


TAURANGA CITY COUNCIL SUSTAINABILITY STOCKTAKE

Part 2

DETAILED ASSESSMENT AND STOCKTAKE FINDINGS

May 2021

A photograph of two children riding bicycles on a paved path. The child in the foreground is a young girl with a brown helmet and a grey long-sleeved shirt, smiling broadly. The child in the background is a younger child with a blue helmet and a blue and white shirt, also riding a bicycle. The background shows a grassy area and some trees under a bright sky.

ABOUT THIS REPORT

Tauranga City Council (TCC) engaged Proxima in early 2021 to carry out a sustainability stocktake to:

- Provide a snapshot of Tauranga city's current state against a holistic set of sustainability themes and to identify and comment upon how council's activities contributed to those themes.
- Provide advice on the applicability of different frameworks and models for assessing sustainability.
- Identify relevant examples of how other councils and cities have approached sustainability.

For ease of reference, the report has been split into three parts:

- **Part 1: Executive Summary:** sets out recommendations with high-level observations and insights.
- **Part 2: Detailed Assessment and Stocktake Findings:** sets out a detailed assessment of all council activity groups against the full set of sustainability themes.
- **Part 3: Appendices:** sets out an overview of relevant sustainability frameworks, the stocktake methodology and a list of TCC officers, experts and stakeholders who contributed to the assessment.

Following an initial TCC workshop to compare possible approaches, the assessment structure drew significantly upon the *Thriving Cities – Creating City Portraits* framework to develop a set of sustainability themes. The Thriving Cities approach was adapted to suit local circumstances and data availability. All TCC groups of activities were then mapped to the identified sustainability themes for assessment. Further explanation of Thriving Cities approach, which is based on Doughnut Economics, Planetary Boundaries and Biomimicry, is set out in Appendix 1 (page 240).

The stocktake assessment involved document review, discussions with council officers and interviews with external experts and stakeholders. We owe a great deal of thanks to the council officers and other people who contributed to the process. They are listed in Appendix 3 (page 261). The overall stocktake methodology is described in more detail in Appendix 2 (page 253).



You are in this part of the report

Contents

Executive Summary	3
• Recommendations	4
• Map of Indicators	7
• High level observations and insights	8
• Insights and questions from stakeholder discussions	16
• Understanding the assessment approach	19
• Map of sustainability themes assess and relationship with council groups of activities	20
• Alignment of sustainability themes assessed with the Sustainable Development Goals	22

Cross Cutting Themes

• Governance for Sustainability	24
• Co-Governance for tangata whenua	26
• Political Voice	29
• Managing Growth and Climate Change	31
• Asset Management and renewals	34

Governance

Corporate Leadership	37
• Procurement & Fleet Management	
• People and Capability	
• Sustainability and Waste	
• Property Management	

Social and Cultural Themes

Housing	53
• City and Infrastructure Planning	
• Elder Housing	
• Environmental Planning & Building Services	
Food	69
• Community Development	
Water	75
• Water Supply	
Energy (Access)	81

Social Equity	82
• Community Development	
• Cemeteries	
Health & Wellbeing	92
• Environmental Protection	
• Places and Spaces	
• Marine Facilities	
• Beachside Holiday Park	
Safety and Security	107
• Community Development	
• City Planning and Infrastructure	
• Emergency Management	
• Animal Services	
• Regulation Monitoring	
Mobility	126
• Airport	
• Transportation	
Digital Connectivity	142
• Digital Services	
• Libraries	
Cultural Identity	152
• Takawaenga Māori Unit	
Community Identity	158
• Arts and Heritage and Baycourt	
• City Events	
• City Centre	
Education	172
• Libraries	
• City Planning and Infrastructure	
Employment and Income	182
• Economic Development	
• Marine Precinct	

Local Environmental Themes

Local Water System	193
• Water Supply	
• Stormwater	
Temperature Regulation	203
• Places and Spaces	
Biodiversity Support	209
• Places and Spaces	
Energy (Harvesting)	215
Global Environmental Themes	
Waste Generation	217
• Sustainability and Waste	
• Wastewater	
Air Pollution	227
Greenhouse Gas Emissions	229
• Sustainability and Waste	
• Transportation	

Appendices

• Appendix 1	240
Assessment of sustainability frameworks	
• Appendix 2	253
Methodology for the stocktake assessment	
• Appendix 3	261
Names of external experts, stakeholders and TCC officers contributing	

Introduction: Understanding the assessment approach

The stocktake assessment analyses 25 sustainability themes largely drawn from the *Thriving Cities – Creating City Portraits* approach. The themes are shown in the map of sustainability themes graphic on the following page. They cover:

- Cross-cutting themes
- Governance themes
- Social and cultural themes
- Local environment themes
- Global environment themes

The nature of the cross-cutting themes resulted in them being addressed slightly differently, because they do not relate to one of the council's defined groups of activities used for planning, budgeting and reporting. For these themes, there is an assessment of the *What good looks like* success indicator followed by general commentary.

For the other sustainability themes, each one has been assessed by considering the groups of council activities which broadly contribute and relate to that theme. Each theme has a summary page which provides a high-level snapshot of performance and overarching observations. Each council activity has then been assessed using a templated approach that covers:

- **What does good look like?** – high-level success indicators that reflect truly sustainable performance.
- **Why is this a relevant benchmark?** – a short explanation for why the success indicators set a relevant standard to assess.
- **City performance at a glance** – a 'thumbs up' or 'thumbs down' to indicate whether, broadly, the city's current performance against the success indicator reflects a genuinely sustainable approach, or not. It's important to note, these relate to the city's performance, rather than the council's performance.
- **Current TCC focus** – the areas of work that TCC has been focused on for that particular council activity.
- Most relevant documents – the documents reviewed and identified as most relevant for the sustainability theme as regards the council activity area being assessed.
- **Most relevant targets and performance** – targets set and reported against by TCC. Many of these have come from TCC's annual reports, though some originate from other relevant strategies and plans.
- **Comments on targets** – brief comments on the targets identified.
- **Observations** – assessment, insights and other observations regarding TCC's and the city's performance for the sustainability theme and council activity being considered.
- **What are others doing?** – some examples of what other cities and councils are doing in this sustainability area.
- **Opportunities to improve** – suggestions based on our research for what TCC and the city might do to improve performance in that area.

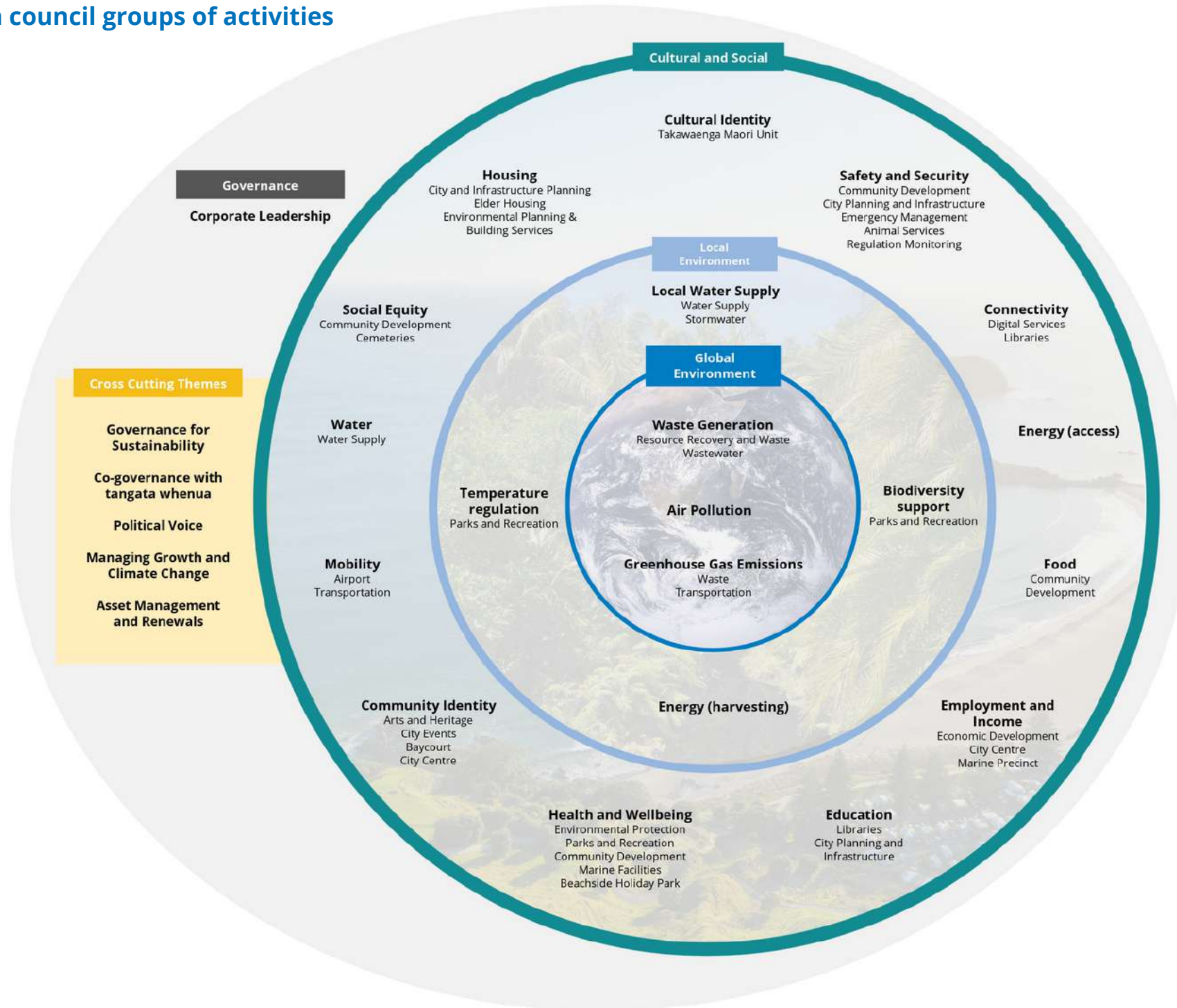
The detailed assessment and stocktake findings are set out in **Part 2** of this report (page 23 onwards) with an Executive Summary in **Part 1**.

A more detailed description of the methodology used for the stocktake assessment, and how it was developed, is set out in Appendix 2 - which is in **Part 3** of this report (page 239 onwards).

Introduction: Map of sustainability themes assessed and their relationship with council groups of activities

The sustainability stocktake methodology is adapted from the *Thriving Cities - Creating City Portraits* approach. This graphic shows the three broad lenses applied to the stocktake assessment: Global environment; Local environment; and Cultural and social. Within each lens are the sustainability themes that were used for the stocktake assessment; and under each theme are the Tauranga City Council functional activities assessed as the most relevant for that sustainability theme.

It also shows the additional Governance and Cross-cutting themes which are relevant to a broad range of sustainability themes and council activities.



CROSS-CUTTING THEMES

Other than Political Voice (called community engagement by Tauranga City Council), the cross-cutting themes covered in this part of the stocktake report are not integral to the *Thriving Cities* framework. However, these themes are important to include because they cut-across many, if not all, council activities and are strongly relevant to the council's approach to sustainability.



GOVERNANCE FOR SUSTAINABILITY

Other than in smaller purpose-driven firms, an integrated approach to progressing sustainability outcomes rarely happens without intentional organisational systems and focus. That sort of intentional focus requires a governance regime that recognises how sustainability complements and supports the organisation's purpose and its activities; and can be supported by a mindset of being in service of something bigger than the organisation itself.

What does good look like?



Governance mechanisms are in place to support the pursuit of sustainable community development through an integrated approach to social, cultural, environmental and economic wellbeing.



Internal culture and ways of working

Both TCC officers and external stakeholders commented that TCC needs to overcome internal siloes and a 'stay in your lane' mentality in order to work towards more integrated solutions that align with overarching sustainability focused objectives. The Cameron Road Upgrade (the planning of which involved close collaboration between the Stormwater, Places and Spaces, and City Infrastructure and Planning teams) was highlighted as a positive example of what can be achieved through integrated working; with the Kopurererua Valley cycleway project and Te Ara ō Wairakei cited as a other good examples. Comments from TCC officers and external people suggested that TCC is making some progress in overcoming siloed ways of working, but there is still some way to go. Given the systemic nature of sustainability challenges, integrated thinking, planning and working will be integral to addressing the issues effectively.

Aligning accountability with strategic objectives

Developing a set of stretch goals for the most important sustainability issues would provide a challenge that incentivised different parts of council to work together with a focus on achieving specific and measurable outcomes that provide social, cultural, environmental and economic wellbeing simultaneously. Outcomes relating to community connectedness, cultural identity, waste, water or greenhouse gas emission reductions – for example – can be designed into a wide range of projects and services ranging from urban design, parks and sports facilities, housing, and transport solutions.

Our discussions suggested that TCC is much more output focused that it is outcome focused. This is also reflected in the council's annual reporting which tends to measure levels of service and legal compliance, rather than desirable and measurable strategic outcomes aligned with achieving the four wellbeings. A reporting approach that more effectively measures identified effects of council activities for achieving the four wellbeings has been identified by the Office of the Auditor General as a general challenge for councils that requires better measures and indicators as part of council performance frameworks.

The Kopurererua Valley cycleway project was identified as one that showed what a design-led approach to delivering on all four wellbeings simultaneously could look like. Having an overarching set of measurable priority outcomes that reflect sustainability for all four wellbeings could ensure that every project is specifically designed to make progress towards those goals. Greenhouse gas emissions will need to be a priority in this respect. If Aotearoa New Zealand is to meet its climate goals, all councils will need to ensure reducing emissions is a design priority for all aspects of development. For Tauranga, other strategic priorities might, for example, be reducing and recycling water; fostering innovation that attracts / creates higher paying work opportunities; creating affordable housing options; reducing waste to landfill; and fostering greater community and cultural identity.

