Environment Strategy) and nine new action and investment plans (including Tauranga's first Climate Plan) to complete the framework at that time. We will continue to update and refresh the contents of the Our Direction framework, including the recent adoption of the Urban Design action and investment plan, for example, but for the first time in many years, Council has a complete and coherent documented strategic direction.

Long-term Planning

184. In July 2021, Council adopted the 2021-31 Long-term Plan, including an unprecedented capital investment programme. This plan, the first adopted by the Commission, marked a

significant step forward for Tauranga and aimed to progressively address underinvestment the city's infrastructure needs and inadequate and ageing community facilities.

185. In June 2022, Council amended the 2021-31 Long-term Plan to incorporate the refreshed civic centre masterplan, Te Manawataki o Te Papa, and commit to a \$300 million investment in developing the city centre.
186. In April 2024, Council adopted the 2024-34 Long-term Plan which continues to build upon the foundation laid in the previous plan, emphasising delivery and the completion of projects, as well as continuing an emphasis on ensuring that everyone contributes their fair share to ensure the financial burden is not unreasonably placed on general ratepayers.
187. Across those three planning processes, more than 5,000 formal submissions were received and countless more residents and ratepayers were involved in other engagement opportunities.

Property Acquisitions & Disposals Policy

188. In October 2021, Council adopted the property acquisitions and disposals policy following the review of three existing policies. This made it easier for people to understand why a property is being bought or sold by council, and easier for council staff to apply a single consistent process. It also introduced, after many years of discussions, the opportunity for mana whenua to purchase council property through a right of first refusal at market value – which is assessed by independent registered valuers – before it is offered for sale through an open market process. The policy was the first of its kind in Aotearoa New Zealand and is considered another positive step towards recognising the significant role that mana whenua have in building, protecting and celebrating Tauranga, its environment and its people.

Democracy Services & Governance Services

Representation Review

189. The Commission reviewed the city's representation arrangements in 2021. The Local Government Commission determination was released on 7 April 2022, after hearing appeals and objections, and upheld Council's Final Proposal for a mayor and nine councillors (eight single member general wards and the Māori ward, Te Awanui). With the Minister of Local Government reappointing the Commissioners for a new term running from 26 April 2022 to July 2024, there was no election held in 2022 and the arrangements take effect for the 20 July election.

Elections 2024

190. In their terms of reference, the Commissioners were required by the Minister of Local Government 'to work with the Council to encourage quality candidates to stand for election'. The Commissioners defined the attributes that they believe reflect a quality candidate and, while recognising that one person will not necessarily have all these attributes, they see the mayor and councillors collectively holding these attributes to ensure a high performing council.
191. To help prepare people interested in standing as elected members, a candidate information evening was held on 19 February 2024, with approximately 120 people attending. The Commissioners invited potential candidates to book into one of their regular clinics for a 20-minute discussion about standing in the upcoming council election, with clinics being held on 20 March, 24 April and 8 May.
192. Nominations opened on 26 April 2024 and closed at 12 noon on 24 May, with 86 nominations received.
193. The election campaign to inspire people to stand for office has been completed. A variety of strategies will be used in the next phase of the campaign to attract a wide range of voters, including our harder-to-reach communities, encouraging them to enrol and, most importantly,

to vote. We'll use social media, media, short videos, and targeted advertising throughout the campaign.

LGOIMA Practice & Compliance Report

194. On 3 February 2021 the Chief Ombudsman, Peter Boshier, published his [latest four reports](#) into Local Government Official Information and Meetings Act 1987 (LGOIMA) practice and compliance at local authorities. We were one of the four councils reviewed. In his review, the Ombudsman recognised that Tauranga City Council takes a proactive approach to its LGOIMA responsibilities and practices.

Strategic Māori Engagement

195. Te Manawataki o Te Papa partnership: The Commissioners have supported the Executive in establishing partnership documentation leading to the joint land ownership being finalised in May 2024.
196. Papakāinga Development Contributions grants were established in 2021, setting aside a meaningful fund to remove barriers to Māori landowners developing housing solutions on Māori land.
197. Te Pāhou was returned to Ngāi te Ahi and Ngāti Hē in 2024, reconnecting hapū with traditional burial grounds that had been alienated by transport solutions for the wider community.
198. Te Rere o Omanawa was developed as a partnership with Ngāti Hangarau in 2019, in a response to health and safety risks at Omanawa Falls. The results see significant cultural and safety enhancements, with ongoing partnership arrangements including Māori Kaitiaki Rangers to guide activities and Kaitiaki Services to give positive cultural input and improve visitor activities and safety. Its effectiveness sees this initiative confirmed as a finalist in this year's Taituara Awards, to be decided in June 2024.
199. Whareroa Futureproofing: Commissioners agreed in principle to return Ōmanu land to Whareroa Marae to provide the hapū with options as ongoing impacts continue to build in the form of industrial pollution, sea level rise inundation, and flooding.

CORPORATE SERVICES

Legal, Risk & Procurement

Legal

200. Since 2021, the Commission has overseen a dramatic reduction in the number of disputed matters we are managing. While the volume of community investment and project work has exponentially increased, it has not led to an increase in legal disputes. In fact, proportionally the number of material disputes has reduced. This is directly correlated to a maturing of corporate governance where, for example a Board for TMOTP was put in place to ensure better discipline. This has in turn allowed skilled commercial and legal staff to resolve several legacy disputes and matters from prior Council terms and spend time anticipating and supporting those teams with high-risk challenges.

Risk & Assurance

201. During the Commission's tenure, Council has navigated an ever-changing risk profile – for example:
- Supply Chain Disruptions: Post COVID-19 pandemic, geopolitical tensions, and natural disasters have highlighted vulnerabilities in global supply chains, leading to delays, increased costs and the need for more resilient supply chain strategies.
 - Economic Uncertainty: Global economic instability, inflation and fluctuating interest rates have created financial risks for enterprises, impacting investment, pricing and consumer demand.

- Climate Change and Environmental Risks: The increasing frequency and severity of climate-related events such as floods pose operational, financial and reputational such as those manifested during the Auckland Anniversary floods.
- Health and Safety Risks: New risks as services and workforces change within council - requiring robust health and safety measures to protect employees and maintain operations.
- Reputational Risk: Increased public scrutiny of Council behaviour, social responsibility, and ethical practices.

