

3

# Activities To mātou mahi



**This chapter shows how we will contribute to the delivery of Western Bay's community outcomes. Each of these sections look at key activities aligned to deliver on these community outcomes, our approach, our plans, what you can expect from us and how we will measure our progress.**



# Chapter 3

## Activities

### To mātou mahi

**Leadership**

Representation	158
Planning for the Future	166

**Building Communities**

Communities Group of Activities	177
• Community Building	178
• Libraries and Service Centres	188
• Community Facilities	196
Recreation and Open Space	206
Regulatory Services	220
Stormwater	234
Transportation	246
Water Supply	266

**Protecting the Environment**

Natural Environment & Sustainable Living	278
Wastewater	286
Solid Waste	298

**Supporting the Economy**

Economic Development	308
----------------------	-----

**Support Services**

	320
--	-----





Leadership  
**Representation**  
Māngai



## Representation Māngai

**This Activity has two areas of focus. It includes running the process to provide the District with a democratically elected Mayor, Councillors and Community Board members and the governance of the District by these elected members. This involves the organising and preparation of Council meetings, and organising civic events such as citizenship ceremonies. The activity also includes Māori representation arrangements and collaborative processes with other councils.**

### What we provide

#### One Mayor

#### Eleven councillors

#### Five Community Boards

- Waihi Beach
- Katikati
- Ōmokoroa
- Te Puke
- Maketu

#### Three Ward Forums

- Katikati-Waihi Beach
- Kaimai
- Maketu-Te Puke

#### One Māori Representation Forum

### Why we provide this activity

#### Our community outcome

Elected members represent the views of residents and make decisions which improve our communities and environment, now and for the future.

- We have effective representation arrangements for our communities.
- We engage with our communities, listen well, lead effectively and make well-informed decisions.
- We actively seek and consider the full range of residents' views on our plans, policies and projects.
- We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.
- Our strategic relationships at all levels are maintained and strengthened.



# Representation

## Overview

As our communities become increasingly diverse, the need for effective representation and participation in decision making becomes more important. The activity reflects a desire by residents for greater participation in local government and in matters that affect their lives and communities.

We continue to have three wards (Kaimai Ward, Katikati-Waihi Beach Ward and Maketu-Te Puke Ward), a Mayor, and 11 councillors. We still have five community boards representing Ōmokoroa, Katikati, Waihi Beach, Te Puke and Maketu, following the representation review completed in 2019.

We also have three Ward Forums made up of elected members appointed by Council, which represent our wards' interests for both urban and rural areas. Ward Forums make recommendations to Council or committees on community development plans and community issues; consider matters referred by Council; encourage community participation and communicate with community organisations within their ward.

We will continue to strengthen relationships with iwi and hapū and develop emerging leadership structures, so that opportunities for collaboration and partnership continue for the benefit of the whole community.

We will continue to work with iwi and hapū to provide for their representation aspirations.

In 2016, the Partnership Forum adopted Te Ara Mua - a strategic plan that identified issues of significance for iwi and hapū. Te Ara Mua outlines how Council will work with iwi and hapū to address issues of significance, and progress mutually agreed work programme actions. We will continue to implement this plan.

Our region is unique in that it has already developed a number of initiatives to encourage a collaborative response to improve the wellbeing of its residents. For example, the SmartGrowth initiative is a shared response to managing growth in the Western Bay of Plenty sub-region (see Planning for the Future chapter).

We want to ensure that our District has the most effective local government structure in place.

We need to ensure that the community has a say about the preferred structure of local government and preparing for any change that may occur.

### **Our representation activity includes:**

- The leadership and direction provided to the organisation and wider community by the Mayor, councillors, community boards and ward forums.
- Māori representation arrangements ensuring Tangata Whenua perspectives on issues and making recommendations to Council and its committees.
- The support provided to Council and its committees by the democracy services activity.



## How we will achieve our community outcome

Goal	Our approach
We have effective representation arrangements for our communities.	<ul style="list-style-type: none"> <li>• Consider options relating to the future structure of this Council.</li> <li>• Enable citizens to elect their representatives every three years.</li> </ul>
We engage with our communities, listen well, lead effectively and make well informed decisions.	<ul style="list-style-type: none"> <li>• Hold Council meetings in communities more often, where appropriate.</li> <li>• Increase councillor presence in communities by increasing the number of councillor facilitated meetings.</li> <li>• Increase councillor participation in community organisations, boards and co-governance structures.</li> <li>• Provide opportunities for elected members to strengthen their leadership and governance skills.</li> </ul>
We actively seek and consider the full range of residents views on our plans, policies and projects.	<ul style="list-style-type: none"> <li>• Offer communities a wide range of opportunities to participate in our processes and decisions.</li> <li>• Effectively communicate ways our communities can connect with us and participate in matters that affect them.</li> <li>• Regularly engage with residents about upcoming decisions and communicate the outcomes of these decisions.</li> <li>• Listen to and consider the range of views communicated to make better decisions.</li> <li>• Better understand and improve the ways in which decisions are informed by the range of views communicated to us.</li> <li>• Engage with the community to develop, consult on and implement an Annual Plan and Long Term Plan in line with the requirements of the Local Government Act 2002.</li> </ul>
We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.	<ul style="list-style-type: none"> <li>• Provide for the on-going involvement of Tangata Whenua in our decision-making.</li> <li>• Strengthen relationships with iwi and hapū by identifying and supporting agreed projects that will better meet the needs of Tangata Whenua.</li> <li>• Provide opportunities for elected members to increase their knowledge of the Treaty of Waitangi, tikanga Māori and te reo Māori.</li> </ul>
Our strategic relationships at all levels are maintained and strengthened.	<ul style="list-style-type: none"> <li>• Represent and advocate for our District at local, regional and central government committees, sub-regional strategies, networks and forums.</li> </ul>

## What are we planning to do

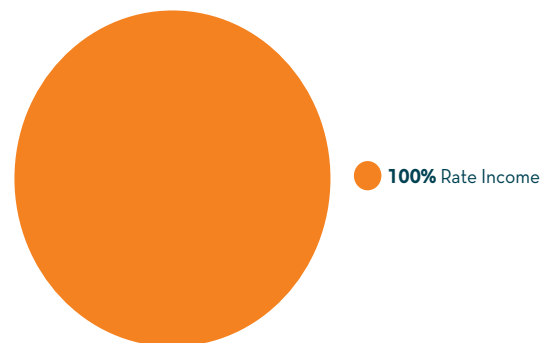
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
236801	Representation Review (occurs every six years)	-	-	42	43	-	-	-	-	49	50
250401	Triennial Elections	203	-	-	227	-	-	245	-	-	262
284801	Elected Members induction	130	-	-	146	-	-	157	-	-	168
296101	Recruitment of CEO	-	-	-	81	-	-	-	-	92	-
315901	Waihi Beach Community Board Grants	5	5	5	5	6	6	6	6	6	6
316001	Katikati Community Board Grants	8	8	8	9	9	9	9	10	10	10
316101	Ōmokoroa Community Board Grants	8	9	10	10	11	12	13	13	13	14
316201	Te Puke Community Board Grants	11	11	12	12	12	13	13	13	13	14
316301	Maketu Community Board Grants	5	5	5	5	6	6	6	6	6	6
354701	Representation - Live Streaming Council Meetings	20	36	37	38	39	40	41	42	43	44

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the representation activity.

## Funding sources for 2021-22









## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We have effective representation arrangements for our communities.	<b>Key Performance Measure</b> Percentage of meetings attended by Elected Members (Mayor and councillors) and Community Board members. <ul style="list-style-type: none"><li>Elected Members at Council and committee meetings.</li><li>Community Board Members at Community Board meetings.</li></ul>	95%	≥80%	≥80%	≥80%	≥80%	≥80%
		96%	≥80%	≥80%	≥80%	≥80%	≥80%
We engage with our communities, listen well, lead effectively and make well-informed decisions.	<b>Key Resident Measure</b> Level of satisfaction with representation provided by elected members: <ul style="list-style-type: none"><li>Community</li><li>Māori</li></ul>	53%	≥60%	≥60%	≥65%	≥65%	≥70%
		41%	≥60%	≥60%	≥65%	≥65%	≥70%
We actively seek and consider the full range of residents' views on our plans, policies and projects.	<b>Supporting Measures</b> Percentage of eligible population that votes in Local Body Elections.  Level of satisfaction with opportunities to participate in decision making. <ul style="list-style-type: none"><li>Community</li><li>Māori</li></ul>	39.14%	No election	≥40%	No election	≥40%	≥40%
		50%	≥60%	≥60%	≥65%	≥65%	≥65%
We have strong relationships with Tangata Whenua and work together in a range of ways so that Tangata Whenua perspectives inform our decisions.	Percentage of residents satisfied that the decisions Council has made are in the best interests of the District.	47%	≥60%	≥60%	≥60%	≥60%	≥60%
		37%	≥60%	≥60%	≥65%	≥65%	≥65%
Our strategic relationships at all levels are maintained and strengthened.	Number of meetings held per annum: <ul style="list-style-type: none"><li>Council</li><li>Community Boards (per board) (eight weekly)</li><li>Māori representation forum</li><li>Ward Forums</li></ul>	12	≥8	≥8	≥8	≥8	≥8
		4	≥6	≥6	≥6	≥6	≥6
		2	≥2	≥2	≥2	≥2	≥2
		New	≥4	≥4	≥4	≥4	≥4
Representation will be provided by: <ul style="list-style-type: none"><li>One Mayor</li><li>11 councillors</li><li>Five Community Boards.</li><li>Three Ward Forums</li><li>One Māori representation forum</li></ul>	Number of engagement opportunities with Elected Members held within the communities around the District.	8	≥4	≥4	≥4	≥4	≥4
Council will engage with communities about decisions that impact on their community.							

## Key assumptions

Assumption	Description	Risks
Council committee and board structure	We will have seven committees, one Partnership Forum, and full Council.	Changes to the number of committees may impact on operating costs of governance support services.
Joint committee structure	Existing joint committees continue to operate: <ul style="list-style-type: none"> <li>• SmartGrowth Implementation Committee</li> <li>• Regional Transport Committee</li> <li>• Bay of Plenty Civil Defence Emergency Management Group.</li> </ul>	<p>If some joint committees ceased there could be a reduced understanding by other councils and organisations of how we operate.</p> <p>Changes to the number of joint committees may impact on operating costs of governance support services.</p>
Elected members' expenses and general remuneration and remuneration for statutory hearings	No change to the Elected Members' Expenses Policy approved by the Remuneration Authority. Elected members' remuneration is reviewed annually by the Remuneration Authority and distributed through salaries. Remuneration for elected members' attendance at statutory hearings under the Resource Management Act 1991 is assumed at 20 days per year.	Changes to elected members' expenses policy could result in higher or lower expense claims, increasing or decreasing operating costs. If more statutory hearings are required elected members' costs would increase but this would be met partially by the consent applications fees.
Amalgamation	The Western Bay of Plenty District Council remains a separate entity and no amalgamation proposal is included (or amalgamation is not completed) during this Long Term Plan timeframe.	If amalgamation does occur this would require substantial review of all planned actions and projects.
Public reporting standards	Accounting standards and public reporting requirements do not significantly change (International Financial Reporting standards; New Zealand Chartered Accountants Code of Ethics).	If standards change significantly, operating costs may increase because systems would require modifications to produce the information in a new format.

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Improved ability for the public to participate and influence Council decision making.</li> <li>Improved participation in decision making reduces a range of social issues for disadvantaged groups.</li> <li>Working with local, sub-regional, regional and national networks and agencies is vital in keeping informed and advocating for the needs of our District.</li> <li>Improved participation increases the community's satisfaction with decisions made by Council.</li> </ul>	<ul style="list-style-type: none"> <li>Lack of knowledge and/or interest in Council activities and processes present barriers to residents participating in and influencing our decision-making.</li> <li>The views expressed by the public are not always in agreement with each other which can lead to some residents believing their views have not been taken into account.</li> <li>Working with other agencies can be timeconsuming and the outcomes are not always tangible.</li> </ul>	<ul style="list-style-type: none"> <li>Efforts are made to ensure Council information is readily available and everyone has the opportunity to participate.</li> <li>Projects will be undertaken to improve public participation and influence over our decision making.</li> <li>Council meetings will be held in the community to encourage local community attendance.</li> <li>Selective involvement in a range of local, sub-regional, regional and national networks.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Provision for Tangata Whenua representation, for example through the Partnership Forums.</li> <li>Increased opportunities for co-governance and co-management of assets.</li> </ul>	<ul style="list-style-type: none"> <li>Our formal processes for decision making and consultation may unintentionally discourage minority and disadvantaged groups within the community from taking part.</li> <li>The perception of many Tangata Whenua that there is insufficient Māori representation in Council.</li> </ul>	<ul style="list-style-type: none"> <li>A variety of engagement methods are considered when formulating consultation plans for major projects.</li> <li>We developed Te Ara Mua: The Pathway, which is a strategy that sets out actions undertaken by Council in partnership with the Partnership Forum.</li> <li>We work with Tangata Whenua on projects and ensure we meet Treaty of Waitangi (Tiriti o Waitangi) obligations.</li> <li>We provide training for councillors in the Treaty of Waitangi (Te Tiriti o Waitangi), tikanga Māori and te reo Māori.</li> <li>We use Council's Tangata Whenua engagement guidelines.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Effective representation ensures our decision-making protects and improves the environment.</li> </ul>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>	<ul style="list-style-type: none"> <li>Leadership and governance training for councillors.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>A strong local economy is a key part of a robust, attractive, sustainable community.</li> </ul>	<ul style="list-style-type: none"> <li>Increased costs of providing more opportunities for the public to participate.</li> </ul>	<ul style="list-style-type: none"> <li>Continually monitoring costs and endeavouring to balance the amount and type of engagement we undertake with the costs of engagement processes.</li> </ul>



Leadership  
**Planning for the  
Future**  
Mahere ki  
Raurangi



## Planning for the Future Mahere ki Raurangi

**Planning for the future includes the development of this Long Term Plan and other strategic plans, policies and bylaws to support the health, safety and general wellbeing of our communities.**

### What we provide

#### Policy and Planning

- Bylaws
- Policies
- Strategies
- S17A reviews
- Advocacy

#### Infrastructure Planning

- Development engineering

#### Resource Management

- Compliance
- Resource Consents
- Building Consents
- Structure Plans
- Growth Strategies

### Why we provide this activity

#### Our community outcome

In consultation with our communities and guided by our sustainable development approach, we plan for the future.

- Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.



# Planning for the Future

## Overview

Our District is constantly changing and continues to experience rapid population growth and a consequent increase in housing, plus shifts in social and ethnic make-up. We inform our future planning through monitoring our demographic changes, development trends, the state of our environment and customer satisfaction.

Council maintains and develops strategic plans, policies and bylaws to support the health, safety and general wellbeing of communities. This involves responding to legislative changes, updating and developing new strategies, monitoring the impact of growth and development in our District, undertaking community engagement and working with key stakeholders and other agencies to plan for our future.

**Planning for the future includes local government policy and planning, resource management planning and infrastructure planning activities. More particularly these activities help us to:**

- Understand the characteristics of our District, the trends that are occurring and the pressures it is facing.
- Work with our communities to understand their aspirations for the future and ensure they have a voice in matters that affect their lives.
- Identify and respond to the resource management issues facing our District, including improvements in urban design quality and revitalisation of our town centres, maintaining rural production and amenity and protection of the environment.
- Develop policies and bylaws to support the health, safety and general wellbeing of our communities.
- Advocate for our communities, residents and District.

### Climate change

Going forward we will be taking better account of the effects of climate change in our planning. We are currently developing a wider Climate Change Action Plan to better articulate the actions we will take to respond to the effects of climate change over the next 10 years.

### Housing

We have also been active in the housing space, developing a Housing Action Plan which includes responding to homelessness, seasonal workers, healthy housing (such as Project Wai Ora, and Healthy Whare project), housing affordability and elder housing.

### District Plan

We will be commencing a full review of the District Plan in 2021. This will include a new online plan that is fully interactive for public use. This will involve substantial engagement with Tangata Whenua, our community and key stakeholders as we progress through the review.

In terms of legislative reforms, there are a series of National Policy Statements being introduced which will have implications for the District Plan (such as urban development and highly productive land), and the Council as a service provider (such as freshwater management).



## SmartGrowth – an overview

SmartGrowth is the growth management strategy for the western Bay of Plenty sub-region, comprising both the Western Bay of Plenty District and Tauranga City. This area has experienced population growth since the 1950s.

SmartGrowth is a collaboration between Western Bay of Plenty District Council, Tauranga City Council, Bay of Plenty Regional Council, Waka Kotahi NZ Transport Agency and Tangata Whenua. We work in partnership with Central Government, businesses, education groups, industry and the community.

The SmartGrowth strategy was developed in 2004 to outline a plan for sustainable urban and rural growth management. Fundamental to this management plan was the protection of versatile (productive) soils. SmartGrowth identifies 50-year land supply needs and sequences its release and development according to demand and the ability for it to be serviced by appropriate infrastructure and equitable funding. This is important as our District has a large land area and several distinct urban centres, so providing infrastructure is more expensive compared to a compact, single settlement like a city.

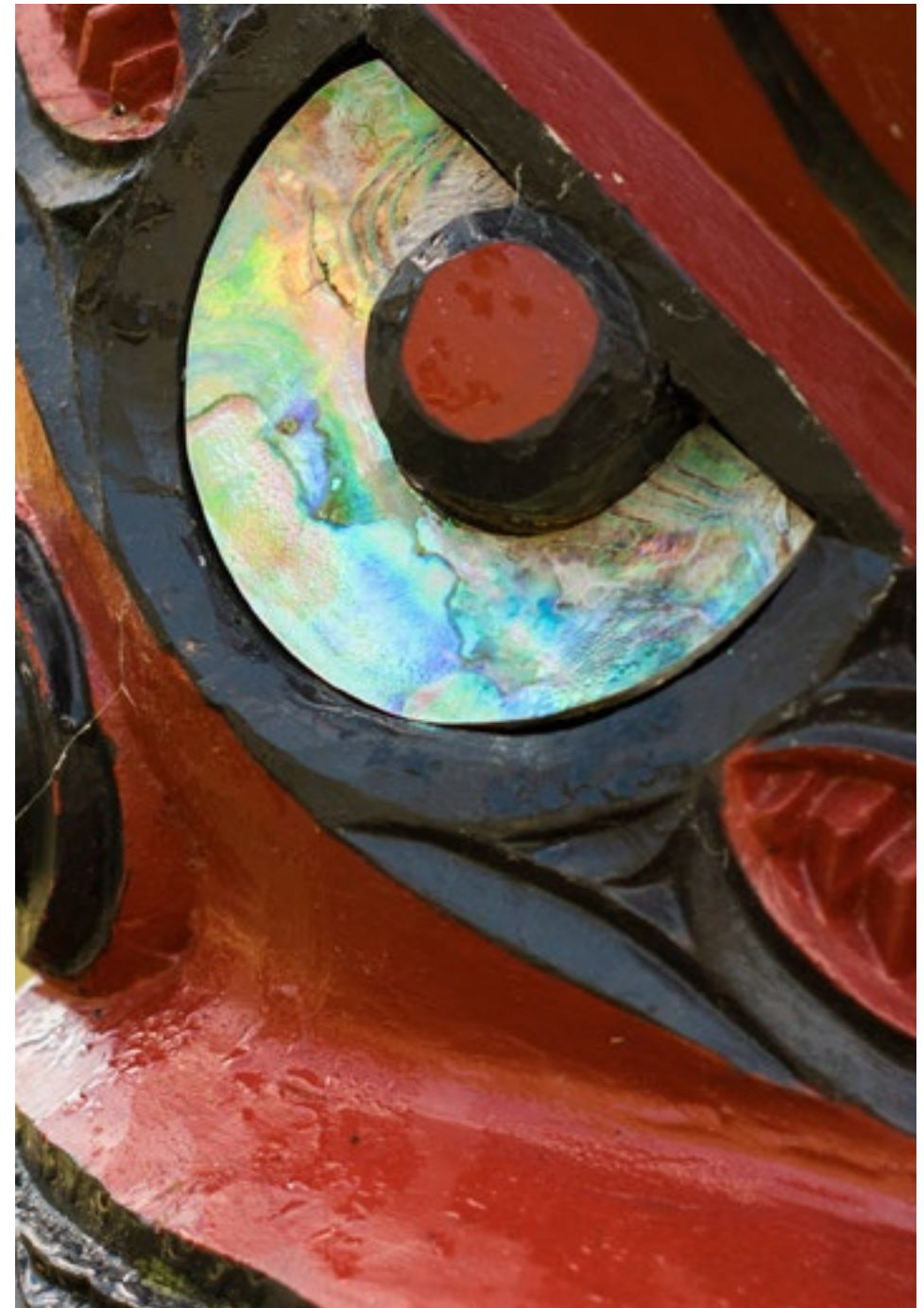
The SmartGrowth strategy is anchored through the Regional Policy Statement (RPS) and the Long Term Plans and District Plans of the partner councils, and is an effective channel for securing Central Government funding to progress the Western Bay of Plenty sub-region.

Alongside Tauranga City's implementation of the Compact City initiative agreed through SmartGrowth, we are reviewing the housing provisions in our District Plan, to ensure a range of housing typologies are provided to meet the needs of the community.

The National Policy Statement on Urban Development Capacity required the growth councils of New Zealand to produce a Future Development Strategy that identified the short (three-year), medium (10-year), and long term (30-year) land requirements for housing. As part of this process, SmartGrowth initiated a project called Urban Form and Transport Initiative (UFTI) to ensure integration between housing provision and transportation requirements. Both of these processes have been brought together along with a review of the SmartGrowth Strategy to produce a Joint Spatial Plan for the sub-region.

## Te Ara Mua

Council will continue to work with Tangata Whenua to implement Te Ara Mua - the pathway forward. Te Ara Mua provides Ngā Whetu, a framework for identifying issues of significance to Māori in line with the Treaty of Waitangi principles that have been adopted by Council, and the clear statutory obligations Council has to Māori. The Plan also outlines Ngā Kaihoe, an annual work programme to drive actions that address issues of significance.



# How we will achieve our community outcome

Goal	Our approach
<p>Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.</p>	<p><b>Our people and communities</b></p> <ul style="list-style-type: none"> <li>• Undertake our planning collaboratively to ensure people have a voice in matters that affect their lives.</li> <li>• Make it easier for people to understand our processes and how to participate in them (for example Annual Plan, Long Term Plan and District Plan processes).</li> <li>• Recognise, plan and advocate for the needs of diverse groups within our communities, to support people from different cultures, older people, younger people and people with disabilities to meet their social needs, maximise their potential for development and enhance their wellbeing.</li> <li>• Build the capacity of Tangata Whenua to support the development of comprehensive Iwi and Hapū Management Plans.</li> <li>• Improve capability and capacity to engage with and respond to Tangata Whenua.</li> </ul>
	<p><b>Resource management planning</b></p> <ul style="list-style-type: none"> <li>• Ensure an operative District Plan is in place and kept up to date.</li> <li>• Manage growth by implementing the SmartGrowth Strategy based on the following principles: <ul style="list-style-type: none"> <li>- Residential growth centres to accommodate most additional population growth and provide for a range of urban living opportunities.</li> <li>- Employment growth centres to provide for employment opportunities of local and regional significance.</li> <li>- Rural development opportunities that protect the productive land resource while also allowing for rural lifestyles.</li> <li>- Transport corridors linking the region internally and externally.</li> <li>- Ideally, costs of development are to be met by the developer and not by the community.</li> </ul> </li> </ul>
	<p><b>Strategic planning</b></p> <ul style="list-style-type: none"> <li>• Ensure a Long Term Plan is in place and review it every three years.</li> <li>• Develop and review our strategies.</li> </ul>
	<p><b>Community planning</b></p> <ul style="list-style-type: none"> <li>• Work with communities to develop and monitor Community Development Plans (environmental, social, economic, cultural and infrastructural) for each of our District's communities.</li> <li>• Promote improvements in design and urban design quality in our District.</li> <li>• Support crime prevention through environmental design plans.</li> <li>• Plan to support town centre revitalisation.</li> <li>• Understand the social infrastructure requirements of our communities to support individuals, families, groups and communities to meet their social needs, maximise their potential for development and enhance their wellbeing.</li> </ul>



Goal	Our approach
<p>Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.</p>	<p><b>Infrastructure planning</b></p> <ul style="list-style-type: none"> <li>Undertake investigations and feasibility studies to provide information for decision making on infrastructure projects.</li> </ul>
	<p><b>Policy and bylaw development</b></p> <ul style="list-style-type: none"> <li>Develop policies and bylaws to support the health, safety and general wellbeing of communities.</li> <li>Review our bylaws and policies in accordance with legislative requirements.</li> </ul>
	<p><b>Monitoring and review</b></p> <ul style="list-style-type: none"> <li>Monitor, review and report progress towards community outcomes.</li> <li>Monitor trends and changes in legislation to determine the impact on our activities.</li> <li>Monitor the state of the environment and effectiveness of our District Plan.</li> <li>Monitor the impacts of growth and development on our District in accordance with District and sub-regional monitoring frameworks.</li> </ul>
	<p><b>Collaboration and advocacy</b></p> <ul style="list-style-type: none"> <li>Work with key stakeholders and other agencies to take a collaborative approach to planning for the future.</li> <li>Influence legislation and national policy.</li> <li>Advocate for our communities, residents and District.</li> </ul>

## What are we planning to do

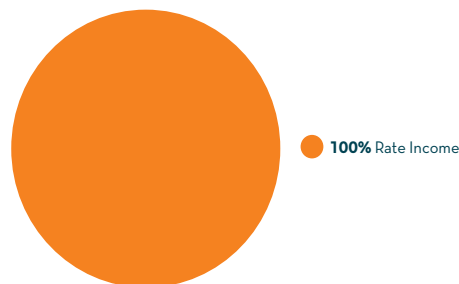
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
151102	Reserve Management Plans - Te Puke/Maketu	20	-	-	-	-	-	-	-	-	26
151103	Reserve Management Plans - Katikati/Waihi Beach	-	-	-	-	-	-	24	-	-	-
151105	Reserve Management Plans - Kaimai	-	-	-	22	-	-	-	-	-	-
151107	Policy & Planning - Reserve Concept Plans	5	5	5	6	6	6	6	6	6	7
175602	Policy & Planning - Management of LTP Review	50	124	107	-	137	117	-	148	127	-
175910	Policy & Planning - Policy Development and Review	10	10	11	11	11	12	12	12	13	13
252208	Planning - Smartgrowth Implementation Coordination Share	150	155	160	165	171	175	180	185	190	195
287702	Solid Waste/Joint Waste Management And Minimisation Action Plan Review	-	21	11	-	-	-	-	25	13	-
288702	Strategy Review	-	21	-	-	23	-	-	25	-	-
293002	Policy & Planning - Bylaw Review And Development	10	5	5	11	6	6	6	-	-	-
294208	Resource Management - Ōmokoroa Structure Plan Stage 3	20	-	-	-	-	-	-	-	-	-
296301	Monitoring Reports - Annual Residents Survey	50	52	53	55	57	58	60	62	63	65
346201	Te Ara Mua Implementation	20	21	21	22	23	23	24	25	25	26
346401	Natural Hazards Collaborative Planning	150	155	-	-	-	-	-	-	-	-
353801	Planning - Wellbeing Plan Implementation of Agreed Actions	180	186	192	-	-	-	-	-	-	-
354101	Resource Management - District Plan Review	562	666	831	529	-	-	-	-	-	-
354901	Resource Management - Eastern Town Concept Plan	-	-	-	-	-	-	-	62	63	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the planning for the future activity.

## Funding sources for 2021-22





## How we will track progress



What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.	<b>Key Performance Measure</b> Plans, strategies and policies are developed or reviewed in accordance with Council-approved programme.	90%	100%	100%	100%	100%	100%
	<b>Key Resident Measure</b> Level of resident satisfaction with the impact of growth on: <ul style="list-style-type: none"> <li>• range of housing choices</li> <li>• personal safety</li> <li>• time taken to travel around their area</li> <li>• employment opportunities</li> <li>• road safety</li> <li>• overall pleasantness.</li> </ul> Based on a two yearly surveys.	No survey	≥70%	No survey	≥70%	≥70%	≥70%
The District Plan is updated to meet the needs of our District.	State of the Environment reporting is completed on a five yearly basis.	Not required	Yes	Not required	Not required	Yes	Not required
	Plan changes and the District Plan review meet statutory requirements.	New measure	100%	100%	100%	100%	100%
	Structure Plans are developed and reviewed to ensure there is greenfield land to accommodate growth as required by the National Policy Statement on Urban Development Capacity.	<10 years supply	≥10 years supply	≥10 years supply	≥10 years supply	≥10 years supply	≥10 years supply
Council processes comply with the statutory requirements.	LTP, Annual Plan and Annual Report are each adopted within statutory timeframes.	New measure	100%	100%	100%	100%	100%
	The percentage of Council bylaws that are reviewed within statutory timeframes.	New measure	100%	100%	100%	100%	100%

## Key assumptions

Assumption	Description	Risks
SmartGrowth participation	Our SmartGrowth Strategy partners remain committed to the implementation of the Plan, according to the timetable of actions adopted by the partners.	Without the commitment of our Strategy partners to the adopted SmartGrowth principles, planning for expected growth in the sub-region would be less effective.
Regional Policy Statement	Through our own plans we are required to give effect to the direction provided in the Regional Policy Statement prepared by the Bay of Plenty Regional Council.	If the direction provided by the Regional Policy Statement changes when it is reviewed we may be required to review our own plans sooner than we would otherwise have planned which could lead to increased operating expenditure.
Legislative changes	The Resource Management Act may be substantively reviewed in the next 10 years. Urban development powers given to Kainga Ora will mean more development of social housing/affordable housing in our District, however this is also expected to consume significant staff time.	RMA reform may require extensive changes to the District Plan, impacting on Council's resources. The extent of development powers under the Urban Development Bill may change and may impact on Council's resources in turn.

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Engaging communities in planning and policy development processes enables them to have a voice in matters that affect their lives.</li> <li>Community safety is enhanced by plans that adopt Crime Prevention through Environmental Design principles.</li> <li>Community planning processes assist in defining community identity, encourage community leaders to emerge and provide a framework for realising community aspirations.</li> <li>Engagement processes enable community members to hear and appreciate views different from their own.</li> <li>Ensuring appropriate and timely social infrastructure is available to meet new communities' social needs, maximize their potential for development and enhance their wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Communities may not have the capacity for engagement on all plans and policies.</li> <li>Policies and plans can be of advantage to some individuals or groups at the expense of others.</li> </ul>	<ul style="list-style-type: none"> <li>Using innovative approaches for connecting with communities to enhance planning and policy development.</li> <li>Ensuring equal opportunities exist for different stakeholder groups to make submissions and access information.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Identifying and protecting cultural heritage sites.</li> <li>Community development approaches recognise the diversity of their cultural and ethnic make-up.</li> <li>Better understanding of the cultural traditions and heritage of people living within our District.</li> <li>Engaging Tangata Whenua in planning and policy development enables their input into matters that affect their lives.</li> <li>Supporting Hapū Management Plans assists iwi and hapū in improving resource management, as well as progressing their social and economic development.</li> </ul>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>	

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Protection of significant landscape features and sites of ecological significance.</li> <li>• Improvements in the quality of the natural environment (for example waterways, air, native flora and fauna).</li> <li>• Protecting versatile soils.</li> <li>• Protecting amenity values.</li> <li>• Enhanced understanding of how well our natural environment can adapt to change and absorb the impact of human activities.</li> <li>• Minimising adverse environmental effects of our decision making protects and improves the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• Environment Court appeal processes are costly for all parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring robust pre-engagement processes are undertaken to minimise the risk of appeal or challenge.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Land use and transport planning are more integrated.</li> <li>• Areas for business growth are identified and planned for to provide a range of quality employment opportunities.</li> <li>• Sensitivity issues that arise from incompatible activities being side-by-side are avoided.</li> <li>• Well-planned town centres and a quality-built environment present an attractive investment proposition.</li> </ul>	<ul style="list-style-type: none"> <li>• Some policy decisions take time to consult upon and may take months (or even years) to develop.</li> <li>• Environment Court appeal processes are costly for all parties.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring robust pre-engagement processes are undertaken to minimise the risk of appeal or challenge.</li> </ul>

# Building Communities

# Communities Group of Activities

## Taumahi ā-Hapori

### Outcome

**In the Western Bay of Plenty, no matter what age you are:**

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy, and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.

### Principle and way of working

“The knowledge of what makes a great community, sits within that community.”

**“Mā te hāpori anō te oranga o te hāpori”**

**Council will work with communities to build:**

**Whakawhanaungatanga** - Relationships

**Manaakitanga** - Support

**Oritetanga** - Equal Opportunity

**There are four areas Council will focus on over the next three years.**

Older people

Young people

Digital enablement

Events



**This group of activities includes the following Council activities:**

**Community Building**

**Community Facilities (community halls, cemeteries and elder housing)**

**Libraries and Service Centres.**

## How we will track progress

**We'll know we're meeting our levels of service if:**

#### Key Performance Measure

Number of activity performance measures achieved (Community Building, Community Facilities, Libraries and Service Centres) 2020 unaudited baseline result 66%.

#### Key Resident Measure

Level of resident satisfaction with Community Services based on a two yearly survey. This includes community development, library services and cemeteries.

Result	Target				
	2022	2023	2024	2025-27	2028-31
2020 New	≥70%	≥70%	≥70%	≥70%	≥70%
No survey	≥80%	No survey	≥80%	≥80%	≥80%



**Building Communities**  
**Community**  
**Building**  
**Paihere Hapori**





**Community Building**  
Paihere Hapori

**As part of the Communities Strategy, our Community Building activity involves working with our communities and local organisations to achieve social and cultural wellbeing.**

### What we provide

**Community support through grants and service delivery contracts that contribute to achieving social and cultural wellbeing:**

- Safer Communities
- Welcoming Communities
- Age-friendly Communities
- support for aspirations of our Māori communities
- support for participation in active communities – sport and recreation
- support for delivering the Housing Action Plan.