Whilst not specifically centred on sustainability, *Project Thrive* developed by the Central Hawkes Bay District Council is an example of the sort of innovation and cultural change that can help drive more integrated outcomes. As a result of that project, Central Hawkes Bay District Council adapted its planning processes to make them easier for the community to understand and participate in. The strong community involvement in Project Thrive was notable and lays the groundwork for greater community co-design and ownership of actively shaping community aspirations for the future. Tauranga's City Futures Project presents a similar opportunity, with initial scoping workshops strongly suggesting deep community participation should be a priority in the work to shape a meaningful vision for the future of Tauranga city.

CO- GOVERNANCE WITH TANGATA WHENUA

Tauranga City Council has a range of governance bodies to ensure that tangata whenua are actively involved and can participate in decision-making processes. However, whilst good structures are now in place, there is still further progress to be made in translating involvement into more tangible action with greater voting and decision-making rights.

What does good look like?



Iwi and hapū are included in decision-making processes, playing an active role to influence and shape what happens in Tauranga and how decisions are implemented.



A genuine and meaningful partnership is developed with tangata whenua reflected by tangible progress on the issues of importance to iwi and hapū.



Tangata Whenua and Council committee

This is a standing committee of Council. Its purpose is to forge an ongoing and meaningful partnership between the council and tangata whenua; and to facilitate meaningful understanding of future impacts on key issues affecting tangata whenua and Māori that the council can influence. The committee would ordinarily have three formal meetings per year, and information meetings three times a year with the full council and Te Rangapū Mana Whenua O Tauranga Moana. This would usually be held in Council Chambers and nominated Marae around the Moana.

Te Rangapū Mana Whenua o Tauranga Moana Partnership

There are three main iwi living in the Tauranga Moana rohe: Ngati Ranginui, Ngai Te Rangi and Ngati Pukenga. Under the Local Government Act, councils are required to enable the participation of Māori in local government and to promote opportunities for Māori to contribute to decision-making processes.

TCC acknowledges the city's Māori heritage and works in partnership with tangata whenua iwi and hapū. Tangata whenua in Tauranga are very hapū based. To cater to this, TCC has worked with tangata whenua to establish Te Rangapū Mana Whenua o Tauranga Moana Partnership, which is an autonomous body made up of 17 representatives from each of the hapū and iwi in the Tauranga City Council area. The purpose of the Te Rangapū Partnership is to provide:

- A forum for tangata whenua within the TCC area to discuss and debate local authority concerns and allow the Te Rangapū Partnership to implement initiatives that can advance and protect the interests of tangata whenua; and
- Provide an opportunity for Council and the Te Rangapū Partnership to discuss and develop council concepts, procedures, policies and projects that will impact on Tauranga Moana tangata whenua.

TCC provides an annual grant to the Te Rangapū Partnership to support its work. Ordinarily (noting the recent appointment of Commissioners), six representatives of the Te Rangapū Partnership would be nominated on the Tangata Whenua/Tauranga City Council Committee. The role of this committee is to provide strategic leadership and advice to Council, tangata whenua and the wider community in respect of environmental, social, economic and cultural outcomes relating to tangata whenua.

Kaumātua forum

The Kaumātua forum provides an opportunity for Kuia and Koroua of Tauranga Moana to raise issues and concerns with the Mayor, Chief Executive and staff (Rangatira ki te Rangatira). In addition, the Kaumātua Forum offers an opportunity for Kuia and Koroua of Tauranga Moana to be updated on significant council projects; and provides a reference forum to council's Te Pou Takawaenga and to the Cultural Heritage Manager of the Tauranga Heritage Collection on tikanga and kawa relating to ngā iwi me ngā hapū o Tauranga Moana.

Māori ward

In April 2021, TCC became one of the first councils in Aotearoa New Zealand to establish a Māori Ward. Māori Wards establish areas where only those on the Māori electoral roll vote for the Māori Ward candidates. This signals a further leadership step forward for Tauranga to enable more authentic co-governance and participation for Māori.

Takawaenga Māori unit

The Takawaenga Māori unit supports the council's relationship with tangata whenua and works across all council activities providing advice and support. The unit helps build capacity of tangata whenua to engage with the council and to take more control of decision-making where that is appropriate. The unit strives to ensure proper representation and participation of tangata whenua in decision-making processes that goes beyond 'consultation'. The work of the Takawaenga Māori unit is considered in further detail in the **Cultural identity** theme on page 152.

Observations

These structures provide a platform for Māori involvement in decision-making processes as required by the Local Government Act. However, they generally stop short of enabling an active decision-making role in terms of voting and decision-making rights. TCC might consider moving further towards co-governance, co-management and co-design models to ensure more meaningful participation. These might be expressed through Māori Wards, further committee memberships, partnership agreements and other similar arrangements. A number of iwi and hapū management plans have been developed as a way for their interests to be included in council processes. However, the number of projects that have been funded is lower than desired and hapū feel their projects are not given the priority they deserve.

There is potential for TCC to be more proactive in building internal capability through recruitment and the creation of dedicated roles that give priority to cultural competency, understanding and capability across all council departments. Currently, Māori are significantly under-represented as a proportion of TCC staff; and the council could give more recognition to the value that is added by mātauranga Māori alongside technical competencies. For example, a Māori planner would bring a different lens that enables better understanding of input and feedback from mana whenua in the council processes. In addition, building the capability and understanding of council teams in this way could enable more proactive planning that avoids potential future problems; for example, regarding the extension of industrial zones into marae and papakāinga areas. At present, TCC relies on a significant level of goodwill from non-Māori staff to bridge these knowledge and understanding gaps.

Ngā Kete Mātauranga (Cultural Training Suite) provides the pathway for staff and TCC decision-makers to increase their understanding of Māori perspectives, and the value of the Māori voice in decision-making. The training suite has been carefully designed and proven to be both valued and valuable. This sort of training could be supported and prioritised by TCC better, to ensure more staff are taking part early in their career at TCC and a wide range of the right courses are easily available.

POLITICAL VOICE

Tauranga City Council has an internal engagement team that works with staff and communities to provide advice, support and expertise that enables genuine engagement with communities. TCC's Engagement Framework lays a strong foundation but demonstrated progress is needed to overcome perceptions that the council sometimes treats community engagement as a box-ticking exercise.

What does good look like?



Residents are increasingly engaged, playing an active role to influence what happens in Tauranga and how decisions are implemented.



The TCC engagement team’s purpose is to enable strong and trusting relationships between communities and council through purposeful engagement. The Engagement Framework sets out the team’s three workstreams: improve internal skills and standards; build engagement into systems and processes; and build relationships and invest in communities.

Observations

While current work has largely been focused on improving internal skills and standards, TCC acknowledges that its greatest potential for impact lies in building relationships and investing in communities to build social capital; and to empower communities to act for themselves in civic decisions and co-design local solutions. The Engagement Framework provides a positive foundation towards this desired outcome but will require a stronger emphasis by TCC on collaboration to achieve it.

There’s internal recognition that TCC can continue to improve its community engagement. TCC and stakeholders both identify that the council’s approach can sometimes lead to perceptions of ‘council-centric’ or ‘council knows best’ attitudes. Early engagement with communities at the onset of projects is crucial for achieving community-led solutions. Stakeholders commented that at times TCC has engaged too late, resulting in the process being seen as a box-ticking exercise to validate work that has already been done, rather than empowering community-led solutions. Kāinga tupu was highlighted as an example of this, where the strategy was developed prior to engaging with the community.

There are some select projects that demonstrate TCC’s successes with community-led and place-based engagement. Make Arataki Safe Again is a community-led response to a significant increase in violent and aggressive assaults on young people in Arataki. Following a community workshop, TCC has assumed an advisory and funding role to support a local working group (made up of community members, local groups, iwi representations, Māori Wardens and Police) which has taken the lead to implement a local response. The Western Bay of Plenty Food Security Plan was developed using place-based and community-led design to accommodate different community identities and perceptions of what food sovereignty is, particularly for tangata whenua. For this project, the council’s intention from the outset was to have the community advise what response was needed from council. TCC engaged a Māori provider to undertake the engagement to facilitate that process; and helped by providing resources, enabling access to networks and supporting workshops.

MANAGING GROWTH AND CLIMATE CHANGE

Tauranga is one of New Zealand's fastest growing cities with considerable geographic and natural hazard constraints to cope with. Despite these challenges, and like all other cities and communities in New Zealand, addressing climate change issues should be a priority. In the 2020 Quality of Life Survey, of the nine cities surveyed, Tauranga residents indicated they are the least worried about climate change.

What does good look like?



Tauranga is a net zero GHG emissions city.



Tauranga has resilience and adaptive capacity to natural hazards, and the projected consequences of a changing climate.



Observations

TCC has done an exceptional job in its work to address climate change adaptation issues and risks. The work to map natural hazards, including climate related hazards, is highly regarded and sets a benchmark nationally. Plan Changes 26 and 27 prioritise risk reduction considerations in future growth and intensification decisions. To date, most of the council's management and mitigation work has been focused on inundation and coastal erosion; and TCC is aware that it must extend its focus to all hazards to meet its residents' needs and Regional Policy Statement requirements. This work is covered in more detail under the **Safety and security** theme.

As regards climate change mitigation (that is, emissions reduction), Tauranga appears less advanced than some other New Zealand cities. Emissions reduction is something that can (and should) be considered in every council decision. Cities will play a major role in enabling New Zealand to achieve its climate responsibilities and goals, both through councils' traditional activities and by facilitating new solutions that create low carbon communities and economies.

SmartGrowth initiatives present potential progress in the transport area. UFTI and the Western Bay of Plenty Transport System Plan (TSP) have adopted an integrated approach to greenhouse gas emission reductions. These documents now provide an endorsed basis and clear projects to access national funding to address infrastructure challenges as part of the solution. With approximately 61% of the city's emissions coming from petrol and diesel vehicles, the TSP sets specific transport related emissions reduction targets for 2030 and 2050 based on modelled forecasts; although more recent and detailed modelling suggests they may be conservative. This work is covered in more detail in the **Mobility** and **Greenhouse gas emissions** themes.

Urban design is a significant driver of greenhouse gas emissions and the implementation of UFTI's Connected Centres concept, Te Papa Spatial Plan - Te Mahere ā-Takiwā o Te Papa and planning outcomes for future greenfield development will be pivotal. In the longer-term, the extent of likely development and growth in Tauranga presents an opportunity for the city to model exemplar urban form that reduce emissions through good planning and climate-conscious urban design. If successful, that sort of approach could well align with and support the city's economic development strategy to attract talent and innovation for future growth industries.

Shorter term progress to reduce transport emissions will rest largely upon achieving behaviour change. TCC is starting policy work to address this challenge over the next few years which is likely to require positive engagement, innovate approaches for co-designed solutions, and close collaboration with the community. These have not been areas of strength in the recent past, and the City Futures Project could present an ideal opportunity to rebuild trust and connection with the community.

MANAGING GROWTH AND CLIMATE CHANGE



At this stage, from our review, it does not appear that TCC or Tauranga as a city has seen emissions reduction as an overriding priority; but has been more focused on managing growth and responding to housing and infrastructure challenges. A good draft Energy Management Plan has been developed covering a wide range of council activities, with some opportunities implemented already and a further programme of work identified for the future; but funding for that programme has stalled. There has been no council declaration of a climate emergency; there is no city level emissions reduction target aligned with a net-zero goal; and there is currently no overarching strategy or integrated plan to address the city's transition to a low carbon future.

In the business sector there are signs of progress with Priority One launching a programme of work which includes: raising awareness with and supporting the business community to make progress; refreshing State of the Environment reporting; and providing support for decarbonisation of public transport. Tourism Bay of Plenty is also supporting tourism businesses to measure and manage their greenhouse gas emissions. This work is covered in more detail in the **Employment and Income** theme.

ASSET MANAGEMENT AND RENEWALS

Asset management and renewals is a significant activity that spans many council functions and services. Investment in assets, their renewal and maintenance accounts for a large portion of the council's budget; and presents opportunities for sustainability issues to be integrated and addressed systematically as part of the asset investment process.

What does good look like?

-  Asset management and renewal decisions are based on a full life-cycle cost of ownership that factors in environmental and social costs.
-  Ecosystem, biodiversity, social and cultural values are integrated into asset management and renewal decisions.



Observations

The Infrastructure Development Code is a comprehensive document which sets out specifications for the full range of infrastructure assets. It considers some sustainability issues – such as a preference for longer-life manufactured assets – but does not specifically adopt an integrated approach, such as providing a set of overarching principles that would ensure sustainability considerations are necessarily and systematically taken into account. However, the Code is subject to other council strategies and should, therefore, reflect any overarching sustainability or climate focused strategies that TCC may adopt in future.

Asset management plans do include a short section covering Innovation and sustainability; although there is no consistent definition of sustainability used; and they lack a set of principles or objectives that are applied to ensure a uniform approach across all assets. For example, there is no uniform approach to assessing and planning to minimise carbon emissions over the lifecycle of an asset.

Currently, asset related sustainability issues are addressed through various mechanisms including City Plan criteria, asset management plans, the Infrastructure Development Code and other more specific guiding documents and design guides. However, there is no overarching strategy or approach that aligns with identified outcomes in strategically focused areas; for example, a systematic approach to fostering local skills development and employment; reducing waste to landfill; or minimising greenhouse gas emissions using a life-cycle assessment approach.