202. While these risks are understood and have manifested themselves during the Commission's tenure, the work we have undertaken will mean that elected members will be in an informed position to take appropriate measures, as risks continue to evolve.

Procurement

203. With annual contracts (and spend) now more than \$300M a year, procurement processes have never been so important in ensuring value for money for the community. The Procurement team has been able to manage this pipeline through Commission-approved investments in policy and systems changes.

Performance, Monitoring & Assurance

204. During the Commission's tenure there has been a notable creation and maturing of Business Intelligence, allowing the data and analytics function to broaden and council to become a technical leader amongst NZ councils. This has included embracing performance measures to show our accountability to council and our community.

205. A world-class 3D model of the city has been developed and is ready for deployment.

206. The CPAD team has rolled-out a number of processes, guidelines and reporting processes to assist delivery teams and provide organisational and governance awareness of the progress and status of the capital programme.

207. Over the past two years, the team has also facilitated project manager training for over 75 staff and supported staff to gain professional accreditation in project management.

People, Performance & Culture, Health & Safety

Job Description Project

208. In 2021, it was agreed that we should develop and implement a remuneration strategy including the provision of tools and information that enhance transparency. As part of this project, we moved from SP5 job evaluation methodology to SP10 - enabling more precise grading of roles and more accurate comparisons against the market. This allowed us to provide rewards that support the attraction, engagement, and retention of a workforce capable of delivering to council's Strategic Plan. HR (now People, Performance and Culture - PPC) engaged with people leaders from across the organisation to update job descriptions and prepare evaluations and grade over 600 roles. 2022's Remuneration Review included training and education sessions for all teams in the organisation, explaining how roles are graded and pay is decided.

SuccessFactors

209. The implementation of the SAP SuccessFactors as our new Human Resources Information System (HRIS) is well in-train. This may replace CHRIS in the future, as well as Snaphire and numerous bespoke and spreadsheet-based solutions. CHRIS has been in place with minimal upgrades for nearly three decades. SuccessFactors will help us save time, improve accuracy and visibility of data, and provide insights into people and careers.

Learning & Development Programme

210. Prior to 2021, internal organisation-wide learning was non-existent. The Learning & Development team, supported by the wider PPC team and external providers as required,

now offers a highly sought-after suite of regular training, with many courses booked-out months in advance. This suite is designed to enhance both personal and professional growth and cover a range of topics including leadership, communication and presentation skills, productivity and resilience.

211. Council recently won the Learning and Development Capability (Large Organisation) category at the HRNZ awards for the implementation of the leadership change programme (with support from Institute for Strategic Leadership, which provides the My Team Pulse survey and Wired-Up tools).

Technology/Digital Services

212. We have invested in the following technological advancements under the Commission's tenure:

- Improved Resident Engagement: Online support for residents, answering queries, processing service requests and providing information on services, thereby improving responsiveness and satisfaction. Includes LTP Consultation technology – Consult24.
- Public Safety: Providing infrastructure for services such as TTOC can help in analysing crime patterns and deploying law enforcement resources more effectively.
- Smart City Development: This includes smart lighting, environmental monitoring (air quality, noise levels), and smart parking solutions, which have improved the efficiency and sustainability of urban environments.
- Efficient Resource Management: Climate Modelling is helping us understand and respond to climate change impacts more effectively. This has informed policies and initiatives aimed at sustainability and resilience.
- Pilot Programmes and Collaborations: Pilot programmes are being used to test technologies in specific areas like waste collection.
- Training and Development: Investing in training to understand and manage these technologies is crucial. This includes upskilling in data analysis, cybersecurity and the operation of new tech tools.
- Security Maturity Programme: The security maturity programme, and in particular the GRC (Governance Risk and Compliance) area has made significant headway - this has seen over 100 artifacts covering policies, processes and practices being defined and implemented into the way we work as an organisation.
- Pay Card Industry Data Security Standards (PCIDSS) Compliance.
- Moving to the cloud: Decommissioning datacentres, realising a cost saving and reducing the load on support teams.
- Modernising the council's platforms and processes to support the effective delivery of services to our community.
- The advent of City Operations has also led to a logistics and planning solution to ensure that new standards of civic pride are sustained.

213. Throughout the financial year digital services has continued to deliver support to the business for the introduction of new systems and processes to improve operations. The costs of these services have been included in forecasts throughout the year. As discussed in the March quarterly report to Strategy Finance and Risk Committee more digital project expenditure has been undertaken than budgeted in order to meet the requirements of the business.

214. These projects include the introduction of SAP Success Factors delivering people and productivity tools, development of systems to exit Ozone which is councils previous out-dated enterprise system as well as supporting new businesses such as bringing in house city operations services.

215. Many of these new and upgraded systems though not fully budgeted at the beginning of the year have been delivered in a way to ensure the benefits to the organisation and community are maximised. Whilst these costs have exceeded digital project budgets, they have been managed by offsetting reductions in digital operating costs, depreciation and within Council's overall budgets to minimise any direct impact on ratepayers and ensure that the efficiency of any changes are realised into the future.
216. In addition, the costs of delivering digital services are moving from a capital-based model to an operating model as the digital sector transforms to software as a service. This has challenged Council's traditional funding model where rates and user fees fund operating costs whilst debt is used to fund capital costs.

Community Relations

Media

217. The Media Impact Score has been consistently higher than the national local government average (1.8) over the last 12 months, with a 2.4 average. Over the last three years, TCC media coverage has been consistently more positive, as a result of:
- Governance stability and unity
 - Proactive storytelling covering the huge increase in capital projects and city improvements
 - Reactive responses to media enquiries which offer balance and rationale to complex council decisions.

Social Media

218. Our social media approach and content has changed over the last three years from mostly operational posts (e.g. dog registrations and adoptions) to showing the variety of mahi taking place across the council at a time of significant growth. We have focused on more engaging formats, like video, and in future, will pursue more simple polls to help gauge community sentiment and foster city pride. We have also recently launched an Instagram page and will continue to explore digital channels as the traditional media landscape changes.