### Why we provide this activity

**Our community outcome**

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.



# Community Building

## Overview

Our key way of working is set out in the Communities Strategy – that the knowledge of what makes a great community, sits within that community.

We focus on supporting local initiatives and local action. We support local organisations to work together to deliver on their community's aspirations.

The impact of COVID-19 on our communities highlighted the capacity our communities have to work together to address their own needs, if they have some support. We established a Community Resilience Fund to support local organisations to deliver much needed services for local people. The Fund has strengthened Council's relationship with local organisations and has reinforced that our approach of letting communities lead is the right one.

## Our core programmes include:

### Safer Communities

- In partnership with Tauranga City Council, we are a designated international Safe Community. We support delivery of the Safer Communities programme through funding and engagement with local community safety committees. We are also developing a CCTV policy that contributes to supporting safer communities.

### Welcoming Communities

In partnership with Tauranga City Council, we are an accredited 'Established Welcoming Community' – a community that welcomes newcomers and creates an inclusive environment for all ethnicities. We support delivery of the Western Bay of Plenty Welcoming Plan through funding and direct engagement with our migrant communities.

### Housing Action Plan

Council has adopted a Housing Action Plan. We support delivery of that Plan through funding for the Regional Healthy Housing Programme and developing strategic partnerships to improve access to affordable housing.

### • Iwi / Hapū aspirations

We support delivery of actions in Te Ara Mua – by providing funding for iwi / hapū management plans, Marae sustainability and local iwi / hapū-led initiatives.

### • Community Matching Fund

We provide grants funding to community and local organisations that are contributing to achieving community outcomes.

### • Events support

We recognise that events contribute to achieving social, cultural and economic outcomes. We support events through direct funding and through a dedicated Council resource.

### • Community capacity building

We support community planning processes which bring communities together to understand their strengths and develop shared outcomes, goals and actions.



We work with 'umbrella' entities that coordinate delivery of agreed strategies and actions in local communities and across the Western Bay. These include Sport Bay of Plenty, Creative Bay of Plenty, Western Bay Museum and Katikati Community Centre. We work with our service providers to understand local community aspirations and needs and to focus on local actions that address these needs.

Under the Civil Defence Emergency Management Act, we are part of the Bay of Plenty Civil Defence and Emergency Management Group. Council has a legislative role to play in supporting communities through emergencies, and ensuring critical services get up and running as soon as possible after an emergency event. We support communities and Marae to develop local response plans that contribute to safer, more resilient communities.

**Over the next three years we will focus on supporting older people and youth in our communities. We have a focus on addressing the 'digital divide' for youth and older people, and on events (including arts and cultural events and activities) that engage youth and older people.**



## How we will achieve our community outcome

Goal	Our approach
<p>The District has strong collaborative networks, delivering agreed strategies and programmes that contribute to social and cultural wellbeing.</p>	<p>Provide funding support and engage in core programmes that achieve our community outcomes, including:</p> <ul style="list-style-type: none"> <li>• Safer Communities</li> <li>• Welcoming Communities</li> </ul> <p>Provide funding support and engage with ‘umbrella’ organisations that deliver on agreed strategies and actions, including:</p> <ul style="list-style-type: none"> <li>• Creative Bay of Plenty, the Arts Incubator, Western Bay Museum and Tauranga Art Gallery</li> <li>• Sport Bay of Plenty</li> <li>• Bay of Plenty Surf Lifesaving</li> </ul> <p>Engage with and support local community networks to deliver on their agreed action plans.</p>
<p>Communities have the capacity to deliver their own initiatives that achieve their goals.</p>	<p>Through the Community Matching Fund, provide funding support to organisations that deliver local services and coordinate actions to achieve local community aspirations.</p> <p>Fund and support strengths based community planning processes to assist communities to have agreed common outcomes, goals and actions.</p> <p>Support delivery of events through facilitation and funding.</p> <p>Use service delivery contracts to deliver local actions that contribute to achieving agreed goals and outcomes.</p>
<p>Communities host and deliver events that bring the community together and contribute to a sense of belonging.</p>	<ul style="list-style-type: none"> <li>• Fund and support events and activities that promote social and cultural wellbeing.</li> </ul>
<p>Tangata Whenua are supported to achieve their aspirations and to build capacity to contribute to decision making.</p>	<p>Fund and support the development of iwi / hapū management plans and arrangements that enable participation in decision making.</p> <p>Fund and support Marae and papakainga development, through the Marae Sustainability Initiatives Fund (Marae) and Joint Agency Group (Papakainga).</p> <p>Fund and support events and activities that promote social and cultural wellbeing.</p>
<p>Council is contributing to improving access to adequate housing.</p>	<p>Fund and support delivery of actions set out in the Housing Action Plan, including the Regional Healthy Housing programme, support for Papakainga development, and innovative approaches to improving the supply of social and affordable housing.</p>
<p>Council’s Civil Defence and emergency management functions are maintained.</p>	<p>Maintain the Western Zone Emergency Operations Centre, including site and staffing management (including staff training).</p> <p>Fund and participate in the Bay of Plenty Lifelines Group.</p> <p>Support local community response and marae preparedness planning.</p>

# What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

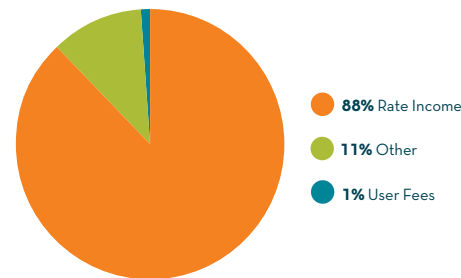
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
148805	Community - Grant Katikati Open Air Art Grant (Murals)	8	9	9	9	9	9	10	10	10	10
148809	Community - Grants Te Puke/Maketu	34	35	36	37	38	39	40	41	42	42
148810	Community - Grants Waihi Beach	34	35	36	37	38	39	40	41	42	42
148811	Community - Grants Kaimai	34	35	36	37	38	39	40	41	42	42
148813	Community - Grant The Incubator Creative Hub	20	21	21	22	22	23	23	24	24	25
148815	Community Plan Funding	30	31	32	32	33	34	35	36	37	37
148818	Communities - Age Friendly Communities	20	21	21	22	22	23	23	24	24	25
148901	Community Services Contract - Tauranga Citizens Advice Bureau	23	24	24	25	26	26	27	27	28	29
149001	Community Services Contract - Creative Bay of Plenty	104	107	110	113	116	118	121	124	127	130
149102	Community Services Contract - Sports Bay of Plenty	62	64	66	67	69	71	73	74	76	78
149104	Communities - Sport Bay Of Plenty Additional Services	40	41	42	43	44	46	47	48	49	50
299901	Community Development - Crime Prevention Projects	16	16	16	17	17	18	18	19	19	19
300301	Cultural Development - Cultural Initiatives	15	15	16	16	17	17	17	18	18	19
303901	Community Services Contract - Katikati Community Centre	30	31	32	33	34	34	35	36	37	38
315602	Bay of Plenty Local Authority Shared Services	40	41	42	43	44	46	47	48	49	50
323201	Communities - Papakainga Development	55	57	58	60	61	63	64	66	67	69
326701	Community - Grants Tauranga Art Gallery	40	41	42	43	44	46	47	48	49	50
331001	Cultural Development - Supporting Iwi and Hapū Management Plan Implementation	75	77	79	81	83	85	87	89	92	94
334801	Cultural Development - Marae Sustainability Funding	50	51	53	54	56	57	58	60	61	62
336101	Community Services Contract - Museum Operations	73	147	151	155	159	163	166	170	174	178
340901	Community Development - Tauranga Western Bay Safer Communities	31	31	32	33	34	35	36	37	37	38
341001	Policy & Planning - Regional Healthy Housing Programme	60	62	63	65	67	68	70	72	73	75
341002	Policy & Planning - Housing Action Plan Implementation	20	21	21	22	22	23	23	24	24	25

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
342702	Communities - Film Bay of Plenty	18	19	19	20	20	21	21	22	22	23
345501	Community Development - Welcoming Communities Contract	40	41	42	43	44	46	47	48	49	50
345502	Community Development - Migrant Support Grant	15	16	16	17	17	17	18	18	19	19
347901	Community Development - SocialLink	60	62	63	65	67	68	70	72	73	75
355001	Communities - Event expenses	120	123	127	130	133	137	140	143	147	150
355302	Communities - CCTV management	50	51	53	-	-	-	-	-	-	-
420101	Community - Otanewainuku Kiwi Trust	30	31	32	32	33	34	35	36	37	37
420101	Community - Otanewainuku Kiwi Trust Fence Project	50	51	-	-	-	-	-	-	-	-
420403	Property - Halls Te Puna Community Centre Strategic Assessment	25	-	-	-	-	-	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the building communities activity.

## Funding sources for 2021-22







## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We fund and support collaborative networks and programmes.	Accreditation under Safer Communities and Welcoming Communities is maintained.	New measure	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained	Accreditation maintained
We fund and support community-led initiatives.	Number of projects receiving funding from Community Matching Fund that are successfully delivered.	New measure	≥90%	≥90%	≥90%	≥90%	≥90%
	Percentage of deliverables in service delivery contracts that are met.	New measure	≥90%	≥90%	≥90%	≥90%	≥90%
We engage with and fund Tangata Whenua to build capability and achieve aspirations.	Number of projects funded from the Marae Sustainability Initiatives Fund that are successfully delivered.	New measure	≥90%	≥90%	≥90%	≥90%	≥90%
We support and fund implementation of Council's Housing Action Plan.	Number of homes in the Western Bay of Plenty assessed and upgraded through the Regional Healthy Housing Programme.	New measure	≥60	≥60	≥60	≥60	≥60
We will maintain capability to effectively respond to an emergency.	The city/district/region is prepared for an can effectively respond to an emergency.	New	Advancing	Advancing	Advancing	Maturing	Maturing
We will provide community education initiatives to increase public awareness and readiness for local and regional hazards.	Percentage of residents that have an understanding of what the consequences would be if a disaster struck their area. Based on a two-yearly survey.	New	No survey	80%	No survey	85%	85%
	Percentage of residents that have taken any action to prepare for an emergency. Based on a two-yearly survey.	New	No survey	80%	No survey	85%	85%

## Key assumptions

Assumption	Description	Risks
Community capacity	Communities have capacity and capability to lead their own planning and want support from Council to do so.	Insufficient capacity may lead to stalled community planning and development. Council may need to invest resources in community capacity building.

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• Activities are targeted at improving the wellbeing of communities in our District.</li> <li>• Community building activities encourage participation and build tolerance and inclusiveness.</li> <li>• Community organisations are supported.</li> <li>• Improves safety in communities.</li> <li>• Building capacity and capability within communities and with Tangata Whenua assists in achieving local aspirations and supports good decision making.</li> </ul>	<ul style="list-style-type: none"> <li>• Difficulties in engaging with some groups in the community can mean the 'voice' of some parts of the community is not included in decision making.</li> <li>• Unable to prevent natural disasters causing human suffering and trauma on a large scale.</li> </ul>	<ul style="list-style-type: none"> <li>• Effective use of technology and emerging tools to engage with our communities.</li> <li>• Facilitation and support to collaborate with all sectors of the community.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Local heritage is preserved and promoted.</li> <li>• Events and programmes that support inclusiveness and ensure cultural diversity is celebrated, help to achieve wider social and cultural wellbeing.</li> <li>• Use of Marae to support Civil Defence.</li> </ul>	<ul style="list-style-type: none"> <li>• Management of the effects of a natural disaster may significantly impact on Tangata Whenua relationships to the land, sea and rivers.</li> <li>• Emergency events and shocks can negatively community connections and relationships.</li> </ul>	<ul style="list-style-type: none"> <li>• Work with hapū and iwi to build their readiness to reduce hazards, respond and recover from disaster.</li> <li>• Work with local communities to build resilience to shocks, stresses and emergencies.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Identification of hazards and appropriate steps taken to reduce and manage the risks associated with those hazards.</li> </ul>	<ul style="list-style-type: none"> <li>• Events or activities that are not well managed can cause local environmental effects, such as noise, traffic congestion.</li> <li>• Disasters can cause varying levels of damage to the environment.</li> <li>• Damage to lifelines (e.g. electricity, water supplies) causing wide-spread health and safety issues.</li> </ul>	<ul style="list-style-type: none"> <li>• Support and facilitation role from Council to ensure events and activities are well organised and communicated.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Arts, culture and events can encourage and support the creative economy, supporting entrepreneurs and businesses to our District.</li> <li>• Lifeline infrastructure, such as water, wastewater and electricity, is managed to ensure continuous supply.</li> </ul>	<ul style="list-style-type: none"> <li>• Prioritisation of essential services in a disaster may have negative consequences to those communities not receiving emergency care.</li> </ul>	<ul style="list-style-type: none"> <li>• Building the capability of local not-for-profit organisations.</li> <li>• The Recovery component of Civil Defence and Emergency Management aims to rebuild and rehabilitate the District damaged as a result of the disaster.</li> </ul>







**Building Communities**  
**Libraries and**  
**Service Centres**  
Wharepukapuka  
me Papa Ratonga



## Libraries and Service Centres Wharepukapuka me Papa Ratonga

**Our libraries and service centres sit at the heart of our community. They provide welcoming and inclusive spaces where people can connect and access knowledge. Our libraries empower people through literacy, learning and free access to information and resources. Reading, digital fluency, free computer access and training are all central to our libraries. They also house our local heritage, stories and history. Our libraries and service centres belong to everyone and contribute to connected communities where lifelong learning opportunities thrive.**

### What we provide

- **One** Head office (key service centre)
- **Four** libraries and service centres in Waihi Beach, Katikati, Ōmokoroa and Te Puke
- **One** Community Hub
- **One** Regional Digital Hub as part of The Centre - Pātuki Manawa in Katikati
- **112,026** items held in the four libraries
- **277,056** library items issued (during 1 July 2019 – 30 June 2020)
- **12,241** people attended **1,115** events (during 1 July 2019 – 30 June 2020 at our school holiday, weekly interactive activities)
- **68,052** free Wi-Fi sessions (during 1 July 2019 - 30 June 2020)
- **215,404** people visited Western Bay Council's libraries and service centres (during 1 July 2019 - 30 June 2020)

### Why we provide this activity

#### Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can learn and contribute.

Our goals and approach set out how the libraries and services centres contribute to achieving these outcomes.



# Libraries and Service Centres

## Overview

The core role of libraries has remained constant over time but the way libraries deliver services to meet community demand has changed. Our libraries still house and provide physical and unique resources but the reasons for people to visit libraries has changed. People are now seeking an 'experience', creativity, face-to-face connectivity, one-on-one guidance and expertise. Libraries with digital technology provide multi-channel access to collections and services. They are a conduit to government services and information. For people with no IT/internet services in their home, libraries provide the technology they require.

COVID-19 in 2020 highlighted the nationwide inequities of access to technology and digital services. Our libraries have played a key role in bridging this digital divide.

COVID-19 also highlighted the value of Council's libraries for online engagement. Through access to social media and the web, Council's libraries provided information, community connection, learning and creative experiences for a wide audience.

This is a key part of the service our libraries provide for our communities.



**In the Western Bay our libraries include Council service centres, providing a 'one-stop shop' for information and access to Council services.**

### **The Centre - Pātuki Manawa in Katikati**

Is an example of a modern library, service centre and purpose-built community space that is used for delivery of library programmes and for community use. In line with priorities for libraries to progress digital literacy, Council has partnered with Central Government to establish a Regional Digital Hub. Over the next three years Council will work with the local community and the Provincial Growth Fund to provide digital technology and deliver programmes that make the best use of the opportunities technology provides.

### **Ōmokoroa**

Council has opened an interim space for the library in Ōmokoroa. This space will act as a holding space until a new library and service centre is provided in the new town centre. This is outside of the 10 years of this LTP.

### **Waihi Beach and Te Puke**

The next 10 years will see the rebuild of the Waihi Beach Library and the Te Puke library and service centre. The rebuilds will ensure the libraries and service centres sit at the heart of the community, and provide multi-use community space. Council will look for partnership opportunities to ensure these spaces respond to local community needs and aspirations.

From our surveys we know the public has a high level of satisfaction with the library service, however they would like to have increased digital access and increased 'people' spaces for activities such as study areas, children's events, community displays and technology enabled hubs. Through our capital works and programming, we are responding to this feedback.

## How we will achieve our community outcome

Goal	Our approach
Our network of libraries and service centres are safe, welcoming, inclusive, flexible spaces for community connection.	<p>Our libraries and service centres will be located within our town centres as a key community space that is easily accessible for local communities.</p> <p>We will design our libraries to provide flexible spaces that can be used for a range of different purposes, including learning, creativity, community and business development opportunities.</p>
Our libraries enable access to information and knowledge.	<p>At the core of our library service is our collection of books, magazines, e-content and other resources. We will maintain and enhance this collection to support our wider goals of improving literacy, reducing inequities in access to information and to support lifelong learning.</p> <p>We will maintain and enhance access to our local heritage collection as a key repository for local heritage and local stories, supporting a sense of belonging and connection to our place.</p> <p>We will also continue to provide access to key resources for research, such as newspapers, magazines, databases and journals. Our staff are trained to navigate a wide range of topics.</p> <p>We will continue to provide access to Council services and information through a shared service model in our libraries, to ensure access to services is available within local communities.</p>
Our libraries are places to share and enhance learning, knowledge, and creativity.	<p>We will continue to provide programmes that focus on early literacy, teens and youth, and services for older people.</p> <p>We will work to enhance our partnerships with Tangata Whenua.</p> <p>We will enhance our digital literacy programmes by providing facilities that are technology enabled and will partner with Central Government and local communities on specific programmes that aim to bridge the digital divide.</p>
Our libraries collaborate with the community. We host, connect and facilitate.	<p>We will continue to operate Western Bay Community Archive and work with volunteers to enhance our local heritage collection.</p> <p>We will enhance our community outreach through supporting local community event and through using our digital platforms to create connections.</p> <p>We will work with local organisations, including arts, culture and heritage provider and schools to deliver programmes that meet the needs of our communities and to expand our services. We will focus on connecting with youth, Māori, and migrant populations.</p> <p>For new builds, we will look for opportunities to partner with other providers and local community groups to ensure what's provided is sustainable and meets community needs.</p>

## What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
175202	Libraries - Te Puna Community Library	11	11	12	12	12	13	13	13	13	14
248801	Libraries - Hastie Bequest	12	12	13	13	13	14	14	14	15	15
282103	Libraries - Book Purchases Renewals	325	342	361	379	399	419	439	450	460	470
282105	Libraries - Book Purchases New	50	53	56	59	63	66	70	71	73	75
303902	Communities - Katikati Community Centre	10	10	11	11	11	11	12	12	12	12
318401	Reconfiguring the public reception area Barks Corner	35	-	-	-	-	46	-	-	-	-
318501	Radio Frequency Identification Technology for the District Libraries	40	-	42	-	-	-	58	-	-	56
330902	Libraries - Aotearoa Peoples Network Kaharoa (Apnk) Operational Costs	23	24	25	26	28	28	29	31	32	32
332101	Waihi Beach Library Building	10	-	211	2,491	278	-	-	-	-	-
332301	Te Puke Library Building	-	-	-	-	-	1,707	8,738	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the library and service centres activity.

## How we will track progress





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We provide a network of libraries and service centres that provide safe, welcoming, inclusive and flexible spaces for community connection.	Number of library and service centre providing multi-use community spaces. Aim is one in each of the four urban centres (Te Puke, Katikati, Waihi Beach and Ōmokoroa).	New measure)	1 centre	1 centre	1 centre	2 centres	4 centres
	Number of physical visits to libraries and service centres per annum.	215,404	≥310,000	≥310,000	≥310,000	≥315,000	≥315,000
	Resident satisfaction with library and service centres service.	New measure	≥85%	≥85%	≥85%	≥85%	≥85%
We provide access to free WiFi technology and programmes that meet community needs.	Number of free wi-fi users.	68,052	75,000	80,000	80,000	85,000	85,000
We provide access to and maintain collections, including heritage collections, that meet customer needs.	Number of library items available per person.	2.56	2	2	2	2	2
	Increasing membership. 2020 - membership 17,000.	New measure	≥17,000	≥17,000	≥17,000	≥17,500	≥17,500
We provide programmes and events that cater for community needs and aspirations.	Number of events and programmes facilitated by Council library services.	1,115	≥400	≥400	≥400	≥400	≥400
	Number of partnerships for programme delivery.	New measure	≥4	≥4	≥4	≥4	≥4
We provide customer services that are responsive to the needs of the community.	Percentage customer satisfaction with service provided by frontline staff based on two yearly survey.	No survey	≥90%	No survey	≥90%	≥90%	≥90%
	Percentage of service requests resolved within specified timeframe.	97%	≥95%	≥95%	≥95%	≥95%	≥95%
	Percentage of customers surveyed where service requests were not actioned.	1%	≤5%	≤5%	≤5%	≤5%	≤5%

## Key assumptions

Assumption	Description	Risks
E-Govt strategy and broadband take-up.	<p>Aotearoa People's Network Kaharoa (APNK) provides free access to broadband internet services in New Zealand public libraries so that everyone can benefit from accessing, experiencing and creating digital content.</p> <p>Currently there are more than 140 partner libraries through 50 councils as well as two Marae. The APNK is a partnership between public libraries and the National Library, and is designed to provide the connectivity and technical capability to allow public libraries to support the communities they serve.</p> <p>The programme is funded through the National Library along with partner contributions which are necessary to ensure sustainability. An evaluation of APNK in 120 libraries has highlighted family and social benefits, improved educational opportunities for economic and financial activity and an enhanced engagement between communities and the democratic process.</p>	<p>If the programme was discontinued and the offer of partnership to public libraries withdrawn, Council would have to find alternative funding. If this could not be found, Western Bay communities would not realise the benefits identified for individual citizens.</p>
Library asset renewals.	<p>Eight percent of books will be retired each year. This takes into account the 12-year life of printed material and four-year life of audio visual material.</p>	<p>Levels of service will not be reached if books are not replaced at the assumed level.</p>



## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Libraries provide public space for social interaction and participation in community life.</li> <li>Increases digital access for communities.</li> <li>Provides a range of community-based educational opportunities for people of all types and ages.</li> <li>Supports education and skill development.</li> <li>Contributes to people's sense of belonging to an area.</li> <li>Provides information about available community services, may improve access to those services.</li> </ul>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>	<ul style="list-style-type: none"> <li>Effectively utilising existing space to support the range of needs of library users.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Provides a mechanism to showcase, communicate and preserve cultural knowledge.</li> <li>Provides a connection to our heritage and to the heritage of others.</li> <li>Provides digital access.</li> <li>Promotes empathy and understanding between different cultures.</li> <li>Reduces social isolation and celebrates cultural diversity.</li> </ul>	<ul style="list-style-type: none"> <li>Having insufficient resources and knowledge to effectively cater to and reflect the range of cultures in our communities.</li> </ul>	<ul style="list-style-type: none"> <li>Cultural diversity training for staff.</li> <li>Seeking knowledge and expertise from those in our communities from across all cultures.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Raises awareness of environmental issues through displays.</li> <li>Allows access to knowledge about environmental issues.</li> <li>Library buildings can be showcases for sustainability and eco-design.</li> </ul>	<ul style="list-style-type: none"> <li>None identified.</li> </ul>	<ul style="list-style-type: none"> <li>Planning for new libraries incorporates sustainability and eco-design features.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Enables individuals to gain knowledge, up-skill and become computer literate.</li> <li>Helps individuals who are unable to access information technology elsewhere.</li> <li>Provides an anchor for downtown developments.</li> <li>Supports employers, e.g. referring potential employees.</li> </ul>	<ul style="list-style-type: none"> <li>User fees and charges for some services may be a barrier to access.</li> </ul>	<ul style="list-style-type: none"> <li>Planning for new libraries will include consideration of information communications technology.</li> <li>User fees and charges are reviewed annually.</li> </ul>



# Building Communities Community Facilities Hanga ā-Hapori



## Community Facilities Hanga ā-Hapori

As part of the Communities Group of activities, community facilities include community halls, elder housing and cemeteries. Community facilities contribute to achieving social and cultural wellbeing. They contribute to having communities where people are connected and feel they belong, have access to adequate housing, and have spaces where they can be active and healthy and learn and contribute.

### What we provide

- elder housing
- cemeteries
  - *Katikati*
  - *Maketu*
  - *Oropi*
  - *Te Puke (Old and New)*
- help support community halls.

### Why we provide this activity

#### Our community outcome

In the Western Bay of Plenty, no matter what age you are:

- people feel safe and welcome
- people are connected and feel they belong
- people can be active and healthy, and enjoy the outdoors
- people have access to adequate housing
- people can learn and contribute.



# Community Facilities

## Overview

### Community halls

The importance of community halls is reflected in local community ownership of 18 halls across our District. Council provides the land for 15 of these halls. Council has a Halls Policy which guides the operational relationship between Council and hall committees. Under the Halls Policy condition assessments are completed for each hall every six years. The condition assessments inform the 10-year work programmes for each hall and are used to set the rates based on maintenance and agreed capital development requirements.

A wide range of activities and events are held in halls which support recreation, learning and social interaction within our communities.

### Elder housing

Affordable housing is a big issue for the District. Council is keen to work in partnership with central government and local providers to ensure more affordable housing options are in the District. Council's elder housing provides much needed affordable accommodation for older people in the district who have limited financial means. Council has reviewed the activity to decide what is the most effective and efficient way to deliver the service. Council intends to continue providing elder housing as it does now, and to redevelop the stock over time so that the housing is fit for purpose and more can be provided. Council has also reviewed the rental income received. To make the activity financially sustainable, council intends to increase the rents over the next two years. Staff will work with existing tenants to ensure they can access appropriate income subsidies so their effective rent is a maximum of 35% of their nett income.

### Cemeteries

Cemeteries provide families, friends and visitors a place to remember their loved ones. We are legally required to provide cemeteries to ensure needs of our District are met now, and in the future. We are confident that our cemeteries have sufficient capacity to meet current and future demand.

Attitudes to burial and remembrance are changing, with people seeking different options including natural burials and remembrance gardens. Council has earmarked space for natural burials within the Te Puke cemetery and will explore costs and options for development over the next year.



## How we will achieve our community outcome

Goal	Our approach
Elder housing that meets the needs of our older residents that have high housing needs.	<p>Council is completing a Section 17A review of its elder housing activity. Council intends to retain its elder housing stock and redevelop it over time, so that it is fit for purpose and so that more housing for older people with limited means can be provided in the future.</p> <p>Council is also developing an Elder Housing Policy to guide the setting of rents, eligibility criteria for prospective tenants, and other operational matters.</p>
A network of community halls across the District meets local needs for education, recreation and social connection.	<p>Work with halls on a yearly basis to implement their 10-year work programmes and to understand any future development plans.</p> <p>Run a yearly expo for hall committees to understand requirements, and to share their experiences and approaches.</p>
Cemeteries and places of remembrance meet the needs of our communities.	<ul style="list-style-type: none"> <li>• Continue to own and maintain cemeteries at Katikati, Oropi, Te Puke (2) and Maketu.</li> <li>• Progress with development of a new cemetery and urupa at Hot Springs Road, Katikati.</li> <li>• Explore options for remembrance gardens through Reserve Management Planning processes.</li> <li>• Develop plans for natural burial areas earmarked for Te Puke cemetery, and for the new cemetery to be opened on Hot Springs Road.</li> </ul>

# What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
264315	Cemetery/Urupa Land Purchase & Development - West	60	-	211	325	334	-	-	-	-	-
264316	Katikati Cemetery Beams	15	-	16	-	-	-	-	-	-	-
264402	Reserves - Cemetery Te Puke Burial Beams	100	-	-	16	-	-	17	-	-	19
264405	Reserves - Cemetery Te Puke Natural Burials Planning	20	21	11	-	-	-	-	-	-	-
280001	Property - Pensioner Housing Capital	339	694	79	2,018	83	1,781	87	89	92	94
280801	Property - Halls Katikati	45	46	47	48	50	51	52	53	54	56
280803	Property - Halls Ohauti	13	13	14	14	15	15	15	16	16	16
280804	Property - Halls Omanawa	10	10	10	10	11	11	11	11	12	12
280805	Property - Halls Ōmokoroa	28	29	30	31	32	32	33	34	35	35
280806	Property - Hall Oropi	26	27	28	29	29	30	31	32	32	33
280809	Property - Halls Paengaroa	13	13	14	14	14	15	15	15	16	16
280810	Property - Halls Pyes Pa	23	24	24	25	26	26	27	28	28	30
280811	Property - Halls Te Puke	27	51	52	125	128	72	73	75	77	79
280812	Property - Halls Te Puna Community Centre	62	64	65	67	69	71	72	74	76	77
280813	Property - Halls Te Puna	9	9	10	10	10	10	11	11	11	11
280815	Property - Halls Waihi Beach	47	48	50	51	52	53	55	56	57	58
280816	Property - Halls Kaimai	9	9	9	10	10	10	10	10	11	11
280819	Property - Halls Pukehina Beach	5	5	6	6	6	6	6	6	7	7
280820	Property - Halls Te Ranga	7	7	7	7	7	7	8	8	8	8
280822	Property - Halls Whakamarama	14	14	15	15	16	16	16	17	17	17
280830	Property - Halls Te Puke (Loan)	66	68	70	-	-	-	-	-	-	-
280832	Property - Halls Katikati (Loan)	34	35	36	36	37	38	39	40	41	-
280833	Pukehina Hall Loan	200	-	-	-	-	-	-	-	-	-
299502	Oropi Cemetery Beams & Roadway	-	-	-	10	-	-	-	-	-	-
299602	Maketu Cemetery Extension	45	-	11	-	-	11	-	-	12	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the community facilities activity.

## How we will track progress




What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We will provide cemeteries at Katikati, Maketu, Oropi and Te Puke that cater for the burial needs of the community.	Number of cemeteries where plot availability is >30% of annual plot requirements or 5 plots at any one time.	4	4	4	4	4	4
	Areas for natural burials provided in the District.	New measure	1	1	1	2	2
We provide dedicated areas for memorialisation across the District.	Areas dedicated to memorialisation (either within a cemetery or in a reserve) provided in each ward of the District.	New measure	2	2	3	3	4
Partnerships with hall committees will be maintained.	Number of 10-year maintenance programmes in place with existing hall committees.	New measure	≥14	≥14	≥14	≥14	≥14
	Minimum number of notifications (per year) each hall committee will receive regarding annual budget and policy changes.	2	≥1	≥1	≥1	≥1	≥1
We provide affordable rental housing for older people with limited financial means.	Percentage of service requests actioned within agreed timeframes.	90%	≥90%	≥90%	≥90%	≥90%	≥90%
	Annual housing occupancy rate of all available units.	100%	≥90%	≥90%	≥90%	≥90%	≥90%
	Number of units provided across the District. Aim is to increase stock over time.	New 70	70	70	76	82	87

## Key assumptions



Assumption	Description	Risk
Cemeteries service demand.	<p>The projected demand for our cemeteries is estimated as follows:</p> <ul style="list-style-type: none"> <li>• Katikati Cemetery: 14 burials and 5 ash interments per year.</li> <li>• Maketu Cemetery: 7 burials and 1 ash interment per year.</li> <li>• Oropi Cemetery: 2 burials and 1 ash interment per year.</li> <li>• Te Puke Cemetery: 26 burials and 14 ash interments per year.</li> </ul>	If actual demand exceeds forecast demand capital expenditure would be required earlier than forecast and income would need to increase.
Changing demographics population ageing.	The number of residents aged over 65 years old is projected to increase in the District over the next 10 years. This is likely to increase the demand for affordable housing for older people.	The increasing demand for community facilities for older people cannot be absorbed by existing community infrastructure.
Increasing cultural diversity.	Our District is experiencing an increase in the number of residents from Asia, the Pacific and other ethnic groups. We need to consider different cultural customs regarding burial methods and possibly different housing requirements as they age.	Failure to plan for increased cultural diversity could result in unexpected additional expenditure required for alternative delivery methods for housing and burials.
Housing for older people funding.	Central Government funding arrangements for housing for older people are unlikely to change with respect to local government.	This risk has been considered within the review of elder housing activity.