TCC's procurement policy (adopted on 3rd May 2021 during the writing of this report) addresses these issues; and should provide a more consistent approach to all procurements over specified financial thresholds. The policy includes objectives to promote more positive local social and economic procurement outcomes, as well as achieving positive environmental outcomes and supporting the transition to a low carbon economy. Procurement is covered in more detail in the **Corporate Leadership** theme.

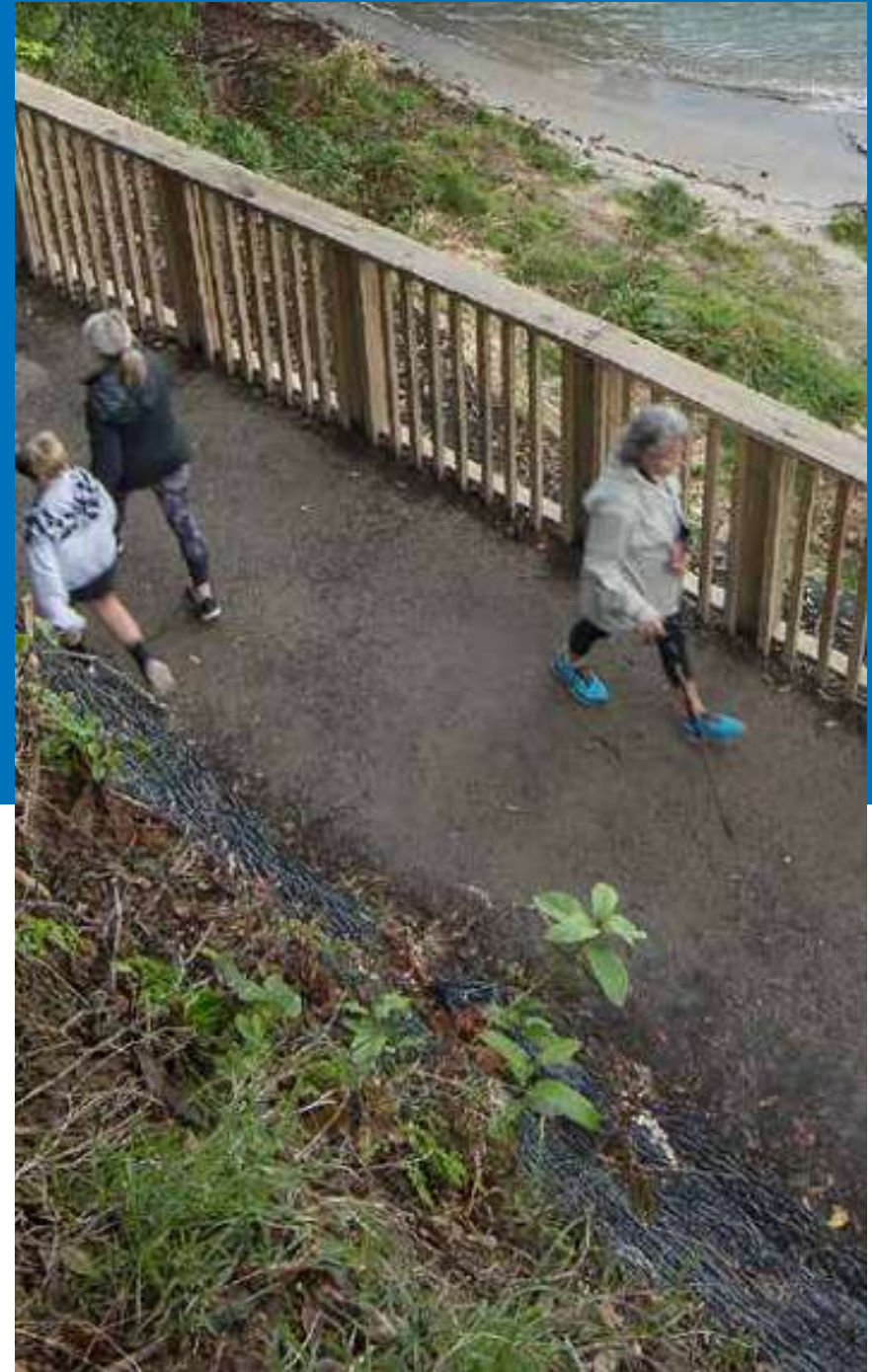


GOVERNANCE THEMES

CORPORATE LEADERSHIP

Overarching insights








Corporate leadership is an area entirely within the council's control and, to be credible in leading a city-wide sustainability framework, TCC will need to understand and address its own organisational impacts and *walk the talk*. TCC has a drafted a sustainability action plan with goals, responsibilities and timeframes and a Building Sustainability Leadership within TCC Investment Logic Map but has not yet formally adopted this into a strategy. The draft strategy covers the council's operational and governance areas well and touches on elements of team capability. Despite the lack of an adopted overarching strategy, TCC has achieved some internal successes, including the staff e-bike scheme in partnership with electrify.nz. TCC is currently reviewing all its different strategies with a view to ensuring comprehensive coverage and alignment. As part of the next phase of that work, defining what sustainability means for TCC, its level of ambition and strategic priorities will be an important foundation to guide future projects and demonstrate leadership that contributes to achieving outcomes across the four wellbeings.



CORPORATE LEADERSHIP

Internal operations should be carried out in a way that is environmentally restorative, socially just and economically inclusive to model a sustainable approach.

What does good look like?

-  Elected members and council officers have access to the knowledge and education needed to ensure an informed and integrated response to sustainability issues.
-  The council is committed to reducing, and ultimately eliminating, negative sustainability impacts through its supply chain.
-  The council eliminates its operational emissions and waste.
-  Council employees are paid at least a living wage based on the costs of living in Tauranga.
-  The physical and mental health of council employees is safeguarded and fostered.
-  Council employees are not subject to discrimination.
-  Council employee concerns are actively solicited, impartially judged and transparently addressed.

Highlights: how does performance align with good sustainable practice?

PROCUREMENT & FLEET MANAGEMENT

Given its current and proposed infrastructure expenditure, the council has a real opportunity to implement its updated Procurement Policy to leverage spending in a way that can achieve wider social and environmental outcomes.

PEOPLE & CAPABILITY

TCC has placed a significant focus on equipping its team with the capabilities and skills to rise to the unique challenges of local government working conditions, enabling leaders to manage their teams. The council's wellbeing programmes demonstrate a proactive focus on mental wellbeing management; however, TCC acknowledges the absence of a comprehensive approach to ensuring diversity and inclusion.

SUSTAINABILITY AND WASTE

The council has put its CEMARS and Energy Management Plan initiatives on hold at present. Given the council's energy footprint and rising public expectations, emissions and energy management is likely to be a priority area for the council in future sustainability work.

PROPERTY MANAGEMENT

TCC does not currently have a commitment to the sustainable design, construction and operation of its buildings.

TCC procurement oversees, guides and informs internal teams on procurement decisions.
Fleet management oversees the leasing and maintenance of TCC's fleet cars.

What does good look like?

The council is committed to reducing, and ultimately eliminating, negative sustainability impacts through its supply chain.

The council eliminates its operational emissions and waste.

Why is this a relevant benchmark?

All organisations are mutually accountable for the environmental and social impacts caused by the production and delivery of goods and services that they depend on.

Solid, liquid and gaseous emissions and waste can be toxic to people and the environment.

City performance at a glance



TCC's current procurement practices do not systematically incorporate sustainable principles.



TCC is working with select projects to phase out zero-hour contracts and support suppliers who pay a living wage.



TCC does not have a formal commitment to transition its fleet to EV.



TCC has 2 EV's, 3 e-bikes and 4 e-scooters in its fleet that can be booked by staff.

PROCUREMENT AND FLEET MANAGEMENT

TCC procurement oversees, guides and informs internal teams on procurement decisions. Fleet management oversees the leasing and maintenance of TCC's fleet cars.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Updated Procurement Policy incorporates the Government's broader Procurement Outcomes and incorporates public value objectives into purchasing decisions. • Phasing out zero-hour contracts and requiring that suppliers pay at least a living wage in contracts for water meter suppliers and cleaners. • Developing supplier panels comprised of local vendors to reduce RFP expenses, and support the local economy. • Replacing petrol cars with EVs where that is appropriate for intended use and financially feasible. 	<ul style="list-style-type: none"> • Procurement Policy (updated version adopted in May 2021)
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • TCC does not currently track procurement targets. • The strategic procurement objectives in the Procurement Policy update encourages procurement that: <ul style="list-style-type: none"> ◦ Demonstrates a positive local economic outcome ◦ Creates high quality local employment opportunities ◦ Increases access to local training and education programmes ◦ Demonstrates positive environmental impacts ◦ Supports the Waste Management and Minimisation Plan ◦ Encourages transition to a low carbon economy and builds resilience to climate change ◦ Recognises suppliers that pay a living wage 	<p>Drafting targets to achieve the strategic procurement objectives would increase accountability and provide a roadmap to meaningful action.</p>

**TCC procurement oversees, guides and informs internal teams on procurement decisions.
Fleet management oversees the leasing and maintenance of TCC's fleet cars.**

Observations

TCC recognizes its current procurement activities do not incorporate sustainable principles and is working to implement improved controls in its updated Procurement Policy which was adopted on 3rd May 2021. The updated Policy sets an impressive foundation that, if implemented as intended, will result in TCC using its purchasing power to deliver wider public social and environmental value. The strategy was soft-launched ahead of formal adoption and has been socialized with some teams; and the council acknowledges that its next challenge lies in working out how to implement the policy's objectives.

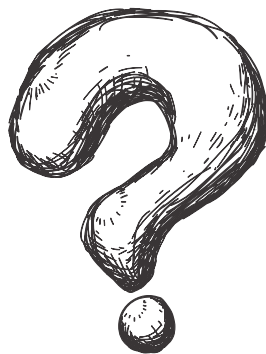
TCC operates a decentralised procurement system, meaning individual teams make purchasing decisions independently up to a certain value, risk and complexity threshold. For high value or high risk and complexity procurements, TCC has a Procurement Advisor who works with teams to provide procurement process guidance which includes sustainable values. However, the service for lower value, or lower risk and complexity purchases is voluntary, not always used and is under resourced. In addition, TCC does not have a centralised contracts register to show which contracts are coming up for renewal, as the teams manage their own contracts and renewals. Given that some maintenance contracts can be over eight years long, ensuring that sustainability outcomes are integrated into them is an important opportunity to secure long term sustainability outcomes. TCC is focusing on addressing a central register and in the interim has managed to capture some contract renewals.

TCC procurement oversees, guides and informs internal teams on procurement decisions. Fleet management oversees the leasing and maintenance of TCC's fleet cars.

Opportunities to improve

- Continue to work towards improving central oversight of council procurement activities to capture contract renewals to integrate sustainability principles and secure wider public value.
- Develop targets to improve accountability on meeting the strategic procurement objectives in the updated Procurement Policy.
- Develop a procurement education / awareness programme to socialize the new Procurement Policy.

What are others doing?



- Auckland City Council's sustainable procurement objectives include targets and objectives to support social enterprises, improve career pathways, prioritise supporting local suppliers, reduce waste and carbon emissions.
- Wellington City Council is phasing its own fleet to EV and has installed 28 chargers in 14 residential locations to improve the connectivity of the city.

People and capability provides key people related services to Council including: payroll, recruitment and analytics; HR business and partnering services, and the learning and development framework that supports TCC's employees.

What does good look like?

Elected members and council officers have access to the knowledge and education needed to ensure an informed and integrated response to sustainability issues.

Council employees are paid at least a living wage based on the costs of living in Tauranga.

The physical and mental health of council employees is safeguarded and fostered.

Council employees are not subject to discrimination.

Council employee concerns are actively solicited, impartially judged and transparently addressed.

Why is this a relevant benchmark?

Integrating sustainability knowledge at the decision-making level of an organisation allows it to identify and prioritise long-term and meaningful solutions and opportunities to its most pressing sustainability risks.

A living wage allows staff to fulfil their basic needs and secure essential services for themselves and their families.

A safe work environment that protects staff from accidents, illnesses, mental distress and fatalities and promotes a healthy workplace culture.

Diversity of background, ethnicity and thought is an organisational strength. Fair employment practices results in an inclusive work environment that promotes a positive culture of belonging.

Organisations that take steps to minimize concerns and deal fairly with any issues that may arise in a legitimate, fair and transparent manner promote improved organisational culture and better mental wellbeing for staff.

City performance at a glance



TCC's elected members and officers have access to leadership capability development enabling them to respond to sustainability issues, but currently there is no focus on the necessary technical skill development to be able to respond to these issues.



TCC is a living wage employer.



TCC has a Health and Safety Framework with internal H&S business partners to manage staff exposure to health and safety risks.



TCC staff are exposed to numerous physical and mental risks in their day-to-day activities.



TCC provides staff with counselling services through OCP and has a particular focus on building the resilience of its staff to respond to the unique pressures of working in local government.



TCC is a member of Diversity Works NZ and has a strong focus on partnering with iwi and hapū led by the council's specialist team, Te Pou Takawaenga.



TCC has an internal Code of Conduct that responds to employee concerns including employment and harassment.