Engagement

219. We have moved to a place-based system where our senior advisors have engagement oversight of all the projects in a geographical area, so that we're better able to bundle engagement arrangements and speak with one council voice. This is most evident in the Mount and the city centre, given the number of council projects underway in those areas. Last year we launched a digital engagement platform and our surveys are now reaching larger audiences. We have focused on being as transparent as possible with our engagement and communication approaches, whether we are simply informing or whether there is opportunity for community involvement/design, which has been especially important with so many projects in the delivery phase.

Campaigns & Design

220. We have built an in-house team to create and execute large scale campaigns to help communicate and engage with our communities. A few years ago, we relied on external creative agencies for big campaigns, achieving mixed results. Having this resource in-house means we can better tailor our messages and create content that will better resonate with our communities.

REGULATORY & COMPLIANCE

Key account management

221. We initiated our Key Account Management service in March 2022, in response to feedback from large developers and significant projects across the city. The Account management service supports applicants in navigating our regulatory processes by providing a single point

of contact, agreed levels of communication through the project lifecycle, collaboration across the Council and allowing strong relationships to be developed. The account managers support staff by providing timely input, freeing them up to focus on their core technical work.

- 222. Initially, the service was offered to several projects in a proof-of-concept phase. By April 2023, in response to demand, we expanded the team and implemented cost recovery for the service provided. We are receiving excellent feedback from customers, including land developers, medium-density residential builders, large-scale vertical project developers, and our internal capital project teams. The range of customers continues to grow through positive recommendations from existing customers and service promotion through our website and industry newsletters.

LIM and property files

- 223. Our LIM (Land Information Memorandum) and Property files team has a history of delivering quality work in a timely manner, enabling our community to make well-informed decisions on property purchases. Historically, timeliness exceeded 90%, until the current year when we have faced some significant challenges. Note that the 2023/2024 figures do not yet include work undertaken for May and June 2024. We expect the average timeliness at year-end to be approximately 83%.

TOTAL LIMs Issued					
YEAR	3/5 DAY RESIDENTIAL	10 DAY RESIDENTIAL	10 DAY COMMERCIAL	TOTAL	TIMELINESS
2019/20	549	2439	167	3155	No data
2020/21	810	2802	206	3818	99%
2021/22	560	2790	194	3544	92%
2022/23	6	2729	220	2955	93%
2023/24	259	1922	126	2307	79%

- 224. We receive excellent feedback about the service our team provides and continue to have a very high net promoter score of 55 (a score above 0 is good, above 20 is great and above 50 is amazing).
- 225. Our recent focus has been to ensure we are well set-up for the future, with a team dedicated to LIM and Property files, a focus on training and a complete review of the information we provide in LIMs. This will ensure the recipients of a LIM receive current, accurate, relevant and easily understandable information. Commencing this work now means that there will be a seamless transition to potential regulatory changes expected in 2025.

Environmental Regulation

Alcohol Licensing

- 226. Since 2021, a minimal number of venues have closed (mainly due to Covid-related issues), but overall, the number of clubs and off-licences has remained steady, while on-licences have increased by 18% (from 212 to 251).
- 227. At the end of 2022, District Licensing Committee contracts came up for renewal and the opportunity was taken to appoint a Committee which is more representative of the community, and with better flexibility in running hearings when required. Four Commissioners/Chairs were appointed, along with four additional members who are available to support the Commissioners.
- 228. The new Local Alcohol Policy will take effect shortly, with changes aimed to reduce alcohol harm including:
 - No new bottle stores in areas where the deprivation index is 9 or 10
 - A change to the closing time for on-licensed premises in the city centre to 2am, instead of the current 3am closing time
 - a range of discretionary conditions that can be applied to off-licensed premises.

229. Now that the Policy has been finalised, we are looking at the setting of appropriate licensing fees and charges. Alcohol licensing fees are set by legislation and have not increased since 2013. The legislation does allow for local bylaws to be set that address any shortcomings in the current alcohol fees and a number of councils across New Zealand are implementing this option. An *Alcohol Licensing Fees Bylaw* will be drafted to this end and provided for incoming Council consideration.

Environmental Health

230. The Environmental Health team is a Recognised Verification Agency approved by the Ministry for Primary Industries to verify Food Control Plan businesses and National Programme businesses. Our Agency status was approved for a further three years in 2022.
231. 957 food business are currently registered with Tauranga City Council, although there are actually more food businesses than this operating, as some are registered with the Ministry for Primary Industries (e.g. restaurant chains such as McDonalds and KFC, several supermarkets, and custom Food Control Plan businesses such as Bidfood, Gilmours and Bake Shack). All are checked for compliance and the number has remained relatively stable over the last three years.
232. The team operates under an externally-audited Quality Management System developed and approved by the Ministry for Primary Industries in 2019. The operation and implementation of our System is externally verified by surveillance audit every year, with a full audit taking place every three years. Compliance requires continual training, calibration, internal auditing, record keeping, and improving systems and processes each year. The most recent surveillance audit was successfully completed in April 2024 and the IANZ auditor was very complimentary about the team's commitment to continuous improvement.
233. The team also registers and inspects a number of other city premises, such as hairdressers (165), campgrounds (10), Funeral Directors/Mortuaries (8) and waste management (4).