## Significant effects of providing this activity - community meeting places

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Halls and Marae provide an important public space for social interaction, recreation and learning.</li> </ul>	<ul style="list-style-type: none"> <li>Halls may be in locations that are not accessible for some residents.</li> <li>Difficulty encouraging people to join hall committees.</li> <li>All ratepayers in the hall area are required to pay for hall maintenance but may not all use the hall.</li> </ul>	<ul style="list-style-type: none"> <li>Work with hall committees to assist them in promoting the use of halls.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Provides venues for cultural and art events.</li> </ul>	<ul style="list-style-type: none"> <li>May not provide appropriate facilities for certain types of cultural and art events.</li> </ul>	<ul style="list-style-type: none"> <li>Collection of rates on behalf of hall committees to support the capital development and maintenance of halls.</li> <li>Establishment of the Marae maintenance fund to contribute to the maintenance of Marae.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Provides a cost-effective venue for events and recreation activities.</li> </ul>	<ul style="list-style-type: none"> <li>Difficulty in raising funds and encouraging the use of halls to support ongoing maintenance and capital development costs.</li> </ul>	<ul style="list-style-type: none"> <li>Collection of rates on behalf of hall committees to support the capital development and maintenance of halls.</li> </ul>

## Significant effects of providing this activity - housing for older people

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Many of the units are located in areas where residents are able to access cultural and art events.</li> </ul>	<ul style="list-style-type: none"> <li>Occupancy does not reflect the ethnic make-up of our District's population.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure Māori and people from other cultures are aware of the availability of housing for older people.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Housing is affordable to low income older residents.</li> <li>Provision of housing is self-funding not requiring ratepayer funding.</li> </ul>	<ul style="list-style-type: none"> <li>Council will not be able to meet the demand for housing.</li> </ul>	<ul style="list-style-type: none"> <li>Liaison with social housing providers and Kainga Ora should existing funding arrangements change.</li> </ul>

## Significant effects of providing this activity - cemeteries

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Meets community needs for cemeteries.</li> </ul>	<ul style="list-style-type: none"> <li>Māori provide their own cemeteries, i.e. urupa.</li> <li>May not meet the burial needs of our increasingly culturally diverse population.</li> <li>Potential for increased demand due to the increasing proportion of older residents.</li> </ul>	<ul style="list-style-type: none"> <li>Consideration of the cultural diversity of the population when reviewing cemetery capacity.</li> <li>Projected population ageing figures are considered in the planning of cemeteries.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Preservation of history.</li> </ul>	<ul style="list-style-type: none"> <li>Inability to meet some very specific cultural requirements may lead to customer dissatisfaction.</li> </ul>	<ul style="list-style-type: none"> <li>Social infrastructure planning guidelines require consideration of cultural diversity when planning for cemeteries.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Relevant legislative and industry health and safety standards are complied with.</li> </ul>	<ul style="list-style-type: none"> <li>Potential health effects.</li> </ul>	<ul style="list-style-type: none"> <li>We adhere to the legal, health and safety requirements to minimise the environmental impact of cemeteries.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Primarily funded by those requiring the service.</li> </ul>	<ul style="list-style-type: none"> <li>There may be some people or their families who struggle to pay to use the cemetery.</li> </ul>	<ul style="list-style-type: none"> <li>While the majority of cost is funded by the users of the service we contribute some funding to public cemeteries.</li> </ul>



Elder housing



**Building Communities  
Recreation and  
Open Space**  
Rēhia me Papa  
Wātea



## Recreation and Open Space Rēhia me Papa Wātea

**Our recreation and open space network plays an important role in contributing to the social, environmental, cultural and economic wellbeing of our community.**

### What we provide

This activity includes all recreation and open space assets owned and administered by Council. Among other things, recreation includes leisure, organised sport, informal sports activity and passive recreation such as walking.

Activities such as arts and culture, facilities such as libraries and community halls and the natural environment aspects of open space are included in other Activity Plans within this LTP.

- walking and cycling networks
- neighbourhood reserves
- camp grounds
- esplanade and coastal reserves
- swimming pools
- indoor recreation centre (with Katikati College)
- water access – boat ramps, wharves and jetties, pontoons
- coastal erosion protection structures (seawalls)
- playgrounds
- heritage, natural and cultural reserves
- skate parks
- public toilets
- sport and recreation parks
- sub-regional parks (TECT Park and Huharua Park)

### Why we provide this activity

#### Our community outcome

The recreation and open space network makes a significant contribution to achieving the following outcomes from the Communities Strategy and Environment Strategy.

- people are connected and feel they belong
- people can be active and healthy
- people enjoy the outdoors
- connecting people with the natural environment and having a lighter footprint
- protecting important natural and cultural areas.



# Recreation and Open Space

## Overview

The benefits of an active, healthy community, particularly as the population ages, are well known. Our network of public open space and facilities provides opportunities for people to interact socially and improve their health as well as contributing to the protection of cultural, landscape and ecological values.

As the population increases, additional demand is placed on our recreation and open space network. We need to ensure we keep pace with this demand so that it continues to meet the needs of the distinct communities located across the District.

In common with other councils across the country we remain aware of the need to balance effective development and management of our recreation and open space network with the community's ability to pay for it. The impact of COVID-19 on our communities highlighted the significant role our recreation and open space network has in contributing to local community wellbeing and the importance of ensuring we continue to provide these opportunities as we grow.

All councils in the Bay of Plenty have worked together to develop and recently review a regionally focused Spaces and Places Strategy and fund its implementation over the next several years. Across the region we are seeing better coordination of facility development and improved relationship building where partnership/collaborative approaches may form part of the solution. We are also aware of the need to meet community aspirations and to manage competing demands for open space and facilities from different user groups. Our ongoing programme of reserve management plan reviews provides the opportunity to work with each ward to identify local community aspirations and put in place a plan for how these can be responded to through development and management of parks and reserves.

Our recent review of levels of service for swimming pools, indoor recreation centres, sport and recreation parks and neighbourhood reserve, and a review of our Walking and Cycling Action Plan has enabled us to ensure we continue to provide fit-for-purpose places and spaces for our existing and future communities.



## Our focus for this activity

### Pools

After years of feasibility work identifying the need for investment in the Te Puke Memorial Pool, Council has agreed to include funding in the 2021-2031 Long Term Plan to enable this to happen and will work with the community over the next three years to identify options for a new swimming pool development. Provision is also made for upgrade work to the Dave Hume Swimming Pool and future replacement (2040+) and the purchase of land in Ōmokoroa for future swimming pool development.

### Reserves

We now have a clear approach to determine our requirements for local neighbourhood reserves in new growth areas and across the District and for sport and recreation parks.

### Sports Centres

We will continue to work in partnership with Katikati College to ensure the community access agreement for the Katikati Action Centre is maximised to best meet the needs of local communities. Any other proposals for similar types of facilities will be assessed on a case-by-case basis and in accordance with the BOP Spaces and Places Strategy.

### Walking and Cycleways

Our refreshed Walking and Cycling Action Plan enables us to continue to build on the significant achievements to date and to continue to work with neighbouring councils, local community support and private funders to further develop cycleway network as well as advocate for further government funding to develop our network.

### Boat Ramps

A review of all previous information on boat ramp use over the last 10-20 years has identified that all-tide or 'premier' boat ramps within the District and western Bay of Plenty region will continue to come under pressure from growth. Council needs to plan for this through a mix of capacity upgrades and new provision.

**Over the next three years we will also focus on understanding barriers to participation in sport and recreation activities, continuing to enhance our open space network through our reserve management planning processes and working with Tauranga City Council and other organisations to ensure our joint sub-regional parks approach continues to respond to growth, recreation and environmental needs of the western Bay of Plenty sub-region.**

## How we will achieve our community outcomes

Goal	Our approach
<p>Provide appropriate opportunities to access the recreation and open space network.</p> <p>Note: Access can mean physical access, affordable access, disabled access, geographic access etc.</p>	<ul style="list-style-type: none"> <li>• Continue to apply adopted levels of service to the provision of the recreation and open space network, including the provision of facilities to a 'basic' standard with a requirement for the community to fund any higher level of service.</li> <li>• Apply new adopted levels of service for swimming pools, indoor recreation centres, neighbourhood parks and sport and recreation parks.</li> <li>• Improve monitoring of facility use in community partnership agreements to ensure utilisation is maximised where appropriate and meeting the needs of local communities.</li> <li>• Recognise the need to achieve a balance between enhancing accessibility to the open space network, while protecting areas where there are important natural, cultural and environmental values.</li> </ul>
<p>Connect our spaces and places to each other and to destinations such as schools and community gathering places.</p>	<ul style="list-style-type: none"> <li>• Continue to implement the Walking and Cycling Action Plan, working with neighbouring councils, local communities and private funders as well as advocating for further government funding to develop our network.</li> </ul>
<p>Protect and enhance important environmental, cultural and heritage values.</p>	<ul style="list-style-type: none"> <li>• Continue to enhance the open space network to achieve environmental and cultural objectives where possible in existing and new reserves, and reflect the heritage values of the area.</li> <li>• Continue to carry out riparian planting programmes with the community, secure esplanade reserves for conservation and recreational values and apply the Coastal Erosion Responses Policy to existing coastal assets and future planning.</li> </ul>
<p>Provides spaces and places that our community are proud of, that are safe and that encourage participation.</p>	<ul style="list-style-type: none"> <li>• Apply Crime Prevention Through Environmental Design Principles (CPTED) to our open space network development and management approach.</li> <li>• Support meaningful partnerships which increase opportunities for affordable access to recreation facilities and open space networks.</li> <li>• Understand barriers to participation in recreation activities. Utilise existing community research and locally based engagement to assist in identifying options to remove these barriers.</li> <li>• Encourage use of the recreation and open space network for activities that appeal to a diverse range of people and that bring communities together.</li> </ul>
<p>Collaborate and partner with Tangata Whenua and the community to provide recreation and open space experiences.</p>	<p>Use open space network plans and iwi/hapū management plans to identify potential sites that require protection in the future. Work in partnership to identify the potential to secure land that protects cultural and environmental values where these may be at risk of development. Consider alongside subregional parks approach.</p> <p>Continue to engage with the community, including on new or upgraded facility development, walking and cycleway development, reserve management planning processes and concept plan/reserve development processes.</p>



Goal	Our approach
Proactively plan for future recreation and open space needs taking into consideration the range of factors that influence this including growth, current provision, changing trends, access and environmental factors.	<ul style="list-style-type: none"> <li>• Continue to review and update Reserve Management Plans so that they remain relevant, reflect local community needs and future challenges and trends.</li> <li>• Develop and implement open space network plans to enable a clear set of priorities to assist with future planning. Align with green blue network plans to ensure an integrated approach.</li> <li>• Ensure recreation and open space networks are an integral part of development of structure plans for future growth areas, and implement agreed levels of service through these plans.</li> <li>• Work with Tauranga City Council and other parties to ensure our joint sub-regional parks approach continues to respond to growth, recreation and environmental needs of the western Bay of Plenty sub-region.</li> <li>• Apply the New Zealand Recreation Association (NZRA) reserve categories to our open space network to ensure we have clearly defined role and functions of different types of open space and to assist with benchmarking against other councils.</li> </ul>

## What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
163503	Te Puke Aquatic Centre Service Delivery Contract	110	113	116	119	122	-	-	-	-	-
164501	Reserves - Te Puke Sports Field Service Delivery Contract	15	15	16	16	17	17	17	18	18	19
165401	Reserves - Pools Katikati Service Delivery Contract	105	319	327	336	345	353	361	370	379	387
166008	Centennial Park Sports Fields Renovation and Drainage	50	-	686	-	-	-	-	-	-	-
212912	Moore Park Katikati - Toilet	-	-	370	-	-	-	-	-	-	-
212914	Reserves - Katikati Moore Park New Sports Field 2020	-	-	274	-	-	-	-	-	-	-
213404	Reserves - Asset Management Plan	50	77	53	54	56	57	58	60	61	62

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
217805	Ōmokoroa Sports Ground (Western Avenue) Capital Development	125	-	132	-	-	-	-	-	-	-
217808	Reserves - Cooney Reserve Toilet	50	206	-	-	-	-	-	-	-	-
218406	Reserves - Ōmokoroa Domain Concept Plan Implementation	208	141	90	88	89	57	-	-	-	-
219304	Reserves - Katikati Park Road Whakarunuhau and Signage	15	26	-	-	-	-	-	-	-	-
225403	Reserves - District-Wide Reserves Minor Works	30	31	42	43	44	57	58	60	61	62
244005	Paengaroa - New Sports Field	-	-	-	-	-	321	-	-	-	-
244113	Reserves - Maramatanga Park Concept Plan Implementation	18	72	42	179	44	-	-	-	-	-
244912	Reserves - District Wide Acquisition Funding	700	720	2,323	217	2,502	285	291	2,684	2,747	2,806
245601	Reserves - Maketu Spencer Avenue Funding For General Development	10	10	11	11	11	11	12	-	-	-
245602	Spencer Avenue - Concept Plan	-	15	-	-	-	-	-	-	-	-
246810	Midway Park & Pukehina Parade - Sportsfield Medium 2nd Stage	-	-	69	-	-	-	-	-	-	-
249201	Reserves - Community Facilities Grant	55	57	58	60	61	63	64	66	67	69
258204	Pools - Katikati Dave Hume Pool Covering	250	1,799	-	-	-	-	-	-	-	-
260105	The Landing - Jetty	-	10	180	-	-	-	-	-	-	-
260306	Kauri Point - Car Park	-	-	21	67	-	-	-	-	-	-
260307	Kauri Point - Walkway Development	-	-	26	-	-	-	-	-	-	-
260314	Kauri Point - Owarau Pa Planting, Restoration	-	-	114	-	-	-	-	-	-	-
260315	Kauri Point - Atea Development	-	15	129	-	-	-	-	-	-	-
260316	Kauri Point - North Beach Development	-	-	38	-	-	-	-	-	-	-
260317	Kauri Point - Northern Lookout Fences For Pa	-	-	33	-	-	-	-	-	-	-
260318	Kauri Point - Interpretation Design Guide	-	-	13	-	-	-	-	-	-	-
260319	Kauri Point - Lookout Interpretation Maps & Panels	-	-	37	-	-	-	-	-	-	-

## Recreation and Open Space - Building Communities - Activities

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
260320	Kauri Point - South Lookout Palisades Entranceway	-	-	37	-	-	-	-	-	-	-
260409	Minden Te Puna Neighbourhood Park	-	103	-	-	111	-	-	-	-	-
260415	Pahoia Domain Carpark Extension	-	-	21	114	-	-	-	-	-	-
260507	Maketu Ward Misc Old Coach Rd/Pokopoko Street	-	-	-	38	-	-	-	-	-	-
260522	Otamarakau / Rogers Road - Planting & Weed Spraying	-	-	-	11	-	-	-	-	-	-
260523	Otamarakau / Rogers Road - Boat Ramp & Formalise Boat Access	-	-	-	22	-	-	-	-	-	-
260524	Otamarakau / Rogers Road - Car Parks	-	-	-	56	-	-	-	-	-	-
260613	Te Puke Misc - Village Heights Reserve	-	-	26	-	-	-	-	-	-	-
260730	Tohora View And Brown Drive Reserve Walkway Development	-	-	22	-	-	-	-	-	-	-
265810	McMillan Road Picnic Area Development	-	-	-	108	39	-	-	-	-	-
265839	Woodlands Road Res - Car Park and Capital Development	15	-	-	-	-	-	-	-	-	-
265840	Stormwater - Katikati Highfields Pond	50	134	-	-	-	-	-	-	-	-
281507	Reserves - Coastal & Marine Projects Funding	50	51	53	54	56	57	58	60	61	62
289808	Reserves - TECT All Terrain Park Public Infrastructure	100	103	106	108	111	114	117	119	122	125
289815	Reserves - TECT All Terrain Park Roding	600	514	158	162	167	57	58	60	61	62
289823	Reserves - TECT All Terrain Park Subhub & Park Signage	20	21	21	22	22	23	23	24	24	25
289824	Reserves - TECT All Terrain Park - Forest Replantings	-	171	226	140	158	112	-	30	172	-
289835	Reserves - TECT All Terrain Park Plans And Assessments	20	21	21	22	22	23	23	24	24	25
289840	Reserves - TECT All Terrain Park Asset Development	88	165	76	49	93	44	13	-	-	-
289855	Reserves - TECT All Terrain Park Hood Road Extension	90	103	-	-	-	-	-	-	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
289857	Reserves - TECT All Terrain Park Events Space Electricity Network Extension	-	129	-	-	-	-	-	-	-	-
289861	Reserves - TECT All Terrain Park Ngawaro Road Crossing	60	-	-	-	-	-	-	-	-	-
289862	Reserves - Tect All Terrain Park Te Matai Road Network Extension	-	-	-	54	56	-	-	-	-	-
289863	Reserves - TECT All Terrain Park Te Matai Sealed Driver Training Area - Forestry	-	-	-	433	-	-	-	-	-	-
289864	Reserves - TECT All Terrain Park Inclusive Adventure Playground	-	103	950	1,083	-	-	-	-	-	-
289865	Reserves - TECT All Terrain Park Motorsport Shared Training/Administration Build	-	-	211	-	-	-	-	-	-	-
295201	Northern Harbour Boat Ramp - Construction	-	103	222	2,274	2,335	-	-	-	-	-
295203	Reserves - Ōmokoroa Domain Funding	200	308	528	-	-	-	-	1,193	1,221	3,118
311701	Reserves - Ecological Financial Contributions Fencing	1	1	1	1	1	1	1	1	1	1
311702	Reserves - Ecological Financial Contributions Enhancement Plantings	1	1	1	1	1	1	1	1	1	1
312501	Reserves - District Signage Capital	50	51	53	22	22	23	23	24	24	25
312502	Reserves - District Signage Operating	10	10	11	11	11	11	12	12	12	12
318901	Reserves - Sub Regional Council Contribution To Sports And Exhibition Centre Funding	33	34	35	36	37	38	39	40	41	42
320801	Reserves - Asset Replacement Projects Funding	650	668	898	704	723	740	757	775	794	811
321101	Reserves - Coastal Marine Asset Replacement Project Funding	600	1,234	1,690	1,083	1,112	1,138	1,165	1,193	1,221	1,247
321802	Reserves - Waihi Beach Community Centre Toilet	20	134	-	-	-	-	-	-	-	-
322004	Reserves - Planning Tauranga Harbour Recreation Strategy	5	5	5	5	6	6	6	6	6	6
322101	Wilson Park	25	27	-	-	-	-	-	-	-	-
322301	Waikaraka Drive LP and Stopped Road	-	-	54	-	-	-	-	-	-	-
322701	Pongakawa Domain Upgrade Access and Hardcourt	-	-	-	94	-	-	-	-	-	-

## Recreation and Open Space - Building Communities - Activities

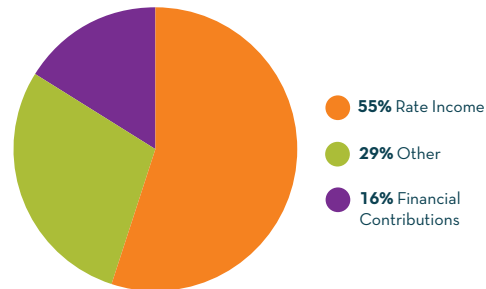
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
322710	Pongakawa - Reserve Development	-	-	23	-	-	-	-	-	-	-
326104	Reserves - Pools Te Puke Painting	-	82	-	-	-	-	-	-	122	-
326105	Reserves - Pools Te Puke Repairs And Maintenance	20	21	21	22	22	23	23	-	-	-
326106	Pools - Te Puke New Indoor Swimming Pool Facility	100	206	1,056	6,715	8,340	-	-	-	-	-
326107	Pools - Te Puke Interim Upgrade	300	-	-	-	-	-	-	-	-	-
326108	Pools - Te Puke New Indoor Pool Facility	-	-	-	108	1,112	1,138	1,165	1,193	1,221	1,247
330701	Reserves - Tauranga Harbour Explanade Funding	25	26	26	27	28	28	29	30	31	31
330801	Reserves - Matakana Island Panepane Point Development	20	103	106	87	-	-	-	-	-	-
331201	Reserves - Tauranga Harbour Margins Project Funding	25	26	26	27	28	28	29	30	31	31
336701	Reserves - Matakana Island Service Delivery Contract Funding	5	5	5	5	6	6	6	6	6	6
342001	Reserves - Assets Erosion Protection Funding	200	206	211	217	222	228	233	239	244	249
345301	Reserves - Cycleways & Walkways Funding	150	206	264	325	334	341	350	358	366	374
345401	Ōmokoroa Active Reserves	-	514	4,224	542	1,334	-	-	-	-	-
345601	Reserves - Waihi Beach Skatepark Upgrade	408	-	-	-	-	-	-	-	-	-
345701	Sub-Regional Coastal Park - Council Contribution	-	-	-	-	-	569	-	-	-	-
352301	Reserves - District CCTV Implementation	50	51	53	-	-	-	-	-	-	-
353701	Reserves - Dog Parks - Capital Development	30	31	32	32	-	-	-	-	-	-
353702	Reserves - Dog Parks Maintenance	5	10	16	22	22	23	23	24	24	25
354201	Reserves - Conway Road Reserve Concept Plan Implementation	40	117	294	249	200	-	-	-	-	-
354301	Reserves - Waitekohekohe Reserve Concept Plan Implementation	378	184	216	226	128	6	-	-	-	-
354302	Reserves - Thompsons Track Development Feasibility Study	-	-	16	-	-	-	-	-	-	-
354401	Reserves - Wairoa Road Rowing Club Reserve	-	-	64	96	72	9	58	-	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
354501	Reserves - Lynley Park Subdivision	-	57	53	44	156	216	-	-	-	-
354601	Reserves - Precious Family Reserve Concept Plan Implementation	-	185	109	68	-	-	-	-	-	-
357501	Reserves - Bell Road Kaituna River Access	-	64	32	27	34	-	-	-	-	-
357601	Reserves - Otaiparia Kaituna River	160	344	61	78	181	-	-	-	-	-
358901	Coastal & Marine - Panepane Wharf Replacement	-	206	1,690	-	-	-	-	-	-	-
356001	Maketu School Facilities	26	33	-	-	-	-	-	-	-	-
218504	Te Puna Quarry Park	90	-	-	-	-	-	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the recreation and open space activity.

## Funding sources for 2021-22



## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We provide safe, attractive and well-maintained facilities and amenities to our community.	<p><b>Key performance measures</b></p> <p>The percentage of recreational facilities that have an average to excellent grading of equal to or less than 3 (<b>1 excellent, 5 very poor</b>) as defined in the NZ Park and Recreation Asset Grading manual).</p>	94.8%	≥90%	≥90%	≥90%	≥90%	≥90%
We continue to provide quality experiences that meet the needs of our community through ongoing planning, development and management of the recreation and open space network.	<p><b>Key performance measures</b></p> <p>Increasing overall resident satisfaction with recreation and open space facilities and amenities.</p> <p>Two yearly survey based on residents who are 'very satisfied' and 'satisfied'.</p>	No survey	≥80%	No survey	≥81%	No survey	≥82%
We provide a fit-for-purpose, future-proofed swimming pool network that meets the needs of local communities.	<p>Increasing user numbers at Dave Hume Swimming Pool and Te Puke Memorial Pool.</p> <p>- Katikati</p> <p>- Te Puke</p> <p>Note: When pools are closed for development target is 0.</p>	New New	≥25,000 ≥25,000	0 ≥25,000	≥30,000 ≥25,000	≥30,000 (2026 = 0)	≥30,000 ≥30,000
We engage with our community on an ongoing basis to ensure our planning processes for recreation and open space respond to community needs.	<p>The number of recreation and open space community engagement processes undertaken each year continues to be maintained or increased.</p> <p>Baseline will be number of engagements taken in 2020/2021.</p>	New	Maintain or increase ≥2	Maintain or increase ≥2	Maintain or increase ≥2	Maintain or increase ≥2	Maintain or increase ≥2
We provide safe, attractive and well-maintained facilities and amenities to our community.	Maintain Recreation Aotearoa Green Flag accreditation for at least two parks within our open space network on a three yearly basis.	1	No application	2	No application	2	2
We provide an accessible network of reserves within urban areas for recreation and amenity purpose.	Neighbourhood reserves (or a suitable equivalent experience e.g. sport and recreation parks) are located within 800 meters (5-10 minute walk) of urban/town residential properties.	New	≥85%	≥85%	≥85%	≥90%	≥95%





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We provide a safe and connected walking and cycling network that leads to improved transport choices and provides a variety of recreational experiences through and beyond our District.	Walking and cycling track counters identify increasing use over time.	New	≥90,000	≥95,000	≥100,000	≥105,000	≥110,000
We continue to provide quality experiences that meet the needs of our community through ongoing planning, development and management of the recreation and open space network.	Increasing resident satisfaction with the <b>accessibility</b> to recreation and open space opportunities locally and across the District.	New	≥80%	No survey	≥81%	No survey	≥82%
	Increasing resident satisfaction with the <b>quality</b> of recreation and open space opportunities locally and across the District.	New	≥80%	No survey	≥81%	No survey	≥82%
We provide a safe and connected walking and cycling network that leads to improved transport choices and provides a variety of recreational experiences through and beyond our District.	<i>Refer Transportation Activity Plan measures regarding satisfaction with the walking and cycling network.</i>						

## Key assumptions

Assumption	Description	Risks
Asset lifespan	Expenditure forecasts are based on the latest condition assessments (for an asset or group of assets) and an estimate of the asset's useful life remaining.	Under or over-estimation of useful life will result in errors in forecasting for replacing assets.
Capital costs	Forecast capital costs are based on best known information i.e. recent projects and contractor costs.	If costs are higher than forecast the programme will be slowed unless the increased cost can be met elsewhere.



## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Provides space for physical activity, recreation and play; helps to provide for a healthy and interactive community.</li> <li>A higher level of facilities and managed open space creates an attractive place to visit/live and a higher level of social/cultural wellbeing.</li> <li>Fosters a sense of civic pride.</li> <li>The open space network provides a smoke-free environment.</li> </ul>	<ul style="list-style-type: none"> <li>Potential for negative impact on privacy, noise and loss of views.</li> <li>Some uses affect neighbouring properties.</li> <li>May attract anti-social behaviour (graffiti, drinking alcohol, bullying).</li> <li>Managing community expectations for local recreation opportunities.</li> </ul>	<ul style="list-style-type: none"> <li>Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis.</li> <li>Design active reserve space to meet anticipated uses and minimise impact on surrounding area.</li> <li>Apply best practice urban design principles to minimise impacts of new development.</li> <li>Apply Crime Prevention Through Environmental Design (CPTED) principles in planning for reserve space.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Provides a location for community events.</li> </ul>	<ul style="list-style-type: none"> <li>Congestion and over-use of destination parks and facilities.</li> <li>Increased traffic congestion around peak activity periods.</li> </ul>	<ul style="list-style-type: none"> <li>Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis.</li> <li>Design active reserve space to meet anticipated uses and minimise impact on surrounding area.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Provides places of respite, retreat and connection to the natural environment.</li> <li>Encourages community groups to work collectively on environment restoration projects (eg Coast care).</li> <li>Protects areas of cultural, historic and environmental value.</li> </ul>	<ul style="list-style-type: none"> <li>Littering and discarded rubbish.</li> <li>Chemical use on parks (e.g. spraying weed killers).</li> <li>Increased traffic congestion around peak activity periods.</li> </ul>	<ul style="list-style-type: none"> <li>Signage is used to inform users of the chemical use regime.</li> <li>Manage accessibility to protect areas of significance.</li> <li>Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis.</li> <li>Design active reserve space to meet anticipated uses and minimise impact on surrounding area.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Attracts tourism to our District.</li> </ul>	<ul style="list-style-type: none"> <li>Congestion and over-use of destination parks and facilities.</li> <li>Increased traffic congestion around peak activity periods.</li> </ul>	<ul style="list-style-type: none"> <li>Providing a process of public consultation through reviews of Reserve Management Plans on a regular basis.</li> <li>Design active reserve space to meet anticipated uses and minimise impact on surrounding area.</li> </ul>



**Building Communities**  
**Regulatory**  
**Services**  
Ratonga  
Waeture



## Regulatory Services Ratonga Waeture

**As a regulator we are required to take a balanced response to decision making by considering the competing rights of individuals and groups to undertake particular activities.**

### What we provide

- parking services
- animal control services
- resource consent
- building consent processing and inspections
- licencing for food and alcohol
- noise control
- dog shelters
- Building Act, RMA and bylaw compliance monitoring
- BWOFF
- fencing and swimming pool audits
- LIMS and PIMS.

### Why we provide this activity

#### Our community outcome

Regulatory services are delivered through a balanced compliance approach, promoting the safety and wellbeing of our communities and enhanced sustainability of our built and natural environments.

- communities are healthy and safe
- animal control services: Provide a safe environment for the public through promoting responsible dog ownership
- building services: Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods
- resource consent services: The quality of the environment is maintained and enhanced through effective decision-making on resource consents
- community protection: Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.



# Regulatory Services

## Overview

### Our decisions on these activities are influenced by:

- Legislation, regulations and national standards that we are required to comply with.
- The opportunities we take to develop local policies, plans and bylaws to regulate local issues.

Our Regulatory Services group of activities includes protecting people and the environment by regulating and licensing aspects of commercial services and private behaviour where wellbeing issues arise. These activities include:

- resource consent services (*including Land Information Memorandum*)
- animal control services
- building services
- community protection (*such as bylaw compliance, alcohol licencing, food licencing, parking, etc.*)

**Overall, we aim to provide high quality regulatory services in a fair and impartial manner, ensuring that customers are kept fully informed at key stages in the service delivery process.**



## Regulatory services group of activities

### Resource Consent Services (including Land Information Memorandum)

Since 2015, the District has experienced a high level of growth and unprecedented demand for residential properties, which has had direct impact particularly on Council's consenting and inspecting functions. This growth has only marginally slowed in 2020, however the challenge for us remains to ensure we meet statutory requirements such as processing time, and have sufficient resourcing with the right technical expertise to enable us to meet the needs of our customers.

### Animal Control Services

There have also been effects of growth on other areas of service delivery that may be less obvious. For example, with the population growth the District has experienced, the number of dogs in the District has also increased. This presents challenges meeting existing levels of service such as response times for dog control service requests and complaints, managing the registration process and following up registration of known dogs.

### Online services

We know customer expectations are changing and there is demand for us to deliver more of our services online. We launched online Building Consents in 2017 and Resource Consents in 2019 and are working towards an electronic District Plan in the near future.

### Building Consent

Recent changes to the Building Act 2004 include new categories for exemptions (where some building work no longer requires a building consent) and building materials for modular construction. These changes have impacted the way we work and the decisions we can make. While new building exemptions may reduce our workload for building consents, it will likely increase compliance issues particularly with our District Plan. Similarly, new building methodologies for pre-certified modular/factory construction may reduce our initial building consent workload, however there will be an increased risk around liability. Faster construction methods may also result in an increase in the number of houses being built, which may lead to an increase in consent applications. Looking forward, we need to ensure that we continue to provide efficient and cost-effective services to our communities in line with any revised legislative requirements.

**Other issues we know are important to our communities include our response to issues such as littering, dog control, unsafe or illegal buildings and car parking. We will continue to ensure that our responses and any actions are well balanced and fair.**

## How we will achieve our community outcome

Goal	Our approach
<p><b>Animal Control Services</b> Provide a safe environment for the public through promoting responsible dog ownership.</p>	<p><b>To achieve our goal we engage with the community to manage dog safety concerns by:</b></p> <ul style="list-style-type: none"> <li>• Ensuring we have a Dog Control Policy and Bylaw in place at all times to set out how we will manage dogs within our District and the compliance approaches we may take.</li> <li>• Maintaining a register of dogs within our District and having a process for unregistered dogs.</li> <li>• Providing for the impounding and care of stray and seized dogs.</li> <li>• Providing a complaint resolution service in relation to roaming dogs, barking dogs, sub-standard care and dog attacks.</li> <li>• Monitoring dogs in public spaces.</li> <li>• Promoting responsible dog ownership through education and community dog events.</li> <li>• Actively re-homing suitable dogs and fostering these dogs until an appropriate home can be found.</li> <li>• Responding to reports of livestock wandering in public places.</li> </ul>
<p><b>Building Services</b> Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.</p>	<p><b>To achieve our goal we administer the requirements of the Building Act 2004 ('the Act') and other related legislation by:</b></p> <ul style="list-style-type: none"> <li>• Maintaining our accreditation as a Building Consent Authority.</li> <li>• Providing information to the public regarding the Act, Building Code and building consent process.</li> <li>• Processing building consents applications to ensure compliance with the Act and Building Code and issuing consent approvals.</li> <li>• Inspecting building work to ensure that the work complies with the Act and Building Code and issue Code Compliance Certificates where appropriate.</li> <li>• Administering processes to enable issuance of Compliance Schedules, Certificates of Acceptance and building warrants of fitness.</li> <li>• Investigating complaints and breaches of the Act.</li> <li>• Issuing Notices to Fix and, where appropriate, infringement notices pursuant to the Act.</li> <li>• Identifying earthquake-prone buildings and issuing earthquake-prone building notices to strengthen or demolish unsafe buildings.</li> <li>• Lodging complaints to the Building Practitioners Board in relation to misconduct of Licensed Building Practitioners or non-licensed builders undertaking restricted building work.</li> <li>• Ensuring that we have a policy in place detailing our approach for managing dangerous and insanitary buildings.</li> <li>• Undertaking requirements and obligations for earthquake-prone buildings pursuant to the Act.</li> <li>• Processing of building consent applications for swimming pool fencing to ensure compliance with the Act.</li> <li>• Inspecting of swimming pool fencing to ensure compliance with the Act and issue Code Compliance Certificates or certificates of periodic inspection where appropriate.</li> <li>• Responding to claims on weather-tightness for dwellings and multi-unit dwellings.</li> <li>• Responding to and administering the process where applications for Determinations are submitted to the Ministry of Business, Innovation and Employment.</li> </ul>

Goal	Our approach
<p><b>Resource Consent Services</b> The quality of the environment is maintained and enhanced through effective decision-making on resource consents.</p>	<p><b>To achieve our goal we administer the requirements of the Resource Management Act 1991 and other related legislation by:</b></p> <ul style="list-style-type: none"> <li>• Providing information to people about how the rules in our District Plan may impact on activities they wish to undertake, the activities undertaken by neighbouring properties and in relation to the preparation of resource consent applications.</li> <li>• Processing resource consent applications for land use and subdivision.</li> <li>• Processing Project Information Memoranda (PIMs) and Land Information Memoranda (LIMs).</li> <li>• Monitoring compliance with conditions of consent and District Plan rules and taking enforcement action where appropriate.</li> </ul>
<p><b>Community Protection</b> Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.</p>	<p><b>To achieve our goal we undertake the following functions:</b></p> <p><b>Environmental health</b></p> <ul style="list-style-type: none"> <li>• Meeting the accreditation requirements of a Food Verification Agency.</li> <li>• Working with businesses to assist them in meeting the requirements of the Food Act 2014.</li> <li>• Registering and inspecting/verifying food premises, hairdressers, camping grounds and mortuaries.</li> <li>• Investigating noise complaints on a 24 hour/day basis and take compliance action as required.</li> <li>• Investigating reported methamphetamine contaminated properties and require appropriate remediation.</li> </ul> <hr/> <p><b>District Licensing Committee</b></p> <ul style="list-style-type: none"> <li>• Deliver District Licensing Committee activities as required by the Sale and Supply of Alcohol Act 2012, including processing applications for alcohol licences and monitoring the performance of licensed premises to ensure compliance with this Act.</li> <li>• Minimising harm through effective decision making on alcohol licences.</li> </ul> <hr/> <p><b>Hazardous substances</b></p> <ul style="list-style-type: none"> <li>• Providing information and support for the public on hazardous substances.</li> <li>• Managing hazardous substances in public places.</li> <li>• Responding to hazardous substances incidents in public places and on private property.</li> </ul> <hr/> <p><b>Parking enforcement</b></p> <p>Enable maximum car park availability in the Katikati and Te Puke town centres (and seasonally at Waihi Beach) during working/shopping hours by checking adherence to parking restrictions, ensuring vehicles are registered and display current warrants of fitness, ensuring that car parks (e.g. mobility and vehicle loading parks are used appropriately) and issuing infringement notices where appropriate.</p> <hr/> <p><b>General</b></p> <p>Provide a customer contact service for matters covered by a number of bylaws and undertake compliance actions in order to minimise nuisance to the public.</p>

## What are we planning to do

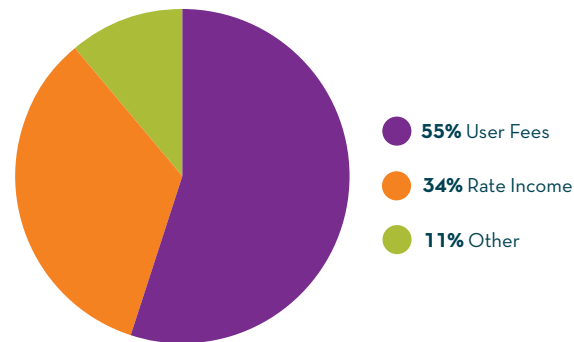
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
336201	Development Code Project Administration	50	-	-	-	-	-	-	-	-	-
336202	Asset Management -Automated Asbuilt Workflow	-	10	-	-	-	-	-	-	-	-
336203	Asset Management -Automated Asbuilt Workflow	-	31	-	-	-	-	-	-	-	-
358601	Compliance - Seasonal Bylaw compliance & Monitoring	71	73	75	76	78	80	82	83	85	87
358701	Compliance - Resource Consent Monitoring	101	104	106	109	111	114	116	119	121	124

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for the regulatory services activity.