People and capability provides key people related services to Council including: payroll, recruitment and analytics; HR business and partnering services, and the learning and development framework that supports TCC’s employees.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Developing leadership capabilities for team leaders and the Executive Team, including implementing a performance development cycle. • Completing a HR systems digital road map to gather accurate data, knowledge and information about people to inform decisions and processes. • HR business partners provide advice and respond to needs for future recruitment, behaviour and productivity concerns. • Supporting flexible working practices post COVID with investment in technology for staff and supporting remote leadership capability development. • Refreshing the Health and Safety framework following an audit to coordinate consistent management across the business. • Improving staff resilience in light of COVID and LTP processes. • Te Pou Takawaenga provide education and support to engage iwi and hapū respectfully. They also provide coaching support for Māori employees. 	<ul style="list-style-type: none"> • People Strategy • Health and Safety Framework
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • People and capability does not currently track targets or objectives. 	<p>Targets and metrics to measure diversity, wellbeing and capability building may help to inform planning and programme implementation.</p>

People and capability provides key people related services to Council including: payroll, recruitment and analytics; HR business and partnering services, and the learning and development framework that supports TCC's employees.

Observations

TCC employs over 750 staff and has a strong focus on supporting leaders to inform, engage and motivate their teams. The council's leadership development programme and performance framework does not explicitly focus on technical sustainability skills, it builds the necessary leadership capabilities to deal with risk management and stakeholder engagement which are integral to addressing sustainability issues.

TCC is conscious of and proactive about addressing the mental strain for employees posed by the unique local government working environment, particularly when facing public scrutiny and criticism, and heavy workload demands involved in development the Long Term Plan. TCC is developing a proactive process for team leaders to assess and support their team's psychological health and wellbeing. The council's work to identify and provide early support to teams which are involved in public consultation processes, such as the kerbside collection project, have proved successful. This approach will continue to be essential to support health and wellbeing as TCC implements a number of significant infrastructure projects to support city growth in the coming years.

TCC recognizes that it could improve its focus on diversity and inclusion outside of its work with Te Ao Māori through Te Pou Takawaenga. The council was assessed as 'Emerging' in this area by a Diversity NZ Audit; and currently does not have specific programmes or monitoring in place to make progress in this area. Having greater diversity may support TCC to understand, relate and connect with the community which in some areas, like Te Papa, comprise a very broad range of ethnicities and cultures.

People and capability provides key people related services to Council including: payroll, recruitment and analytics; HR business and partnering services, and the learning and development framework that supports TCC's employees.

Opportunities to improve

- Focus on developing diversity and inclusion initiatives outside of its work with Te Ao Māori through Te Pou Takawaenga.
- Gain a better understanding of workload management and prioritisation to manage the impacts of work stress on staff.
- Complement the current leadership capability development programmes with sustainability understanding and awareness to ensure leaders have a consistent understanding of relevant issues; and can identify and develop more opportunities for integrated solutions to sustainability risks and challenges.

What are others doing?



- Auckland City Council's diversity goal is that its senior leadership team will reflect the make-up of Auckland's working population within the next three years. It also runs a Moana Pasifika Mentoring Programme and the Māori Leadership Programme to improve progression pathways for Pasifika staff and develop a capability programme that better reflects Te Ao Māori principles.

TCC is implementing the council's corporate energy management plan and drafting the corporate sustainability framework.

What does good look like?

The council eliminates its operational emissions and waste.

Why is this a relevant benchmark?

Solid, liquid and gaseous emissions and waste can be toxic to people and the environment.

City performance at a glance



TCC has a long-term collaboration agreement with EECA to develop and implement efficient and renewable energy projects.



TCC has stalled progress on its Energy Management Plan and CEMARS certification.



21% of TCC staff cycle to work (2019).

TCC is implementing the council's corporate energy management plan and drafting the corporate sustainability framework.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Carrying out a long-term collaboration agreement with EECA to develop and implement efficient and renewable energy projects to meet a long-term vision of 2,500,000 kWh savings. As at May 2020, the 450,000 kWh savings target has been met through energy management software reporting, monthly reports to site managers, the creation of an Energy and Carbon Steering Group with two Executive officers and regular communications on energy management and climate change. • Drafting a Sustainability Action Plan. 	<ul style="list-style-type: none"> • Draft Sustainability Action Plan • Draft Energy Management Plan
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Reduce corporate energy consumption by 10% by 2020, with a vision to 30% reduction by 2030 (based on a 2017-18 baseline). 	<p>The intention and ambition level of the energy target is tracking in the right direction. Will the 2020 target be restated as it has not been met in 2021?</p> <p>An important element of a wider sustainability action plan is targets to inform action and accountability, which should reflect TCC's ambition level. The open-source Future-Fit Business Benchmark may provide a helpful starting base for corporate sustainability targets that are in line with best-practice approaches.</p>

TCC is implementing the council's corporate energy management plan and drafting the corporate sustainability framework.

Observations

TCC has drafted various sustainability related plans that have not yet been formally adopted or actioned. The council has a draft Sustainability Action Plan that gives clear oversight of its opportunities, goals and responsibilities in sustainability. The draft Plan recognizes the need to move towards a more holistic approach to addressing both its internal impacts (e.g. corporate waste) and influencing its external impacts (e.g. facilitating safe transport options of the city). The draft Plan provides a valuable starting point to involve relevant staff members and teams to understand how best to move forward.

The sustainability stocktake has highlighted that the strategy could be developed further to consider focusing on staff wellbeing such as physical and mental health; diversity and inclusion; and capability and development - given that TCC employs over 750 staff who operate under uniquely challenging local government conditions. Even without an adopted strategy, TCC has implemented some sustainability initiatives; most notably a 2017 staff e-bike purchase scheme to provide salary advances to purchase e-bikes at discounted rates. Whether or not there's a direct correlation with this initiative, it's encouraging to see increasing numbers of staff commuting by bike to work - 21% in 2019, up from 9% in 2016.

Greenhouse gas emissions and energy management are both core components of any sustainability programme, particularly so for local councils given the wider global movement of cities declaring climate emergencies and setting carbon targets. TCC, under Mayor Brownless, signed a Local Government New Zealand declaration and call to action for decisive leadership and holistic action to addressing climate change. Given that TCC spends approximately \$4.9 million on energy alone, reducing energy consumption will provide significant financial benefit alongside the wider environmental and credibility benefits.

The collaboration agreement with EECA to achieve a long-term vision of 2,500,000 kWh savings across TCC's operations has achieved several successes. These include establishing an energy management team with representatives from various council activities, staff engagement programmes, upgrading the library and parking buildings to LED lights, and converting public toilets to solar power. Four out of six schedules of work in the draft Energy Management Plan have been completed and the final two remain with City Waters. While the council did not achieve its 10% reduction in energy target for 2020, it should be acknowledged as a positive example of integrated thinking across departments with clear strategic objectives. The relationship with EECA is still ongoing.

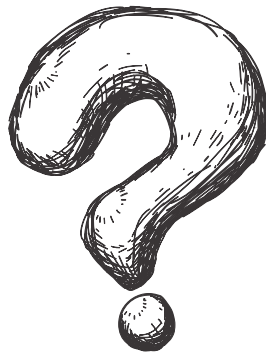
TCC has not progressed its draft Energy Management Plan and CEMARS certification process since 2020 due to staff movements. The council had previously achieved CEMARS certification in 2020 for FY 18/19 but the certification has not been progressed in 2021 for FY 19/20. The draft Energy Management Plan presents a scientifically robust and ambitious vision and roadmap for TCC's energy reduction. The Plan presents a 5-year work programme that straddles both climate and energy related projects which provide meaningful opportunities for climate action. Resuming these work programmes is an opportunity for TCC to show good civic leadership and meet public expectations.

TCC is implementing the council's corporate energy management plan and drafting the corporate sustainability framework.

Opportunities to improve

- Resume the Energy Management Plan and CEMARS certification work projects.
- Set a greenhouse gas emissions reduction target and outline a roadmap to greenhouse gas emissions reduction.
- Develop an internal sustainability strategy to prioritise TCC's internal sustainability goals and actions.

What are others doing?



- Auckland Council has a target of reducing the region's emissions by 50% by 2030. The council is identifying how it can reduce operational emissions in line with this. Initiatives across the council group include energy efficiency, increase in renewable energy on group properties, fleet optimisation, and gas boiler conversion to electric alternatives. Its greenhouse gas emissions profile has been certified by Toitū Envirocare since 2017.
- Wellington City Council is CEMARS certified and has a goal of being a net zero city by 2050. It also achieved Toitū CarbonZero certification of the Botanical Gardens, Basin Reserve, Wellington Museums Trust and Wellington Cable Car as well as the recertification of ZEALANDIA and the Zoo.

What does good look like?



The council eliminates its operational emissions and waste.


Highlights: how does performance align with good sustainable practice?

TCC does not currently have a commitment to the sustainable design, construction and operation of its buildings though is intending to incorporate elements of sustainability into its new office construction in collaboration with Willis Bond.

Overarching insights

Sustainable design and operations present huge opportunities for global emissions reduction opportunities. According to the Global Alliance for Buildings and Construction 2018 Global Status Report, the built environment is responsible for 40% of the world's emissions. Given its planned infrastructure growth, TCC could consider aligning with a recognised benchmark such as Greenstar or NABERS for all new builds and infrastructure going forward to secure environmental and social benefits in its portfolio. This is in line with other New Zealand councils, including Auckland City Council which has committed to both Greenstar and NABERS certification for new builds, as well as retrofitting old buildings.





SOCIAL & CULTURAL THEMES

HOUSING

Overarching insights

TCC has limited control over the provision of affordable housing. However, the Council does have a strong interest to ensure housing is affordable and sustainable; and has some level of influence through its functions that enable and control development. A significant challenge is the lack of diverse housing choices to meet the needs of people at different life stages and with different financial means. Much of the city's recent development has comprised 3 and 4-bedroom dwellings on greenfield sites (zoned in 2004 and 2011). Although the market has begun to deliver greater density, it is still not enough to support high-frequency transport. Future challenges seem to hinge on how to appropriately incentivise intensification of existing urban areas alongside new greenfield development opportunities at the right density. Greenfield development tends to be simpler for developers but there are benefits to the city from intensification of existing urban areas. TCC's intention is to rezone identified greenfield development areas to ensure desired density thresholds are achieved in line with UFTI targets. TCC does not currently provide active support for sustainable housing design and construction through an eco-advisor role; but is seeking to reduce waste to landfill from that sector.



HOUSING

Sufficient affordable, decent and sustainable housing is available for those who make Tauranga their home.

What does good look like?

-  There is sufficient availability of affordable and decent homes.
-  New buildings incorporate sustainable design to enhance environmental performance and human health over the lifetime of the building.
-  Tauranga's growth and land use management does not detrimentally affect the health of ecosystems, people or animals.
-  Land-use planning processes enable meaningful participation with the community and reflect the communities' aspirations for the city's future.
-  Tauranga is a safe and healthy place for residents and visitors.
-  Tauranga is an inclusive and connected city.

Highlights: how does performance align with good sustainable practice?

CITY PLANNING & INFRASTRUCTURE

Tauranga is increasingly unaffordable due to rising prices and rents and there is a lack of diverse housing choices to cater for all life-stages and needs. Recent development has been mostly developer-driven on greenfield sites. However, TCC has started to enable more intensification of existing areas through plan changes, collaboration with Kāinga Ora and the Te Papa Spatial Plan. The major challenge for TCC is how to incentivise and encourage the market to deliver greater density and more diverse housing choices.

ENVIRONMENTAL PLANNING & BUILDING SERVICES

TCC does not currently provide proactive support for developers or builders to encourage more sustainable building design and construction. Given strong community values of lifestyle, its climate and range of existing green commercial buildings, Tauranga should aspire to be a city that uses eco-design and construction to drive new economic opportunities that also deliver social, cultural and environmental benefits. Active support through the consenting and certification process would be fundamental to capturing these opportunities.

ELDER HOUSING

TCC is currently in the process of selling its elder housing assets to a community housing provider. This will enable access to rent subsidies, wrap-around services and redevelopment of the sites to increase density. Much of Tauranga's population growth is comprised of people aged 65 and over, and elders on fixed low-income are a recognised vulnerable group. The city is well served with retirement village operators but market development has not typically delivered affordable and suitable options for elders.

TCC prepares the Tauranga City Plan and is responsible for ensuring land use and infrastructure planning is undertaken in an integrated manner.

What does good look like?

There is sufficient availability of affordable and decent homes.

New buildings incorporate sustainable design to enhance environmental performance and human health over the lifetime of the building.

Growth and land use management does not detrimentally affect the health of ecosystems, people or animals.

Land-use planning processes enable meaningful participation with the community and reflect the communities' aspirations for the city's future.

Why is this a relevant benchmark?

Housing is a basic need and has a significant impact on people's quality of life.

Sustainable design reduces operational costs of the full life of a building and avoids carbon emissions. Using eco-friendly materials reduces the risks and costs at end-of-life disposal and supports the health and wellbeing of occupants.

The encroachment of urban growth can irreversibly degrade natural processes and ecosystems; or may undermine cultural values and the wellbeing of other local communities.

Enabling meaningful participation and reflecting community aspirations in decision-making is essential to maintain trust in local governance institutions.

City performance at a glance



4% of people in Tauranga are experiencing forms of homelessness.



House prices and rental rates are becoming increasingly unaffordable in Tauranga (ranked as 5th most unaffordable place to buy a home globally in 2020).



Whilst Tauranga has a reasonable number of commercial buildings which have incorporated sustainable design, there is no formal support or encouragement to adopt that approach.



The bulk of Tauranga's recent residential growth has been on greenfield sites.



The Resource Management Act ensures community participation in specified land use planning decisions.



UFTI, which sets the vision and shape of development for the Western BoP over the next 50 years, did not include wide community participation or consultation but was developed with feedback from selected stakeholders.