Animal Services

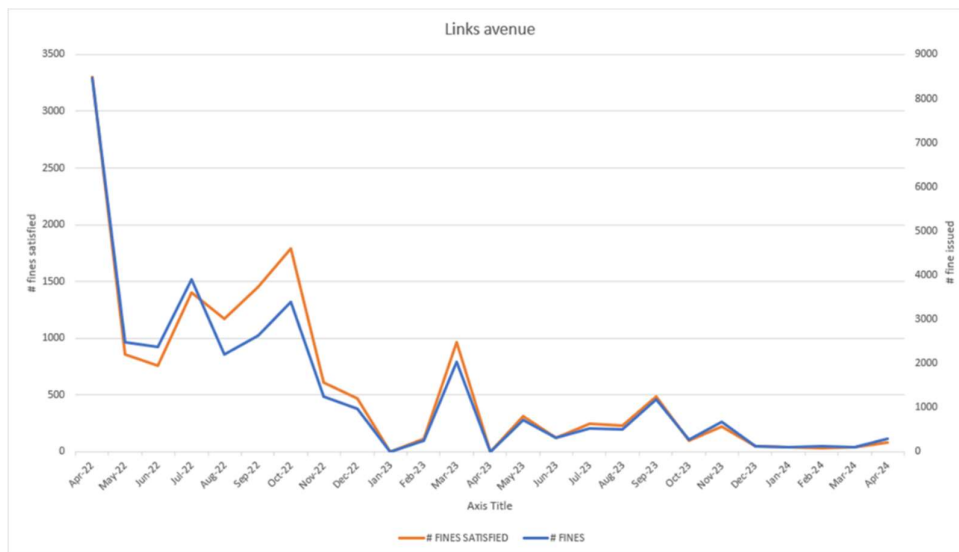
234. There has been a steady increase in the number of known dogs in the city, growing from 15,153 in 2021 to 15,822 now. Registration is a focus for the team and remains steady at 96% of all known dogs. Dog registration fees have not risen proportionately with cost increases over the last few years, with fees rising by only \$8 since 2019. The new fees for this coming year have been adjusted in accordance with cost increases and set at \$125. We will be working hard to communicate these changes and encourage compliance.
235. There has also been a steady increase in the calls for services that we receive and respond to, growing from 4,270 in 2021 to a projected 5,241 this year. Most of these relate to roaming and barking dogs.
236. The Commission approved the budget for the much-needed upgrade of the pound facility, which is currently underway. The most important work focuses on three stages: an extension of the reception/public facing area (staff health and safety); an exercise area for long-stay and aggressive animals; and a renovation to existing storage areas to provide a new 'vet/nurse and storage area'. This work is progressing well and we expect to have stage 2 completed by late-July, with stage 3 to follow once some demolition work has been done.
237. There have been 12 summary court prosecutions since the Commission was established, with the most significant in terms of public interest being that of Chopper, a Rottweiler dog that attacked a local veterinarian, causing significant arm injuries and personal trauma.
238. This case was significant in respect of the point of law that was upheld, and also for the unprecedented attention it gained across New Zealand and other countries through social media. The victim and our Animal Services staff required support throughout this time due to the volume and type of commentary directed at them, and it also highlighted the emotional toll (on both sides) that such incidents can cause.
239. The Tauranga Animal Services Facebook page went live on the social media platform on 1 July 2022. Since its creation, the goal continues to be 'the go-to place for information for dog

owners in Tauranga'. This is another way to reach the dog-owning community and provide relevant messaging.

- 240. Initial expectations were conservative - however we outgrew those expectations very quickly, gaining 1,954 followers in the first four months, 2,283 in the first six months, and 2,851 in the first 12 months. We are now well on-track to be reaching over 3,500 people within two years of the page being established.

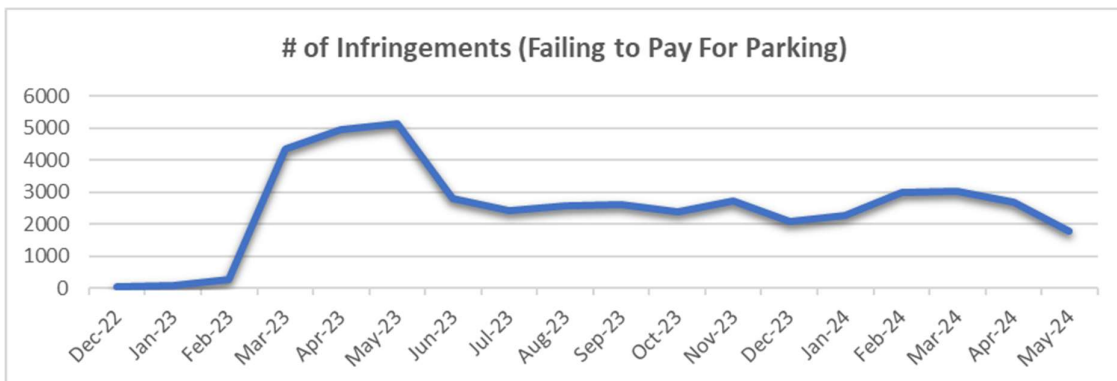
Bylaw Compliance & Enforcement

- 241. On 29 March 2022, the Links Avenue bus lane came into operation. Over a 2-week period, 8,451 warning notices were issued to the owners of offending vehicles. On 11 April 2022, 'live' enforcement commenced. In the first four weeks of enforcement, an average of 2,700 infringement notices were issued per week. A peak of 994 infringements were issued in one day. As expected, infringement numbers dropped significantly after the first three months and significant safety and traffic improvements have been achieved.



- 242. During the same period, 6,155 infringements have been issued for illegal use of the Hairini bus lane and 5,668 for the Hewletts Road bus lane.

- 243. In December 2022, paid parking was re-introduced in the City Centre. This followed two years of free time-restricted parking, which was introduced as a post-COVID incentive. For the first three months, an educational approach was taken before infringements were issued. Infringements remain relatively high, after a peak when the paid parking was first re-introduced.



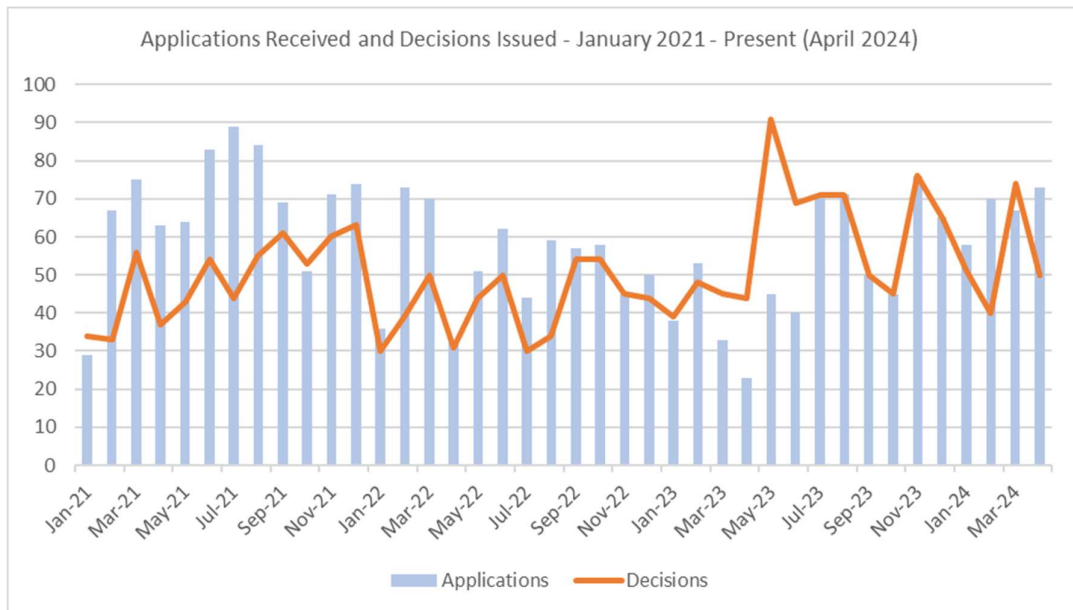
- 244. License Plate Recognition (LPR) technology has been in use in Tauranga since late-2020, initially to enforce time restrictions in the city centre. From December 2022, it has also been used to enforce paid parking, along with time restrictions across the city. This technology has become ubiquitous nationally and internationally in recent years and provides a highly-