## Funding sources for 2021-22



## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
<p><b>Resource Consent Services</b> The quality of the environment is maintained and enhanced through effective decision making on resource consents.</p> <p><b>Animal Control Services</b> Provide a safe environment for the public through promoting responsible dog ownership.</p> <p><b>Building Services</b> Building work is regulated to ensure the health and safety of people and sustainability in design and construction methods.</p> <p><b>Community Protection</b> Improve, protect and preserve the environment and public health and safety by minimising risks from nuisances and offensive behaviour.</p>	<p><b>Key Performance Measure</b> Number of successful legal challenges or mediation settlements (excludes weather tightness claims).</p>	0	0	0	0	0	0
	<p><b>Key Resident Measure</b> Percentage of service requests that are complaints about Council processes for:</p> <ul style="list-style-type: none"> <li>• Animal control</li> <li>• Health and Licensing</li> <li>• District Plan and Bylaw Compliance</li> <li>• Building</li> <li>• Resource Consent Compliance and Enforcement</li> </ul>	New measure	≤3%	≤3%	≤3%	≤3%	≤3%
Resource consent applications will be processed within the statutory timeframe and their compliance monitored.	Percentage of all resource consent applications processed within statutory timeframes.	86%	100%	100%	100%	100%	100%
	Percentage resource consents monitoring schedule completed to ensure compliance with consent conditions.	99%	100%	100%	100%	100%	100%
	Number of resource consent decisions overturned through appeal.	0	0	0	0	0	0
Building and health applications and plan checking will be processed within statutory timeframes.	Percentage of building consent applications and plan checking processed within the statutory timeframes.	96%	100%	100%	100%	100%	100%
Requests for further information on building consent applications are issued within a reasonable time period.	Percentage of requests for further Information that are issued within 15 working days of the application being accepted.	70%	≥75%	≥80%	≥85%	≥85%	≥85%
Code of Compliance Certificates are issued within the statutory period.	Percentage of Code of Compliance Certificates that are issued within the statutory timeframe.	97%	100%	100%	100%	100%	100%







What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
Land Information Memoranda (LIM) and Project Information Memoranda (PIM) will be processed within the statutory timeframe (10 days).	Percentage of LIM and PIM applications processed within the statutory timeframe (10 days).	100%	100%	100%	100%	100%	100%
Known dogs in our District are registered.	Percentage of known dogs in our District that are registered.	98.9%	≥98%	≥98%	≥98%	≥98%	≥98%
Known dogs in our District are microchipped (excluding those meeting the requirements to register as working dogs).	Percentage of known domestic dogs in our District that are microchipped.	80%	≥80%	≥80%	≥85%	≥85%	≥85%
We will respond to customer service requests in a timely manner.	Percentage of service requests received that are actioned within specified timeframe.						
	• Animal	93%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Building	71%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Health	81%	≥90%	≥90%	≥90%	≥90%	≥90%
	• District Plan and bylaw compliance	90%	≥90%	≥90%	≥90%	≥90%	≥90%
	• Resource consent compliance and enforcement	96%	≥90%	≥90%	≥90%	≥90%	≥90%
Food business are regularly monitored and assessed.	Percentage of food businesses that are scheduled for verification are assessed in accordance with statutory requirements.	61%	95%	95%	95%	95%	95%
Parking is monitored within Te Puke and Katikati town centres and largely on a seasonal basis at Waihi Beach.	Percentage of parking infringements correctly issued.	97.9%	95%	95%	95%	95%	95%





## Key assumptions

Assumption	Description	Risks
Animal control demand	Service requests remain static at an average of 1,900 requests per year, approximately the same as the average of previous years.	Significant changes to animal control legislation could increase the number of service requests. As the District population grows, there may be more demand for animal control due to increasing animal numbers and expectations of new residents.
Building consents demand	The number of building consent applications lodged per annum will remain approximately the same as 2019/20 numbers of 1,148 building consent applications received.	If demand for building consent processing increases beyond our assumption, capacity to process those consents within statutory timeframes may be compromised. Conversely, there has been strong growth in consent numbers over recent years, and this may not be sustained at the same level for the period of the plan.
Building inspections demand	The number of building inspections per annum will remain approximately the same as 2019/20 numbers of 12,515 inspections.	The number of inspections is strongly influenced by the number of building consent applications lodged. Any increase or decrease beyond the assumed number of building consent applications will likely impact the number of building inspections.
Building-related complaints and service requests	Service requests remain static at around 61 requests per year, approximately the same as the average of the previous two years.	As the District population grows, the number of complaints may increase. This could have resourcing implications.
Alcohol licences demand	Alcohol licence applications and renewals will remain approximately the same as 2019/20 numbers of around 300 applications.	If demand for alcohol licences increases then our capacity to process those applications in a timely manner may be compromised.
Resource consents demand	Resource consent application numbers will remain relatively consistent with 2019/20 numbers of 365 applications.	If demand for resource consents increases beyond our assumption capacity to process those consents within statutory timeframes may be compromised.
Land Information Memoranda (LIM) and Property Information Memoranda (PIM) demand	LIM and PIM application numbers will stay relatively consistent with 2019/20 numbers of 1,219 LIMs and 133 PIMs.	If demand for LIMs and PIMs increases beyond our assumption capacity to process those consents within statutory timeframes may be compromised.
Resource consent compliance activity demand	Resource consent monitoring demands are expected to be approximately 890 resource consents annually. This reflects averages from previous years and increased monitoring requirements.	If demand for resource consents compliance monitoring increases beyond our assumption, then our capacity to monitor all required resource consents may be compromised.
Registered premises demand (including food, hairdressers, camping grounds and mortuaries)	The number of registered premises is expected to be the same as the 2019/20 year at 337.	The Food Act 2014 has changed the way in which food premises are assessed for registration, including a range of premises that previously did not have to be registered. Therefore there is a high level of uncertainty as to the likely number of registered food premises in the District. The implementation of the registration assessment process will be undertaken by March 2019. This level of uncertainty may drive a resourcing requirement if the number of premises exceeds this assumption.
New legislation	Legislative changes that impact Regulatory Services are likely to occur during the period of this plan.	We may need to increase capacity to implement the required processes and/or adjust the skill base of our team.



## Significant effects of providing this activity - Animal Control Services

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• Provision of public places where both dog owners and other people can interact safely are important for community wellbeing.</li> <li>• We can manage the use of areas where the risk to public safety from uncontrolled access by dogs is too great.</li> <li>• Provides resources to deal with dog complaints which, if left unmanaged, can negatively impact upon community safety and wellbeing.</li> <li>• Registration of dogs enables lost dogs to be identified and returned to owners.</li> </ul>	<ul style="list-style-type: none"> <li>• May be perceived by some members of the community as over-regulation in terms of their own social choices.</li> </ul>	<ul style="list-style-type: none"> <li>• Balance the needs of dog owners with the need for public safety.</li> <li>• Undertake a balanced compliance approach to enforcement of the Dog Control Bylaw, provisions of the Dog Control Act 1996.</li> <li>• Respond to complaints and investigate compliance with the Dog Control Bylaw and the Act.</li> <li>• Education and community interaction through dog events and a range of communication tools.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Enables dogs and their owners to be directed towards using less culturally sensitive areas.</li> <li>• Different groups in the community have varying expectations on the management of dogs.</li> </ul>	<ul style="list-style-type: none"> <li>• Dogs not under control impact upon sensitive cultural areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Limiting access to culturally sensitive areas but accepting the need to provide recreational areas for owners to exercise their dogs.</li> <li>• Providing educational material to increase understanding of our philosophy behind dog restriction areas.</li> <li>• Within the scope of regulation, we adapt our compliance approach to be sensitive to the needs of each community.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Protects the environment by directing dog owners to use recreation areas with minimal ecological impact.</li> </ul>	<ul style="list-style-type: none"> <li>• Dogs that are not under control can impact upon sensitive ecological areas/environments</li> </ul>	<ul style="list-style-type: none"> <li>• We limit dog access to sensitive ecological areas/ environments while accepting the need to provide recreational areas for owners to exercise their dogs.</li> <li>• Provide educational material to increase understanding of our philosophy behind dog restriction areas.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Enforcement of dog restriction areas in some of our popular tourism areas, for example Waihi Beach, retains the appeal and therefore continued use by visitors of these locations.</li> <li>• Council is seen as dog-friendly and encourages positive dog interaction, which is appealing to residents and visitors.</li> </ul>	<ul style="list-style-type: none"> <li>• Responsible dog owners and people without dogs contribute towards the dog control activity which primarily deals with a small number of non-complying/irresponsible dog owners.</li> <li>• Public consultation costs associated with policy review/ development project.</li> </ul>	<ul style="list-style-type: none"> <li>• Effectively manage staffing levels.</li> <li>• Review policy and bylaw when necessary and make a balanced response.</li> <li>• The most effective, balanced policy decisions require appropriate public inputs.</li> </ul>



## Significant effects of providing this activity - Building Services

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Ensures that buildings and structures are safely constructed, healthy and maintained.</li> <li>Ensuring buildings are fit to meet future demands.</li> <li>Complaint investigation and resolution addresses community concerns.</li> </ul>	<ul style="list-style-type: none"> <li>Community expectations not met in relation to our ability to demand action on behalf of private property owners.</li> </ul>	<ul style="list-style-type: none"> <li>Ensuring that dangerous and insanitary buildings are assessed to enable mitigation of the dangerous/ insanitary condition.</li> <li>Processing of building consent applications and inspection of swimming pool fencing to improve safety outcomes for our community.</li> <li>Ensuring that buildings accessible by the public are compliant for access and facilities for persons with disabilities as required by the Building Act.</li> <li>Ensuring buildings are adequately upgraded for fire protection and accessibility when they are altered or a change of use occurs.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Buildings can be sympathetic to or complement our cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>No significant negative effects of the building services activity on cultural wellbeing have been identified.</li> </ul>	<ul style="list-style-type: none"> <li>Appropriately applying the Building Act and Building Code when assessing culturally significant buildings.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>We notify Heritage New Zealand where a listed building has applied for building consent.</li> <li>Modern building construction techniques and materials encourage more sustainable buildings particularly in the efficient use of energy.</li> <li>We can provide information that assists in improving sustainability within new building projects, e.g. energy and water usage.</li> </ul>	<ul style="list-style-type: none"> <li>Increased restrictions on redevelopment of listed heritage buildings may impact on their future use, and therefore continued sustainability of some buildings.</li> </ul>	<ul style="list-style-type: none"> <li>Providing advice and referral relating to the sustainability of buildings, for example energy efficiency.</li> <li>Ensuring dwellings are equipped with adequate wastewater disposal and potable water supply.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Ensure that consents and Code Compliance Certificates are processed within statutory timeframes so that applicants are not financially compromised by delays.</li> <li>Ensure inspections can be undertaken within a reasonable timeframe.</li> <li>Ensure reasonable guidance is provided to inform private decision making relating to development and building projects.</li> </ul>	<ul style="list-style-type: none"> <li>Consent fees are a recognised cost of building.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure building consent processes are efficient.</li> <li>Review of fee structures to ensure cost effectiveness and appropriate funding source.</li> <li>Review of resourcing to ensure capability to deliver service.</li> </ul>





## Significant effects of providing this activity - Resource Consents

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>The current planning framework (outlined within our District Plan and supporting guidance documents) recognises the need to provide safe homes, streets and public spaces.</li> <li>A healthy and safe community is one which is planned with long-term sustainability in mind.</li> <li>A well-planned district is one with supporting infrastructure, facilities and services. Our planning framework recognises this and identifies provision of these elements.</li> <li>Resource consent process enables those deemed affected to participate in the determination process.</li> </ul>	<ul style="list-style-type: none"> <li>Individuals may have conflicting opinions on what constitutes the best outcomes.</li> <li>Planning decisions may restrict an individual's options for use of their land.</li> </ul>	<ul style="list-style-type: none"> <li>Our planning framework and Structure Plans have been developed in accordance with SmartGrowth principles. These recognise the importance of sustainable communities including the need for healthy, safe and accessible communities.</li> <li>Resource consent application decisions give effect to these planning frameworks.</li> <li>We are willing to work with stakeholders to assist in planning and provision of supporting community services, e.g. recreational facilities, community halls.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Planning frameworks provide for iwi/hapū aspirations. This includes recognising the cultural connection of Māori to their land, water, sites and wāhi tapu.</li> <li>Our District Plan offers an opportunity to ensure the historical and cultural heritage of all citizens is recognised.</li> <li>Iwi/Hapū Management Plans assist Council in taking account of iwi and hapū aspirations.</li> </ul>	<ul style="list-style-type: none"> <li>Requires Tangata Whenua to reveal cultural heritage sites which they may be reluctant to do.</li> <li>Developers and iwi/ hapū may have conflicting opinions on what constitutes the best outcomes for protecting cultural heritage.</li> </ul>	<ul style="list-style-type: none"> <li>Our District Plan recognises the importance of historically and culturally significant sites.</li> <li>Resource consent assessments give consideration to known sites of cultural significance and provides the matter to the appropriate iwi/ hapū for direction on their views and future involvement in the matter.</li> <li>District Plan review process enables Council to collaborate with Tangata Whenua on the identification of cultural heritage sites within our District.</li> <li>The resource consent process is a component of the Papakainga Toolkit, which supports hapū / whānau to realise their housing aspirations.</li> </ul>

## Significant effects of providing this activity - Resource Consents

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Our District Plan provides planning controls to enable protection of the natural and physical environment.</li> <li>• Structure planning promotes development in a controlled manner.</li> </ul>	<ul style="list-style-type: none"> <li>• The resource consent activity should maintain and enhance environmental wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>• In reviewing our District Plan we will give ongoing regard to maintaining and enhancing the natural and physical environment and promote development in a controlled manner.</li> <li>• The District Plan identifies areas of significant landscape and ecological value.</li> <li>• We monitor compliance of resource consent conditions, including the provision of protection lots.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Our planning framework supports our local economy, recognises and provides for quality development and enables the uniqueness of our District and individual towns.</li> <li>• The provision of information held by Council on a property file can inform the viability of development and/or investment decisions.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource consent application decisions (and associated conditions) may be considered onerous by applicants and may impact on the economic viability of some proposals.</li> <li>• Our District Plan and other supporting planning documents do not always support the desires of all individual businesses/commercial interests.</li> <li>• Resource consent fees are an additional cost to development.</li> </ul>	<ul style="list-style-type: none"> <li>• Resource consent decisions reflect assessment of the level of effect and alignment to the objectives and policies in the District Plan. Conditions are attached to mitigate the impact of proposals.</li> <li>• The resource consent process may require a contribution from the consent holder towards the provision of infrastructure for wider community benefit. This is prescribed by legislation and Council's District Plan.</li> <li>• We seek to respond to the needs of local businesses through zoning changes and adapting plan provisions as appropriate.</li> <li>• Our District Plan has been developed to provide a rule-based framework for managing the growth of our District. It gives effect to legislation, the Regional Policy Statement and SmartGrowth principles.</li> </ul>

## Significant effects of providing this activity - Community Protection

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• Ensures provision of safe public spaces.</li> <li>• Benefits the community by supporting provision of safe, reliable infrastructure and resources.</li> <li>• Minimises risks from nuisances and offensive behaviour.</li> <li>• Protects and preserves public health.</li> </ul>	<ul style="list-style-type: none"> <li>• Limits placed on some social activities can cause tensions.</li> </ul>	<ul style="list-style-type: none"> <li>• Responding to community concerns and complaints and investigating to ensure compliance with relevant standards. Intervening only when necessary.</li> <li>• Providing educational material to improve general understanding of the community protection activity.</li> <li>• Working with businesses to ensure that they provide safe food for our communities.</li> <li>• Working with our communities to determine appropriate local responses.</li> <li>• Educating our communities in terms of our legislative abilities in dealing with reported issues, e.g. noise control, public place drinking.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Ensures clear standards and safe environments for all ethnic groups in their preparation of food.</li> </ul>	<ul style="list-style-type: none"> <li>• Differences in food regulations may be complex for new immigrant food operators.</li> </ul>	<ul style="list-style-type: none"> <li>• We support businesses to understand and implement new standards.</li> <li>• Implementation of food legislation enables recognition of different ethnic groups undertaking the role of food operators.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Protects and preserves the environment.</li> <li>• Minimise the effects of nuisances.</li> </ul>	<ul style="list-style-type: none"> <li>• More regulation, for example through the development of bylaws may frustrate some people in the community and create resentment at perceived over-regulation.</li> </ul>	<ul style="list-style-type: none"> <li>• Enforcing bylaws to help protect the environment - for example, from littering.</li> <li>• Working with other agencies to resolve matters beyond the scope of our services.</li> <li>• Community engagement processes ensure community interests inform the development of policies.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Provides a benchmark for health and safety standards within food and liquor premises, engenders customer trust in establishments.</li> </ul>	<ul style="list-style-type: none"> <li>• Business operators don't like receiving infringement notices.</li> </ul>	<ul style="list-style-type: none"> <li>• Ensuring that standards are upheld in food and liquor licensed premises.</li> <li>• We review levels of service within this activity and will consider all options for efficient service provision.</li> </ul>



## Building Communities **Stormwater** Waiāwhā





## Stormwater Waiāwhā

**Council's stormwater network is designed to manage the risk of flooding and coastal erosion to buildings and property, in a way that avoids negative impacts on the environment. The stormwater network includes watercourses, open channels, swales, pipes and structures that channel stormwater to a final discharge point. It includes primary and secondary overland flow paths, stormwater detention and stormwater treatment.**

### What we provide

- **146.1**km stormwater pipes
- **2,952** manholes
- **15** soakholes
- **1** dam
- **7** pump stations
- **688** utility catchpits
- **48** stormwater ponds
- **33.6**km of open drains
- **1.2**km of rising mains.

### Why we provide this activity

#### Our community outcome

A stormwater management system that manages flood risk contributes to improving water quality and contributes to enhancing ecological and cultural values.



# Stormwater

## Overview

Stormwater management will continue to be a high priority over the next 10 years. With climate change and urban growth, there is a focus on designing networks in urban areas that are resilient to changing weather patterns, while also contributing to improving water quality and enhancing ecological and cultural values. This requires an integrated approach that focuses on the receiving environment and sustainable management of water resources alongside the need to manage the risk of flooding. Documents such as Ngā Wai Manga – Urban Water Principles, produced by the Urban Water Working Group, provide guidance for implementing an integrated approach.

Legislative requirements regarding the quality and quantity of stormwater released must be met by Council. Under the Resource Management Act 1991 district councils must manage land use in a way that minimises environmental effects.

The Three Waters Review may result in significant structural changes to Council’s role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services and therefore it is prudent to plan on a business as usual approach to service delivery.



### The District has three stormwater management areas:

#### Urban growth areas

These are the main urban areas within our District planned for future urban development and expansion. They will have significant stormwater infrastructure and the greatest potential to affect receiving environments.

#### Small settlements

These are small urban settlements with some stormwater infrastructure generally of low capital value when compared to the infrastructure in urban growth areas.

#### Rural settlements

These areas include land zoned rural as well as rural villages that have fewer than 50 residential dwellings. These areas are provided for by the stormwater infrastructure that is supplied as part of the roading system.

Urban		Rural
Urban growth areas	Small settlements	Rural settlements
Katikati	Kauri Point	Little Waihi
Ōmokoroa	Maketu	Plummers Point
Te Puke	Minden	Pongakawa
Waihi Beach (including Island View/Pios Beach, Athenree)	Ongare Point	Rogers Road
	Paengaroa	Te Kahika
	Pukehina Beach	Tuapiro
	Tanners Point	All other rural areas
	Te Puna	

**Over the next 10 years we will continue to obtain and implement comprehensive stormwater consents for sub-catchments, based on an integrated catchment management planning approach. We will carry out monitoring and modelling work to ensure compliance with consent conditions.**

We will use structure planning processes to design integrated stormwater management networks in urban growth areas.

Extensive modelling has been completed and used to obtain comprehensive stormwater consents. This has resulted in:

#### **Specific District Plan rules for the Minden area.**

Overland flow paths are identified in the Minden Lifestyle Zone Structure Plan and new stormwater works may be proposed as a result of development in the future.

#### **Waihi Beach and Te Puke**

Identification of floodable areas and at-risk properties in Te Puke and Waihi Beach. A programme of work is in place to address flooding issues. We aim to protect 97% of existing urban growth areas and small settlement properties from having a habitable floor flooding incident in a 1:10 year rainfall event. It is important to understand that we are not aiming to stop flooding of non-habitable floor space such as garages, sheds or gardens. Communities can expect some surface flooding.

District Plan rules in Waihi Beach and Te Puke also future-proof flood mitigation by requiring all new dwellings to have habitable floor levels that protect properties against flooding in a 1:50 year rainfall event.

**We will continue to invest in our stormwater network to meet agreed levels of service and the conditions of our comprehensive stormwater consents.**

Under our Development Code and the resource consent process for subdivision, developers are required to make adequate provision for the collection and disposal of stormwater run-off from hard surfaces created through the development process. This may result in vesting of new stormwater infrastructure in Council, where appropriate.

As the need for stormwater management increases with the intensification of development and increasing frequency and intensity of rainfall events caused by climate change, so changes to the design of stormwater infrastructure are required in accordance with our level of service for stormwater.

Urban growth areas and small settlements that receive direct benefits from the stormwater network pay a targeted rate for stormwater management. Stormwater management also has a public good benefit in terms of public health and environmental benefits. As a result, 10% of stormwater funding is provided by the general rates levied on all rateable properties.



## How we will achieve our community outcomes

Goal	Our approach
<p>Use an integrated catchment-based management approach that:</p> <ul style="list-style-type: none"> <li>• Reduces flood risk by upgrading infrastructure, identifying secondary flow paths and minimising runoff.</li> <li>• Uses low-impact design to improve water quality, including maintaining natural flows as much as possible and reducing contaminants through systems that mimic natural processes.</li> <li>• Minimises loss of habitat in receiving environments.</li> <li>• Provides recreational opportunities and amenity values where possible.</li> <li>• Recognises cultural values associated with local waterways.</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue work to obtain and implement comprehensive stormwater consents that are based on catchment management plans.</li> <li>• We will progressively upgrade the public stormwater network in accordance with our asset management plan and the requirements of our comprehensive stormwater consents.</li> <li>• We will use structure planning processes to develop integrated stormwater networks in urban growth areas.</li> </ul>
<p>Engage with communities and Tangata Whenua to build understanding about various approaches to stormwater management, including coastal erosion protection and ensure their views are sought and taken into account.</p>	<ul style="list-style-type: none"> <li>• We will engage with communities and Tangata Whenua through the process of obtaining comprehensive stormwater consents and in structure planning processes.</li> <li>• We will carry out specific engagement in areas where upgrades to the existing network or options for coastal erosion protection are proposed.</li> </ul>
<p>Undertake compliance and monitoring activities through a balanced approach, to ensure best practice use of the stormwater network.</p>	<ul style="list-style-type: none"> <li>• We will implement a monitoring and compliance programme in accordance with requirements of our comprehensive stormwater consents.</li> </ul>

## What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
226332	Waihi Beach Pump Station Renewals	-	-	59	61	111	77	58	48	57	65
226353	Waihi Beach 2 Mile Creek West Bank	200	2,892	2,136	-	-	-	-	-	-	-
226355	Waihi Beach 1 Mile Creek Improved Flow Path	-	-	-	-	-	117	601	-	-	-
226356	Waihi Beach Diversion of Maranui Flood Water	-	-	-	55	114	-	-	-	-	-
226357	Waihi Beach Upper Catchment Attenuation/ Darley Drain	-	-	-	-	-	-	-	124	508	-
226358	Waihi Beach 2 Mile Creek Upper Catchment Attenuation	-	103	854	1,653	228	-	-	-	-	-
226360	Waihi Beach Edinburgh Street Pipe Upgrade	-	-	406	-	-	-	-	-	-	-
226361	Stormwater - Waihi Beach Pio Shores	150	475	-	551	-	934	-	840	863	-
226362	Waihi Beach Pipe Upgrade	-	-	-	-	-	736	-	-	-	-
226363	Waihi Beach Otto Road New Pumping System	-	-	-	-	717	-	-	-	-	-
226364	Waihi Beach Earth Dam	-	-	-	-	-	1,016	902	-	-	-
226365	Stormwater - Waihi Beach Improvements Various	-	-	43	77	80	82	174	87	330	754
226413	Katikati Upgrades Highfield Drive	-	283	-	-	-	-	-	-	-	-
226420	Katikati Upgrades Belmont Rise, Grosvenor Place	-	-	-	353	-	-	-	-	-	-
226421	Katikati Upgrades Francis Drive	-	-	-	176	-	-	-	-	-	-
226515	Ōmokoroa Upgrades Hamurana Road, Owen Place	-	-	-	-	-	374	90	-	-	-
226523	Stormwater - Ōmokoroa Vivian Drive Upgrade	-	-	598	-	-	-	-	-	-	-
226524	Ōmokoroa Stormwater Renewals	-	-	-	50	341	-	-	-	-	-
226525	Ōmokoroa Stormwater Upgrades	-	-	48	331	-	-	-	-	-	-
226602	Stormwater - Te Puke Area 3 Structure Plan	1,377	-	-	66	689	-	-	148	1,558	-
226620	Te Puke Offsite Mitigation Due to Growth (Pumps/Ponds)	-	-	694	716	-	-	-	-	-	-
226636	Te Puke Upgrades Princess Street, Saunders Place	35	341	-	-	-	-	-	-	-	-
226638	Te Puke Upgrades Seddon Street, Raymond, Dunlop, Bishoprick	-	36	374	-	-	-	-	-	-	-

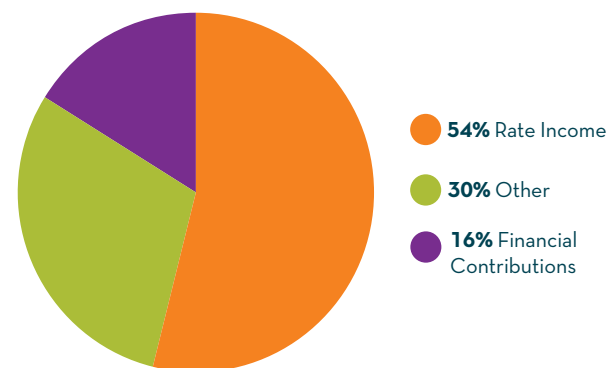
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
226642	Te Puke Upgrades Williams Drive	-	-	-	-	-	269	-	-	-	-
226651	Te Puke Upgrades Oxford Street/ Boucher Avenue	-	-	88	904	-	-	-	-	-	-
226652	Te Puke Stormwater - King Street Outfall	-	-	-	-	455	-	-	-	-	-
226655	Te Puke Upgrades Galway Place	-	62	-	-	-	-	-	-	-	-
226657	Stormwater - Te Puke Upgrades Tynan Street	-	-	-	-	-	-	-	-	-	358
226658	Stormwater - Te Puke Upgrades Jellicoe Street/ Dunlop Road	-	-	-	-	-	-	-	-	508	-
265413	Maketu Upper Catchment Attenuation	-	-	-	-	11	140	-	-	-	-
301808	Upgrade Pukehina Beach Road Stage 4	-	-	-	50	262	-	-	-	-	-
301829	Upgrades Pukehina Beach Road Stage 2, Stage 3	-	46	427	-	-	-	-	-	-	-
301830	Upgrades Pukehina Beach Road Stage 5, Stage 6	-	-	-	-	-	274	-	-	-	-
301831	Upgrades Pukehina Beach Road Stage 7, Stage 8	-	-	-	-	-	257	-	-	-	-
301832	Upgrades Pukehina Beach Road Stage 9	-	-	-	-	-	-	-	-	-	501
311302	Stormwater - Asset Validation	50	52	53	55	57	58	60	62	63	65
316601	Katikati Structure Plan Utilities Stormwater	-	-	-	226	2,841	-	-	49	510	-
317201	Ōmokoroa Structure Plan - Stormwater Industrial	1,875	3,740	1,068	1,543	341	249	169	-	3,207	3,764
319601	Stormwater - Comprehensive Stormwater Consents	150	258	267	276	285	280	240	309	317	325
331501	Waihi Beach Otawhiwhi Marae Stormwater Drain	-	-	475	-	-	-	-	-	-	-
331601	Stormwater - Te Puke Ohineangaanga Stream	-	-	395	-	-	-	-	-	-	-
332401	Minden Stormwater Investigation	-	52	-	-	-	-	-	-	-	-
332614	Small Communities Stormwater Infrastructure Rehabilitation	-	-	-	-	-	7	-	-	-	-
332616	Tanners Point Upgrades Tanners Point Road East Stage 2	-	-	-	132	-	-	-	-	-	-
332617	Tanners Point Upgrades Tanners Point Road North	-	-	-	-	137	105	228	-	-	-
332621	Kauri Point Upgrades	-	155	363	-	-	-	-	-	-	-
332627	Stormwater - Kauri Point Upgrades Stanley Street	-	-	-	-	-	-	-	124	-	-
332630	Stormwater - Small Communities Annual Contribution To Waihi Drainage Society	5	5	5	6	6	6	6	6	6	7

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
332635	Paengaroa Upgrades Halls Rd Stage 1 & 2	-	-	-	-	-	-	-	581	863	-
332636	Paengaroa Restoration (Black Road Outlet)	-	-	-	165	-	-	-	-	-	-
340001	Stormwater - Small Communities Infrastructure Remediation	17	18	18	19	13	13	13	14	14	14
340101	Stormwater - District Wide Modelling	100	103	107	77	80	82	84	87	89	91
340201	Asset Management - Waihi Land Drainage District	25	-	-	28	-	-	30	-	-	-
344601	Waihi Beach Stormwater - Athenree Improvements	-	-	-	-	-	397	-	-	-	-
344801	Ōmokoroa Upgrades Myrtle Drive, Gerald Place	-	362	-	-	-	-	-	-	-	-
344901	Ōmokoroa Stormwater- Harbour View Road Upgrade	-	-	-	33	615	-	-	-	-	-
345001	Ōmokoroa Stormwater - Upgrade for Ōmokoroa Road, Tory Way, Tralee Street	-	31	374	-	-	-	-	-	-	-
345101	Ōmokoroa Stormwater - Upgrade Precious Reserve Pond	-	-	-	127	-	-	-	-	-	-
352801	Stormwater - Ongare Point Improvements	-	-	-	-	-	-	-	-	89	351
352901	Stormwater - Catchment Management Plans Review And Update	-	-	-	83	85	-	-	-	-	98
353001	Stormwater - Ōmokoroa Comprehensive Consent Renewal	50	155	107	-	-	-	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for stormwater

## Funding sources for 2021-22



## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We use an integrated catchment based management approach to provide a stormwater network that minimises risks of flooding events.	<b>Key Performance Measure</b> The number of times per annum flooding occurs outside identified flood-prone urban areas during a one-in-50 year or less storm event.	○	≤3	≤3	≤3	≤3	≤3
	<b>Key Resident Measure</b> Level of resident satisfaction with the stormwater network.	62%	≥65%	≥65%	≥65%	≥65%	≥65%
	The number of flooding events that occur within the Western Bay of Plenty District.  For each flooding event (district-wide), the number of habitable floors affected (expressed per 1000 properties connected to Council's stormwater system).	○	≤30 (3%) per event	≤30 (3%) per event	≤30 (3%) per event	≤30 (3%) per event	≤30 (3%) per event
	For a one-in-ten year flooding event, the number of habitable floors affected. (Expressed per 1000 properties connected to Council's stormwater system).	Per event	Per event	Per event	Per event	Per event	Per event
	<ul style="list-style-type: none"> <li>• Waihi Beach</li> <li>• Katikati</li> <li>• Ōmokoroa</li> <li>• Te Duke</li> <li>• Maketu</li> </ul>	○	○	○	○	○	○
We use an integrated catchment based management approach to provide a stormwater network that avoids impacts on water quality.	Compliance with Council's resource consents for discharge from our stormwater system, measured by the number of:						
	• Abatement notices	○	○	○	○	○	
	• Infringement notices	○	○	○	○	○	
	• Enforcement orders and	○	○	○	○	○	
	• Convictions	○	○	○	○	○	
Received by Council in relation to those resource consents.							