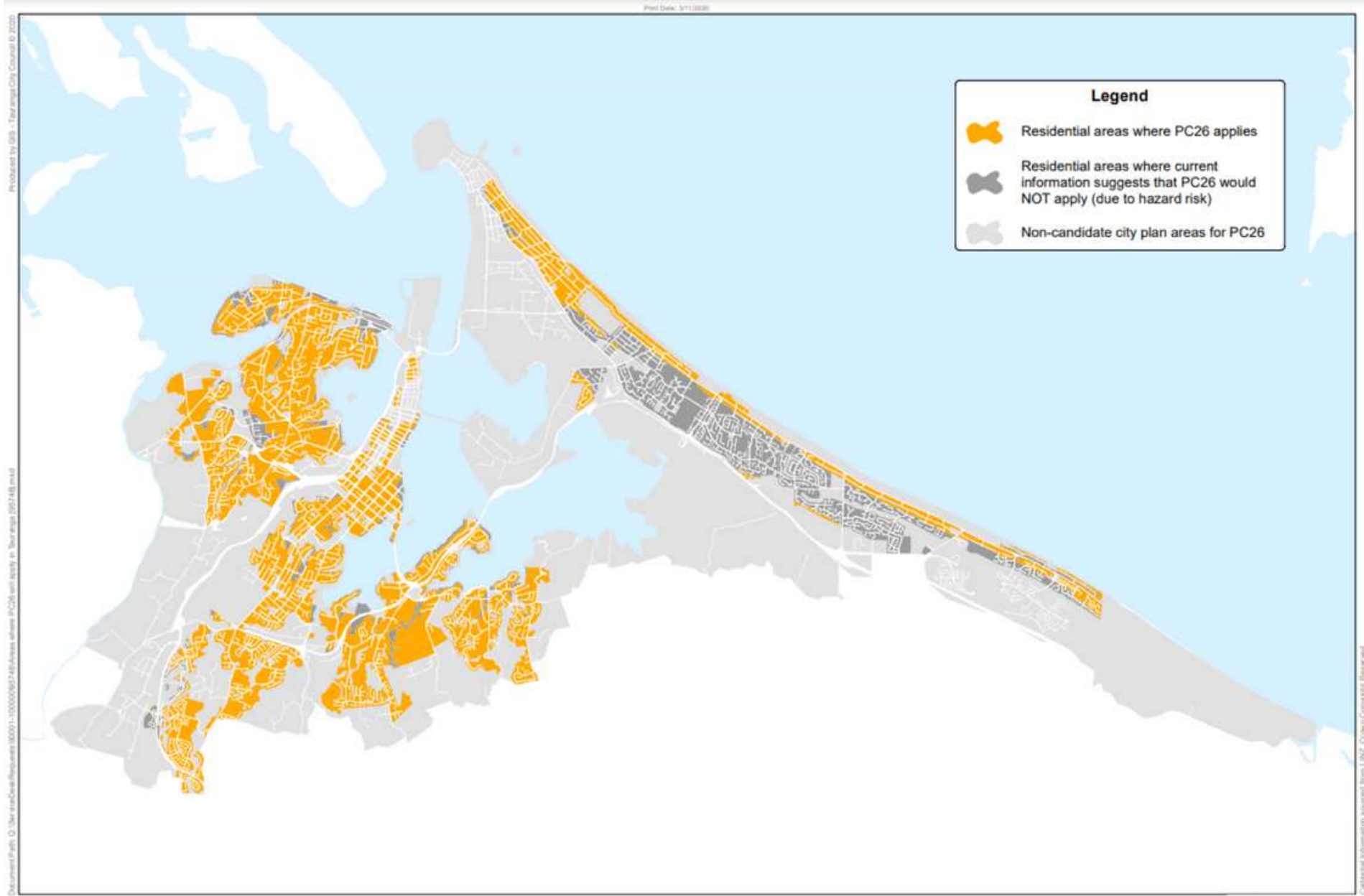


Development of Te Papa Spatial Plan that implements UFTI vision involved considerable community participation.

TCC prepares the Tauranga City Plan and is responsible for ensuring land use and infrastructure planning is undertaken in an integrated manner.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> Plan changes to enable development in greenfield and intensification of existing urban areas. Tauranga City Plan review. Spatial Plan for Mount Maunganui and Otumoetai. Neighbourhood plans for Merivale and Pukehinahina. Implementing the Te Papa Spatial Plan - Te Mahere ā-Takiwā o Te Papa Implementing first stage of the Western BoP Transport System Plan. Evaluating the potential development of Parau Drive, Smiths Farm and Elder Housing as council owned property. 	<ul style="list-style-type: none"> Tauranga City Plan Urban Form and Transport Initiative (UFTI) SmartGrowth National Policy Statement on Urban Development 2020 Plan Change 26 – enabling a wider variety of more compact homes Residential Outcomes Framework – urban development guide Te Papa Spatial Framework Bay of Plenty Regional Council Policy Statement Tauranga and Western Bay of Plenty Housing Demand and Need Report for SmartGrowth 2017
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> 16,500 new dwellings in Tauranga between 2018-2028 (RPS) Average of 15 dwellings or more per hectare by 1 July 2037 for greenfield development (RPS) Average of 20 dwellings or more per hectare by 1 July 2037 for urban intensification areas (RPS) Average of at least 30 dwellings per hectare (UFTI) % of households with housing costs greater than 30% of income (UFTI) % of building consents approved for new dwellings located in permitted zones (TCC). Target:100%; Result 100%. Compliance with National Policy Statement on Urban Development (TCC) Consents assessed for development contributions, invoiced and collected (TCC). Target:100%; Result 100%. 	<p>All SmartGrowth partners will need to update and implement their organisations’ housing and urban form targets to align with UFTI targets. In the identified growth corridors, UFTI requires an average of least 30 dwellings per hectare and 30-50 dwellings per hectare around identified nodes and urban centres, with these ultimate targets to be achieved ‘over time’. In the shorter term, UFTI commits TCC to densities of 20-25 dwellings per hectare in the Western Corridor (beyond the Takitimu Drive/SH36/29 intersection into the Kaimais and toward Rotorua) in the first 10 years. Final density targets will be set by TCC through zoning and plan change processes. TCC’s current annual reporting targets are based on a legal compliance approach. With UFTI now approved, it would be ideal to see relevant measurable targets reflecting commitments in UFTI included in the annual report.</p> <p>Aside from social housing, the main thrust of TCC’s approach to addressing housing affordability rests on increasing housing supply, which is only part of the problem. The SmartGrowth partners are currently progressing the adoption of a Housing Action Plan that, together with implementation of UFTI and work with Kainga Ora, will address more systemic enablers as envisioned by the Kāinga tupu strategy championed by Community Development.</p>

CITY AND INFRASTRUCTURE PLANNING: HOUSING



Residential areas where Plan Change 26 - Housing Choice applies

TCC prepares the Tauranga City Plan and is responsible for ensuring land use and infrastructure planning is undertaken in an integrated manner.

Observations

As in many parts of New Zealand, Tauranga is suffering from housing affordability issues which are compounded by a growing city population pushing prices up. House prices are above the national median, whereas incomes are below the national median; and the city was ranked as 5th most unaffordable place to buy a home globally in the 16th Annual Demographia International Housing Affordability Survey. The 2017 Housing Need and Demand Report noted that house prices were increasing at double the rate of incomes, and rents have been increasing 1% faster than incomes since 1991. Development of new housing supply at Te Tumu and Tauriko West has been delayed for a variety of reasons connected with Resource Management Act processes, infrastructure development and natural hazard risks, and the city is projected to have a residential development capacity shortfall which is likely to push house prices up further.

There is a notable lack of diverse housing choice in Tauranga to cater for different life stages and needs. Much of recent development has been stand-alone, low density 3 and 4-bedroom houses on the city fringes (78% of growth, per UFTI report) which is not necessarily suitable or affordable for young people, first home buyers and the elderly on low fixed-incomes who make up a significant proportion of new Tauranga residents. A broader range of more affordable housing is needed in a way that can achieve the UFTI density target of at least 30 dwellings per hectare more quickly, to accelerate the viability of public transport. That said, the market has begun to deliver more smaller housing and duplexes, and apartment developments have become more financially viable given higher house prices; with a number of developments in the central city area already proceeding. However, whilst this may address housing choice, it does not address affordability. Tauranga also has one of the lowest levels of public social housing. TCC advises that the draft Housing Action Plan being progressed by SmartGrowth partners, together with augmented role and fiscal capacity of Kāinga Ora will provide opportunities to increase public housing supply as an additional way of providing access to more affordable housing.

Plan changes (26 and 27) and the Te Papa Spatial Plan are applauded as positive TCC actions to enable intensification of existing urban areas with a more diverse range of housing options. Some external stakeholders believe intensification of the CBD Te Papa area and town centres like Greerton are preferable to address population growth, rather than new greenfield developments. Arguments for this include more efficient use of existing infrastructure; increased density to support public transport; proximity to amenities and employment opportunities which favour active modes of transport like walking / cycling; improving the vibrancy of the CBD and town centres; and avoiding development of greenfield sites that remove potential environmental and ecological benefits for the future. TCC acknowledges the ideal of intensifying the Te Papa area and other existing urban areas; but, in addition to recognising dynamics of free market development, also points to the range of intensification constraints in approximately 50% of existing urban areas including natural hazards, property covenants and infrastructure limitations. In addition, TCC points to growth projections and modelling which indicate that both the residential intensification in existing urban areas and new greenfield capacity are needed to address supply and affordability challenges.

Observations cont...

The Te Papa Spatial Plan is recognised as a significant turning point for the city that can address multiple challenges to improve vibrancy, mobility and implement the connected centres concept at the heart of UFTI. Through UFTI, TCC has a clear prioritised investment plan to deliver the UFTI investment objectives and KPIs; and funding has been allocated in the draft Long Term Plan. TCC acknowledges it is a complex challenge as regards funding, technical planning and legal frameworks; and, consequently, it will take some time to see transformational change at a city scale. SmartGrowth partners are currently undertaking a stocktake of UFTI implementation to assess alignment with UFTI goals and objectives which will be independently peer reviewed.

Stakeholder questions centre around how the Te Papa Spatial Plan goals will be achieved in reality over the short term if developers are also presented with easier and less complex development opportunities at greenfield sites like Te Tumu and Tauriko West. Whilst TCC argues that the 2020 National Policy Statement on Urban Development requires TCC to pursue an 'up and out' approach; external stakeholders believe the 2020 NPS emphasises density, indicating that TCC might pursue policies to specifically incentivise and encourage developers to prioritise intensification projects through rates relief, development contributions, development funding, and favourable consent conditions to influence developer investment that accelerates a more compact city model. This approach appears to be supported by the community which, in more recent consultation summarised for the UFTI report, has emphasised developing a compact city.

External stakeholders suggest establishing a dedicated local Urban Regeneration Authority, along the lines of Panuku in Auckland, that has a clear mandate to acquire, finance and develop land in existing urban areas, so as to accelerate intensification and model preferred urban outcomes with a range of housing choices. TCC is currently engaging with Government to investigate ways that might enable councils to follow approaches similar to the Queenstown Lakes Community Housing Trust that has council support to innovate and test alternative models for providing affordable housing. TCC is also currently collaborating with Kāinga Ora to achieve more intense development in parts of the city which will be developed through a master-planning process providing greater certainty for achieving TCC's desired outcomes. TCC considers Kāinga Ora is a satisfactory urban development authority structure for now. In addition, there is work being carried out with SmartGrowth partners and Kāinga Ora to develop a Housing Action Plan that will consolidate housing workstreams and agree priority projects; and TCC states an intention to leverage the Housing Acceleration Fund which will provide more opportunity to negotiate directly with developers for delivery of more social and affordable housing at required densities.

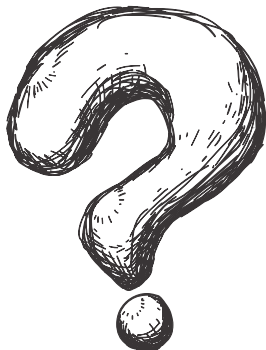
Increasingly, councils have appointed eco-advisor roles or teams to support more sustainable building in terms of design and material use. Beyond high-level reference in the Residential Outcomes Framework, TCC does not currently have any such role or team; and does not provide any detailed information to steer developers toward resources or local organisations that can actively support more sustainable building practices. Given TCC's focus on addressing construction and demolition waste, an eco-advisor role or team could support the adoption of more sustainable building practices that reduce impacts on the natural environment and deliver houses that are more financially efficient for occupants.

TCC prepares the Tauranga City Plan and is responsible for ensuring land use and infrastructure planning is undertaken in an integrated manner.

Opportunities to improve

- Maximise use of TCC levers to incentivise intensification and development of existing urban areas.
- Keep under review the potential of a dedicated local Urban Development Agency with clear mandate to acquire land and finance development; and/or a community housing trust to innovate and test new housing models.
- Align city centre housing development with initiatives to reactive the CBD as a thriving centre.
- Use council owned land (e.g. Smiths Farm) to incentivise and model good development outcomes for developers to follow.
- Proactively encourage and support sustainable and low-impact housing design by appointing an eco-advisor team.

What are others doing?



- Queenstown – recognising the lack of affordable housing, QLDC established the Queenstown Lakes Community Housing Trust in 2007 as an independent, non-profit, community owned entity. QLCHT has focused on a range of innovative approaches for affordable housing including the innovative progressive home ownership initiative Secure Home comprising 50 one and two-bed units sold using a leasehold model. Mayor Jim Boulton also established a Housing Affordability Taskforce in 2017.
- Hastings – HDC has collaborated with local iwi, central government and Kāinga Ora to address housing shortages for Māori to develop the Hastings Place-Based Housing Plan.
- Hammarby Sjöstad, a suburb of Stockholm, is held out as an exemplar in dense, mixed use suburban master-plan development with an eco-district emphasis to deliver good living conditions and sustainability using a closed-loop urban metabolism model.