effective method to encourage good compliance levels. The system utilises high-resolution cameras and automatic licence plate recognition to identify vehicles without parking payments, and vehicles which have remained parked in the same GPS location for longer than permitted.

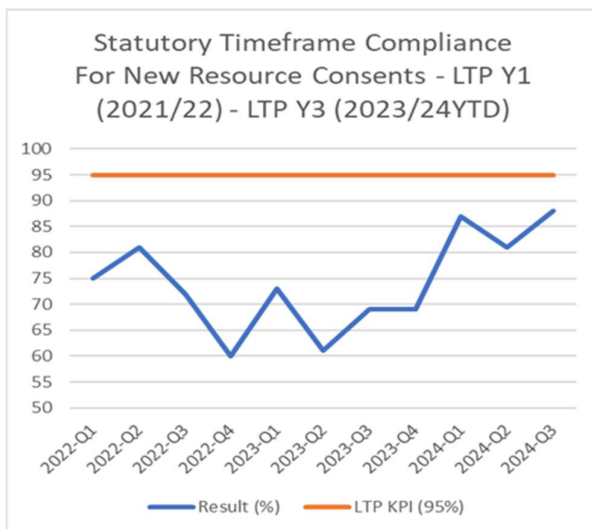
245. Sadly, in the past 12 months, there has been a significant increase in incidents of aggression towards our Parking Officers, including threatening/intimidating behaviour and assaults. This has resulted in us rethinking how we conduct parking enforcement. This has centred mostly around the continuing use of technology to issue infringements that can be served by post, thereby reducing interactions with offending drivers.
246. In the future, monitoring and enforcement of paid parking at boat ramps and the enforcement of the Cameron Road bus lane/clearway, once it is fully operational, will be a focus.
247. On 7 June 2023 the Self-contained Motor Vehicles Legislation Act became law, making freedom camping in a non-self-contained vehicle illegal unless allowed by a local bylaw, as well as strengthening standards, changing infringement fees and exempting people experiencing homelessness from the Act. For Tauranga City Council, the main change was an adjustment in our infringement fees, which increased to reflect this law change. Freedom camping was already permitted only in self-contained vehicles in Tauranga and there was therefore no impact on our bylaw.
248. Our approach to managing homelessness was also unchanged, as we were following direction from Central Government prior to the law change in that the Freedom Camping Act was not a tool for managing homelessness. We continued to connect individuals experiencing homelessness with appropriate support services.
249. Between January 2021 and the law change, 2,971 infringements were issued for breaches of the bylaw. Since 7 July 2023, 1,316 infringements have been issued. Infringement levels have continued to increase and this trend could be attributed to a general growth in this activity post-COVID. A decrease in complaints this financial year could suggest that while compliance levels have not improved, the nature and location of offending has shifted away from some locations that affect residents.
250. In collaboration with Whareroa Marae, a Kaitiaki role was established to act as 'guardian' over Whareroa Reserve. The specific purpose of the Kaitiaki is to exercise kaitiakitanga, provide a Kaitiaki presence in a positive manne, and protect and restore the mauri of Whareroa through the application of Matauranga. This has had a significant and positive impact on the area since its inception in December 2021. Anecdotally, reports of antisocial behavior have decreased and compliance with local bylaws has improved.

Environmental Planning

251. Over the past four years, Council's Environmental Planning function has processed, issued decisions on and monitored a number of significant resource consent applications for activities which will significantly shape Tauranga into the future.
252. Since 2021, Council has received over 2000 applications for resource consents and other associated RMA approvals. Although there was a slight dip in the number of applications received during mid-late 2023, numbers have since recovered to similar levels experienced through 2021 and 2022.



- 253. With Tauranga City growth continuing, we are continuing to process applications relating to significant proposals for housing, infrastructure, and community activities.
- 254. In addition to processing and monitoring consents and the various functions supporting those processes, Council has continued to provide a high level of responsiveness to calls from the public in relation to compliance with city plan rules and/or resource consents. Calls have decreased somewhat from 6500 noise complaints and 400 RMA incidents in 2021, to 4500 noise complaints and 200 RMA incidents this year.
- 255. A steady uplift in applications through 2020-2021 proved particularly challenging to manage as, like many councils across the country, Tauranga City faced difficulties recruiting qualified planners in a tight market. Although the market remains difficult, efforts to develop and retain staff, including the introduction of a graduate programme, have helped to ensure we are better-equipped to process consents.