What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We will carry out compliance and monitoring activities in a balance way to ensure best practice.	Percentage complete of Council's annual audit programme.	New	80%	80%	80%	80%	80%
	Number of awareness / education initiatives on best practice delivered.	New	≥3	≥3	≥3	≥3	≥3
We will be responsive to customer's stormwater issues.	The median response to attend a flooding event, measured from the time that Council receives the notification to the time that service personnel reach the site.	0 minutes	≤120 minutes	≤120 minutes	≤120 minutes	≤120 minutes	≤120 minutes
	<ul style="list-style-type: none"> <li>Urgent</li> </ul>		≤60 mins	≤60 mins	≤60 mins	≤60 mins	≤60 mins
	<ul style="list-style-type: none"> <li>Non urgent</li> </ul>	≤24 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours	
	The number of complaints received by Council about the performance of its stormwater system, expressed per 1000 properties connected to the Councils stormwater system.	0.17	≤30	≤30	≤30	≤30	≤30

## Key assumptions

Assumption	Description	Risks
Land coverage imperviousness	Estimates of land coverage imperviousness are made based on the recommendations in the New Zealand Building Code Handbook.	<p>Significant differences between forecast population and household growth and actual out-turns would result in Council failing to provide appropriate and cost-effective levels of service to communities.</p> <p>Over-estimating the speed of growth could increase Councils debt if infrastructure development was undertaken in anticipation of growth that did not eventuate.</p>
Rainfall intensity values	Rainfall intensity values are generated from actual rainfall data. Climate change factors are accounted for in accordance with best practice.	If the rainfall intensity values increase significantly then a greater percentage of the stormwater infrastructure will be under-sized. As a result the levels of service may not be achieved and potentially the investment in stormwater infrastructure may need to increase.
Sea level changes	Sea level rise values are factored into stormwater modelling, in accordance with best practice.	If sea level rise varies from those estimated, changes in system and funding requirements may occur as a result.
Stormwater asset cost estimates	Asset valuations have been calculated using data obtained from the Rawlinsons Publication. This publication contains average rates from contractors throughout New Zealand.	If asset valuations vary from those calculated changes in funding requirements will occur as a result.
Stormwater asset economic life	The estimates of economic life of stormwater assets are based on recommendations in the International Infrastructure Management Manual.	If the estimated economic life of assets is inaccurate estimates of renewal expenditure will be inaccurate and funding requirements may change as a result.

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>The stormwater network reduces the risk of damage from flooding to individual properties.</li> <li>The stormwater network provides a safe living environment for the whole community.</li> </ul>	<ul style="list-style-type: none"> <li>Disruption during the implementation of works.</li> <li>Individuals can affect the stormwater network and neighbouring properties by altering natural flowpaths.</li> <li>Flooding can affect public health and safety.</li> <li>Stormwater can cause public health issues through the bacterial contamination of beaches.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to advise landowners of potentially flood-prone areas.</li> <li>Monitor new developments to ensure natural flowpaths are maintained.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>The stormwater network can help in protecting sites of cultural and historical significance from erosion and flooding.</li> <li>Acknowledges the significance of the receiving waters and the need to improve the mauri of water bodies, which improves health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Contamination of the receiving environment is unacceptable to Tangata Whenua.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to better identify sites of cultural significance.</li> <li>Continue to monitor discharges to comply with the consent conditions set by the Bay of Plenty Regional Council.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>The stormwater network reduces the potential for damage and erosion to property, essential utilities and transport infrastructure.</li> <li>The stormwater network can help prevent other contaminants from reaching sensitive environments.</li> </ul>	<ul style="list-style-type: none"> <li>Stream degradation through erosion by inadequately controlled discharges.</li> <li>Barriers for fish, contamination from sediment and pollutants.</li> <li>Beach erosion from stormwater outlets.</li> <li>Transfer of contaminants such as silt, nutrients, toxic substances.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to monitor discharges to comply with the consent conditions set by the Bay of Plenty Regional Council.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>The stormwater network reduces the potential for damage and erosion to property, essential utilities and transport infrastructure.</li> <li>Efficiencies are available through integrating stormwater activities with others such as land use, transportation and industrial development.</li> </ul>	<ul style="list-style-type: none"> <li>The cost of maintaining the stormwater network to ensure it is free from blockages before high rainfall events.</li> <li>Existing stormwater issues include costs associated with damage related to flooding, stream erosion and personal safety.</li> </ul>	<ul style="list-style-type: none"> <li>Continue to promote value for money by integrating stormwater upgrades with other projects.</li> </ul>



Waihi Beach stormwater pond



## Building Communities **Transportation** Rangawaka



## Transportation Rangawaka

**Council's transportation activity aims to provide a safe and effective transportation network which contributes to the health and wellbeing of the community. An efficient transport network enables economic development that is of district, regional and national importance. The network provides strategic transport links to the Port of Tauranga which has the largest maritime import/export freight volumes in New Zealand.**

### What we provide

As at 30 June 2020

- **1,073**km of network connections to state highways
- **910**km sealed roads
- **163**km unsealed roads
- **170**km urban roads
- **903**km rural roads
- **142** bridges
- **39** culverts (greater than 1.4m diameter)
- **189**km hard surfaced footpaths
- **2.1**km metallised surfaced footpaths
- **3,454** streetlights
- **6,923** road signs.

### Why we provide this activity

#### Our community outcome

Transportation networks are safe, affordable, sustainable and planned to meet our community's needs and support economic development.

- Transportation networks support and promote economic development.
- The impact on the environment of the transportation system is mitigated where practicable.
- Transport systems enable healthy activity and reduce transport-related public health risks.
- Transport systems improve access and mobility.
- Land use and transportation network planning are integrated. Communities are healthy and safe.



# Transportation

## Overview

Our transportation activity seeks to guide the future development and management of the transportation network over the next 10 years. Where land use and transport planning are integrated and infrastructure is affordable, our rural and urban communities are connected and the concept of “live, work, learn and play” is supported.

This activity supports the objectives of the National Land Transport Programme, Regional Land Transport Plan, Regional Policy Statement, SmartGrowth Strategy and the Tauranga Urban Network Strategy. Our transportation activities have the most significant impact on our District in terms of cost.

Council has budgeted to assist, facilitate and advocate for key state highway roading projects including the Takitimu North Link (TNL), upgrading Ōmokoroa’s roading network (in alignment with the structure plan) and Katikati bypass. To improve the efficiency and effectiveness of commuter and freight movements the Government has indicated that it will continue to invest in strategic corridors. For our District this means the construction of the Takitimu North Link and advocating for other safety improvements along the State Highway network. State Highway 29 provides a strategic freight link between the Bay of Plenty, the Waikato and Auckland and State Highway 2 provides a key link between Tauranga and Katikati / Coromandel. Council will be advocating for these roads to be improved.



### **Waka Kotahi NZ Transport Agency (NZTA)**

Waka Kotahi funds and maintains the state highway network for Central Government and we fund and maintain our local roads.

Waka Kotahi controls the Land Transport Fund which is financed from petrol tax, vehicle registration and other user fees and charges. The Funding Assistance Rate (FAR) provided by Central Government for local road maintenance and safety improvements remains at 51%, which is not expected to change during the life of this Plan.

### **Urban Form and Transport Initiative (UFTI)**

We continue to implement sub-regional strategies through SmartGrowth, including the Urban Form and Transport Initiative (UFTI) which is a sub-regional growth management strategy with a 50-100 year planning horizon, in partnership with Tauranga City Council, the Bay of Plenty Regional Council, Tangata Whenua, and with Waka Kotahi as lead Crown agency. Key implications of the UFTI framework are a multi modal transport system, enabling the Takitimu North Link (TNL) state highway, unlocking development potential in the Minden area, and state highway revocation implications.

The Western Bay of Plenty District Council also contributes to the Western Bay Transportation System Plan which is expected to provide the delivery of the specific network planning and strategic delivery within the sub-region over the next 20 years.

Projects identified in this activity are consistent with the UFTI framework, such as road works which have already begun in Ōmokoroa and will continue over the next 10 years in response to population growth.

**Our roading programme, specifically over the next five years, seeks to balance the overall aims of our Transportation activity with the need to maintain affordable levels of service for our District's communities. On completion of the Takitimu North Link, ownership of the section of old SH2 from Wairoa Bridge to Loop Road (approximately) will be transferred from Waka Kotahi back to Council. This will add several kilometres to Council's roading network and significantly increase our road maintenance requirements over time**

#### **The Annual Residents' Survey**

The Annual Residents' Survey reports on residents' perceptions of our service delivery. Survey results show the majority of our community is satisfied with the levels of service on local roads. There are ongoing concerns from residents who live on unsealed roads who wish their roads to be sealed. The key roading issues that residents would like addressed are comfort improvements, such as the timely filling of potholes and an improvement in the general smoothness of rural roads. These have remained the top issues over time.

## **Our planned work programme**

In line with our Walking and Cycling Action Plan, we will be committing \$16.6 million (\$13.9 million under the transportation activity) over the life of the plan to fund the construction of new footpaths, walkways and cycle routes throughout the District. The focus will be on the development responding to community demand by constructing cycle routes in our District that will eventually form part of the Tauranga Moana Coastal Cycle Trail which will extend from Waihi Beach around the Tauranga Harbour margin to Tauranga, onwards to Maketu and then inland to Paengaroa. We take a regional perspective on linking gateways such as Tauranga City, Hauraki and the Rotorua lakes.

### **Growth**

We remain committed to a range of strategic roading projects that will have significant benefits for local communities and other road users. The timing of these projects will be assessed on an annual basis as we will be working in partnership with other agencies to fund and implement these works. External factors beyond our control such as the timing of private development, changes to Waka Kotahi projects and funding programmes, growth in traffic volumes and a change in accident patterns can also affect the prioritisation. Consenting and authorities (such as heritage authorities) can affect the timing of projects.

The SmartGrowth strategy has recently been reviewed. Housing densities and growth projections have been agreed but settlement patterns may change.

The timing of growth may impact the funding and timing of roading in the areas set aside for new residential growth and will be reassessed annually to take into account any changes. We are aware of the need to balance effective development and management of our local roading network with the community's ability to pay for it. This challenge is made even more acute as we have already committed to a number of projects and must maintain safety standards.

We have to retain asset renewals funding for a number of key District roading projects such as bridge deck renewals and network improvements on specific roads, for example Welcome Bay Road, Ōmokoroa Road and Waihi Beach Road.

### **Seal extension**

Council is allocating approximately over \$1 million per annum towards seal extension which will enable an additional 3-4km (approximately) of seal extension to be undertaken each year. Seal extension delivery is based on Council's seal extension programme which prioritises individual road sections based on a number of specific criteria.



### Road widening

With an increase in traffic volumes on our roads, there is now a significant length of roads in the District which are under the standard road width for those traffic volumes, presenting safety risks to road users. Council may be widening these sections of road when we rehabilitate road pavements as part of our ongoing renewal programme.

### Council Community Roding Allocation Policy

Council allocates road rate funding for community roading works in consultation with each community. The annual budgets are allocated according to the Council Community Roding Allocation Policy. Typically the funds are spent on new kerb and channel, footpaths, town centre upgrades, cycleways and parking areas.

Project	Allocation	Split	Decision
Seal extension	<b>60%</b>	80%	Council Policy
Rural communities		20%	Council
Waihi Beach	<b>40%</b>	19.9%	Community Board
Katikati		21.3%	
Ōmokoroa		12.7%	
Te Puke		38.0%	
Maketu		9.0%	

### Seal widening

As with the seal extension programme, we are planning to continue with the programme of seal widening as this brings additional safety benefits for road users and this will mainly be undertaken in association with road rehabilitation works.



## How we will achieve our community outcomes

Goal	Our approach
<p>Transportation networks support and promote economic development.</p>	<p>We have a critical role in ensuring the provision of transport infrastructure that supports and promotes economic development in our District. In addition we recognise the strategic importance of our District's transportation network to the economic growth of the region and the contribution it makes towards achieving national economic outcomes by enabling the efficient flow of goods, services and people both now and in the future.</p> <p><b>Network optimisation</b></p> <p>Continue to work with the Waka Kotahi, the Bay of Plenty Regional Council, state highway agencies and Kiwi Rail to optimise the efficiency of our District's existing transportation network.</p> <p><b>(a) Asset management</b></p> <p>Set and deliver levels of service for maintenance of the local roading network that optimise the use of existing infrastructure and ensure land use and access relationships are managed to improve the efficiency of traffic flows on the local roading and state highway networks.</p> <p><b>(b) Demand management</b></p> <p>Work with other agencies including the Bay of Plenty Regional Council and adjoining territorial authorities to investigate initiatives that manage travel demand to improve the efficiency of transport networks in our District, the sub-region and region. This will include:</p> <ul style="list-style-type: none"> <li>• Supporting initiatives that encourage greater use of rail to transport bulk produce over medium to long distances.</li> <li>• Supporting initiatives that recognise and provide for seasonal variations in tourist traffic flows and seasonal work force movements at harvest-time.</li> <li>• Plan for park and ride facilities including investigating suitable sites and securing land as appropriate.</li> </ul> <p><b>Network development</b></p> <p>Contribute to the long term planning and development of transport networks in our District and sub-region that support sustainable economic growth.</p> <p><b>(a) Local network development</b></p> <p>Investigate and, where appropriate, develop local connections to improve the accessibility of key centres of economic activity in our District.</p> <p>This may include securing and developing key collector routes in residential growth areas and promoting alternative routes for heavy traffic to reduce congestion and improve accessibility in our District's main centres. This also includes the provision of walking and cycling networks, noting their role in the creation of successful town centres and rural connections for use throughout the District.</p> <p>We have investigated the Stock Route as an alternative route to divert freight traffic from the centre of Te Puke. At an estimated cost of over \$30 million this project is considered unaffordable at this time and is therefore not provided for within the current 10-year funding period.</p>

Goal	Our approach
<p>Transportation networks support and promote economic development.</p>	<p><b>(b) Māori roadways</b>            There are 47 km of Māori roadways in our District which we do not own and they do not form part of the local network. Some Māori roadways are maintained by Council in accordance with the Māori Roadways Policy. More Māori roadways may be added to the maintenance list in the future on a case by case basis dependent on them meeting the criteria for inclusion and the availability of funding.</p> <hr/> <p><b>(c) Regional and sub-regional network development</b>            In partnership with key agencies we will continue to investigate and, where appropriate, contribute to the development of sub-regional and regional connections to address the legacy of network deficits and improve the flow of goods, services and people. This will include:</p> <ul style="list-style-type: none"> <li>• Supporting and advocating for the improvement and upgrading of state highways:               <ul style="list-style-type: none"> <li>- Katikati bypass</li> <li>- Takitimu North Link (supporting Waka Kotahi), and advocating for local road connections and conditions on revocation of existing State Highway to become local road)</li> <li>- Ōmokoroa/Te Puna four-laning</li> <li>- Ōmokoroa/State Highway 2 intersection</li> <li>- State Highway 29/State Highway 2 passing lanes</li> <li>- Tauriko bypass</li> <li>- Safety improvements to State Highway 29 and State Highway 2 (north of Tauranga)</li> <li>- Investigating methods for securing and protecting future rail corridors (including dual track corridors)</li> <li>- Protecting and securing key strategic roading corridors as opportunities arise.</li> </ul> </li> </ul> <p>Working to ensure that, where possible, proposed developments to the regional/sub-regional network will support provision for walking and cycling.</p>
<p>The impact on the environment of the transportation system is mitigated where practicable.</p>	<p><b>Town centre vitality</b>            Continue to provide the following transport-related services and facilities to contribute to the amenity and vibrancy of local town centres:</p> <ul style="list-style-type: none"> <li>• In addition to car parking provisions in our District Plan, we will continue to provide off-street car parking facilities in our District's main town centres in accordance with our parking policy.</li> <li>• Local accessibility is an important factor in the vitality of our town centres. Ensuring high quality, safe walking and cycling networks is a core objective of both our Walking and Cycling Action Plan and our Built Environment Strategy.</li> </ul> <p>Provide and maintain street gardens, street trees and other public amenities.</p>

Goal	Our approach
<p>The impact on the environment of the transportation system is mitigated where practicable.</p>	<p>We will implement this goal by:</p> <ul style="list-style-type: none"> <li>strengthening and integrating sustainable transport solutions</li> <li>supporting national and regional initiatives that promote alternative modes of transport and initiatives that promote energy efficiency in the transport system.</li> </ul> <p><b>Environmental impact</b></p> <p>(a) <b>Environmental standards</b> Ensure construction and maintenance activities on the local network are environmentally appropriate, meet legal requirements and are financially sustainable.</p> <p>(b) <b>Sustainable materials and practices</b> Promote the use of sustainable materials and best practice where appropriate.</p> <p>(c) <b>Emergency events</b> Support a basic response service to manage the environmental impacts of traffic accidents and spills on our District's local roading network.</p> <p>(d) <b>Rural litter</b> Provide a monthly roadside litter removal on a limited number of rural roads that provide the main accesses to urban communities.</p>
	<p><b>Energy efficiency</b></p> <p>We acknowledge that improving energy efficiency in the transport network is important, not only because it saves costs but because it reduces the effects on the environment of vehicle-related emissions. We will use the following mechanisms to encourage energy efficiency within the transport system:</p> <ul style="list-style-type: none"> <li>Investigate traffic management and road network changes to achieve greater energy-efficiency, particularly on high volume parts of the local network. Where appropriate, advocate for improved energy efficiency on the state highway network.</li> </ul>
<p>Transportation networks support and promote economic development.</p>	<ul style="list-style-type: none"> <li>In planning, developing and maintaining a network for walking and cycling, promote the use of energy-efficient modes of transport.</li> <li>Incorporate 'live, work, learn and play' principles in land use planning to reduce travel demand and enable the use of energy-efficient modes of transport.</li> </ul> <p>Continue working with other agencies including the Bay of Plenty Regional Council and adjoining territorial local authorities, to investigate other travel demand management initiatives that would promote energy efficiency within the transport system, for example workplace and school travel plans.</p>

Goal	Our approach
<p>Transport systems enable healthy activity and reduce transport-related public health risks.</p>	<p><b>Public health risks</b></p> <p><b>(a) Road safety</b></p> <p>Promote the development of a road safety management culture and continue to contribute to the achievement of national road safety goals by:</p> <ul style="list-style-type: none"> <li>• Contributing to the development and funding of sub-regional road safety education programmes in conjunction with other agencies through Road Safety Action Plans.</li> <li>• Constructing, maintaining and improving the local roading network, including footpaths and lighting, in accordance with appropriate standards and giving effect to the Waka Kotahi National Safer Journeys Strategy.</li> <li>• Working with other transport providers and key agencies to ensure appropriate road safety regulations are developed, implemented and enforced.</li> </ul> <p><b>(b) Vehicle-related emissions</b></p> <p>Investigate, advocate for and, where appropriate, contribute to the development of initiatives that reduce the negative health effects of motor vehicle-related emissions such as dust, noise and vibrations. This will include:</p> <ul style="list-style-type: none"> <li>• Undertaking seal extensions to reduce dust on unsealed roads.</li> <li>• Developing heavy vehicle bypasses and alternative routes to reduce noise, vibrations and air emissions in Te Puke and Katikati.</li> </ul> <p><b>(c) Personal security</b></p> <p>Design and maintain new transport infrastructure including walkways, cycleways, car parks and street lighting, in accordance with best practice guidelines and codes of practice, that promote a sense of improved personal security and follow the principles of Crime Prevention Through Environmental Design (CPTED).</p> <p>All forms of transport have the potential to impact public health, whether it is exposure to vehicle-related emissions, dust, the health benefits associated with walking and cycling or the significant economic and social impact that traffic-related accidents can have on the community. This outcome recognises the role we play in improving transport network systems to protect the health, safety and security of users.</p>

Goal	Our approach
<p>Transport systems enable healthy activity and reduce transport-related public health risks.</p>	<p><b>Healthy Activity</b></p> <p>Undertake the following activities to enable the use of active modes of transport and encourage healthy activity. Make walking and cycling more viable and convenient methods of transport within our District. This includes:</p> <ul style="list-style-type: none"> <li>• Planning, developing and maintaining a safe network for walking and cycling throughout our District For example, developing selected rural cycleways that connect communities throughout the District as part of the Tauranga Moana Coastal cycle trail.</li> <li>• Ensuring that land use planning and resource consent processes consider walking and cycling in all new structure planning activities.</li> <li>• Exploring opportunities for links between the network and key recreational hubs and corridors.</li> <li>• Ensuring that safety and amenity provision for walking and cycling are made available in new or upgraded infrastructure as appropriate.</li> <li>• Providing and maintaining footpaths in urban communities to agreed levels of service.</li> <li>• As part of the walking and cycling strategy investigate the provision of footpath/cycleways on rural roads, specifically in proximity to schools, sports facilities, community halls and marae.</li> </ul> <p>Working with key agencies and interest groups to assist in the promotion of the health benefits of walking and cycling.</p>
<p>Transport systems improve access and mobility.</p>	<p>Transport networks help people access and participate in a wide range of activities and services. Lack of access and impaired mobility can reduce a person’s ability to participate in the community and take advantage of social, cultural and economic opportunities. This goal reflects our role in ensuring that transport networks support community linkages and social networks by improving access and mobility through:</p> <p><b>Availability of alternative modes of transport</b></p> <p>Provide basic infrastructure for the Bay of Plenty Regional Council to support the availability of public transport services within our District. The level of support for harbour and land-based public transport services may vary and/ or be extended to other identified growth areas according to community demand and willingness to pay.</p>
	<p><b>Mobility</b></p> <p>A number of factors can inhibit or prevent people using the transport network, for example age, physical disability, affordability. We will implement the following approaches to improve opportunities for mobility impaired people to use our District’s transport network:</p> <ul style="list-style-type: none"> <li>• All new local network-related construction and maintenance activities, including walkways and cycleways, will be undertaken in accordance with best practice mobility guidelines.</li> <li>• We may retrofit key sections of the existing network in key urban centres to ensure compliance with best practice mobility guidelines, depending on feasibility and affordability.</li> <li>• Mobility parking must be provided in all new car parking developments in accordance with best practice mobility guidelines.</li> <li>• To improve pedestrian mobility we will support initiatives to reduce heavy freight traffic volumes passing through our District’s town centres, residential and other inappropriate areas.</li> <li>• Advocate for continued central government involvement in improving the affordability of public transport.</li> </ul> <p>Advocate for the use of wheelchair accessible buses with low floors to service public transport routes.</p>

Goal	Our approach
<p>Land use and transportation network planning are integrated.</p>	<p>We will ensure land use and transport planning processes are integrated and support the SmartGrowth principle of ‘live work, learn and play’ are well connected and linked to existing services and infrastructure.</p> <p><b>Strategic transportation infrastructure</b></p> <p>The Government Policy Statement on Land Transport 2018-2028 (due to be updated in 2021) addresses the role of strategic transportation infrastructure in the future economic development of the nation. The economic centres of Hamilton and Auckland together with the strategic location of the Port of Tauranga form the ‘Golden Triangle’ of the North Island. Because of this, the Tauranga Eastern Link and State Highway 29 have been confirmed as the preferred primary freight routes to the Port of Tauranga.</p> <p>Over time it is anticipated that greater projected freight volumes will use State Highway 29 as the preferred strategic route between other economic centres and the Port of Tauranga and further investment in this route will provide economic benefit and improve safety.</p> <p>In addition, the Government Policy Statement 2015-2025 recognises the importance of transportation infrastructure to support the tourism industry and to promote connectivity between employment centres and rural and urban communities. While we do not have responsibility for state highway management we consider the further development of State Highway 2 an important element in the economic growth productivity of the region and overall road safety.</p> <p><b>(a) Sub-regional advocacy</b></p> <p>Work with SmartGrowth’s strategic partners, including Waka Kotahi (NZTA) to promote to Central Government the need for a secure and efficient state highway network within the sub-region.</p> <p><b>(b) Transport planning</b></p> <p>Make every effort to ensure that transport planning is undertaken in an integrated manner with Waka Kotahi and neighbouring territorial local authorities.</p> <p><b>(c) Transport network funding</b></p> <p>Ensure that funding for the sub-regional transport network is undertaken in a collaborative manner with Waka Kotahi and neighbouring territorial local authorities.</p>



## Land Transport programme - 2021/2022 to 2024/2025

Under the Land Transport Management Act 2003 (the Act) we are required to prepare a three-year Land Transport Programme detailing activities for which we want to receive financial assistance from the Waka Kotahi New Zealand Transport Agency (NZTA). The Land Transport Programme submitted to Waka Kotahi represents only part of our total annual work programme which consists of both subsidised and unsubsidised work.

The three-year Land Transport Programme includes both capital and maintenance works. The subsidised maintenance programme includes structural and corridor maintenance, including renewals which are capital costs under accounting standards, minor safety works, preventative maintenance, emergency works and limited construction works. For other subsidised capital works we are required to follow the standard Waka Kotahi subsidy funding application process.

In accordance with section 13 of the Act we will consult on the Land Transport Programme through the Long Term Plan 2021-2031.

**The three-year Land Transport Programme can be summarised as follows:**

Subsidised maintenance and capital programme	2021/22	2022/23	2023/24	Total \$
Gross anticipated expenditure 2021/22 - 2023/24	\$9,704,256	\$9,585,256	\$10,385,256	\$29,674,768
Anticipated Waka Kotahi subsidy 2021/22 - 2023/24	\$5,119,171	\$4,888,481	\$5,296,481	\$15,304,132

**All information from 2021-2024 includes an adjustment for inflation.**

This programme reflects outcomes from various District and sub-regional transportation planning processes, for example SmartGrowth, Regional Land Transport Plan, Community Development Plans and individual road strategies.

Council notes the Waka Kotahi funding constraints and that this may affect Council's ability to deliver the programme if a Waka Kotahi subsidy is not available for some components.

Council prepares an Activity Management Plan in line with Waka Kotahi guidance.

# What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
152301	Transportation - Road Safety Operation	70	72	74	77	79	81	83	85	88	90
210413	Transportation - Minor Capital Roding Improvements	3,000	3,096	3,192	3,285	3,381	3,474	3,564	3,657	3,750	3,840
279202	Transportation - Land Purchases	150	155	160	164	169	174	178	183	188	192
282702	Transportation - Waihi Beach Community Roding Funding	145	150	154	159	163	168	172	177	181	185
282802	Transportation - Katikati Community Roding Funding	162	168	173	178	183	188	193	198	203	208
282902	Transportation - Ōmokoroa Community Roding Funding	97	100	103	106	109	112	115	118	121	124
283002	Transportation - Te Puke Community Roding Funding	290	299	308	317	327	336	344	353	362	371
283102	Transportation - Maketu Community Roding Funding	67	69	72	74	76	78	80	82	84	86
283202	Transportation - Rural Roding	229	236	243	251	258	265	272	279	286	293
283408	Seal Extension	2,029	2,093	2,158	2,221	2,286	2,349	2,410	2,473	2,536	2,597
283423	Transportation - One Network Maintenance Contract Pavement Surfacing (Reseals)	1,788	2,187	2,255	2,321	2,389	2,454	2,518	2,584	2,649	2,713
283426	Transportation - One Network Maintenance Contract Pavement Unsealed Strengthening	612	631	651	670	689	708	727	746	765	783
283429	Transportation - One Network Maintenance Contract Pavement Rehabilitation	1,105	2,275	3,410	5,699	5,866	6,027	6,183	6,344	6,506	6,662
283432	Transportation - One Network Maintenance Contract Drainage Improvements	31	32	33	34	35	36	37	38	39	39
283435	Transportation - One Network Maintenance Contract Ancillary Improvements	15	15	16	16	17	17	18	18	19	19
283438	Transportation - District Capital Network Improvements	747	771	795	818	842	865	887	911	934	956
283441	Transportation - One Network Maintenance Contract Pavement Seal Widening	1,522	1,571	1,619	1,667	4,882	1,762	1,808	1,855	1,903	1,948
293201	Network Upgrades - Joint Officials Group	100	206	532	1,095	-	-	-	-	-	-
302801	Waihi Beach Roding Structure Plan	50	888	266	-	46	587	382	-	-	112
302901	Transportation - Katikati Structure Plan	976	1,758	72	-	-	-	-	59	336	789



Transportation - Building Communities - Activities

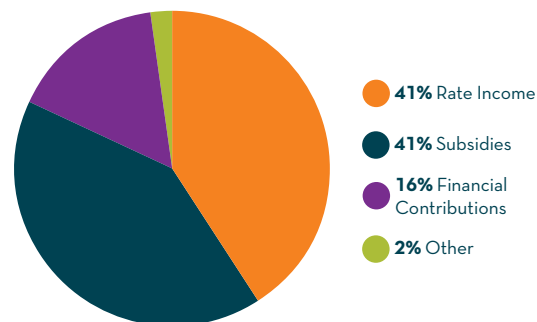
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
302902	Transportation - Katikati Structure Plan Funding	300	621	72	-	-	-	-	59	336	643
303001	Ōmokoroa Roding Structure Plan - Catchment	-	425	1,105	5,830	766	4,032	3,832	634	2,643	12,231
303003	Ōmokoroa Roding Structure Plan - Rural	-	-	-	-	45	560	-	24	475	-
303004	Ōmokoroa Roding Structure Plan - Strategic	-	-	-	-	203	2,518	-	55	1,069	-
303005	Ōmokoroa Roding Structure Plan - Rates	-	-	-	-	113	1,417	178	18	356	-
303009	Ōmokoroa Roding Structure Plan - Catchment Cycle And Walkways	660	227	234	241	218	-	-	-	-	-
303010	Ōmokoroa Roding Structure Plan - Southern Industrial Area	1,000	-	-	-	-	-	-	-	-	-
303012	CIP1a - Ōmokoroa Structure Plan - Prole Road Urbanisation	2,500	2,980	4,190	3,285	-	-	-	-	-	-
303013	CIP1b - Ōmokoroa Structure Plan - Prole Road - Hamurana To End	2,000	2,072	2,192	-	-	-	-	-	-	-
303014	CIP2a - Western Ave Urbanisation - Ōmokoroa to North Of Gane Place	1,000	722	426	-	-	-	-	-	-	-
303015	CIP2b - Hamurana Road Urbanisation Gane Place NE Western Avenue	360	454	-	-	-	-	-	-	-	-
303016	CIP3a - Ōmokoroa Structure Plan - Southern Industrial Road - Design	1,000	1,032	638	-	-	-	-	-	-	-
303017	CIP3b - Ōmokoroa Structure Plan - Southern Industrial Road - RTB	-	-	372	-	-	-	-	-	-	-
303018	CIP4a - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Western Ave To Margaret Drive	1,289	-	-	-	-	-	-	-	-	-
303019	CIP4b - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Margaret Drive To Tralee Street	1,849	1,230	1,064	-	-	-	-	-	-	-
303020	CIP5a - Ōmokoroa Structure Plan - Ōmokoroa Road - Rail Pedestrian Cycle Bridge	-	516	532	-	-	-	-	-	-	-
303021	CIP5b - Ōmokoroa Structure Plan - Ōmokoroa Road - Prole Road Intersection Roundabout	100	516	958	-	-	-	-	-	-	-
303022	CIP5c - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Prole Road To Neil Group	1,100	1,445	-	-	-	-	-	-	-	-
303023	CIP5d - Ōmokoroa Structure Plan - Ōmokoroa Road - Neil Group Roundabout	200	1,342	-	-	-	-	-	-	-	-
303024	CIP5d - Ōmokoroa Structure Plan - Ōmokoroa Road Urbanisation - Neil Group To Railway Line	1,300	1,101	-	-	-	-	-	-	-	-
303101	Transportation - Te Puke Structure Plan Urban Catchment	78	419	1,269	834	147	83	309	205	480	69

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
307601	Transportation - Walking and Cycling	700	980	1,277	1,643	1,691	1,737	1,782	1,829	1,875	1,920
307604	District Walking - Off-Road	50	52	53	55	56	58	59	61	63	64
324004	Strategic Roding - No 3 & Sh2, & Rangioru	-	-	-	1,095	-	-	-	-	-	-
324009	Transportation - Modelling	100	103	106	110	113	116	119	122	125	128
324013	Transportation - Service Relocations	135	139	144	148	152	156	160	165	169	173
342601	Transportation - Road Improvements Led Lighting	500	-	-	-	-	-	-	-	-	-
353901	Transportation - Public Transport Infrastructure (UFTI Commitment)	50	103	106	110	113	116	119	122	125	128
354001	Transportation - Ōmokoroa Ferry Infrastructure (UFTI Commitment)	-	-	-	-	-	-	1,782	1,829	-	-
355201	Transportation - Te Puke Bypass	200	206	-	-	-	-	-	-	-	-
357701	Transportation - Park And Ride Facilities Ōmokoroa	25	13	13	13	1,691	1,737	-	-	-	-
357702	Transportation - Park And Ride Te Puna	-	-	-	-	-	-	1,782	1,829	-	-
300214	Quayside Rangioru ( <i>This project is administered by Western Bay of Plenty District Council and delivered by Quayside Holdings Limited. Refer to additional disclosure in Chapter Two - Infrastructure Strategy page 128).</i> )	1,000	20,235	32,335	-	-	-	-	-	-	-
300503	Opureora Marae Coastal Protection Works	-	-	-	-	225	-	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for transportation.