TCC provides elder housing units which offer long-term affordable accommodation for low-income tenants over the age of 65.

What does good look like?

There is sufficient availability of affordable and decent homes.

Why is this a relevant benchmark?

Housing is a basic need and has a significant impact on people's quality of life.

City performance at a glance



Tauranga offers a wide range of accommodation and housing including council owned units for low-income tenants over 65.



House prices and rental rates are becoming increasingly unaffordable in Tauranga.

Tauranga is an inclusive and connected city.

Ensuring people of different life-stages can be part of a community is important to ensure diversity and to enable them to remain in the place they call home.



Tauranga has a thriving population of older people with around 20% of the population being 65+. Approximately 80% of those own their own house.



Public housing is undersupplied in Tauranga. Nationally, public housing makes up 4.1% of total housing stock, whilst in the Bay of Plenty, public housing makes up 2.5% of housing stock.

TCC provides elder housing units which offer long-term affordable accommodation for low-income tenants over the age of 65.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Sale of seven TCC elder housing villages to Kāinga Ora. • Public consultation on future use of land occupied by two elder housing villages in Mount Maunganui. 	<ul style="list-style-type: none"> • Tauranga Age-Friendly City Strategy 2013-2023 • SmartGrowth Tauranga and Western Bay of Plenty Housing Demand and Need Report 2017
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • TCC responded within two hours to all urgent or building health and safety issues: Target: 95%; Result: 80% (affected by COVID-19) • Percentage of occupancy of Elder Housing units (habitable time): Target: 99%; Result: 95% (affected by delays to renovations due to COVID-19) 	<p>The elderly are a more vulnerable group and it is important they have access to affordable and decent housing. The main challenge is availability of suitable accommodation (one and two bed apartments) in convenient locations at affordable prices. TCC is seeking to enable development of that nature in existing urban areas; a relevant target to evaluate success of those efforts would ensure measurement and review of results.</p>

TCC provides elder housing units which offer long-term affordable accommodation for low-income tenants over the age of 65.

Observations

Tauranga has a high proportion of older residents making up approximately 20% of the total population. Like elsewhere in New Zealand and globally, the number of older people is rising which creates additional demand for accommodation that is suitable for older people. According to the 2017 Housing Need and Demand report, forecasts suggest that renter occupied dwellings with people aged 65 and over will increase by over 200% by 2047 in Tauranga. Given elders tend to comprise more fixed low-income households, they are more likely to suffer from housing affordability stress.

The market has responded to this growing need with the development of new private retirement villages in Tauranga and across the Bay of Plenty. Whilst private village properties offer accommodation which is suitable for older people, they can be expensive and their location can dislocate people from their local neighbourhoods.

Council currently provides 246 elder housing units for low-income tenants over the age of 65. However, central government policy settings mean that local government authorities cannot access income related rent subsidies, which assist to cover the operational costs of providing subsidised housing, nor can local government access funding to build new units. TCC made a decision in 2018 to sell its units to one or more public housing providers, which have access to central government funding, and adopted tenant wellbeing as the underlying principle of the sale. The sale aims to achieve a number of outcomes, including long term increases in the quality and quantity of public housing in Tauranga, by selling the portfolio to a public housing provider who has the capacity to redevelop the sites, increasing unit numbers.

Generally, new development in Tauranga has comprised mainly traditional 3 and 4-bedroom homes on greenfield sites outside of the CBD and main town centres, rather than a more diverse range of housing that would be more appropriate and convenient for people at different life stages with different needs.

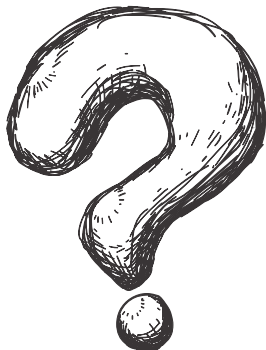
The Age-Friendly Strategy adopted by TCC in 2013 had a specific goal Housing-choice enables ageing-in-place. There is no information available to show this aspect of the strategy was successfully implemented or that the measures of progress were reported, such as providing more affordable elder housing. That strategy is no longer active and any remaining elements being pursued will be absorbed into a broader strategy relating to Accessibility and Inclusivity.

TCC provides elder housing units which offer long-term affordable accommodation for low-income tenants over the age of 65.

Opportunities to improve

TCC reviewed its elder housing portfolio in 2017 and decided to sell it in 2018 to ensure the long-term sustainability of the activity and better outcomes for tenants. Local government does not qualify to receive funding to assist in the cost of providing subsidised housing. Being between 25 and 50 years old, about 70% of the units are considered to be below minimum design standards and not ideally designed to meet modern lifestyle expectations. Sale to a public housing provider will enable redevelopment of the sites to provide a better stock of public houses.

What are others doing?



- Many local governments have sold their stock because central government policy settings do not enable local government to provide housing (e.g. Nelson, Horowhenua and Hamilton). Auckland and Christchurch councils have chosen to set up independent Community Housing Providers (CHP) in order to allow for their portfolios to qualify for central government funding, however the scale of their portfolios was such that setting up a CHP was a viable option. TCC's portfolio was too small to justify setting up a CHP and there are already a number of public housing providers in Tauranga who the council could sell to.
- Auckland Council – Haumarū Housing Limited Partnership took over operation of Auckland Council's Housing for Older People service on 1 July 2017. It is 51% owned by the Selwyn Foundation and operates as a partnership with council to provide affordable housing for older people in 63 villages across Auckland. In 2019, Panuku, on behalf of Auckland Council, completed the new Wilsher Village for Haumarū comprising 40 contemporary apartments in a 4-story building.

TCC enables sustainable growth and development throughout the city by implementing the Tauranga City Plan, resource management and building legislation.

What does good look like?

Land-use planning processes enable meaningful participation with the community and reflect the communities' aspirations for the city's future.

Tauranga is a safe and healthy place for residents and visitors.

New buildings incorporate sustainable design to enhance environmental performance and human health over the lifetime of the building.

Why is this a relevant benchmark?

Having an appropriate opportunity to respond to development proposals that present potentially adverse impacts ensures communities feel empowered with local ownership.

Unsafe buildings present a risk to human health and safety.

Sustainable design reduces operational costs over the full life of a building and avoids carbon emissions. Using eco-friendly materials reduces the risks and costs at end-of-life disposal and supports the health and wellbeing of occupants.

City performance at a glance



Resource management legislation provides a mechanism for notification that is implemented by TCC.



Building legislation and codes implemented by TCC provide an inspection and certification process to ensure development and buildings are safe.



Whilst Tauranga has a reasonable number of commercial buildings which have incorporated sustainable design, there is no formal support or encouragement to adopt that approach.

TCC enables sustainable growth and development throughout the city by implementing the Tauranga City Plan, resource management and building legislation.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Internal training and recruitment to support consenting of more intense and complex developments. • Supporting city-wide plan changes. 	<ul style="list-style-type: none"> • Tauranga City Plan • Building Code
Most relevant targets and performance	Comments on targets
<p>None.</p>	<p>Currently there is no focus on encouraging or incentivising more sustainable housing or building development. If that were to become a priority in the future, appropriate targets should establish and record relevant measures.</p>

TCC enables sustainable growth and development throughout the city by implementing the Tauranga City Plan, resource management and building legislation.

Observations

These council activities are primarily driven by legislation and regulation with targets reflecting a baseline of regulatory compliance. However, despite the compliance focus, the activities can support and encourage relevant sustainability outcomes.

Buildings that are designed and built to achieve environmental and health benefits present a number of benefits which are delivered throughout the life of the building. These can be lower operating costs, reduced waste to landfill (during construction and at end of the building's life), and the use of healthy materials that have lower off-gassing of volatile organic compounds (VOCs).

A number of commercial buildings in Tauranga have been built to the NZ Green Building Council Greenstar rating system or have incorporated sustainability features including those occupied by Sharpe Tudhope lawyers, Mainfreight, GEA, Zespri, Trustpower and the University of Waikato. Currently, and unlike some other councils, TCC does not provide any specific support, encouragement or incentives for green or sustainable building (either commercial or residential) – despite the benefits that could provide the city in terms of reduced water demand, lower carbon emissions and lower amounts of construction and demolition waste to landfill.

Building the capability and knowledge of council teams, who process resource and building consents, can provide useful support and guidance for those seeking to incorporate sustainable design. This can be particularly valuable where sustainable performance ambitions are high and novel building designs or specific design features are involved.

Councils can incentivise and encourage the integration and adoption of sustainable building practices through specific rules in the district plan, accelerated consenting processes and providing free eco-design advice to encourage developers to integrate more sustainable design into land development. TCC notes, however, that the most effective solution would be for sustainable design to be addressed through an amended Building Code.

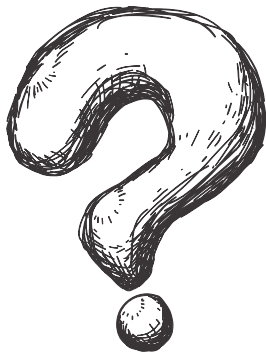
Given TCC's ambitions to reduce construction and demolition waste and anticipated future water constraints, the council could be encouraging sustainable performance of buildings to address these issues proactively. Also, given Tauranga's high rates of sunshine hours and the inevitable electrification of heat supply and transport, encouraging solar energy harvesting and micro-grids will help future-proof existing and new residential development.

TCC enables sustainable growth and development throughout the city by implementing the Tauranga City Plan, resource management and building legislation.

Opportunities to improve

- TCC more broadly could support developers to promote sustainable and low carbon building by raising awareness about the benefits and providing any permissible incentives through the consenting and certification process.
- Celebrate the residents and businesses which have invested in sustainable buildings to inspire others to follow suit and raise Tauranga's profile as a city investing in a sustainable future.
- Provide a range of tools and resources on the TCC website that bring together useful information and local partners that can support those wanting to build more sustainably.
- Offer a free eco-design support service for developers to encourage new buildings that will support TCC's long-term goals for water use, carbon emissions and waste reduction.

What are others doing?



- Hastings District Council's Best Home initiative was a partnership with a building company to demonstrate the benefits of building sustainable homes and create guidelines and incentives for developers. The building achieved a 6-star home at just 5% additional cost with just 200kg of waste to landfill (versus a New Zealand average of 5 tonnes of waste per dwelling).
- Auckland Council sought to mandate sustainable design through its Unitary Plan on the basis of reducing carbon emissions. The council provides a range of resources and tools to encourage and support more sustainable building. Auckland also has a specific action area in its climate action plan to accelerate the uptake of sustainable design and construction for new buildings.
- Summerset, the retirement village builder and operator, is seeking to reduce the carbon footprint of its new buildings by 62% per square metre with a focus on construction, design and materials.

FOOD

Overarching insights

COVID posed a major threat to those in need of food in Tauranga and tested the effectiveness of TCC's emergency food response system. The Council's immediate rapid response to ensure providers could operate under new and challenging conditions and connecting together providers to form the Community Kai Collective is a testament to a strong system and network. Its follow up actions in developing the Western Bay of Plenty Food Security Plan using place based and community-led initiatives are a strong example of council leadership.



FOOD

All residents have access to sufficient food and nutrition to meet their physical wellbeing needs.

What does good look like?



Everyone in Tauranga has access to sufficient food and nutrition.

Highlights: how does performance align with good sustainable practice?

COMMUNITY DEVELOPMENT

TCC is currently performing its role well in supporting providers and experts to supply food to those in need in Tauranga. The development of the Western Bay of Plenty Food Security Plan is a positive example of TCC leading the development of place-based and community-led solutions to its social issues.

TCC is currently working to ensure providers have adequate facilities and resources to continue to meet the needs of residents as the city expands.

TCC supports local service providers and food banks to ensure those in need have access to emergency food provisions.

What does good look like?

Everyone in Tauranga has the ability to provide for their food and nutritional needs.

Why is this a relevant benchmark?

Access to adequate food and nutrition supports physical and mental wellbeing, safeguarding against hunger and malnutrition.

City performance at a glance



Tauranga has a network of foodbanks and service providers to provide meals to residents in need.



Only 44% of Vital Update survey respondents have savings to last up to one month if income was lost; and financial insecurity is directly correlated with food insecurity.

TCC supports local service providers and food banks to ensure those in need have access to emergency food provisions.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Developing a Food Security Plan for the Western Bay of Plenty Region using a place-based model. The project work is contracted out to a Māori provider to understand mana whenua’s approach to food sovereignty. • Contracting Veros to complete a Tauranga Food Security Hub Feasibility Study to understand what TCC’s role might be for food rescue in the region, explore opportunities for co-located services, futureproof Tauranga’s food provisioning infrastructure and locate an appropriate site to accommodate Tauranga Food Bank and Good Neighbour Trust who have outgrown their premises. • Engaging with Marae to understand what their emergency food provision needs are (led by the TCC Emergency Management Team). • Responding to COVID to assist food providers in securing essential service status for food providers to enable them to buy bulk foods, transitioning to takeaway operations and meeting COVID distancing requirements in food handling, pick up and delivery services. • Under the Community Gardens Policy runs three gardens across the city. 	<ul style="list-style-type: none"> • Western Bay of Plenty Food Security Plan (under development) • Community Gardens Policy • Tauranga Food Security Hub Feasibility Report (under development)
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • There are currently no targets relating to addressing food insecurity. 	<p>Developing datasets that look at the number of citizens who experience food stress may provide TCC with clearer visibility over at-risk communities, allow forecasting to meet future needs and better coordinate responses. This could be incorporated into a future Vital Update survey.</p>

TCC supports local service providers and food banks to ensure those in need have access to emergency food provisions.