- 256. More recently, significant effort has also been invested in process improvement, with a focus on improving the timeliness and efficiency of decision-making. To date, this has seen significant improvements, with timeframe compliance currently tracking close to 90%, compared to a low of 60% in 2022.
- 257. In addition to process improvements, 2023/24 has seen the introduction of a new system for processing and managing resource consent applications, replacing Ozone. In addition to

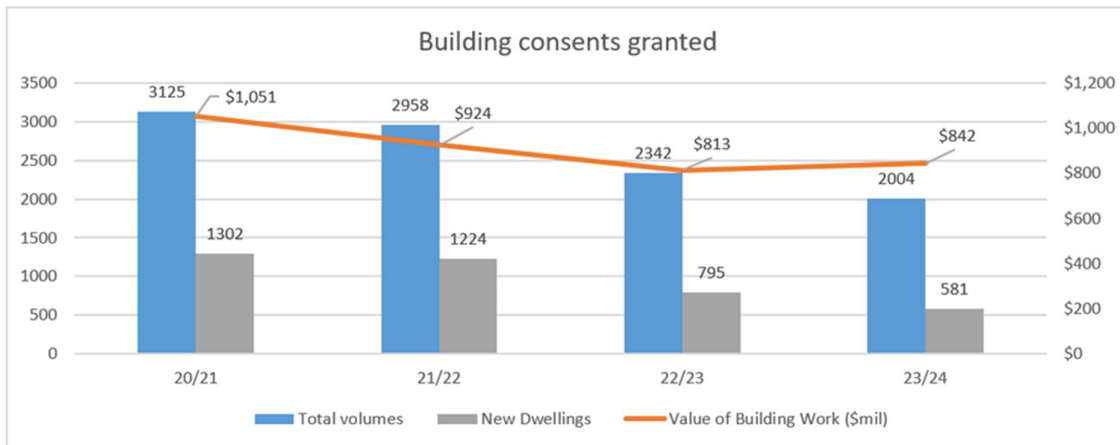
improving processing, this has resulted in major improvements for reporting and transparency, to supporting better administration of the function. Further enhancements will continue and are expected to deliver ongoing improvements for applicants, while delivering greater efficiencies for processing staff.

258. Following the successful integration of the planning function, work has commenced on developing similar capabilities for the monitoring and compliance function, to provide better management of complaint response, consent monitoring and enforcement, while also linking those activities with resource consents to provide a more connected experience. It is expected that roll-out for resource consent monitoring will start at the beginning of 2024/25, alongside the implementation of process improvements targeting the monitoring function.

Building Services

Building Consents

259. Over the past four years, the throughput of our Building Consent processing teams has been significant, with over 10,000 building consents granted. Following a lull in 2020 caused by COVID-19, the 2021 calendar year saw a record for the volume of building consent applications received. As a result, the volumes granted in 2020/21 and 2021/22 were significantly higher than in previous years. However, this has since dropped as result of a contraction in the housing market. This financial year, we are on-track to grant just over 2,000 consents, approximately two-thirds of the volume processed in 2020/21 and 2021/22.
260. This same pattern is evident in the number of new dwellings consented – a high of 1,302 consented in 2020/21 dropping to a forecasted 581 for the current financial year. This amounts to a total of 3,902 new houses that have been consented.
261. The value of the consented building over this same period is significant, with over \$3.6 billion of building work consented. The value of works hasn't shown the same level of decline as the volume of consents, however, and the forecast total value for the current financial year is higher than last year, despite being 15% down by volume. This is in part due to a shift in the type of consented works, away from more simple and cheaper developments to larger and more complex developments.
262. In particular, there has been a notable shift over the past four years in the consented housing types. We have seen a significant decrease in simple standalone, single-storey houses and an increase in the more complex 2/3-storey townhouses. The total value of building works is also driven in part by a small number of very large commercial projects, including the new Winstone Wallboards factory in Tauriko and the projects in our city centre - 38 Elizabeth and the Elizabeth Towers, Northern Quarter, 2 Devonport Road, 90 Devonport Road and Te Manawataki o Te Papa, all of which have been processed in-house by our commercial processors.
263. Another notable shift in the past four years is in the inspection wait time. In 2020, the average inspection wait time consistently exceeded 20 working days, and as a result, caused significant industry frustration. In comparison, the average wait time has consistently been less than a week since late-2021 and more recently, has often been less than 24 hours.
264. The volume of building inspections has reflected the reduction in consent volumes, albeit with a slight delay. This current financial year, we are on-track to complete nearly 18,000 inspections, compared with 25,809 in 2020/21. With nearly 90,000 inspections in the past four financial years, our building inspections team is certainly one of our biggest customer-facing areas.



Recruitment & Retention

- 265. Resourcing has always been a challenge for Tauranga City Council's Building Consent Authority (BCA) and for all BCAs nationwide. In mid-2021, we commenced a new programme of taking on trainee Building Control Officers (BCOs), committing to providing approximately 12 months of training before they were able process or inspect building consents unsupervised. In the 24 months that followed, we employed 18 trainee BCOs, with some achieving competency within nine months and with only a couple leaving the organisation.
- 266. To improve the retention of our existing BCOs, we implemented a competency-based remuneration structure in mid-2021. We have seen an increase in more complex work over the past four years, and as such, having BCOs with higher competency is key to the delivery of this work. This approach has significantly reduced attrition.

Accreditation & Quality Management

- 267. The BCA is regularly audited by external auditor IANZ (International Accreditation NZ), on behalf of MBIE. Prior to 2021, there had been a particular focus on Tauranga by IANZ and MBIE and frequent audits had identified a high number of non-compliances which had to be rectified to maintain accreditation under the Building Regulations. At times, we had been unable to clear the non-compliances within the required timeframes, resulting in monthly monitoring by IANZ. Our 2021 assessment saw Tauranga drop from a high-risk to a low-risk BCA and our audit frequency extend to two years, for the first time in a number of years. Our 2023 assessment saw the number of non-compliances drop even further, from 16 in 2021 to only 8 in 2023. This reflects a significant improvement in our Quality Management System and our team's adherence to it.

Compliance

- 268. In 2021, we filed charges against Pools Plus More Limited for constructing a number of pools and, more importantly, pool fences without the appropriate building consents. They were sentenced in April 2022 and fined \$18,750. Following this prosecution, the company sought retrospective consents for some but not all of their work, on behalf of the property owners, but then went into voluntary liquidation. We have continued to work with the affected owners to legalise their pools and minimise the impact of the company's offending.
- 269. Our compliance team has been heavily involved in dealing with the impacts of landslides across the city, particularly in having to issue a number of dangerous building notices across the Maungatapu peninsula in 2022 and 2023.
- 270. We inspect over 3000 private pools every three years to ensure pool safety barriers are in place to help keep children safe. Every commercial building goes through the Building Warrant of Fitness process annually, and has an on-site audit completed by our staff. These are just a few of the ways our compliance team directly ensures that our community is kept safe from harm.