## Funding sources for 2021-22



## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
Transportation networks support and promote economic development. The impact on the environment of the transportation system is mitigated where practicable.  Transport systems enable healthy activity and reduce transport-related public health risks.  Transport systems improve access and mobility.  Land use and transportation network planning are integrated.	<b>Key Performance Measure</b> The change from the previous financial year in the number of fatalities and serious injury crashes on the local road network, expressed as a number.						
	<ul style="list-style-type: none"> <li>Fatal crashes</li> </ul>	New	≤0	≤0	≤0	≤0	≤0
	<ul style="list-style-type: none"> <li>Serious injury crashes</li> </ul>	New	≤0	≤0	≤0	≤0	≤0
	<b>Key Resident Measure</b> Level of satisfaction with our transportation networks (roads, cycling and walkways).	54.5%	≥60%	≥60%	≥65%	≥65%	≥65%
We will respond to customer transport-related issues.  The network and its facilities are up to date, in good condition and fit for purpose.	The percentage of customer service requests relating to roads and footpaths to which Council responds within 15 working days.	70.8%	≥90%	≥90%	≥90%	≥90%	≥90%
	Level of customer satisfaction with action taken to resolve service requests.	89.3%	≥85%	≥85%	≥85%	≥85%	≥85%
	The average quality ride on a sealed local road network, measured by smooth travel exposure.	94%	≥90%	≥90%	≥90%	≥90%	≥90%
	There are a number of potential defects in road pavement structure and its surface. The condition index is a weighted measure of the fault types.						
	<ul style="list-style-type: none"> <li>sealed Roads</li> </ul>	0.36	0.3	0.3	0.3	0.3	0.3
	<ul style="list-style-type: none"> <li>unsealed roads.</li> </ul>	2.26	3.0	3.0	3.0	3.0	3.0
	<b>Please note:</b> (0 = defect free; 5= unsatisfactory).						
The percentage of sealed network that is more than one metre under width, as per road classification.	New	22%	23%	23%	25%	26%	
The percentage of the sealed local road network that is resurfaced.	7.8%	≥4%	≥4%	≥4%	≥4%	≥4%	
Adverse environmental effects, such as dust, noise and vibration are managed effectively.	Length of unsealed roads (km).	163km	≤158km	≤155km	≤152km	≤149km	≤140km





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
The road network is convenient, offers choices for travel and is available to the whole community.	Number of successful prosecutions for non-compliance with Resource Management Consents and Heritage New Zealand Pouhere Taonga Act 2014 by the Bay of Plenty Regional Council or Heritage New Zealand.	0	0	0	0	0	0
	The percentage of footpaths that fall within the level of service or service standard for the condition of footpaths as identified in the transportation asset management plan	99%	≥95%	≥95%	≥95%	≥95%	≥95%
	The increase in total length of cycleways and walkways within the District.	12,886m	≥1,000m	≥1,000m	≥1,500m	≥2,000m	≥2,000m







## Key assumptions

Assumption	Description	Risks
Traffic generation	Traffic movements on local roads are expected to increase by 2% per annum over the next 10 years, reflecting projected population and economic growth rates. The region is a substantial producer of a range of basic commodities many of which are exported through the Port of Tauranga. Accordingly the Port is New Zealand's largest in terms of volumes accounting for almost 25% of all imports and exports. The Port also handles considerable volumes of import and export cargoes for other regions. Consequently the region's road network has greatest intensity of use by freight vehicles in the country, over twice the national average.	<p>Fluctuations in the price of crude oil can have an effect on fuel prices. Rising fuel costs may reduce the number of journeys made and similarly falling prices may increase the number of journeys.</p> <p>The significant increase in road freight movements predicted in the Regional Land Transport Plan will reduce capacity in the existing network. A lack of transport capacity may act to constrain development and thus detract from the levels of economic growth that might be achieved.</p>
Strategic transport partners	Our strategic transport partners remain committed to the implementation of adopted sub-regional and regional initiatives, in accordance with agreed priorities and timeframes. This includes SmartTransport corridors together with initiatives identified in SmartGrowth and the Bay of Plenty Regional Land Transport Programme.	Without the commitment of our strategic transport partners and the availability of funding, planning for expected growth and development in our District could be less effective.
Transport network standards	Our local network maintenance and development programme has been prepared in accordance with current industry best practice standards. Assumes seal extension, life of fabric seals, is increased with a resulting decrease in maintenance costs.	If the standards for roading are increased this could result in greater than forecast expenditure or non-compliance.
Risk profile	It is estimated that the cost of natural hazard events on the local roading network will not exceed \$800,000 per annum (adjusted for inflation) over the 10 year term of this Long Term Plan.	We may not be able to access sufficient insurance cover at reasonable premiums in the future.
Structure plans	Proposed transportation expenditure is linked to our Structure Plan development programme. It is anticipated that the Structure Plan development programme will, in theory, have a nil effect on rating as expenditure will be recovered through financial contributions. All structure plans apart from recreation and leisure aspects are modelled over a 25-year period. Only projects for the term of this Plan are shown on the District Planning maps. All other projects are deferred to after 2028.	The continuing reduction in development due to a prolonged global economic downturn will reduce our ability to fund these projects from financial contributions (subdivision fees).

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• Provides for safe and easy travel around our District.</li> <li>• Provides connectivity both within and between communities.</li> <li>• Provides access to community, recreation and leisure facilities.</li> <li>• Provides access to retail, commercial and professional services.</li> <li>• Provides for transport options such as walking and cycling.</li> <li>• Provides for integrated planning of the transport network and landuse.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for negative impacts from traffic noise and vibration to properties adjoining roads.</li> <li>• Potential for air pollution from traffic fumes to affect health.</li> <li>• Potential for dust on unsealed roads to affect health.</li> <li>• Poor design and use can result in dangers to people and high social cost from accidents.</li> <li>• Main roads can divide communities.</li> <li>• Heavy traffic volumes can lead to a loss of amenity in urban areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing the road sealing programme.</li> <li>• Continuing the road widening programme.</li> <li>• Continuing to fund a road safety coordinator to work with the community.</li> <li>• Continuing to advocate for bypasses around urban centres.</li> <li>• Continuing the programme of road safety improvement.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Provides access to sites of cultural and historical significance.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides easier access to sites that are culturally sensitive.</li> <li>• Potential for road construction to disturb sites of cultural significance including wāhi tapu.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to better identify sites of cultural significance.</li> <li>• Continuing to invest in good relationships with Tangata Whenua.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Land taken for roading but surplus to development requirements may be used for environmental enhancement such as the development of wetlands.</li> <li>• Provides access to reserves and conservation areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for noise pollution especially from heavy freight vehicles.</li> <li>• Potential for air pollution from vehicle exhaust fumes.</li> <li>• Potential for contamination from pollutants running off the road surface during storms.</li> <li>• Provides access for the illegal dumping of rubbish.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to investigate the use of sustainable roading materials.</li> <li>• Continuing to investigate the potential to reduce contaminants from roads entering the surrounding environment.</li> <li>• Continuing to provide rubbish collection on key arterial routes servicing urban communities.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Provides routes for the delivery of goods and services.</li> <li>• Provides a physical linkage between customers and businesses.</li> <li>• Provides a corridor for utility services.</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of productive land resulting from the development of transport corridors and infrastructure.</li> <li>• Cost of acquiring land for new roads and upgrades.</li> <li>• High cost of maintaining roading infrastructure potential for loss of agricultural and horticultural production due to dust from unsealed roads.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to advocate for government funding for strategic District roading projects.</li> <li>• Continuing to achieve 'value for money' when awarding roading contracts through robust procurement procedures and performance criteria.</li> </ul>

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• Provides for safe and easy travel around our District.</li> <li>• Provides connectivity both within and between communities.</li> <li>• Provides access to community, recreation and leisure facilities.</li> <li>• Provides access to retail, commercial and professional services.</li> <li>• Provides for transport options such as walking and cycling.</li> <li>• Provides for integrated planning of the transport network and landuse.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for negative impacts from traffic noise and vibration to properties adjoining roads.</li> <li>• Potential for air pollution from traffic fumes to affect health.</li> <li>• Potential for dust on unsealed roads to affect health.</li> <li>• Poor design and use can result in dangers to people and high social cost from accidents.</li> <li>• Main roads can divide communities.</li> <li>• Heavy traffic volumes can lead to a loss of amenity in urban areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing the road sealing programme.</li> <li>• Continuing the road widening programme.</li> <li>• Continuing to fund a road safety coordinator to work with the community.</li> <li>• Continuing to advocate for bypasses around urban centres.</li> <li>• Continuing the programme of road safety improvement.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Provides access to sites of cultural and historical significance.</li> </ul>	<ul style="list-style-type: none"> <li>• Provides easier access to sites that are culturally sensitive.</li> <li>• Potential for road construction to disturb sites of cultural significance including wāhi tapu.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to better identify sites of cultural significance.</li> <li>• Continuing to invest in good relationships with Tangata Whenua.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• Land taken for roading but surplus to development requirements may be used for environmental enhancement such as the development of wetlands.</li> <li>• Provides access to reserves and conservation areas.</li> </ul>	<ul style="list-style-type: none"> <li>• Potential for noise pollution especially from heavy freight vehicles.</li> <li>• Potential for air pollution from vehicle exhaust fumes.</li> <li>• Potential for contamination from pollutants running off the road surface during storms.</li> <li>• Provides access for the illegal dumping of rubbish.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to investigate the use of sustainable roading materials.</li> <li>• Continuing to investigate the potential to reduce contaminants from roads entering the surrounding environment.</li> <li>• Continuing to provide rubbish collection on key arterial routes servicing urban communities.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Provides routes for the delivery of goods and services.</li> <li>• Provides a physical linkage between customers and businesses.</li> <li>• Provides a corridor for utility services.</li> </ul>	<ul style="list-style-type: none"> <li>• Loss of productive land resulting from the development of transport corridors and infrastructure.</li> <li>• Cost of acquiring land for new roads and upgrades.</li> <li>• High cost of maintaining roading infrastructure potential for loss of agricultural and horticultural production due to dust from unsealed roads.</li> </ul>	<ul style="list-style-type: none"> <li>• Continuing to advocate for government funding for strategic District roading projects.</li> <li>• Continuing to achieve 'value for money' when awarding roading contracts through robust procurement procedures and performance criteria.</li> </ul>



**Building Communities**  
**Water Supply**  
Puna Wai /  
Kohinga Wai





## Water Supply

### Puna Wai / Kohinga Wai

We supply potable (drinking) water to over 16,000 properties in our District through water infrastructure operating in the Western, Central and Eastern supply zones. Our customer base includes residential, commercial, horticultural and agricultural users.

## What we provide

- Water reticulation operated in three zones:
    - Western (*Waihi Beach, Katikati*)
    - Central (*Ōmokoroa, Te Puna*)
    - Eastern (*Te Puke, Maketu, Pukehina Beach, Paengaroa*)
  - District-wide metering
  - **26** booster pump stations
  - **9** bore fields
  - **10** water treatment plants
  - **31** reservoirs and tank sites
  - **716**km of watermains
  - **1** surface supply (bush dam)
- 17,250** watermain fronting properties are connected to Council's water supply.

## Why we provide this activity

### Our community outcome

Water supply is provided to our community in a sustainable manner.

- Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones
- Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.



# Water Supply

## Overview

Water treatment, storage and distribution are provided in each of the supply zones. Through the operation and maintenance of the treatment plants, pumping stations, reservoirs and the reticulation network, water is delivered to our community through more than 17,800 connections.

Water is sourced from nine secure bore fields across our District. The change from surface supplies, which are prone to contamination, to secure groundwater supplies has enabled us to increase production capacities to meet growing demand. It has also improved the quality and reliability of supply, particularly during adverse conditions such as drought or floods. Our water sources have significantly improved water quality with source/reticulation supplies grading of Bb or better, in accordance with New Zealand Drinking Water Standards 2005 (amended 2018).

Having completed the transition to secure groundwater sources, Council is obliged by a number of drivers to place greater emphasis on water conservation and future growth. These include environmental sustainability, compliance requirements (including resource consent conditions), statutory frameworks and policies, and legislative responsibilities.

## Key functions of this activity

### Reducing water

Reducing water demand has many advantages as it lengthens the life of existing treatment, storage and reticulation infrastructure and means we can defer some capital expenditure. Water conservation also provides additional environmental benefits to the community by reducing the volumes of wastewater and protecting the water resource itself.

Studies by the Bay of Plenty Regional Council have highlighted the need to carefully manage future demand for water, especially in the eastern area of our District where forecast and existing demand may exceed the volume available for allocation. The allocation of water outside our reticulation system is the role of the Regional Council. Both councils see water conservation as an important part of ensuring the social, cultural, economic and environmental wellbeing of our communities and we will assist and educate water consumers about this.

### District-wide metering

District-wide metering was completed in 2018 and assists customers in managing their usage in response to conservation initiatives and costs. Meters enable us to identify high volume users and system leaks. This is important for predicting future demand and to measure losses from the network. Water metering for all customers is an important part of our water supply activity and allows for the installation of backflow protection devices to all connections for the protection of customers in the event of a loss of pressure in the water main network. It also encourages conservative use of water as all customers pay for the water they use. Water conservation helps to ensure that sufficient water is available for all current users and provides for future generations.

### Drinking water

Supplying drinking water for the purpose of domestic, commercial, industrial and livestock use is a high priority within our water management strategy. In drought or emergency situations we may require certain customer groups to reduce their usage to ensure adequate domestic supplies are available.

### Non-standard connections (larger than 20mm)

Customers with non-standard connections (larger than 20mm) pay increased charges to reflect the greater demand such connections place on the network. These customers are mainly non-residential and may choose to reduce the additional charge by downsizing their connections. We will continue to work with this customer group to find the most practicable solutions to meet their water demands.

We have one uniform targeted rate for unmetered connections and one uniform volumetric charge across all three water supply zones.

The Three Waters Review, may result in significant structural changes to Council's role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services, and therefore it is prudent to plan on a business as usual approach to service delivery.

## How we will achieve our community outcomes

Goal	Our approach
<p>Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones.</p> <p>Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.</p>	<ul style="list-style-type: none"> <li>• Maintain water treatment plants at a minimum of grade 'B' compliance with New Zealand Drinking Water Standards 2005 (amended 2018). Maintain piped water supplies at a minimum of grade 'b' compliance with New Zealand Drinking Standards 2005 (amended 2018).</li> <li>• Maintain adequate storage and supply to meet the needs of normal domestic, commercial and industrial water use for the Western, Central and Eastern Supply zones in the event of a one-in-50 year drought, with reasonable restrictions in place.</li> <li>• Maintain water storage systems to ensure a minimum of 24 hours average daily demand storage in all systems.</li> <li>• The reticulated network is only extended when consistent with our policy on network extensions and water connections.</li> <li>• When considering applications for new connections give priority to households, livestock (including dairy farms) and commercial and industrial uses (where land is zoned for these purposes) rather than for general agricultural irrigation.</li> <li>• Water meters are used to charge according to volume for all consumers.</li> <li>• Appropriate funding mechanisms are used to encourage equitable and sustainable use of water.</li> <li>• Enable cross-boundary supply with Tauranga City subject to suitable agreements being in place.</li> </ul>

# What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

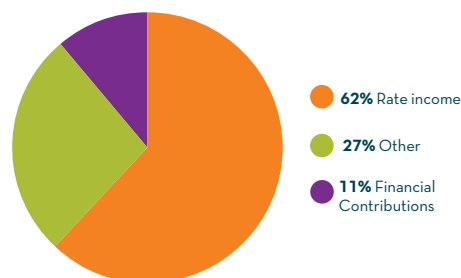
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
243002	Water - Eastern Reticulation Improvements	699	987	1,019	1,174	993	1,538	1,173	1,179	1,692	1,367
243028	No: 1/2 Road Reticulation Improvements	380	-	-	-	-	-	-	-	-	-
243029	Water - Eastern Treatment Plant Renewals and Improvements	429	221	32	430	376	514	36	111	38	117
243031	Eastern Supply Zone - Reservoir Imps	170	481	267	153	228	85	24	3,486	25	26
243033	Eastern Water Consents And Compliance Renewals	-	77	107	55	57	-	30	-	-	-
243034	Water - Muttons Treatment Plant - Renewal	100	517	534	-	-	-	-	-	-	-
243210	Water - Ōmokoroa Stage 2 Water Reticulation	513	-	-	-	-	-	-	-	-	-
243307	Water - Ōmokoroa Structure Plan	1,362	1,056	-	-	389	736	565	-	713	-
243310	Water - Central Reticulation Improvements	226	150	182	1,036	1,135	1,125	1,141	648	720	621
243320	Water - Central Additional Bore	1,000	310	753	-	-	-	601	2,225	-	-
243333	Central Water Demand Management	40	26	27	28	28	-	-	-	-	-
243335	Water - Central Additional Reservoir	1,100	1,136	-	-	-	234	1,442	1,483	-	-
243338	Water - Central Source And Storage Improvements	37	131	298	358	174	166	132	-	-	-
243340	Water - Central Site Security and Electrical Intruder Alarms	100	193	155	110	256	128	114	12	13	59
243341	Central Water Consents and Compliance Renewals	-	-	101	55	57	47	-	56	-	-
243619	Water - Western Reticulation Capital Improvements	293	372	668	694	891	499	833	1,193	1,233	1,082
243622	Water - Western Katikati Structure Plan	456	124	263	239	-	-	-	-	-	-
243623	Waihi Beach Structure Plan - Water	-	137	-	-	-	31	-	-	-	-
243624	Water - Western Bulk Flow Meters	75	77	53	-	91	-	-	-	-	-
243625	Water - Western Site Security and Intruder Alarms	240	291	240	118	484	1,042	42	352	25	26
243636	Western Water Demand Management	25	57	59	28	-	29	-	31	-	33
243640	Western Water Consents And Compliance Renewals	-	52	117	55	46	47	-	74	-	-
243641	Water - Waihi Beach Structure Plan B Funding	-	-	-	-	-	-	-	-	-	137
287112	Water - Eastern Alternative Supply	1,100	1,136	1,175	1,419	-	-	-	-	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
287113	Eastern Supply Zone Bulk Flow Meters	75	77	80	83	91	93	60	-	-	-
287117	Water - Eastern Demand Management	50	52	53	-	57	-	90	-	25	26
287118	Water - Eastern Structure Plan Implementation	19	136	182	231	-	-	-	-	76	-
287119	Water Eastern - Te Puke Structure Plan Fund B	-	146	-	-	-	-	-	-	-	-
287201	Western Supply Zone Additional Bore At Existing Bore Field Katikati	50	-	-	661	1,138	-	-	-	-	-
287203	Additional Reservoir Capacity Project	50	-	-	-	-	888	2,164	-	-	-
310601	Water - Western Asset Validation	10	21	11	22	11	23	12	25	13	26
310701	Water - Central Asset Validation	20	10	21	11	23	12	24	12	25	13
310801	Water - Eastern Asset Validation	10	21	11	22	11	23	12	12	25	13
319001	District Wide Water Metering Central Supply Zone	80	83	53	-	-	58	60	-	-	-
337201	Water - Western Reticulation Modelling	35	-	5	-	40	-	6	-	44	-
340601	Water - Central Modelling	10	62	21	-	23	-	6	-	25	-
340701	Water - Eastern Reticulation Modelling	-	21	-	6	-	23	-	-	25	-
340801	Western Water - Reservoirs, Pumps & Controls Renewals	135	234	-	121	-	128	34	136	36	143
345201	Western Supply Zone - Additional Water Source	-	-	-	-	-	-	-	-	-	390
350026	Water - Eastern Supply To Rangiuru Business Park	100	413	4,806	3,857	-	-	-	-	-	-
350027	Water - Eastern Rangiuru Business Park New Pipeline	-	-	214	-	3,186	3,504	-	-	-	-
350027	Water - Eastern Rangiuru Business Park New Pipeline	-	-	214	-	3,186	3,504	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for water supply.

## Funding sources for 2021-22



## How we will track progress

What we do	How we track progress	Result 2020	Target										
			2022		2023		2024		2025-27		2028-31		
Provide potable water of an appropriate standard and quality to meet the needs of consumers within the three supply zones.  Sustainably manage our water resource, water supply infrastructure and consumer use of water across the three supply zones.	<b>Key Performance Measure</b> For the three supply zones the percentage of Council's treated water supply with a Ministry of Health grading as per the New Zealand Drinking Water Standards 2005 (revised 2018).												
	• B or better for treatment	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	• b or better for distribution	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
We will provide good quality potable water to service growth within the three supply zones.	<b>Key Resident Measure</b> Level of resident satisfaction with the quality of Council's water supply.	76%	≥80%	≥80%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%	≥85%
	Ability of reservoirs to provide a minimum of 24-hour daily demand.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
We will monitor sustainable delivery and effectively manage the risks associated with the quality and quantity of the public water supply.	Percentage of year where reservoirs are maintained at a minimum of 50% full for 80% of the time, in accordance with Ministry of Health requirements.	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%
	The extent to which Council's drinking water supply complies with: <b>Part 4</b> of the drinking-water standards (bacterial compliance criteria), and <b>Part 5</b> of the drinking-water standards (protozoal compliance criteria).	0	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%	≥99%
	<b>Distribution Zones (Yes or No)</b>	<b>Part 4</b>	<b>Part 5</b>	<b>Part 4</b>	<b>Part 5</b>	<b>Part 4</b>	<b>Part 5</b>	<b>Part 4</b>	<b>Part 5</b>	<b>Part 4</b>	<b>Part 5</b>	<b>Part 4</b>	<b>Part 5</b>
	• Athenree	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Katikati	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Ōmokoroa Minden	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Pongakawa	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y
	• Te Puke	N	N	Y	Y	Y	Y	Y	Y	Y	Y	Y	Y

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
We will monitor sustainable delivery and effectively manage the risks associated with the quality and quantity of the public water supply.	The percentage of real water loss from Council's networked reticulation system.  To be monitored through the water metering system.	19.7%	≤25%	≤25%	≤22%	≤20%	≤20%
	The average consumption of drinking water per day per resident within Council's district.	170 litres	≤220 litres	≤200 litres	≤200 litres	≤190 litres	≤180 litres
We will respond to customers issues with the water supply.	Where Council attends a callout in response to a fault or unplanned interruption to its networked reticulation system, the following median response times are measured: Attendance for callouts: from the time Council receives notification to the time service personnel reach the site:						
	• Urgent callouts	0.76 hours	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes
	• Non urgent callouts	3.8 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours	≤24 hours
	Resolution of callouts from the time Council receives notification to the time service personnel confirm resolution of the fault or interruption.						
	• Urgent callouts	6.18 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours
	• Non urgent callouts	26.5 hours	≤28 hours	≤28 hours	≤28 hours	≤28 hours	≤28 hours
	Total number of complaints received by Council about any of the following:						
	Drinking water clarity: • drinking water taste • drinking water odour • drinking water pressure or flow • continuity of supply and • Council's response to any of these issues.  Expressed per 1,000 connections to Council's networked reticulation system.	6.79	≤30	≤30	≤30	≤30	≤30

## Key assumptions





Assumption	Description	Risks
Eastern Supply Zone	No provision is made in our Asset Management Plan (AMP) for infrastructure to reticulate and supply future development at Rangiuuru as it has not been given approval to proceed.	Minor because the AMP can be updated if and when the industrial park is given approval to proceed and water is available.
Drinking water standard	The standard for drinking water as specified in Drinking Water Standards for New Zealand 2005 (revised 2018) remains unchanged for compliance with the Health (Drinking Water) Amendment Act 2007.	Quality of water supplied differs from supply standards.
Industrial water demand	Industrial demand is based on the continual growth of existing demand profiles in commercial, industrial and agricultural sectors. Trends have been identified and analysis undertaken as per the Water Asset Management Plan.	If demand assumptions are incorrect, investment in water assets may not be optimal, however, much of the work can be modified according to actual growth.
Residential water demand	<p>Growth in water demand is based on forecast population growth and household numbers and from historical trends in individual household consumption. Trends have been identified and analysis undertaken per the Water Asset Management Plan. Expect residential water metering to reduce growth in demand.</p> <p>Risks exist where consumers are not currently connected to the water supply network but it is available for them. If there are large numbers of these new consumers in any one location connecting to the water supply upgrades to the capacity of the supply network may need to be brought forward.</p>	If demand assumptions are incorrect, investment in water assets may not be optimal, however, much of the work can be modified according to actual growth.
Water asset renewals	<p>The assessed condition of the assets will not deteriorate with the provision of further field data. Asset replacement is scheduled based on accepted national standards and international best practice approaches to 'whole of life' asset management.</p> <p>Water reticulation, source headworks and storage assets will be renewed 'just in time' throughout the 10-year period according to their determined life expectancies and performance.</p>	<p>Assets that have accelerated deterioration rates are not appropriately funded.</p> <p>Delaying the renewal work by 'sweating the asset' unreasonably would increase maintenance expenditure and progressively increase the risk of reduced levels of service in the reticulated area.</p>
Water asset replacement	All pipe replacement is with either Polyvinyl chloride (PVC) or Polyethylene (PE) plastic pipes. This is in line with current levels of service and budgets.	Increased construction and ratepayer costs if alternative pipe materials are used, for example ductile iron.
Water losses	Management of reticulation systems and water metering will have reduced water losses from 28% to 10% between 2018 and 2028. Observation and analysis of the three supply zone networks by staff suggest this reduction is achievable. The availability of water is not expected to be affected by climate change during the 10 years of this Plan. Proposals adopted for water metering used as a demand management tool and to encourage more efficient use of the resource will help address longer term risks.	If the target is not met investment in new water sources may need to be brought forward.



Assumption	Description	Risks
Water level of service	No provision is made for changes to the adopted levels of service, funding policy or bylaws.	Changes to levels of service will have cost implications for ratepayers
Water sources	All future water supplies are from proven groundwater sources adjacent to existing infrastructure. Current consents allow for growth for the next 50 years and are all sites close to existing water treatment plants.	Considerable increased investment in reticulation would be required if new bore sources had to be located.
Impact of water metering	<p>Metering households has reduced demand for water and may delay the need for additional water sources.</p> <p>Bulk-flow metering and demand management activities will continue over the next 10 years.</p>	<p>Increased investment in water sources and the reticulation network may be required if demand does not reduce as a result of metering.</p> <p>If demand is not reduced through these initiatives Council will not be able to defer the funding for significant capital and renewals projects</p>



## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Provides for a safe and convenient drinking water supply for residential properties' everyday needs.</li> <li>Provides water for a range of recreation and leisure activities, e.g. swimming pools.</li> <li>Provides the operational basis for the sewerage network.</li> </ul>	<ul style="list-style-type: none"> <li>Increasing the amount of water taken for public supply from groundwater bores means less groundwater is available for landowners wanting to develop private bores for irrigation.</li> </ul>	<ul style="list-style-type: none"> <li>These effects are monitored and controlled by the Bay of Plenty Regional Council through resource consents required to extract and use water.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Good quality water is available to residents which improves health and wellbeing.</li> </ul>	<ul style="list-style-type: none"> <li>Water abstraction from streams and rivers can have an adverse effect on the mauri of the water body.</li> </ul>	<ul style="list-style-type: none"> <li>Continuing to better identify the cultural significance of water catchments through resource consent conditions.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Treated water returned to the environment.</li> </ul>	<ul style="list-style-type: none"> <li>Water extraction from rivers and streams has the potential for negative impacts on ecological values as habitats for native species of plants and animals.</li> </ul>	<ul style="list-style-type: none"> <li>We are continuing to monitor and reduce water losses from the public supply system to reduce the amount of water we need to take.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Provides a reliable water supply for commercial and industrial users.</li> <li>Provides a reliable water supply for agriculture and horticulture.</li> </ul>	<ul style="list-style-type: none"> <li>Some people may find it difficult to pay for the water they use and will have to reduce their use.</li> <li>Businesses using large volumes of water may decide against locating in our District due to water costs.</li> </ul>	<ul style="list-style-type: none"> <li>We are continuing to install water meters for all customers in our District.</li> <li>We are making consumers aware of their water use by charging for water by volume used.</li> </ul>



Stream water testing



Protecting the Environment  
**Natural  
Environment &  
Sustainable  
Living**  
Taiao Māori me  
Nohonga  
Tautāine



**Natural Environment and Sustainable Living**  
Taiao Māori me Nohonga Tautīnei

**Council's Environment Strategy sets out Council's contribution to achieving a clean, green and valued environment.**

## What we provide

- education programmes and initiatives.
- support for environmental service delivery providers.
- fencing subsidies (protected bush lots).
- community group support.
- liaison with the regional council and partners (with a focus on environmental issues).

## Why we provide this activity

### Our community outcome

A clean green valued environment, achieved by:

- increasing indigenous biodiversity
- protecting important natural and cultural areas
- having a lighter footprint
- connecting people with the natural environment
- making decisions to address the impacts of climate change.



# Natural Environment and Sustainable Living

## Overview

Council has a statutory obligation under the Local Government Act 2002 to promote environmental wellbeing for the benefit of today's and future generations. Under the Resource Management Act 1991 we have responsibilities to control the effects of land use on the environment including natural hazards and indigenous biodiversity.

Council provides incentives for landowners undertaking conservation and environmental restoration work, through protection lot rules in the District Plan. Council also supports environmental monitoring programmes, so that we have relevant data to understand the value of the work we're doing and ensure it is being maintained.

Our communities value their local green space and sites of natural and cultural significance. Parks and reserves can provide habitat for native species and connections to rivers, harbours and the ocean. Protecting and enhancing natural and cultural sites of significance not only preserves the sites, it enables the historical knowledge gained from those sites to be preserved and used to inform our present actions.

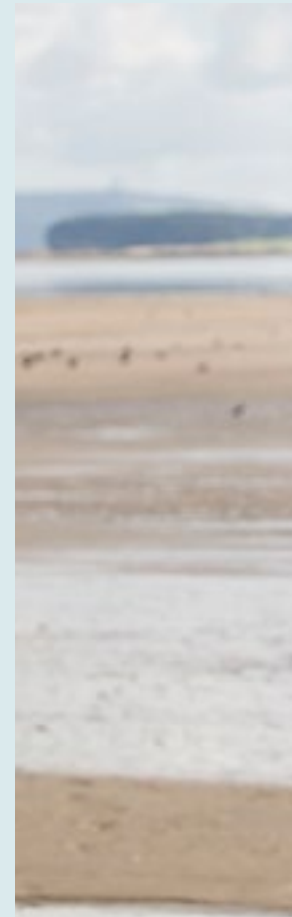
The Western Bay of Plenty is fortunate to have several large projects and programmes involving Bay of Plenty Regional Council, Department of Conservation, Tangata Whenua, landowners and community environmental groups, that aim to improve biodiversity and water quality. These projects have grown from the desire of local communities to protect and enhance the natural environment that they value so highly. Council supports these initiatives and will continue to collaborate with local communities on project delivery.

Protecting and enhancing our natural environment also contributes to our resilience to the impacts of climate change. Healthy natural habitats maintain our groundwater, sequester carbon and improve air and water quality.

Green 'corridors' through urban areas can have multiple functions and bring nature into our towns.

Fostering our connection to nature is essential, in particular in our towns. Council supports programmes that engage local communities in the environment around them and educates them about how their choices and actions affect the environment. The community is interested in having a lighter environmental footprint and Council supports programmes that engage individuals and communities in how to do this.

## Over the next three years Council will focus on:



### **Kaituna River**

Supporting implementation of the Kaituna River Action Plan and actions linked to the Tauranga Moana Harbour Programme.

### **Education**

Continuing to fund programmes that build understanding and educate us about our unique natural environment and how we can have a lighter environmental footprint.

### **Cultural heritage**

Investment into Te Tawa ki Tahataharoa as an important wetland and cultural heritage restoration.

### **Collaboration and funding support**

Continuing collaboration and funding support for existing projects and building relationships to support future projects.

Funding support to local environmental projects through the Community Matching Fund – Ecological Fund.

### **Ōmokoroa**

Development of gullies within Ōmokoroa Structure plan to create a blue-green network with multi-functions – stormwater management, biodiversity, walkway / cycleway connections and cultural values.

## How we will achieve our community outcomes

Goal	Our approach
Increasing indigenous biodiversity	<p>We will align our funding and support with multi-agency collaborative projects involving Bay of Plenty Regional Council, local conservation and restoration groups, local landowners and Tangata Whenua. Our funding will contribute to identified local actions.</p> <p>We will support and fund action plans where Council is a partner agency, including Te Maru o Kaituna and the Tauranga Moana Harbour programme.</p> <p>We will continue to support the Coastcare programme.</p>
Connecting people with the natural environment and having a lighter footprint	<p>We will support local environmental education programmes that engage communities and schools, in both urban and rural environments.</p> <p>We will continue to support Sustainable Backyards and Sustainable Neighbourhoods Projects.</p> <p>We will use the Community Matching Fund to support local environment projects that have both ecological and sustainable living outcomes.</p>
Protecting important natural and cultural areas	<p>We will continue to use incentives, rules and monitoring to protect important natural and cultural areas. This includes the use of protection lot provisions. Council will continue to monitor protection lots to ensure they are maintaining and enhancing important ecological features.</p> <p>We will work with Tangata Whenua on mapping cultural heritage sites and methods for protection.</p> <p>We will work in partnership with Tangata Whenua on the restoration of Te Tawa ki Tahataharoa.</p>
Making decisions to address the impacts of climate change	<p>We will develop tools and use structure planning processes to develop gullies network plans. We will start with the gullies through the Ōmokoroa Stage 3 Structure Plan area.</p>

## What are we planning to do

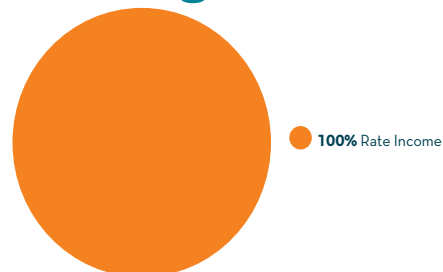
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
162401	Reserves - Esplanade Strips Compensation Funding	10	10	11	11	17	18	18	25	25	26
244602	Reserves - Community Contract Coastcare	30	31	32	33	34	35	36	37	38	39
252302	Environmental Services Contract - Ecology Education	52	53	55	57	59	60	62	64	65	67
252306	Environment - Maketu Ongatoro Wetland Society Education Programme	35	36	37	39	40	41	42	43	44	46
302302	Reserves - Pukehina Beach Protection Funding	15	15	16	17	17	18	18	19	19	20
306403	Environment Support - Tahataharoa Longer Term Wetland Restoration	20	31	32	33	34	35	36	37	38	39
306405	Natural Environment - Ōmokoroa Gullies Development	-	-	53	55	57	58	60	62	-	-
306902	Compliance - Environmental Monitoring Protection Lots	50	52	53	55	57	58	60	62	63	65
311810	Grant - Tauranga Moana Biosecurity Capital	10	10	11	-	-	-	-	-	-	-
311812	Environment - Envirohub	40	41	43	44	46	47	48	49	51	52
352201	Environment - Community Matching Fund Ecological	40	41	43	44	46	47	48	49	51	52
356402	Environment - Kaituna River Action Plan Implementation	50	52	53	-	-	-	-	-	-	-
357901	Environmental Programmes - Multi-Agency	180	186	192	143	148	152	156	161	165	169

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for natural environment and sustainable living.