Observations

It is difficult to quantify the extent of Tauranga's food insecurity given insufficient data and monitoring challenges. The Vital Update survey provides a gauge as food insecurity is often directly correlating with financial insecurity. 56% of Vital Update survey respondents can't last beyond a month on their current financial means. This suggests major challenges for the city given projections for rising inequality with residents facing potential increases in their costs of living and rates.

TCC partners with a network of providers across the Western Bay of Plenty to provide emergency food relief to those in need. The council's role is wide and varied: it provides financial contributions towards operational costs; brokers relationships within the sector; organises reduced leases for buildings; runs stakeholder workshops; and leads policy development covering food. It shows a clear intention to be expert and community led. Outside of Tauranga's food banks, there are 12 providers that supply community meals to anyone in need of food. Following COVID, TCC helped to form the Community Kai Collective to group providers together.

The development of the Western Bay of Plenty Food Security Plan is a positive example of how TCC can work with communities to design social solutions and should be looked at as a benchmark for meaningful community engagement going forward. The plan was developed adopting a community-led approach and using a place-based model, to acknowledge that different areas have different needs and expectations about food sovereignty. TCC has taken a supporting role organising stakeholder workshops and contracted a Māori provider to lead engagement work with community groups and tangata whenua.

TCC acknowledges its main challenges are limited funding availability, sector under-resourcing and difficulties in collaborating with other councils across the Western Bay of Plenty.

TCC supports local service providers and food banks to ensure those in need have access to emergency food provisions.

Opportunities to improve

Collaborate with other TCC environmental, sustainability and waste programmes, such as food waste recovery programme led by the Sustainability and Waste team and the community gardens run by the Places and Spaces team, to take a full lifecycle approach to food under the Western Bay of Plenty Food Security Plan.

What are others doing?



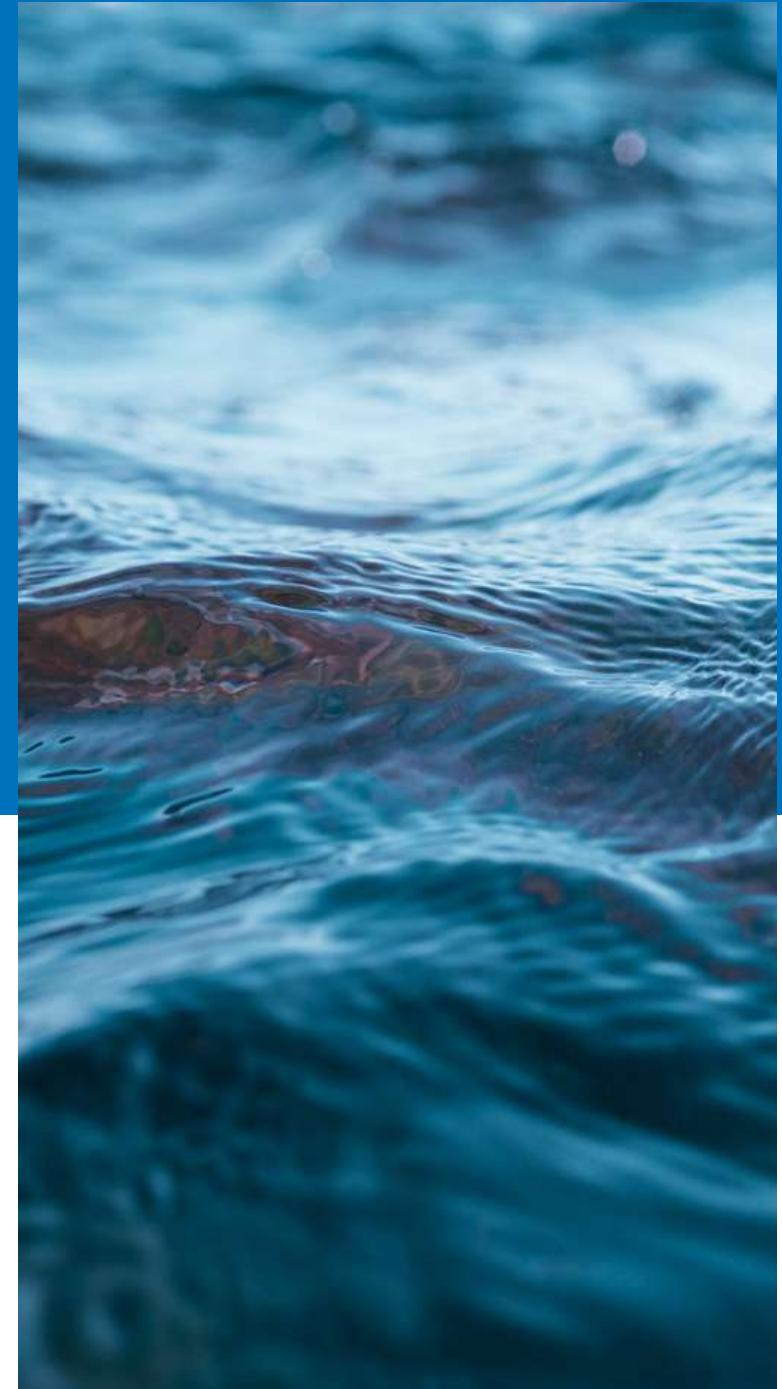
- In line with TCC, Auckland City Council and Rotorua Lakes Council are developing Food Security Plans.

WATER SUPPLY

Overarching insights

Tauranga's water supply challenges are strongly connected to the city's growth and its reliance on stream-based water supply. Being stream-sourced, supply is affected by drought conditions and water restrictions have been implemented in summer for the last four years. This year, restrictions have extended into May for the first time.

Greenfield developments have required the building and operation of new water supply infrastructure; whereas intensification of existing urban areas can enable use of latent capacity in existing infrastructure. There doesn't appear to be any current measurement or targets reflecting the carbon emission performance of water infrastructure, or the carbon emission benefits of intensification versus greenfield development.



WATER SUPPLY

Access to safe potable water is necessary for people's health and wellbeing.

What does good look like?



All Tauranga residents and communities have access to safe drinking water.

Highlights: how does performance align with good sustainable practice?

WATER SUPPLY

Tauranga residents and communities enjoy a secure supply of potable water which is metered. The city's supply uses water extracted from streams which is filtered and treated. The supply from streams is limited by consent conditions and prudent management to ensure stream health. During the summer months a water conservation programme includes a ban on using sprinkler and irrigation systems.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

What does good look like?

All people in Tauranga have access to safe and affordable drinking water.

Why is this a relevant benchmark?

Water is essential for human survival and a basic human need.

City performance at a glance



The water supply is healthy and secure in the short term.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Replacing residential water meters to ensure amounts of water used is accurately measured. • Finalising a draft 30-Year Water Supply Strategy and a 10-Year Water Supply Plan to capture future opportunities and address expected water shortages. • Securing additional water sources to meet current and future demands through the Waiari Water Supply Scheme project. • Investing capex into infrastructure projects including Oropi Trunk Main upgrade, Eastern Corridor, Western Corridor, and Cameron Rd upgrade to support the city's growth. • Implementing the Large Water Users Policy to prioritise water allocation and manage future applications for those using more than 15m³/day. • Community education, for example the Waterline Education initiative. • Managing summer water restrictions to address strained supply. • Drawing less than consented amount from current sources to protect stream health. 	<ul style="list-style-type: none"> • Draft Water Supply Strategy • Water Supply Bylaw 2019 • National Policy Statement for Freshwater Management
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • 100% drinking water complies with standards • % of residents aware of ways they can conserve water: Target ≥ 80%; Result: 85% • % of real water loss from council's networked reticulation system: Target: ≤ 18%; Result: 17.3% • Annual peak demand in litres per capita per day: Target: ≤ 450; Result: 397 • Average consumption of drinking water per day per resident: Target: ≤ 330; Result: 299 	<p>Current targets focus on volume and efficiency of use from current sources. Additional targets relating to water storage and recycling water would focus TCC efforts to consider how to shift investment into alternative water sources to further reduce demand for stream freshwater supply.</p>

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Observations

Tauranga's potable water supply system relies on extracting water from streams. Continued growth of the city is currently predicated upon availability of additional sources with no active policy approach to encourage investment in rainwater storage or recycling used water for existing or new development.

Limited stream supply, population growth and ongoing drought risks mean the city needs to take further steps to ensure long-term water security. Despite the new Waiāri source coming online from 2022, current TCC forecasts and assumptions suggest a further new source will be required within the next 30-years to ensure a secure supply that meets projected population growth.

Acknowledging supply constraints, Tauranga was an early adopter of water efficiency education and metered supply. Whilst average daily household use has remained fairly constant over the last 10 years, population growth means current average daily consumption is now close to previous thresholds for triggering water conservation measures. In future, supply may be further constrained by climate change if lower rainfall into stream source catchments remains the dominant pattern.

The effects of climate change present additional uncertainty. Water restrictions have been implemented for the last four years because of hot, dry summer conditions and the impact on water treatment capacity and source water stream flows. Climate forecasts suggest summers will continue to see less rainfall in the district and this year summer water restrictions have extended into May for the first time.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Opportunities to improve

Reduce reliance on water extraction from streams by incentivising, encouraging or even requiring technologies such as rainwater storage, grey-water collection and re-use, waste-water recycling systems.

What are others doing?



- Watercare's [Be-Waterwise webpage](#) provides a range of resources that help Aucklanders to be the most efficient water users in New Zealand. This has been particularly important given the 2019 drought and reinforced with a regular advertising campaign.

ENERGY (ACCESS)

What does good look like?



People in Tauranga have access to affordable energy.

Highlights: how does performance align with good sustainable practice?

There is no TCC role in energy access

All dwellings and communities in Tauranga have access to energy which is reasonably priced, though TCC has no active role to ensure residents and communities have daily access to affordable energy. Energy poverty is a serious issue in New Zealand. Electricity retailers are very aware of this and its impact on people's health and wellbeing. Energy poverty is not caused through high energy prices but as a result of low income levels. Through its Healthy Homes BOP website page, TCC steers people to services available in the local community that can help ensure people live in warm, healthy homes.

Overarching insights

N/A



SOCIAL EQUITY

Overarching insights

TCC is generally seen as performing well in its role as a connector, facilitator and funder of local partnerships with multiple social service providers, agencies and organisations to meet the social needs of its residents, particularly its most vulnerable communities. External stakeholders regarded Kāinga Tupu and the Welcoming Communities programme as best practice examples of how the council can unite and lead full work programmes to manage multi-stakeholder partnerships.

More generally, TCC's approach to co-designing solutions with the community was consistently identified by external stakeholders as an area for improvement. Those stakeholders acknowledge that TCC is listening to its communities, but falls short of empowering communities to take more ownership of designing solutions that will best meet their needs.



SOCIAL EQUITY

Citizens have equitable access to essential social services including housing, health, education, transportation and recreation.

What does good look like?



There is sufficient availability of affordable and decent homes.



Tauranga is an inclusive and connected city.



There are sufficient opportunities in Tauranga for young people to find meaningful work and employment.



Tauranga citizens have dignity in life and in end-of-life decisions.

Highlights: how does performance align with good sustainable practice?

COMMUNITY DEVELOPMENT

Tauranga faces a range of social issues including income inequality, homelessness, family violence, isolation and increasing perceptions of racism against Māori. TCC works with providers to lead and facilitate community-led solutions across a broad set of programmes, largely focused on meeting the needs of its six priority communities. The programmes are delivering improved social outcomes as evidenced by TCC's Community Development Advisers Outcomes Report. Stakeholders suggest that TCC can do more to empower communities through co-design processes rather than simply engaging to understand their needs. This would mean communities being involved early in the process and playing a larger role in designing solutions.

CEMETERIES

TCC's cemeteries, burial and cremation services are managed to provide citizens with inclusive services that respect the end-of-life dignity of its residents. The council provides non-denominational burial and cremation services and works with certain communities to provide specialized services that meet their cultural and religious traditions. Burial services are affordable and accessible to residents. TCC manages the environmental and health impacts of its services carefully to comply with legislative requirements.

Social equity ensures that all citizens have an equal opportunity to participate and thrive as members of the community in ways that ensure their dignity.

What does good look like?

There is sufficient availability of affordable and decent homes.

Tauranga citizens have access to dignity in life and end of life decisions.

There are sufficient opportunities in Tauranga for young people to find meaningful work and employment.

Why is this a relevant benchmark?

Housing is a basic need and has a significant impact on people's quality of life.

Communities that have a healthy sense of place, social cohesion and belonging are generally healthier, more fulfilled and resilient.

Providing young people with employment opportunities supports the local economy, promotes fulfilling contributions to the local economy and can break cycles of disadvantage. Youth education and skills training are critical for a fulfilling life.

City performance at a glance



4% of people in Tauranga are experiencing forms of homelessness.



House prices and rental rates are becoming increasingly unaffordable for citizens.



Tauranga is a Welcoming Communities accredited community.



Tauranga provides infrastructure and technology to make the City more accessible for those with restricted mobility and disabilities.



People in Tauranga feel more alone than the national average (34%), with 25% of young people indicating that they feel lonely and isolated.



Over 50% of Vital Update respondents report a high rate of racism against 'things Māori' in Tauranga.



Tauranga has 2 local tertiary institutions and several employment programmes that focus on improving youth employment rates.



11.4% of Tauranga youth are not in education, training or employment.

COMMUNITY DEVELOPMENT: SOCIAL EQUITY

Social equity ensures that all citizens have an equal opportunity to participate and thrive as members of the community in ways that ensure their dignity.