CITY DEVELOPMENT & PARTNERSHIPS**City Partnerships**

271. Specialist fundraising team: a new City Partnerships team was established in June 2022, which for the first time included dedicated resources to support external fundraising. Since then, the team has secured a total of \$45,917,776 towards a wide range of citywide projects and facilities, including \$33,385,559 towards projects within the city centre (see Appendix A).
272. Tauranga Energy Consumer Trust (TECT) funding and long-term strategic relationship: in July 2023, TECT confirmed a 'Founding Funder' contribution of \$21 million towards the Museum and Exhibition Gallery as part of the Te Manawataki o Te Papa civic precinct development. This is the largest amount of funding that TECT has ever contributed to any project. TECT has indicated that this is the beginning of a long-term strategic relationship with Council to help fund much-needed community facilities and amenities.
273. Te Manawataki o Te Papa Limited: the team supported the establishment of a new council-controlled organisation, Te Manawataki o Te Papa Limited, tasked with governing the delivery of the civic and waterfront development projects. This included the appointment of four independent directors with significant skills and experience in the delivery of large, complex capital projects, and specialist legal and commercial expertise. The board has operated effectively in governing the delivery of the programme, while providing everyone, including our funders, partners and the wider community, with confidence that the projects will be delivered efficiently and effectively.
274. Te Manawataki o Te Papa Charitable Trust: the team also supported the establishment and administration of a new council-controlled organisation, Te Manawataki o Te Papa Charitable Trust, which owns the land referred to as 'Site A' of the civic precinct. This signified a unique pathway forward in partnership with the Otamataha Trust, to help reconcile past events and restore mana to hapū and iwi. The Prime Minister of the time praised the work by all "to find a unique way to redress past wrongdoings, while establishing a special connection to the site that will reinvigorate the city centre."
275. Bay Venues funding review: in May 2023, we undertook a review of council funding of Bay Venues Limited and its capital structure to ensure ongoing sustainability. Several recommendations were approved by Council and have since been implemented.
276. City Partnerships Specialist role: through the establishment of this role, relationships between council and the four Mainstreet organisations have improved and there are many more opportunities for collaboration. Mainstreets are better supported in their important work and subsequently, they are in a stronger position to deliver better outcomes for their areas of interest.
277. City Centre Development Incentive Fund (CCDIF): in April 2023, the scope of this fund was amended to include three other areas of focus, in addition to incentivising residential development in the city centre:
- Supporting short- and medium-term car parking interventions;
 - Supporting a programme of activations and events to increase vibrancy; and
 - Providing short-term support for disrupted businesses in the city centre.
278. City Centre Safety and Engagement Advisor role: a key success of the CCDIF has been the establishment of an on-the-ground role as a response to multiple concerns from businesses about safety in the city centre. There has been an overwhelmingly positive response to the establishment of this role, which works closely with businesses, social agencies, the community and NZ Police, and its creation has made a tangible difference to the feeling of safety and security in the city centre.

Civic Development

279. He Puna Manawa: to make way for the new civic precinct, the old council buildings at 95 Willow Street were demolished in the second half of 2022, with an interim library and customer service centre, He Puna Manawa, opening at 21 Devonport Road earlier the same year. The development of He Puna Manawa in Goddards Arcade ensured there was continuity of library service and ongoing activation and vibrancy in our city centre, while the new Library and Community Hub is constructed at Te Manawataki o Te Papa.
280. Civic administration building: construction of council's new administration building at 90 Devonport Road started in January 2023 and is due for completion in early-2025, bringing council administration staff together under one roof for the first time since 2014. Once complete, the building, owned by Willis Bond and leased by council for fifteen years, will be the largest mass timber office building in New Zealand and has set new standards for sustainability in development and construction. The economic impact of having 800 TCC staff based in the city centre on a daily basis will be significant, especially when combined with other private sector development underway within close proximity.
281. Waterfront redevelopment: in September 2022, Council adopted the Tauranga Moana Waterfront Plan. The suite of works approved is now well underway and will help reinvigorate our waterfront and improve connections to Te Awanui Tauranga Harbour. Completed projects to date include:
- Cargo Shed improvements and seismic strengthening
 - Development of an enlarged, 150-space Dive Crescent car park
 - Installation of a railway underpass to connect the Strand Extension to a new southern boardwalk
 - Redevelopment of Tunks Reserve and the Elizabeth Street East streetscape.
282. Waterfront projects completed in 2024: an additional suite of significant waterfront projects will be completed by the end of 2024, ready for summer use. These include:
- Northern seawall with specially designed water pods to attract marine life
 - Beacon Wharf and surrounds
 - Waterfront North promenade and boardwalk
 - Waterfront North green/grass event space
 - Destination playground
 - Southern boardwalk connecting Waterfront South to the Strand Extension.
283. Te Manawataki o Te Papa: the refreshed masterplan for the civic precinct, to be called Te Manawataki o Te Papa ("the heartbeat of Te Papa"), was adopted by the Commission in December 2021. Following this, the Commission approved the Te Manawataki o Te Papa Masterplan as part of the 2021–31 Long-term Plan Amendment. This vibrant new civic space will include a Library and Community Hub, Museum, Exhibition Gallery and a Civic Whare (modern town hall/Council chamber), alongside important upgrades to Baycourt and Tauranga Art Gallery. Site works are well underway for the Library and Community Hub, which is on-track to be completed by mid-2026. The Museum, Exhibition Gallery and Civic Whare will be completed by mid-2028.

City Development

284. City Centre Action and Investment Plan (CCAIP): *the* CCAIP was adopted by Council in August 2022, setting the 10-year strategic direction and vision for the city centre: Te Rapunga Ora ki Te Papa – a great place to live, work, learn and play.
285. Governance framework: the city centre portfolio governance framework was created in January 2024 to take a place-based and whole-of-city-centre approach to projects and activities in this area. A supporting city centre taskforce was also established to ensure collaboration across capital delivery activities such as asset renewals, operational activities and commercial developments.