## Funding sources for 2021-22





## How we will track progress

What we do	How we will monitor progress	Actual 2020	Target				
			2022	2023	2024	2025-27	2028-31
We support multi-agency programmes and community-led programmes that increase indigenous biodiversity, improve water quality and protect significant natural habitats and cultural heritage sites, in both urban and rural environments.	<b>Key performance measure:</b> Percentage of projects funded through Community Matching Fund that are completed.	New Measure	≥90%	≥90%	≥90%	≥90%	≥90%
	<b>Key resident measure:</b> Percentage of residents who perceive the environmental attributes monitored have improved or are being maintained (the features monitored include the quality of streams and rivers, harbours and estuaries, air quality, the amount of noxious weeds, protection of historic places, general level of cleanliness and the amount and quality of native plants and animals).	76%	≥75%	≥75%	≥75%	≥75%	≥75%
We use incentives, rules and monitoring to increase protection of significant natural and cultural features.	Amount of additional land included in protection areas in addition to what is shown as ecological features in the District Plan.  Baseline per District Plan is 18,338ha.	New Measure	≥10ha	≥10ha	≥10ha	≥10ha	≥10ha
	Number of protection areas monitored to ensure compliance.	105	≥50	≥50	≥50	≥50	≥50
We support environmental education programmes that build our understanding of the natural environment and how we can have a lighter footprint and lead to action.	Number of environmental and sustainable living education initiatives.	New Measure	≥6	≥6	≥6	≥6	≥6
	Number of schools engaged in local environmental and sustainable living initiatives led by local organisations.	New Measure	≥6	≥6	≥6	≥6	≥6
We use structure planning processes and assessment tools to develop blue/green networks that maintain and protect natural assets.	Percentage of structure plans incorporating a blue/green network plan.	New Measure	100%	100%	100%	100%	100%





## Key assumptions

Assumption	Description	Risks
Working in partnership	It is assumed that our partnerships with other agencies in the region to co-operate with and provide programmes will continue as at present.	If partnership arrangements are varied, costs of programme provision may increase or services may no longer be able to be provided.



Pirirākau Care Group Plummers Point

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Provides environmental education which is recognised as one of the most valuable methods of supporting the natural environment.</li> <li>The natural environment is a highly valued community asset. Everyone benefits from an enhanced natural environment.</li> <li>Residents and visitors use the natural environment as a community resource and for opportunities to socialise.</li> <li>Engagement of community members to create environmental community groups provides both social and environmental enhancement outcomes.</li> </ul>	<ul style="list-style-type: none"> <li>There may be some community environmental groups who consider our work with the natural environment to be inappropriate (possibly by location or by method of remediation/enhancement).</li> </ul>	<ul style="list-style-type: none"> <li>We focus on education as a means of helping communities understand why we do this work, for example by targeting schools. Research indicates that developing an awareness of environmental sustainability early in life means that practices/understanding are embedded and often practised in later years.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>The natural environment is a valued and significant cultural asset.</li> </ul> <p>Protection and enhancement of the natural environment and cultural sites supports local identity.</p> <ul style="list-style-type: none"> <li>Fosters respect for the cultural traditions and heritage of an area/environment.</li> </ul>	<ul style="list-style-type: none"> <li>Risk of cultural sites being seen as less important.</li> <li>Risk of the mauri or spiritual significance of a cultural site being diminished.</li> </ul>	<ul style="list-style-type: none"> <li>Ensure that staff have access to relevant information and are appropriately equipped with the knowledge and skills to share information relating to the cultural significance of our natural environment.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Helps support habitats for native flora and fauna.</li> <li>Helps to ensure that our use of the natural environment for farming practices is more sustainable into the future.</li> <li>Helps to sustain and enhance biodiversity within our District.</li> <li>Contributes to landscape character and visual amenity.</li> <li>Can be used to manage or mitigate natural hazards and the predicted impact of climate change.</li> </ul>	<ul style="list-style-type: none"> <li>There may be some members of the community who hold differing views on the methods by which we seek to improve our natural environment, for example clearing mangroves.</li> </ul>	<ul style="list-style-type: none"> <li>We work with communities, landowners and environmental groups to provide education and support regarding the work we are undertaking.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>A high quality natural environment is vital for continued commercial success across a range of businesses reliant on natural resources.</li> <li>Provision of funding support is a vital tool in ensuring the establishment and ongoing support for these environmental protection and enhancement projects.</li> </ul>	<ul style="list-style-type: none"> <li>Environmental restoration and protection projects may be perceived as impeding economic progress, for example land development.</li> <li>Our work may initiate projects which will require financial support long term. Groups unable to manage themselves effectively in the future may request further financial support at a later date.</li> </ul>	<ul style="list-style-type: none"> <li>We work with landowners and commercial businesses to help educate them in terms of both regulatory provisions and environmental best practice.</li> <li>We support groups and provide longterm advice about managing projects and sourcing longterm funding.</li> </ul>



## Protecting the Environment **Wastewater** Waipara



## Wastewater Waipara

**Council aims to ensure that wastewater treatment and disposal systems are sustainable and continue to meet environmental and health and safety standards. We will continue to encourage households to explore and implement measures that reduce wastewater volume per person.**

### What we provide

- **Maketu:** 37.8km of pipes and 525 household pumps and two booster pumps.
- **Ōmokoroa:** 81km of pipes and 16 pump stations.
- **Te Puke:** 74.2km of pipes and eight pump stations.
- **Katikati:** 76.2km of pipes and 15 pump stations.
- **Waihi Beach:** 81.4km of pipes and 24 pump stations.
- **Te Puna:** 126 household pumps.
- **Ongare Point:** 4.1km of pipes and 56 household pumps.

### Why we provide this activity

#### Our community outcome

Wastewater services are well planned and maintained to ensure a clean and healthy environment.

- All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.
- Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.



# Wastewater

## Overview

Increasing demand for wastewater services is driven by population growth, environmental degradation and public health issues. Waihi Beach experiences additional seasonal demand driven by holidaymakers. Developers pay financial contributions (subdivision fees) which are used to repay the costs of building future capacity into our District's wastewater schemes.

There is no need to increase the number of wastewater treatment plants in our District, however we will be continually upgrading the capacity of the existing plants to cope with future growth and also recognising the increased requirements of the quality of discharge to be met under the National Policy Statement (NPS).

We have five wastewater treatment plants at Katikati, Maketu/Little Waihi, Te Puke, Waihi Beach and Ongare Point and one wastewater treatment scheme in Ōmokoroa and one in Te Puna West. There are increased pressures on smaller communities to look at alternative treatment and disposal options, especially with regard to Regional Council's new discharge requirements.

### Urban Centres

- Katikati
- Maketu/Little Waihi
- Ōmokoroa
- Te Puke
- Waihi Beach.

By calculating residential flows we are able to measure the capacity of our existing treatment plants. The following method is used for this purpose:

- Population based on an average of 2.7 people per house or dwelling.
- Average dry weather flow of 220 litres per person per day in area water supply.

We are near to or at capacity for the Te Puke treatment plant which we are planning to upgrade by 2025. Katikati and Waihi Beach are also nearing capacity and will require upgrades in the next 10 years.

There are a number of households in each wastewater scheme that can be connected but have currently chosen not to. We have a programme to actively encourage these households to connect for public health reasons.

Levels of service relating to the quality and quantity of discharges from treatment plants are prescribed by legislation and resource consent conditions. All our treatment plants comply with these service levels and no changes are anticipated in the short to medium term, subject to the renewal of resource consents. There are no significant variations between the assessment of water and sanitary services and this wastewater activity.



### Ōmokoroa

The Ōmokoroa Peninsula is currently serviced with a reticulated network that discharges to a common storage chamber/pump station north of the railway line. The pump station is designed to cater for a population of 12,000 people. The collected wastewater is discharged via a 16km pipeline to Tauranga City Council wastewater network in Bethlehem. As development takes place in Ōmokoroa, new reticulated infrastructure will feed into this existing pump station.

### Te Puke

Te Puke wastewater treatment plant is nearing capacity and is required to meet more stringent treatment parameters by 2025 as set by the recently renewed resource consent. Upgrade options are currently being considered.

### Katikati

Katikati currently discharges its wastewater via an ocean outfall off Matakana Island. As part of its resource consent renewal Council will be looking at alternative discharge options over 3 - 5 years. This will need to be implemented by 2038 when the resource consent expires.

### Septic tank effluent pump station

The success of the pressurised scheme in Maketu/Little Waihi, using a grinder pump system to connect individual households to the treatment plant, resulted in a similar scheme being built in Te Puna West in 2017.

A new wastewater scheme was constructed for Ongare Point in 2018. This is a Septic Tank Effluent Pump System. It includes onsite holding tanks for the primary treatment of solids on each property, which will be owned and maintained by Council. The scheme allows for a smaller scale, more affordable treatment system and can be expanded through a series of modular upgrades to add capacity to connect the infill growth expected over the next 25 years.

### Small coastal communities

For areas of our District where a reticulated wastewater scheme is unavailable, wastewater must be managed onsite. The Bay of Plenty Regional Council is responsible for the consenting and management of onsite schemes.

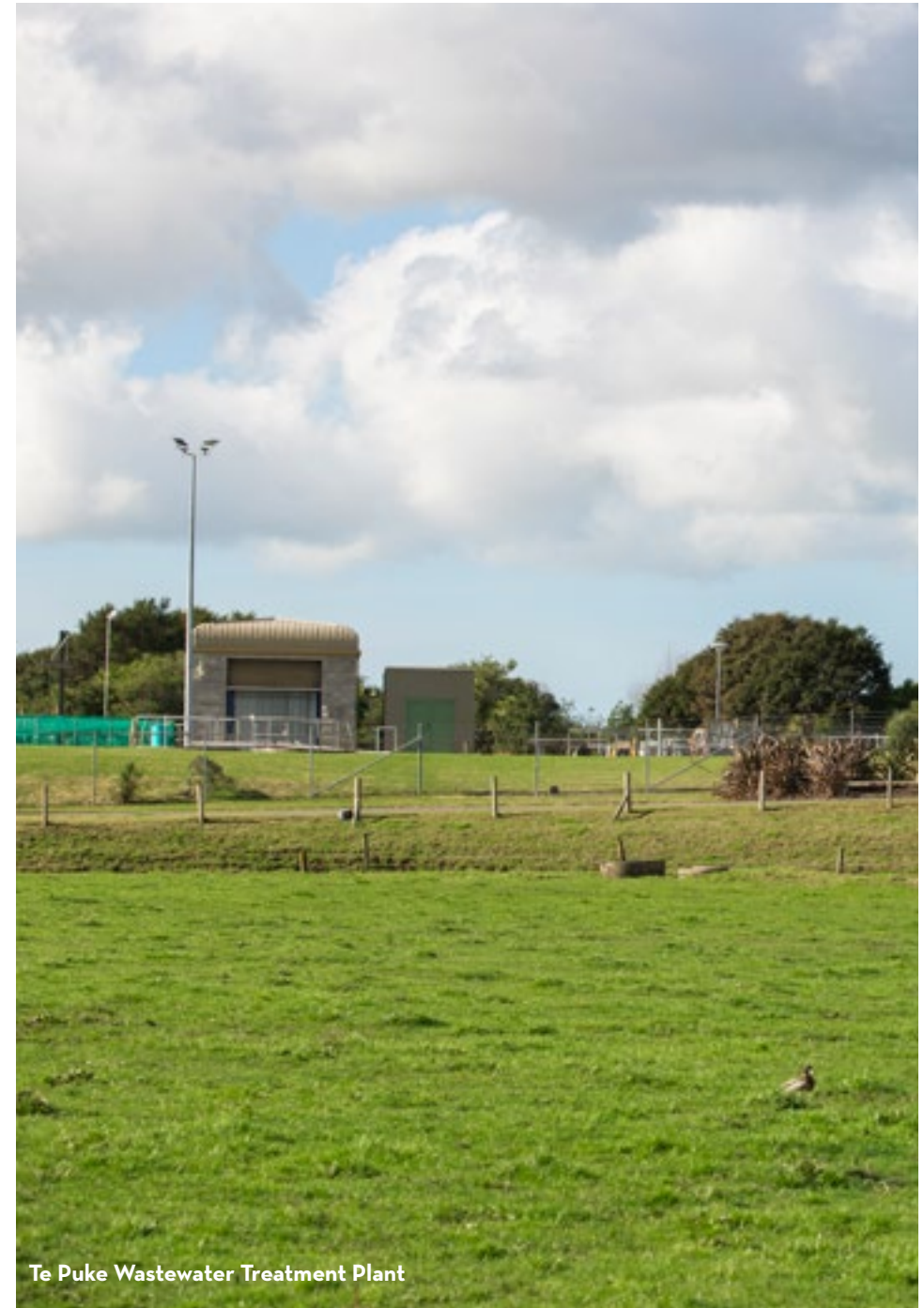
We will continue to work with the Regional Council and our small coastal communities to investigate options for sustainable onsite wastewater treatment.

Our investigations have indicated that the communities at Kauri Point, Plummers Point and Tuapiro Point are compatible with the Regional Council's operative Onsite Effluent Treatment Plan (OSET), as individual properties are large enough to provide sufficient area for effective landbased treatment. At Tanners Point properties are within a maintenance zone in the OSET plan. This means properties within the zone are required to undertake more frequent maintenance on their tanks and provide feedback to the Regional Council. No further Council expenditure has been allocated for these coastal communities in this Long Term Plan. However, should Regional rules change, Council may be required to investigate options further with these communities.

### Rural communities

For rural areas of our District where reticulated schemes are unavailable, the Bay of Plenty Regional Council is responsible for the consenting and management of onsite wastewater schemes.

The Three Waters Review, may result in significant structural changes to Council's role in the delivery of water supply, wastewater and stormwater services. Regardless of how it is delivered, the community will still need services to be provided and planned for. There is currently insufficient detail regarding the possible changes to services, therefore it is prudent to plan on a business as usual approach to service delivery.



Te Puke Wastewater Treatment Plant

## How we will achieve our community outcomes

Goal	Our approach
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	<ul style="list-style-type: none"> <li>Ensure sludge disposal meets environmental and health standards by investigating new technology to reduce sludge, alternative uses and options for sludge disposal</li> <li>Ensure that the disposal of treated effluent meets environmental and health standards and is affordable.</li> </ul>
Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.	<ul style="list-style-type: none"> <li>In consultation with ratepayers advocate to the Bay of Plenty Regional Council to ensure that wastewater disposal systems, other than Council-owned systems, meet acceptable health, safety and environmental standards.</li> </ul>

## What are we planning to do

All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
168603	Waihi Beach Wastewater Treatment	100	130	188	129	68	245	59	126	136	143
168604	Waihi Beach Wastewater Treatment Plant Fixed Generator	-	-	-	-	-	-	-	371	-	-
168605	Waihi Beach Wastewater Treatment Plant Mechanical Separator for Wetlands	-	-	-	-	-	818	-	-	-	-
225615	Wastewater - Te Puke Wastewater Pump Station Renewals and Access	30	-	32	33	140	157	213	95	251	192
225632	Te Puke Wastewater Treatment Plant Upgrade	1,400	4,699	5,073	-	-	-	1,082	5,562	5,711	-
225635	Rangiuru Business Park Share of the Contribution Towards the Cost of the Treatment Plant Upgrade	-	1,033	1,068	-	-	-	2,043	10,506	10,787	-
225723	Wastewater - Katikati Pump Station	-	21	28	80	81	-	121	125	189	211
225724	Wastewater - Katikati Treatment Plant Emergency Storage	30	695	175	35	137	53	18	15	146	42
225743	Wastewater - Katikati Infrastructure Improvements	-	10	-	11	19	20	20	21	22	22
225744	Katikati Wastewater Treatment Plant Upgrades	300	155	214	220	228	2,044	2,104	-	-	-
225745	Wastewater - Katikati Treatment Plant Fixed Generator	-	-	-	-	285	-	-	-	-	-
225746	Wastewater - Katikati Grit/Stone Interceptor Chamber Prior to Wills Rd Pump Station	-	36	374	-	-	-	-	-	-	-



Wastewater - Protecting the Environment - Activities

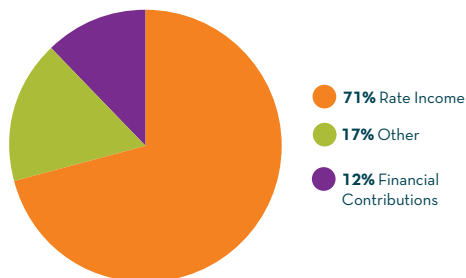
Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
226001	Wastewater - Waihi Beach Treatment Pump Station Renewal	60	58	83	137	225	453	450	338	357	461
226025	Waihi Beach Treatment Plant Upgrade	114	238	305	1,322	341	-	-	-	-	-
226031	Waihi Beach Wastewater Treatment Plant Screw Press	-	52	587	-	-	-	-	-	-	-
226032	Wastewater - Waihi Beach Network Infrastructure Renewals/Rehab	-	-	-	-	-	-	-	-	57	59
229815	Wastewater - Ōmokoroa Pumpstation Renewals	-	93	-	78	15	113	90	85	19	39
295703	Wastewater - Te Puke Structure Plan	221	10	182	175	-	-	-	-	-	-
295803	Wastewater - Maketu Treatment Plant Renewals	30	21	-	-	11	-	-	-	13	-
295804	Wastewater - Maketu Fixed Generator	-	-	-	110	-	-	-	-	-	-
310902	Wastewater - Waihi Beach Asset Validation	55	31	59	11	11	12	12	12	13	13
311002	Wastewater - Katikati Asset Validation	7	7	7	8	13	13	14	14	14	15
311102	Wastewater - Te Puke Asset Validation	10	10	11	11	11	12	12	12	13	13
316701	Katikati Structure Plan Utilities Wastewater	-	88	107	827	-	-	-	-	38	102
317001	Waihi Beach Structure Plan Utilities Wastewater	-	11	32	-	125	554	-	-	-	-
317301	Ōmokoroa Structure Plan - Wastewater	3,475	5,042	-	-	-	-	-	371	2,386	1,363
319502	Waihi Beach Infiltration Investigation and Remedial Work	-	72	96	-	-	-	-	-	-	-
319803	Wastewater - Te Puna Scheme Renewals	-	-	-	17	-	-	-	-	-	-
323402	Katikati Infiltration Investigation	-	52	53	55	57	58	60	-	63	-
323502	Ōmokoroa Infiltration Investigation	-	-	-	44	34	-	-	-	-	-
323602	Wastewater - Te Puke Infiltration Investigations	50	-	-	-	-	35	36	-	-	-
323603	Wastewater - Te Puke Infiltration Rehabilitation	50	-	-	-	-	-	120	-	-	-
335006	Wastewater - Maketu Asset Assessment	-	-	-	-	-	-	-	6	6	7
336301	Waihi Beach Wastewater Treatment Plant M - QMRA Review	-	-	-	48	-	-	-	-	-	-
336601	Wastewater - Ōmokoroa Manhole Repair	-	-	-	-	-	117	120	124	-	-

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
338601	Wastewater - Ōmokoroa Asset Validation	10	10	11	11	11	12	12	12	13	13
340501	Wastewater - District Wide Reticulation Modelling	50	10	11	11	11	-	-	-	-	-
342101	Katikati Wastewater Network Upgrades	-	-	-	-	-	-	-	1,691	391	593
343901	Wastewater - Ōmokoroa Reduce Infiltration	-	-	16	132	108	-	18	19	127	-
344001	Te Puke Wastewater Treatment Plant Rock Filter	-	155	-	-	-	-	-	-	-	-
344101	Te Puke Wastewater Treatment Plant - Wetlands Decommissioning	-	155	-	-	-	-	-	-	-	-
344301	Maketu Wastewater Pump Station Renewals	-	-	-	-	60	128	36	-	127	312
348702	Wastewater SCADA	50	-	53	-	57	-	12	-	13	-
353101	Wastewater - Waihi Beach Wastewater Treatment Plant Renewal of Resource Consent	-	-	107	110	-	-	-	-	-	-
353201	Wastewater - Waihi Beach SAS Lagoon Repairs	-	826	-	-	-	-	-	-	-	-
353501	Wastewater - Te Puke Infrastructure Rehabilitation	-	-	-	55	131	82	-	-	-	-
353502	Wastewater - Te Puke Network Upgrades	25	227	977	-	-	-	120	1,360	70	520
353601	Wastewater - Ongare Wastewater Scheme Renewals	-	-	-	17	-	-	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for wastewater.

## Funding sources for 2021-22



## How we will track progress

What we do	How we track progress	Actual 2020	Target				
			2022	2023	2024	2025-27	2028-31
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	<b>Key Performance Measure</b> Percentage compliance with resource consents for each wastewater scheme: <ul style="list-style-type: none"> <li>• Katikati</li> <li>• Maketu/Little Waihi</li> <li>• Te Puke</li> <li>• Waihi Beach</li> <li>• Ongare Point.</li> </ul>	91%	≥90%	≥90%	≥90%	≥93%	≥95%
	<b>Key Resident Measure</b> Level of resident satisfaction with Council's reticulated wastewater disposal system.	93%	≥90%	≥90%	≥90%	≥95%	≥95%
Maintain wastewater systems and have capacity to meet demand. Provide wastewater services that meet customer needs.	The number of dry weather sewage overflows from Council's sewerage system, expressed per 1000 sewerage connections to that sewerage system. <i>Note: only applies when 1mm of rain has fallen in a 24 hour period.</i>	2.94	≤2	≤2	≤2	≤2	≤2
	Compliance with resource consents for discharge from the sewerage system measured by the number of: <ul style="list-style-type: none"> <li>• abatement notices</li> <li>• infringement notices</li> <li>• enforcement orders</li> <li>• convictions</li> </ul> received by Council in relation to those resource consents.	0	0	0	0	0	0
Provide wastewater services that meet customer needs.	Where Council attends to sewage overflows resulting from a blockage or other fault in the Councils sewerage system, the following median response times measured:						
	<b>Attendance time:</b> From the time Council receives notification to the time that service personnel reach the site.	1.10 hours	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes	≤60 minutes
	<b>Resolution time:</b> From the time Council receives notification to the time that service personnel confirm resolution of the blockage or other fault.	6.75 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours	≤5 hours

What we do	How we track progress	Actual 2020	Target				
			2022	2023	2024	2025-27	2028-31
Provide wastewater services that meet customer needs.	<p>The total number of complaints received by Council about any of the following:</p> <ul style="list-style-type: none"> <li>• sewage odour</li> <li>• sewerage system faults</li> <li>• sewerage system blockages</li> <li>• Council's response to issues with sewerage system.</li> </ul> <p>Expressed per 1000 connections to the Council's sewerage system.</p>	12	≤40	≤40	≤40	≤40	≤40





## Wastewater connections

30 June 2020				
System	Number of connections	Properties paying availability, but not connected (includes vacant sections)	Total properties eligible to connect	Total capacity (population equivalents)
Katikati wastewater	1,977	200	2,404	6,000
Maketu/Little Waihi wastewater stage 1	470	109	567	3,000
Ōmokoroa wastewater	1,482	341	1,971	12,000
Te Puke wastewater	2,862	121	2,870	9,000
Waihi Beach wastewater	2,602	147	2,893	21,000
<b>Total</b>	<b>9,393</b>	<b>918</b>	<b>10,705</b>	<b>51,000</b>

## Key assumptions

Assumption	Description	Risks
Domestic wastewater flows	<p>Average dry weather flow (ADWF) or average domestic daily wastewater flow of 220 litres per person per day.</p> <p>Number of people per dwelling = 2.7.</p> <p>For accommodation facilities such as campgrounds and motels, different factors are applied. For holiday areas like Waihi Beach and Maketu/Little Waihi, the wastewater schemes have been designed for peak holiday resident populations.</p>	<p>Higher than predicted wastewater flows resulting in under-capacity systems and/ or advanced expenditure for upgrades of reticulation and treatment assets.</p> <p>Lower than predicted wastewater flows would mean the assets would be under-utilised.</p>
Industrial and commercial wastewater flow	<ul style="list-style-type: none"> <li>• Light flow 0.4 litres per second per hectare.</li> <li>• Medium flow 0.7 litres per second per hectare.</li> <li>• Heavy flow 1.3 litres per second per hectare.</li> </ul> <p>Flow assumptions are generally greater than currently experienced by Western Bay of Plenty District industries. Flow data may be distorted by high water-use industries.</p>	<p>Higher than predicted wastewater flows would result in under-capacity systems and/or advanced expenditure for upgrades of reticulation and treatment assets. Lower than predicted flows would result in under-utilised assets.</p>
Wastewater assets economic life	<p>Economic life of assets:</p> <ul style="list-style-type: none"> <li>• Polyvinyl chloride (PVC), polyethylene (PE) plastic components: 80 years</li> <li>• Pumps: 15 years</li> <li>• Electrical: 15 years</li> <li>• Concrete Structures: 60 years.</li> </ul> <p>Concrete structures are given a lower life in wastewater environments based on experience and condition rating.</p>	<p>Asset renewals are required earlier than programmed, requiring funding earlier than budgeted. Alternatively asset renewals can be deferred due to longer than expected life resulting in savings.</p>
Wastewater asset valuations	<p>Asset valuations have been calculated from unit rates using data from the Rawlinsons Publication and comparing it with previous actual data. A 20% allowance is made for design and consenting. Unit rates have adequate allowance for construction variations.</p>	<p>If the unit rates used budget allocations for renewals would be incorrect.</p> <p>This may require greater funding.</p>
Wastewater emergency storage at pump stations	<p>Capacity for nine hours emergency storage at pump stations</p>	<p>If storage capacity is insufficient, overflows would occur, with consequential environmental damage. Prosecution may follow.</p>

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>Wastewater treatment schemes provide a safe disposal method for urban areas where smaller section sizes are unsuitable for onsite treatment.</li> <li>Wastewater treatment schemes decrease the risk of infection in the urban environment as there is no requirement for septic tanks.</li> </ul>	<ul style="list-style-type: none"> <li>The costs of providing, operating and maintaining the schemes is high due to energy requirements.</li> <li>Unless properly maintained there can be problems with foul odour.</li> <li>Creates an ongoing need for the disposal of sewage sludge.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to encourage households to reduce the amount of wastewater they produce, for example through re-use of grey water for garden irrigation.</li> <li>We will continue to investigate alternatives for the sustainable disposal of sewage sludge.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>Respects cultural sensitivity around receiving environments.</li> <li>Receiving environments are improved.</li> </ul>	<ul style="list-style-type: none"> <li>Receiving waters may be adversely affected if wastewater is not properly treated and, where overflows occur, could adversely affect health through consumption of contaminated shellfish and other kaimoana.</li> </ul>	<ul style="list-style-type: none"> <li>Council has opted for a land-based disposal approach with the Maketu/Little Waihi wastewater scheme.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>Having wastewater treatment plants reduces the amount of untreated effluent entering the environment.</li> </ul>	<ul style="list-style-type: none"> <li>Ecosystems in the receiving environments may be adversely affected by spills or overflows of untreated sewage; smell and noises from the wastewater treatment plants and pumping stations may create nuisance or impact public health and the operation and maintenance of our assets.</li> <li>The operation and maintenance of our assets include the production of greenhouse gases through energy use, wastewater treatment processes and biosolids.</li> </ul>	<ul style="list-style-type: none"> <li>We continue to monitor treated effluent to ensure it meets the conditions of resource consents.</li> <li>Wetlands are used for effluent treatment to promote their retention and development as they are a rare ecosystem in the region.</li> <li>Environmental damage during the construction of new works is mitigated through resource consent conditions.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>Allows for better use of the available developable land.</li> <li>Provides infrastructure to enable business development in the community.</li> <li>A wastewater system that is working well and meeting its levels of service, will increase property values and ensure our towns are good places for people to 'live, work, learn and play'.</li> </ul>	<ul style="list-style-type: none"> <li>Restricted capacity can result in constraints on development potential and business capacity.</li> <li>The cost of the investment in infrastructure.</li> <li>Significant costs and time to implement system upgrades and overflow reduction improvement.</li> </ul>	<ul style="list-style-type: none"> <li>We will continue to monitor our wastewater systems to ensure they are working well and meeting levels of service.</li> </ul>



Mural - Waihi Beach



Protecting the Environment  
**Solid Waste**  
Paratotoka





## Solid Waste Paratotoka

**This section sets out our sustainable development approach to the management of solid waste activities across our District. Human activity is inextricably linked to the health of our natural environment. A healthy environment is essential for overall wellbeing and prosperity. With our population growing, demands on our natural resources will increase. The challenge is to lessen our impacts on the environment and reduce consumption and waste.**

### What we provide

- kerbside recycling, glass, food scraps and general waste services (from July 2021 onwards)
- recycling and Greenwaste Centres  
- *Katikati, Te Puke, Athenree*
- greenwaste Drop-off  
- *Ōmokoroa*
- education programmes
- ongoing monitoring of closed and capped landfills  
- *Athenree, Te Puke Waihi Beach*
- monitor and remove illegal dumping (fly-tipping) across our District.

### Why we provide this activity

#### Our community outcome

Effective waste management practices that minimise waste to landfill and encourage efficient use of resources to reduce environmental harm.

- Reduce and recover more waste.
- Apply the latest proven and cost-effective waste management and minimisation approaches.
- To collect information to enable decision making.
- To create benefit for our community.



# Solid Waste

## Overview

The Solid Waste Activity aligns to Council's Waste Management and Minimisation Plan (adopted December 2017) and its vision to reduce waste to landfill. The primary aim of this is to reduce the amount of waste produced by reducing, re-using, recycling and recovering waste going to landfill. We will do this through effective waste management practices that minimise waste to landfill and encouraging efficient use of resources to reduce environmental harm.

## Future focus

### Kerbside collection

A Council-contracted kerbside collection service will become operational in 2021/22 (year one of the LTP). The service would be available for most households in our District. The service would provide:

- Council-contracted mixed recycling collection and separate glass collection
- Council-contracted food scraps (urban areas) collection
- Council-contracted user-pays rubbish collection.

Our approach and actions have been developed in response to the changing waste management environment and substantial community engagement on changes to kerbside waste. Our community expectations have changed, with an increasing awareness and support for Council to take a more substantial role in waste management.

### Waste infrastructure

To meet the growing population we will need to consider other waste infrastructure needs, including a potential future transfer station for the District and approaches to construction and demolition wastes.

We will also replace the Ōmokoroa greenwaste facility with a new greenwaste facility and explore if the new site could also be used to recover additional recyclables.

### Rural recycling

We are also looking to introduce rural recycling drop-off points to service those households that won't receive a kerbside recycling service.

### Waste Management and Minimisation Plan review

There are no significant variations between the proposals in the Waste Management and Minimisation Plan and this LTP. The Waste Management and Minimisation Plan will be next reviewed in 2022/23.

### Our role in solid waste

We see our role continuing in planning for solid waste activities, education and enforcement to ensure individuals, households and businesses are dealing with their waste in the most responsible way. The new kerbside services will help make this easier for our communities. Our "user pays" principle guides our planning for this activity. This principle requires that those producing waste should pay the appropriate cost for its disposal and that, by paying for its disposal, people are more likely to change their behaviour and attitudes towards waste minimisation. This has been reflected in the kerbside services through a pay-per-pick-up approach to rubbish collections.

The Waste Minimisation Act 2008 puts a levy on all waste disposed of to landfills to generate funding to help local government, communities and businesses reduce the amount of waste. Territorial authorities receive 50% of the total money collected through the waste disposal levy and these payments are made on a population basis. The money must be spent on promoting or achieving waste minimisation in accordance with our Waste Management and Minimisation Plan. The level of funding is expected to increase over the coming years and provide more funding to Council for extending waste minimisation initiatives in the District.

## We will continue to investigate suitable waste-related projects that could be either District-wide or benefit a specific area, subject to approval through the Annual Plan or Long Term Plan processes.

Free drop-off points for recyclable materials are provided at the Council-owned and operated community recycling centres at Athenree, Katikati and Te Puke. They accept a wide range of recyclables. We also offer greenwaste disposal services at the above sites and also Ōmokoroa at a fee. Greenwaste is collected from the drop-off points by contractors for composting. At the recycling centres we also take small quantities of domestic hazardous waste.

We maintain closed and capped landfills at Te Puke, Waihi Beach and Athenree in accordance with consent conditions.