286. Delivery plans: guided by the key objectives in the CCAIP and feedback from city centre stakeholders, the team has taken a holistic and area-wide view to prepare cohesive plans for delivery within the city centre, including:
- An accessibility audit and accessibility improvements to our city centre streets and public spaces
 - Public realm design guidelines to provide clear design direction
 - A signage and wayfinding masterplan for a more holistic approach to navigation, signage and wayfinding across the city centre, including opportunities for storytelling
 - A Playful Streets strategy to enhance the nature of the city through ‘play-along-the-way’ interventions on key city centre routes between carparking buildings and the new waterfront playground
 - An amenity lighting plan with a focus on encouraging the use of carparking buildings
 - An indicative masterplan for a cultural and historical precinct to capture the work done to date by council and its key partners, including the Elms and mana whenua, in this part of the city.
287. Enabling movement pilot: together with our Transport team, the team designed and delivered the city centre enabling movement pilot in March 2024. The pilot has introduced wider footpaths, greener spaces, and one-way streets to parts of Harington, Hamilton, Wharf, Spring and Willow Streets, to help people move around the city centre more easily, and reduce the need for road closures during construction. The pilot will be in place for two years and learnings will influence permanent streetscape upgrades from 2026 onwards.
288. Red Square upgrade: the design for the Red Square “sanctuary space” has been finalised and includes the installation of the first work commissioned by the city’s new public art trust FONT, which has selected Peata Larkin as their first artist. Onsite construction is underway and the project will be complete by August 2024.
289. Laneway connecting Durham and Grey Streets: design work is progressing on a new mid-block laneway to support pedestrian connections between the Grey Street retail precinct, the University of Waikato, and the future public transport spine on Durham Street. Council purchased 79 Grey Street to enable the link in April 2023 and will be demolishing the building on the site in June.
290. Community Stadium at Tauranga Domain: following extensive stakeholder and community engagement, a staged approach to the construction of a community stadium at Tauranga domain was approved, beginning in year nine of the 2024–34 Long-term Plan. The stadium is appropriately scaled for a city of Tauranga’s current size and future projected growth, and it is designed for multi-purpose use, with a focus on enabling year-round community use alongside major sporting and performance events. The staged approach will enable cost-effective delivery while making the most of existing facilities on Tauranga Domain in the interim.

City Centre Communication & Engagement

291. Communications and engagement strategy and plans: the team developed an overarching communications and engagement strategy to support the narrative around the city centre transformation and the implementation of projects across the area. Our key goals have been centred around raising awareness, building trust and confidence, and supporting our funding aspirations. Project-specific communications and engagement plans have also been developed and continue to be implemented as the team shares the journey of our city centre transformation with stakeholders and the wider community.
292. Community consultation and engagement: the team has supported the project teams with surveys, campaigns, events and ongoing one-to-one engagement, to get community feedback and input into project design and decision-making, where appropriate. This includes:

- The 2021-31 Long-term Plan Amendment consultation campaign, *It's Time*, to seek feedback on the redevelopment of the civic precinct in the heart of our city
 - Community consultation on a proposal to set up a council-controlled organisation to own and jointly govern the land at Site A of the civic precinct
 - Community consultation on the establishment of a council-controlled organisation to oversee the successful delivery of Te Manawataki o Te Papa
 - A community survey, with an independent market research company, to gauge initial community support for the proposed community stadium at Tauranga Domain
 - Visiting local schools in Tauranga to get 'expert' input from children into the new waterfront playground design
 - Targeted stakeholder engagement sessions for the innovation space and multi-sensory room in the new Library and Community Hub building.
293. City centre walking tours: staff walking tours around the city centre have proved so popular that the team has started rolling them out to our partners and will also offer them to the wider community later in the year. Feedback has been overwhelmingly positive, with people excited about the transformation and encouraged to see so much activity and investment, including private development, in the city centre.
294. Storytelling: the team has worked closely with local and national media to ensure they have the information and material they need to tell the story of Tauranga's city centre transformation. We've also been involved with King Street Media in the creation of a documentary series to tell the story of the Te Manawataki o Te Papa site from an historical perspective.
295. Hapū and iwi partners: we continue to work closely with our hapū and iwi partners, at a governance level as well as at a cultural advisory and design reference group level for projects underway. The latter applies right through to the communications collateral being developed across all of the projects underway and planned for the city centre.
296. Working with other partners and stakeholders: the team continues to work closely with partners and stakeholders such as Priority One, University of Waikato, Tauranga Business Chamber and Downtown Tauranga, to ensure they have the most up-to-date information and collateral about the city centre and can share that with their own networks.
297. Marketing campaigns: a range of successful marketing campaigns have been run to raise awareness and support for the transformation of the city centre, including our foundation It's On! campaign, and a comprehensive Summer/It's On in our City Centre campaign to encourage people to visit the city centre. Events such as 'Children's Day in the city centre', held in March 2024, helped to draw thousands of people into the area and raise awareness of the projects taking place. This particular event was very well received and included a 'kidstruction' zone where children had the opportunity to get up close to heavy machinery on the Te Manawataki o Te Papa site.
298. Timelapse cameras: several timelapse cameras have been set up at key city centre sites so we can capture the historical transformation taking place over an extended period of time, and share that progress with our community.

Appendix A

Project	Funder	Amount
Te Manawataki o Te Papa	DIA 'Better Off' Funding	\$12,100,000
	TECT	\$21,000,000
Destination skatepark zones 1 & 2	TECT	\$1,023,000
	Lotteries	\$528,847
	NZCT	\$459,370
	Project Tauranga	\$200,000
Destination skatepark zones 3 & 4	Grassroots Trust	\$250,000
	The Lion Foundation	\$35,000
	NZCT	\$200,000
Marine Parade coastal pathway	MBIE Tourism Infrastructure Fund	\$800,000
	Port of Tauranga	\$162,000
Mauao viewing platform	Port of Tauranga	\$150,000
Living Seawall at The Strand	Port of Tauranga	\$385,559
Tauranga Art Gallery HVAC system	Pub Charity Limited	\$200,000
Merivale Community Centre	TECT	\$300,000
	Lotteries	\$500,000
	BayTrust	\$300,000
Crown Infrastructure Partners	Flood Resilience Programme	\$7,324,000
TOTAL		\$45,917,776

ATTACHMENTS

Nil