## How we will achieve our community outcomes

Goal	Our approach
Reduce and recover more waste.	<p><b>Kerbside collections</b></p> <ul style="list-style-type: none"> <li>• Council-contracted kerbside collections will improve the diversion of waste from landfill, through providing increased opportunities to recycle or compost material.</li> </ul> <p><b>Advocacy</b></p> <ul style="list-style-type: none"> <li>• Advocate where possible for stronger responsibility by producers, brand owners, importers and retailers for the minimisation of waste accompanying their goods, e.g. packaging and product stewardship.</li> </ul> <p><b>Education and information</b></p> <ul style="list-style-type: none"> <li>• Education and information are vital tools for changing attitudes and behaviours towards waste minimisation and management.</li> </ul> <p><b>Partners in providing education and distributing information</b></p> <ul style="list-style-type: none"> <li>• Partner with organisations that specialise in waste matters, for example Tauranga City Council, the Bay of Plenty Regional Council, Bay of Plenty / Waikato Waste Liaison Forum, BOPLASS, Ministry for the Environment, Environmental Education for Resource Sustainability Trust, Waste Watchers, Para Kore, Zero Waste Education Ltd and waste service businesses to ensure a co-ordinated, consistent and up-to-date response to education and information needs.</li> </ul> <p><b>Schools</b></p> <ul style="list-style-type: none"> <li>• Support the waste minimisation education programme in schools across our District.</li> <li>• Advocate for central government to assume responsibility for waste minimisation education as a core part of the education curriculum.</li> </ul> <p><b>Community</b></p> <ul style="list-style-type: none"> <li>• Assist in funding waste minimisation education programmes for the wider community, targeting community groups and organisations in the first instance, as well as community events.</li> </ul> <p><b>Business and rural sectors</b></p> <ul style="list-style-type: none"> <li>• Support key business and rural sector groups to establish waste minimisation education programmes that each sector can own and sustain into the future.</li> </ul> <p><b>Communication</b></p> <ul style="list-style-type: none"> <li>• Provide user-friendly access to waste services information available through our libraries and service centres, on our website and our online Waste Services Directory. We respond to waste services and information requests.</li> </ul>

Goal	Our approach
Reduce and recover more waste.	<p><b>Welcome pack</b></p> <ul style="list-style-type: none"> <li>• Include information on weekly kerbside collections and drop-off facilities within the welcome pack we distribute to all new residents in our District.</li> </ul> <p><b>Signage</b></p> <ul style="list-style-type: none"> <li>• Ensure that industry-standard signage is provided showing where waste materials can be disposed of at known fly-tipping trouble spots.</li> </ul> <p><b>Composting/worm composting</b></p> <ul style="list-style-type: none"> <li>• Educate communities, households and workplaces on the benefits of composting organic waste and greenwaste.</li> <li>• Provide workshops in the District to assist the community to set up home worm composting units and partner to reduce organic/food waste.</li> <li>• Provide greenwaste drop-off facilities that accept garden waste for composting off site.</li> </ul> <p><b>Recycling services</b></p> <ul style="list-style-type: none"> <li>• Recycling drop-off facilities: We will look to introduce rural recycling drop-off points to increase accessibility for those households that won't receive a kerbside recycling service.</li> </ul> <p><b>Illegally dumped waste</b></p> <ul style="list-style-type: none"> <li>• change attitudes toward fly-tipping by ensuring people know where they can dispose of their waste safely</li> <li>• work with local communities to achieve clean roadsides and waterways</li> <li>• monitor public spaces where fly-tipping occurs</li> <li>• search for identification in dumped rubbish with a view to prosecution.</li> <li>• pursue infringements and prosecutions where there is sufficient information to support such action</li> </ul> <p><b>Waste Management and Minimisation Bylaw</b></p> <ul style="list-style-type: none"> <li>• Enforce the Waste Management and Minimisation Bylaw to ensure that all people in our District take responsibility for the proper disposal of their waste.</li> </ul>
Apply the latest proven and cost-effective waste management and minimisation approaches.	<p><b>Hazardous Waste Management</b></p> <ul style="list-style-type: none"> <li>• Small quantities (30kg or litres) of household hazardous waste will be accepted at the Katikati, Athenree and Te Puke centres. All waste must be accompanied by a completed household hazardous waste declaration form that can be ordered from Council Customer Services.</li> </ul> <p><b>Landfills</b></p> <ul style="list-style-type: none"> <li>• Continue with our aftercare responsibilities for closed landfills at Athenree, Strang Road, Te Puke and Waihi Beach as required by the conditions of resource consent. Landfill facilities and user-pays drop-off sites for specific waste are provided by the private sector.</li> </ul>

Goal	Our approach
Apply the latest proven and cost-effective waste management and minimisation approaches (continued).	<p><b>Trial and pilot schemes</b></p> <ul style="list-style-type: none"> <li>Working with local communities on unmanned recycling stations, community-led recycling/re-use opportunities, and other waste reduction initiatives.</li> </ul> <p><b>Kerbside services</b></p> <ul style="list-style-type: none"> <li>Food scraps collection (for urban areas) to divert from landfill the 'low-hanging fruit' biggest component (by weight) of household waste .</li> </ul>
To collect information to enable informed decision making.	<p><b>Solid Waste Analysis Procedure</b></p> <ul style="list-style-type: none"> <li>Undertake regular solid waste audit procedure which will follow the Ministry for the Environment (MfE) Solid Waste - Analysis Protocol (SWAP).<sup>1</sup></li> </ul> <p><b>Monitoring and target setting</b></p> <p>Set targets for:</p> <ul style="list-style-type: none"> <li>Approved/adopted Waste Minimisation programmes</li> <li>Kerbside services.</li> </ul> <p><b>Kerbside services</b></p> <ul style="list-style-type: none"> <li>Require accurate and regular data from the contractor on waste volumes, put-out rate, rates of contamination and other information as necessary.</li> </ul>
To create benefit for our community.	<p><b>Community waste initiatives</b></p> <ol style="list-style-type: none"> <li>Provide grants to community groups interested in establishing local waste management initiatives that adopt environmentally sound practices.</li> <li>Support community organisations in their applications to appropriate funding sources to establish new community waste initiatives.</li> </ol> <p><b>Events and promotions</b></p> <p><i>National promotions</i></p> <ol style="list-style-type: none"> <li>Assist in the promotion of national campaigns that contribute to the goals for solid waste by providing community group contacts and local administrative support.</li> </ol> <p><i>Recognition of community actions</i></p> <ol style="list-style-type: none"> <li>Advocate for the introduction of local awards to recognise outstanding contributions and innovations by communities and businesses to achieving our solid waste goals.</li> </ol> <p><i>Mobile recycling and waste services</i></p> <ol style="list-style-type: none"> <li>Provide event organisers with access to information/assistance to encourage waste reduction and recycling at major events in line with the Western Bay of Plenty Sub-regional Events Strategy.</li> </ol>

<sup>1</sup> It should be noted that the SWAP may not be required when a Council-contracted kerbside recycling and rubbish collection is implemented as Council will be able to use other methods such as weighing trucks; kerbside audit.

Goal	Our approach
To create benefit for our community (continued).	<b>Design principles for new developments</b> <ul style="list-style-type: none"> <li>Eco-design principles result in well-planned, well-executed and sustainable developments. We support the application of eco-design principles in developments when opportunities are available and will consider the inclusion of these principles in Council plans.</li> </ul>

## What are we planning to do

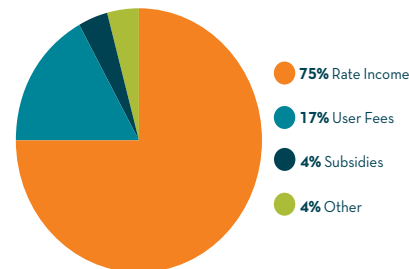
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
318601	District Solidwaste Waste Minimisation Funding Pool	130	134	139	143	159	164	168	173	178	182
319902	Wastewater - Tradewaste Bylaw Implementation	50	52	53	55	57	58	60	62	63	65
344401	Solid Waste - Ōmokoroa Green Waste Facility / Recycling Centre	200	981	-	-	-	-	-	-	-	-
348501	Kerbside Collection	2,271	2,346	2,546	2,628	2,713	2,924	3,009	3,094	3,336	3,417
348502	Kerbside Waste- Commercial Services	49	50	52	54	55	57	59	60	62	63
348503	Solid Waste - Rural Recycling Drop-off Points	30	103	107	-	-	-	-	-	-	-
348505	Solid Waste - Kerbside Rubbish Monthly Charge	327	337	349	360	372	382	393	404	415	425
355101	Solid Waste - Community Re-use Facility	45	207	214	-	-	-	-	-	-	-

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for solid waste.

## Funding sources for 2021-22



## How we will track progress





What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
All areas in our District served by Council's reticulated wastewater disposal systems meet acceptable health, safety and environmental standards.	<b>Key Performance Measure</b> Percentage of waste recycled or recovered as estimated by solid waste two yearly audit. The audit will be undertaken as per the Solid Waste Analysis protocol issued by the Ministry for the Environment.	No audit	≥33%	No audit	≥45%	≥47%	≥48%
Assist small urban communities along the Tauranga Harbour to ensure that the wastewater disposal options available to them meet health and safety requirements.	<b>Key Resident Measure</b> Percentage level of customer satisfaction with household rubbish disposal methods.	65%	≥80%	≥80%	≥85%	≥85%	≥85%
Apply the latest proven and costeffective waste management and minimisation approaches.							
To collect information to enable decision making.							
To create benefit for our community.							
All Council-owned solid waste facilities, including closed landfills, meet environmental standards.	Number of abatement / infringement notices issued.	0	0	0	0	0	0
	Number of greenwaste and/or recycling facilities provided.	4	≥4	≥4	≥4	≥4	≥4
	Number of initiatives funded by the Ministry for the Environment Waste Minimisation.	4	≥1	≥1	≥1	≥1	≥1
	Number of hazardous waste drop-off points.	3	3	3	3	3	3

## Key assumptions

Assumption	Description	Risks
Solid waste generation rate, including diverted materials.	An estimated 640kg per year of municipal solid waste will be generated per person, reducing over ten years.	Progress towards waste minimisation is not achieved. Without tangible action there is a potential for more waste to go to landfill.
Solid waste environmental consciousness profile.	Communities in the Western Bay of Plenty District are more conscious of the environmental impact of their actions. Communities are demonstrating an increasing willingness to reduce this acknowledged impact.	Council is unable to keep up with the increased environmental awareness and is slow to meet community expectations.
New kerbside services will reduce demand for some recycling facilities.	Community recycling centres will see a decrease in commodities and usage as the new kerbside service comes into effect. This will be reviewed and changes to operations made as necessary.	That community recycling centres are not fully utilised.
Waste Minimisation Act.	The Waste Minimisation Act was passed in September 2008. The Act provides for, among other things, additional funding through a waste levy to be collected on waste delivered to landfill sites and applied to waste minimisation activities and product stewardship schemes.	Change to the Act could result in reduced funding or the elimination of the waste levy. This may lead to additional costs or a reduction in the services offered.
Waste Levy increases.	The waste levy (amount paid as a government levy on waste to landfill) will increase from \$10 a tonne to \$60 a tonne over the coming years. This will mean increased funding received from Central Government to Council for waste management and minimisation projects.	That funding is not distributed back to councils and some initiatives cannot be undertaken.
Product stewardship schemes.	Product stewardship and container deposit schemes will come into effect in the course of the LTP. This will have impacts for how community recycling centres and kerbside collections operate.	That the design of product stewardship schemes places increased costs or obligations on councils.
Waste Management and Minimisation Plan.	Council will continue to have an up-to-date Waste Management and Minimisation Plan as required by section 41 of the Waste Minimisation Act 2008.	If the WMMP is not updated every six years funding from the Waste Levy may be at risk.
Solid waste changes in technology.	Technology could potentially reduce operational and disposal costs and reduce impacts on the environment.	Innovative technologies may increase costs in the short term if economies of scale cannot be easily achieved.



## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• Providing recycling services promotes environmental consciousness.</li> <li>• Community and school involvement in programmes.</li> <li>• Better awareness of waste minimisation methods fosters improved community health, safety and well-being.</li> <li>• Community participation in services and events provides positive social feedback.</li> </ul>	<ul style="list-style-type: none"> <li>• Provision of recycling services may reduce personal responsibility to 'reduce' the amount of waste produced.</li> </ul>	<ul style="list-style-type: none"> <li>• We will provide an education programme to help people look to reduce their waste.</li> <li>• We will introduce a Council-contracted kerbside service and rural recycling drop-off points to encourage recycling and diversion.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Waste disposal services protect culturally sensitive Māori land and water resources.</li> </ul>	<ul style="list-style-type: none"> <li>• Waste entering water bodies affects the mauri of the environment.</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue to take enforcement action against fly-tipping.</li> </ul>
 <p><b>Environmental</b></p>	<ul style="list-style-type: none"> <li>• The hazardous waste collection removes household quantities potentially harmful substances.</li> <li>• Protection and enhancement of our District's environment.</li> <li>• Kerbside services enable the majority of the District to manage their waste effectively and divert material from landfill</li> </ul>	<ul style="list-style-type: none"> <li>• Landfill sites can create leachate that infiltrates groundwater and gases that are discharged into the environment.</li> <li>• Collection services can lead to visual pollution on roadsides.</li> </ul>	<ul style="list-style-type: none"> <li>• We will continue to manage and monitor the closed landfill sites to meet compliance with resource consent conditions.</li> <li>• We will not develop additional landfill sites.</li> <li>• We will continue to license and monitor waste collection operators.</li> <li>• We will implement a Council contracted kerbside service.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• Provision of user-pay services ensures that the generator of waste pays for the provision of the service.</li> </ul>	<ul style="list-style-type: none"> <li>• User-pays can lead to illegal dumping of rubbish to avoid payment.</li> <li>• Financial cost of recycling and disposal services. The cost of recycling services is affected by the world markets for recyclable materials, for example glass and plastic.</li> </ul>	<ul style="list-style-type: none"> <li>• We monitor trends in these markets and revise the expected costs of our recycling services through the Annual Plan or Long Term Plan processes. These cost are weighed against the environmental benefits of recycling.</li> <li>• The provision of kerbside services and rural recycling drop off points will make recycling more accessible.</li> </ul>



Supporting the Economy  
**Economic  
Development**  
Whanake  
Taiōhanga



## Economic Development Whanake Taiōhanga

**This activity focuses on Council's role in supporting economic development, tourism, promotions, events and town centre development.**

### What we provide

- Town Centre Promotion  
- *Te Puke, Katikati, Waihi Beach*
- support for external organisations, focused on strengthening our local economics
- supporting economic development and tourism

### Why we provide this activity

#### Our community outcome

To encourage the sustainable use of local resources in a way which strengthens economic opportunities and improves social outcomes.

- Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.
- Council services are committed to being business-friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.
- Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.



# Economic Development

## Overview

Council still sees its role as supporting and promoting economic development with an emphasis on:

- The interconnections between social, cultural and economic outcomes (e.g. adequate affordable housing for the workforce).
- Facilitating businesses and community organisations to learn from each other to improve economic, social and environmental outcomes.
- Continuing to support local organisations to promote vibrant town centres that service their communities, visitors and businesses.
- Encouraging innovation.
- Working with partner organisations in the government and business sectors to implement our sub-regional international strategy.

COVID-19 has had a significant negative impact on our economy particularly on tourism and the hospitality industries, although we have also seen a boom in the horticulture industry during this time.



## Shovel ready projects

### Crown Infrastructure Partners (CIP) Projects

- Ōmokoroa Urbanisation (Western Avenue to Tralee Street)
- Ōmokoroa Southern Industrial Road
- Prole Road Urbanisation (Ōmokoroa to Waipapa River)
- Western Avenue Urbanisation (Ōmokoroa to North of Gane Place)
- Ōmokoroa Road Urbanisation (Prole Road to Railway Line)

### Three Waters Funded Projects

- Water - Western Water - SH2 Watermain Replacement
- Water - Treatment Plant Monitoring Equipment (CIP)
- Water - Supply Improvements to Marae (CIP) - Contingency Project
- Wastewater - Ōmokoroa - Extension to Cooneys Reserve
- Waihi Beach - Extension of Reticulation to Anzac Bay
- Wastewater - CIP Te Puna Village
- Wastewater - Te Puna Marae Reticulation (CIP)
- Wastewater - Te Puke Makahe Marae (CIP)
- Wastewater - Waihi Beach - Otawhiwhi Marae
- Wastewater - Katikati - Te Rereatukahia Marae
- Wastewater - Te Puna - Waitui Reserve Rising Main Relocation (CIP)
- Waihi Beach Wastewater Treatment Plant
- Wastewater Reticulation Extensions - Contingency Projects - does not need to have an individual project
- Wastewater - Marae Onsite Wastewater (CIP) - ALOS Project
- Stormwater - Ōmokoroa stormwater Bund and Flap Gates.
- Stormwater - Waihi Beach - 2 Mile Creek
- Staff/implementation Resource
- Regional Three Waters Project
- Technical support for the combined three waters contract
- Asset Management Specialist
- Three Waters Maintenance Software - Contingency Project

## Provincial Growth Fund (PGF)

- PGF Fund to Quayside for Rangiora Business Park and enabled Stage 1 to proceed.

### Tourism Bay of Plenty

Council helps to fund Tourism Bay of Plenty, which was instrumental in increasing the number of tourists to the District prior to the COVID-19 pandemic.

Te Moananui ā Toi | The Coastal Bay of Plenty was in a strong position prior to the pandemic, experiencing both domestic and international growth. Visitor spend in our subregion reached \$1,017m in the year ending June 2020.

Visitor spend goals (total, domestic, international and cruise) were unable to be met due to the imposed travel restrictions. Total visitor spend was \$91m (7.1%) short of the June 2020 target.

However, Te Moananui ā Toi | the Coastal Bay of Plenty has experienced less impact than the national average loss of 12.3% thus far, due to having less reliance on the international visitor market than some other key New Zealand destinations. The limited potential travel market and the effects of COVID-19 on tourism will continue to have an impact on Tourism Bay of Plenty's activities in the short term. As a result, Tourism Bay of Plenty's immediate focus is on the domestic and local markets.

Council will have a role in supporting the implementation of the new Statement of Intent (2020-2023) after the recent Whakaari (White Island) eruption and COVID-19 impact on international tourism. As part of that, Tourism Bay of Plenty has developed a new campaign to encourage the region to feel proud of our place and appreciate all that it has to offer.

### Bay of Connections

Council participates in regional and sub-regional economic development initiatives in recognition of our close relationship with Tauranga and the rest of the region. At a regional level, Bay of Connections takes an inclusive approach to advance local priorities and regional opportunities, while progressing development of a transitions plan focused on priority areas such as workforce development, infrastructure, Māori economic development and the transition to a low carbon economy.

### Provincial Growth Fund

We enable economic growth in our District through good land use planning, and support the utilisation of these areas. For example, Council has recently received funding through the Provincial Growth Fund to help unlock commercial and industrial development opportunities at Rangioru.

### Priority One

At a sub-regional level, Council is a co-funder of Priority One, the Western Bay of Plenty sub-regional economic development agency focused on attracting businesses to the sub-region. Priority One was instrumental in securing \$400,000 funding for the Regional Digital Hub at Katikati over five years, through the Provincial Growth Fund. Priority One is funded by businesses as well as the two councils. The councils' priorities are reflected in a joint service delivery contract with Priority One.

### The Urban Form and Transport Initiative

The Urban Form and Transport Initiative (UFTI) will help with economic development as it identifies how the sub-region may grow in the future in relation to land use planning and transportation planning. This growth will stimulate the economy and efficient travel options such as the Takitimu North Link will increase the efficiency of vehicle movements between Western Bay of Plenty and Tauranga City.

### Key stakeholder relationships

We will continue to develop our relationship with stakeholders in key economic sectors such as kiwifruit, avocado, dairy production and logistics.

### Town centre development

Town centre development continues across the District, with a review of the Ōmokoroa Structure Plan underway and actions to implement Town Centre Plans when opportunities arise. Promotions and events organised by Council-funded Katch Katikati, EPIC Te Puke and Waihi Beach Events and Promotions also help attract locals and visitors. Katch Katikati and the Te Puke Economic Development Group continue to support businesses by providing networking and training opportunities, as well as advocating on their behalf.

### Did you know?

The District produces approximately 164 million trays per year of kiwifruit (as at 10 June 2020), up from 123 million in 2017; this trend is expected to continue. Our District is also a significant contributor to the avocado industry, with 1.6 million 5.5kg trays being produced in the Bay of Plenty out of 2.9 million trays. On average this industry has been growing in production since 2009, although the number of hectares of avocado orchard in the Bay of Plenty region has been relatively static for the past four years.

Coastal Bay of Plenty's annual visitor spend, in 2018/19, reached \$1,082 million, showing growth of 5.3% year-on-year, while the national average growth rate was 3.2% over the same period. Domestic annual visitor spend grew 3.9% year-on-year to reach \$849 million, exceeding the national growth rate for the same period of 2.3%. International visitor spend grew 10.8% year-on-year to reach \$233 million and considerably higher than the national growth rate of 4.6%. Cruise activity spend in the coastal Bay of Plenty for the year ending 30 June 2019 was \$90 million. This represents growth of 34.8% compared to the 2017/18 results, which is in line with the 35% increase in cruise ship visits.

## How we will achieve our community outcomes

Goal	Our approach
<p>Foster partnerships between organisations, including local and Central Government and businesses to support economic, social, cultural and environmental development.</p>	<ul style="list-style-type: none"> <li>• Participate in existing networks (e.g. Smart Economy, Bay of Connections, Māori Business Network, SmartGrowth, and Sustainable Business Network) and encourage the inclusion of social, cultural and environmental perspectives to advance the sustainable economic development of our communities.</li> <li>• Improve the linkages between organisations that advance the economic development of the District.</li> <li>• Work closely with primary industries (e.g. kiwifruit) and where necessary advocate to Central Government to accommodate the projected growth of these industries.</li> <li>• Work with educational institutions and relevant agencies to ensure all residents in the District, especially young people, have meaningful education, employment and training opportunities and are able to effectively participate in the workforce and community.</li> <li>• Recognise the importance of having sufficient affordable, healthy and safe housing to accommodate the workforce.</li> <li>• Recognise the increasing cultural diversity of our communities, workforce and employers and support their contribution to a sustainable District economy.</li> <li>• Work with iwi and hapū to support their economic development aspirations in line with the Māori Economic Development Strategy – He Mauri Ohooho.</li> <li>• Investigate initiatives that recognise and support the cultural diversity of the Western Bay of Plenty District economy.</li> </ul>
<p>Council services are committed to being business-friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.</p>	<ul style="list-style-type: none"> <li>• Strengthen the ‘business friendliness’ of Council services.</li> <li>• Continue to automate and digitise Council services for a more efficient processing and interaction with businesses.</li> <li>• Provide cost-effective, sustainable and productive infrastructure to enable the District to function and prosper such as water, wastewater, stormwater, wi-fi and transportation.</li> <li>• Take an active role in growing healthy, thriving and vibrant town centres that service their communities, visitors and businesses with a quality experience that encourages them to keep coming back:             <ul style="list-style-type: none"> <li>- Work with the community, landowners, stakeholders and potential sponsors to develop and implement town centre plans.</li> <li>- Provide community and visitor information facilities in Katikati and Te Puke town centres.</li> <li>- Provide town centre promotion, support events and festivals and work with organisers to ensure successful event management within our towns and communities.</li> <li>- Develop the western Bay of Plenty as a leading domestic and international tourist destination.</li> </ul> </li> </ul>

Goal	Our approach
<p>Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.</p>	<ul style="list-style-type: none"> <li>• Advocate for and facilitate the establishment of an environment that builds the capacity and capability of community, voluntary and social enterprise sectors to effectively deliver services.</li> <li>• Investigate community ownership of asset models that build the capacity and capability of community, voluntary and social enterprise sectors to effectively deliver services.</li> <li>• Encourage businesses to adopt sustainable business practices to improve community outcomes.</li> <li>• Encourage and facilitate collaboration between the 'for profit' sector and the community, voluntary and social enterprise sectors to create positive social and environmental outcomes.</li> <li>• Foster and recognise business innovation that incorporates economic, cultural, social and environmental benefits: <ul style="list-style-type: none"> <li>- Recognise innovation by supporting awards for businesses that incorporate economic, cultural, social and environmental benefits.</li> <li>- Investigate ways in which Council could incentivise innovation which incorporates economic, cultural, social and environmental benefits.</li> <li>- Advocate to Central Government to fund economic initiatives in the District.</li> </ul> </li> <li>• Foster and encourage innovation within Council that incorporates economic, cultural, social and environmental benefits: <ul style="list-style-type: none"> <li>- Investigate ways to encourage innovation internally.</li> </ul> </li> </ul>

## What are we planning to do

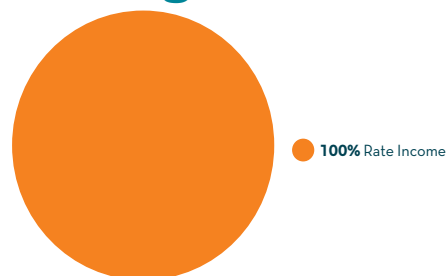
All information from 2023 - 2031 includes an adjustment for inflation.

Project number	Project name	\$'000									
		2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
298901	Economic Services Contract - Tourism Bay of Plenty	232	238	245	251	258	264	270	277	283	289
299001	Economic Services Contract - Priority One	182	187	192	197	202	207	212	217	222	227
299101	Economic Development - Environmental Capacity Building	20	15	21	16	22	17	23	18	24	19
299301	Te Puke Promotion - Te Puke Economic Development Group	74	76	78	80	82	84	86	88	90	92
299302	Town Centre Promotion - Te Puke Epic	34	35	36	37	38	38	39	40	41	42
299303	Economic - Epic Te Puke Additional Support	10	10	11	11	11	11	12	12	12	12
299401	Town Centre Promotion - Katch Katikati	114	117	120	123	127	130	133	136	139	142
302201	District Town Centre Development	220	226	232	238	245	250	256	262	269	274
313505	Property - Waihi Beach Town Centre Development	200	51	-	-	-	-	-	-	-	-
326804	Property - Katikati Town Centre Development Ward Funded	94	98	103	108	112	114	117	120	123	125
326805	Property - Town Centre Katikati	50	103	528	217	-	228	-	239	-	249
336501	Town Centre Promotion - Waihi Beach	52	53	55	56	58	59	61	62	63	65
357101	Economic - Waihi Beach Events and Promotions	10	10	11	11	11	11	12	12	12	12

## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for economic development.

## Funding sources for 2021-22







## How we will track progress

What we do	How we track progress	Result 2020	Target				
			2022	2023	2024	2025-27	2028-31
<p>Foster partnerships between organisations, including local and central government and businesses to support economic, social, cultural and environmental development.</p> <p>Council services are committed to being business friendly to encourage and enable businesses to flourish and contribute to building vibrant communities.</p> <p>Enable an environment where community groups and business can collaborate and work together on shared outcomes for communities.</p>	<p><b>Key Performance Measure</b> Percentage of economic contracts where key contract requirements have been achieved. Key service delivery contracts held with Priority One, Tourism BOP, Te Puke Economic Development Group, EPIC Te Puke, Katch Katikati and Waihi Beach Events and Promotions.</p>	100%	≥90%	≥90%	≥90%	≥90%	≥90%
	<p><b>Key Resident Measure</b> Level of resident satisfaction with our role in promoting employment and business opportunities within the sub-region.</p>	49%	≥65%	≥65%	≥65%	≥65%	≥65%
<p>Council will support external organisations tasked with developing economic activity in the District.</p>	Total invested in economic support through service delivery contracts.	\$12.95	≥\$12 per resident	≥\$11 per resident	≥\$11 per resident	≥\$11 per resident	≥\$11 per resident
	Level of resident satisfaction with the promotion of town centres and events in Katikati, Te Puke and Waihi Beach.	49%	≥65%	≥65%	≥65%	≥65%	≥65%



## Key assumptions

Assumption	Description	Risks
Economic sub-regional partner: <b>Priority One</b>	Priority One remains an effective organisation and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Priority One continues on a three-year rolling basis.	If an effective sub-regional economic development organisation no longer existed our strategies would be less effective and may cost more to implement.
Economic sub-regional partner: <b>Tourism Bay of Plenty</b>	Tourism Bay of Plenty remains an effective organisation and the joint service delivery agreement between Tauranga City Council, Western Bay of Plenty District Council and Tourism Bay of Plenty continues on a three-year rolling basis.	If an effective regional tourism organisation no longer existed our strategies would be less effective and may cost more to implement.
Local economic development organisations	Town centre promotion and local economic development organisations in our District remain viable, effective and able to take part in joint projects with us.	If effective town centre and local economic development organisations did not exist we would need to consider alternative service delivery models, which may have higher operational costs.
Growth in visitor numbers	International visitor spend is forecast to grow by 5.3% per annum, and domestic visitor spend growth by 3.7% per annum. Overall, tourism is expected to grow by 60% over 10 years to \$1.45 billion. The impact of visitors will be concentrated on our District's coastal communities.	If visitor numbers grow faster than expected there would be pressure on infrastructure and visitor facilities.

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Social</b></p>	<ul style="list-style-type: none"> <li>• A strong, sustainable local economy is essential for our communities and the District as a whole. A vibrant and viable town centre provides a focus for the community and provides jobs and services along with a destination for socialising and leisure.</li> <li>• The social wellbeing of communities is affected by its residents' ability to access employment and a range of goods and services.</li> <li>• Economic growth can stimulate provision of additional services and facilities so improving the social infrastructure on offer to our communities.</li> <li>• Social outcomes are inextricably linked to the economy which is recognised in the Economic Strategy.</li> <li>• Community organisations/non-government organisations provide a large number of jobs and significantly contribute to the gross domestic product of the economy. Assisting these organisations in their day-to-day operations and management will improve their ability to contribute to the economy and communities.</li> </ul>	<ul style="list-style-type: none"> <li>• Our role is relatively limited and, while we can support provision of the 'right conditions' for economic development, we cannot control all aspects.</li> </ul>	<ul style="list-style-type: none"> <li>• Maximising what influence Council does have to support economic development.</li> </ul>
 <p><b>Cultural</b></p>	<ul style="list-style-type: none"> <li>• Our cultural and historic heritage is a considerable asset and adds to the high quality landscape and built heritage our District offers, all part of a favourable location for economic development.</li> <li>• We support protection and enhancement of this asset and are also aware of the economic opportunities available from cultural and historic tourism.</li> <li>• The Māori economy is significant in the District and has potential to grow and positively impact on the overall economy, particularly as Treaty settlements are concluded.</li> </ul>	<ul style="list-style-type: none"> <li>• There is often tension between the protection of our cultural heritage and economic progress.</li> </ul>	<ul style="list-style-type: none"> <li>• We are aware of the sensitive cultural and historic heritage within our District and seek to work with Tangata Whenua and historic protection agencies to ensure that economic development positively impacts our cultural and historic assets.</li> <li>• Where possible we will work to enhance and support opportunities for our communities to learn more about our cultural and historic heritage.</li> <li>• Council will support, as appropriate, the development of the Māori economy.</li> </ul>

## Significant effects of providing this activity

Wellbeing	Positive	Negative	How are we addressing these effects
 <p><b>Environmental</b></p>	<p>Sustainable economic development considers its potential impact on all four of the wellbeings, including the environment.</p> <ul style="list-style-type: none"> <li>• Supports innovation which maximises the use of local resources and minimises waste that occurs in the production of goods.</li> <li>• Minimising the impact of economic growth on the environment while considering the benefits and need for such growth are important.</li> </ul>	<ul style="list-style-type: none"> <li>• There is often a tension between environmental protection and economic progress.</li> </ul>	<ul style="list-style-type: none"> <li>• We consider the impact of economic development on the environment. Our approach to sustainable development and our legislative framework and guidelines indicate our mechanisms for regulating the impacts of this growth, where this is possible.</li> <li>• We resource community development staff to work with environmental care groups to enhance and improve the environment, particularly in areas where growth has had negative impacts on the natural environment.</li> <li>• Our District Plan has introduced incentives such as Environmental Protection lots to offset some of the impacts of growth on the environment.</li> <li>• We provide educational literature (leaflets, signage) to help our communities appreciate the impacts of growth/ human disturbance on the environment.</li> </ul>
 <p><b>Economic</b></p>	<ul style="list-style-type: none"> <li>• A strong local economy is a key part of a robust, attractive, sustainable community.</li> <li>• Supporting the provision of the right conditions for economic development, including employment land, accessible town centres, supporting infrastructure and a quality lifestyle, is vital.</li> <li>• We provide visitor information facilities which encourage more visitors and more spending within the local economy.</li> </ul>	<ul style="list-style-type: none"> <li>• The local economy is driven by many external factors. Our role is therefore limited and while we can seek to create desirable conditions for economic growth we cannot control the direct creation of employment opportunities and continuation of local economic development.</li> </ul>	<ul style="list-style-type: none"> <li>• We understand the need to support economic development and are keen to improve those processes which have an impact on those delivering economic development, for example building and consent processes and our planning framework.</li> <li>• We encourage businesses, landowners, developers and communities to have input our planning and policy development frameworks. We encourage feedback from our communities.</li> </ul>



Children taking part in TECT Park's 10th Birthday Celebrations 2020



# Support Services Ratonga Taunaki

# Support Services



**Our Corporate Plan guides the activities that support our staff to produce their best work and deliver the highest standards of service to our customers.**

## Overview

### Support services include:

- financial management
- human resources
- communications and community engagement
- customer service
- information technology
- asset management
- information management
- procurement
- risk management
- corporate assets and quality management.

## Direction of the Corporate Plan

We follow a philosophy of continuous improvement which is implemented across the organisation. Every three years we develop a Corporate Plan which identifies the key improvement areas management will focus on, over and above business as usual.

For the period 2020-2023, the organisational direction is to build on our understanding of what our current customers value and anticipate the services future customers will want. This means we will need to develop our capacity and capability to proactively manage change and make sound decisions about using technology effectively and strategically for the future.

### Corporate sustainability

There will be a new focus on corporate sustainability, building on our baseline energy benchmarking set in 2019 and appointing a staff 'energy champion' to guide efforts towards greater energy efficiency.

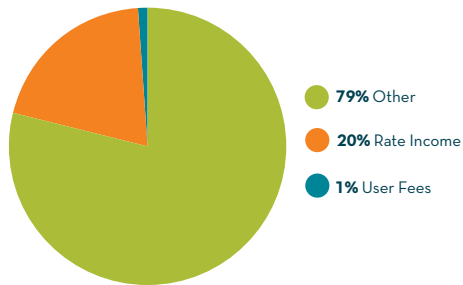
To achieve our wider goals, we will need a workforce that is ready for the future, with appropriate skills, knowledge and confidence to make the most of change and opportunity. This will require effective engagement and good workforce planning which includes training and career development, effective reward and recognition programmes, equal opportunity, fair treatment, flexible policies and family friendliness.



## Where the money comes from

Please refer to 'Policies, Summaries & Statements' for the Revenue and Financing Policy for support services.

## Funding sources for 2021-22



## Levels of service

These activities support the other activities of Council. These areas do not have external levels of service.

## Significant negative effects of providing this activity

There are no significant negative economic, environmental, cultural or social effects for providing this group of activities.