Current TCC focus

- Implementing the Kāinga Tupu Homelessness Strategy in collaboration with key stakeholders and establishing a Mayoral Taskforce to give governance and advocacy structure to the 'Kāinga Tupu: Growing Homes' strategy.
- Making data from the 2020 Vital Update more available and interactive for community groups.
- Restructuring the Community Development team to create a new role to work on Māori issues with iwi and community agencies.
- Establishing a Universal Design Working Group to lead projects to improve Tauranga's accessibility, including Trail Rider, Blindsquare, beach mats, all terrain wheelchairs, accessible park infrastructure and Access Aware App.
- Researching the social impact of COVID on the elderly.
- Leading projects celebrating the ethnic diversity of Tauranga, including a Festival of Cultures, Ezispeak interpretation services and anti-discrimination services.
- Leading the Outvote Boomers Campaign to increase youth voting in local body campaigns by 5% and the Youth Employment Programme to support 60 youth into employment.
- Facilitating the Community Development Match Fund and Project Tauranga to support community and business led projects to improve the city's social, cultural and environmental wellbeing.
- Providing grants and rent in-kind to support community centers through the Vulnerable Communities Work Programme.

Most relevant documents

- Kāinga Tupu Homelessness Strategy
- Western Bay of Plenty Welcoming Communities Action Plan 2018-2020
- Tauranga Moana Rangatahi Engagement Plan
- Tauranga City Youth Action Plan
- Age-Friendly City Action Plan 2020
- Disability Action Plan 2020
- Vital Update - Tauranga
- Community Development Advisors Team: Evaluation and Monitoring Framework
- Draft Community Wellbeing Strategic Plan
- Community Development Advisers Outcomes Report

Most relevant targets and performance

- External stakeholders understand how to engage with TCC and CDA work programmes. (No target or performance data)
- There is evidence of client / whānau voice to support decision-making. (No target or performance data)
- TCC supports community-led initiatives. (No target or performance data)

Comments on targets

- TCC's Community Development Outcomes impact report is a valuable resource, with data points that relate to the Thriving City indicators. As TCC's impact reporting matures, the council could develop targets to reflect community-led initiatives (e.g., number of community group workshops).

Social equity ensures that all citizens have an equal opportunity to participate and thrive as members of the community in ways that ensure their dignity.

Opportunities to improve

- Increase collaboration with the Western Bay of Plenty councils on regional solutions to social issues that cross council boundaries.
- Integrate social outcomes across all TCC departments to address systemic issues by leveraging the full potential of council's resources and work programmes.
- Continue to innovate and move towards more community-led development solutions, with a focus on early community involvement and engagement.

What are others doing?



- The Western Bay of Plenty District Council has developed a range of community plans to capture and prioritise the aspirations of its various communities and develop a roadmap for achieving these. The plans capture the unique characters, values and history of each community. The District Council has also arranged a 'Hello Future District Fun Day' event to engage its community on a range of issues relating to community development.

Social equity ensures that all citizens have an equal opportunity to participate and thrive as members of the community in ways that ensure their dignity.

Observations

The 2020 Vital Update survey highlighted that some of Tauranga's most pressing social issues include income inequality, homelessness, family harm and social isolation. Income inequality and family harm were particularly emphasized as issues of concern by external stakeholders. Most issues disproportionately affect the identified six priority communities who need additional social support (Māori, youth, those with disabilities, residents with housing needs, migrant communities and elderly).

TCC's perception of itself as a facilitator and connector of solutions, rather than a 'doer', is well aligned with external stakeholder views. Most stakeholders feel that the council has an opportunity to take more of a leadership role in focusing multiple agencies towards common solutions using its approach to Kāinga Tupu as a benchmark, particularly in areas flooded with community organisations, such as youth issues.

One external stakeholder commented that TCC's community development approach is very strategy and plan heavy (acknowledging that this may be a result of the legislative landscape); and that more impact could be achieved if more resources were focused on getting things done rather than being invested in research and planning work. In saying this, it was acknowledged that TCC's current broad approach to social equity issues is securing positive outcomes for its priority communities.

Several external stakeholders highlighted that TCC should shift from its current engagement approach to an empowerment model, with one cautioning that there is a large difference between listening to the community and empowering people to assume more ownership of the right solutions. There is a perception of 'council knows best' and 'navel gazing' on community issues with stakeholder engagement sometimes coming too late in the process. One external stakeholder noted that wider community consultation on Kāinga Tupu has been ad-hoc.

TCC has an opportunity to align and collaborate across council teams to address the city's social issues. For example, homelessness is both a community development and a housing and planning issue. There is an internal and external view that a commitment to solving social issues is currently not fully integrated across all TCC departments; and that some areas of council are not currently integrating social outcomes into their work.

TCC provides burial, cremation and chapel services to Tauranga residents and maintains active cemeteries in Tauranga.

What does good look like?

Tauranga is an inclusive and connected city.

Why is this a relevant benchmark?

Communities that have a healthy sense of place, social cohesion and belonging are generally healthier, more fulfilled and resilient.

City performance at a glance



Tauranga citizens have access to non-denominational burial services.



92% of residents who have visited a Tauranga cemetery are satisfied with the look and feel of them.

Tauranga citizens have access to dignity in life and end of life decisions.

Dignity provides people with a sense of self worth, respect and control.



Certain religions and ethnicities, including Hindu, Māori and Muslim communities, have access to cultural and religious burial and/or crematorium services.

TCC provides burial, cremation and chapel services to Tauranga residents and maintains active cemeteries in Tauranga.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Worked with the Muslim community and an imam to provide best practice burial services for the Tauranga Muslim community in accordance with tradition (buried facing Mecca). • Worked with the Hindu and Sikh communities to alter its building to provide a window for family and friends to watch the casket entering the crematorium in line with cultural and religious traditions. • Purchased a new cremator to replace old infrastructure that runs on natural gas rather than diesel to reduce its carbon emissions. 	<ul style="list-style-type: none"> • Tauranga City Council Cemetery Rules.
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Non-denominational burial and cremation services are provided 6 days per week under normal operating conditions. Target: Achieved. Result: Achieved. 	<ul style="list-style-type: none"> • Target correctly addresses the spirit and intention of this sustainability theme.

TCC provides burial, cremation and chapel services to Tauranga residents and maintains active cemeteries in Tauranga.

Observations

TCC owns, maintains and operates six cemeteries. Pyes Pa is currently the only active cemetery in Tauranga.

TCC is currently meeting its residents' right to dignity in end-of-life decisions well. The council provides non-denominational cemetery and cremation services for the general public and is open to working to meet the unique needs of certain cultural and religious communities. To date, TCC has worked with Muslim, Hindu and Sikh communities to provide respectful religious and culturally appropriate services. The council also offers a special burial area for children. Iwi members have the opportunity to be buried in urupas that are independently owned and managed.

TCC operates with some of the country's lowest burial fees which allow citizens access to affordable services.

TCC has monitoring systems and protections in place to ensure its burial and cremation services meet environmental and health standards for air and water quality. It is replacing its oil-fired cremators from diesel to natural gas to reduce its carbon emissions.

Social equity ensures that all citizens have an equal opportunity to participate and thrive as members of the community in ways that ensure their dignity.

Opportunities to improve

- TCC is currently meeting the burial and cremation needs of Tauranga residents well.

What are others doing?



- Hamilton City Council provides natural burials for families and individuals with strong environmental values.

HEALTH & WELLBEING

Overarching insights

When asked what they loved about Tauranga city, 43% of residents identified the outdoors and 41% think it's important to preserve and protect green spaces. People's connection with the city's parks, beaches and wider environment is a central part of Tauranga lifestyle. Stakeholders generally praised TCC's maintenance and management of its open spaces, and Kopurererua Valley was consistently highlighted as best practice in park management and demonstrated an approach that should be rolled out across other parks.





Preserving residents' access to Tauranga's open spaces and community facilities is front of mind for both TCC and stakeholders. While the current availability of recreational spaces is in line with national averages, the network will come under pressure with the city's growth and ageing infrastructure. Given the changing recreational needs of the city and current planning, TCC has identified opportunities for future multi-purpose facilities and better integrated planning in its Community Facilities Investment Plan that is included in the draft LTP.



HEALTH & WELLBEING

People have equitable access to community facilities and natural environments to provide for their cultural, mental and physical wellbeing.

What does good look like?

-  All residents have an equal chance of living a healthy life, regardless of socio-economic status, or background.
-  In Tauranga, everyone can access safe green and public spaces.
-  Urban green infrastructure provides shade and biophilic connection for residents.
-  The city is a safe and healthy place for residents and visitors

Highlights: how does performance align with good sustainable practice?

PLACES AND SPACES

TCC has a broad network of parks and reserves, and community and sports facilities. To be able to meet the future needs of its citizens, the council needs to address ageing facilities that are no longer fit for purpose and continue to maintain its open spaces whilst giving more thought to improving biophilic connection for residents.

MARINE FACILITIES

TCC owns and manages select marine facilities for its residents. Several of its facilities are nearing end of life, and the council is engaging residents to understand whether they are fit for purpose.

BEACHSIDE HOLIDAY PARK

Beachside Holiday Park has integrated sustainability into its operations recognised through sustainability accreditations from Qualmark and Instep.

ENVIRONMENTAL PROTECTION

TCC ensures public spaces are used appropriately by all, and that activities occurring on private property are safe. The council engages the public and stakeholders, considers applications, investigates complaints, educates, advises, reports and negotiates to ensure that policies and consents and complied with. TCC does a good job in discharging its regulation monitoring responsibilities.

TCC considers applications, investigates complaints, educates, advises, reports and negotiates on legislative policies and bylaws to ensure public spaces are safe.

What does good look like?



The city is a safe and healthy place for residents and visitors

Highlights: how does performance align with good sustainable practice?

TCC is currently performing its regulation monitoring responsibilities well and is generally meeting its targets in the Annual Report. COVID posed particular challenges for TCC. The lockdown period caused a backlog of work due to not being able to visit food premises and difficulties responding to noise complaints when no on-site monitoring was allowed. The council is using this as an opportunity to learn and develop processes that will prevent the same challenges in happening in the future.

Given the nature and scope of this council activity, it has not been considered in further detail as part of the stocktake.

TCC owns and/or manages over 300 parks (including sportsfields and neighbourhood reserves with playgrounds) and a network of community facilities (including community centres, indoor sports centres and swimming pools)

Opportunities to improve

- Consult with iwi and hapū on what authentic co-management approaches would look like for parks and reserves that are not currently co-managed.
- Collaborate proactively with TCC's urban planning and development activities to secure land early in the development process for reserves, sports fields, and community facilities.
- Look at integrating biophilic design into the city's urban planning and design principles.

What are others doing?



- Christchurch City Council identified the value of a world-class venue for sporting excellence as part of its Recovery Plan. Parakiore Recreation and Sports Centre is an aquatic, indoor recreation and sports facility that will meet the city's leisure, sporting, recreational education and high-performance sporting communities. Construction is due to be completed in 2022 and the facility will be managed by the Council.
- Wellington is a biophilic city, dedicated to putting nature at the centre of its planning, architecture, and urban planning to improve the lives of its residents. Wellington City Council, in partnership with the Wellington School of Architecture and Victoria University of Wellington, produced a Wellington Nature in the City Map to help make the city's urban green infrastructure more accessible to residents.

TCC owns and/or manages over 300 parks (including sportsfields and neighbourhood reserves with playgrounds) and a network of community facilities (including community centres, indoor sports centres and swimming pools)

What does good look like?

In Tauranga, everyone can access safe green and public spaces.

All residents have an equal chance of living a healthy life, regardless of socioeconomic status, or background.

Urban green infrastructure provides shade, and contributes to meeting residents' innate biophilia needs.

Why is this a relevant benchmark?

Parks and community facilities promote active lifestyles, encourage social connection and belonging, improve biodiversity outcomes for the city and contribute to improved physical and mental wellbeing.

Providing equitable access to healthy lifestyles ensures that avoidable gaps in health status and services of populations are addressed.

Biophilic design in urban areas can reduce stress, enhance creativity, improve residents' wellbeing and enhance cultural wellbeing where planting achieves Tikanga Māori values.

City performance at a glance



Tauranga has over 1,574ha of public open space encompassing sports fields, natural areas, coastal reserves and neighbourhood reserves. This is considered reasonable compared with other local authorities (Yardstick Benchmark).



81% of residents are satisfied that there are enough parks and green spaces in Tauranga (Annual Residents' Survey).



By virtue of its location, Tauranga citizens have access to a wide variety of marine and coastal environments; but urban development has only integrated a connection with nature and native biodiversity through intentional design to a limited extent.

TCC owns and/or manages over 300 parks (including sportsfields and neighbourhood reserves with playgrounds) and a network of community facilities (including community centres, indoor sports centres and swimming pools)

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Removing encroachments from the dune system to preserve dune health and integrity and protect the land from coastal erosion. • Provided support to community groups in financial hardship after COVID-19 to ensure necessary community services and activities could continue. • Installation and maintenance of walkways and cycleways on parks to increase access, connect communities and provide opportunities for people to be active. Examples include Mauao tracks and Omanawa Falls Access Track Installation Project. • Implementing the recently adopted Tauranga Reserves Management Plan 2019: installation of playgrounds, installation of shade in parks, improving the accessibility of parks, installing wayfinding and interpretive signage. • Implementing the Mauao Historic Reserve Management Plan: restoring the Korowai of Mauao, undertaking archaeological research, undertaking placemaking and interpretation projects, continued pest management. • Delivery of the Te Papa Spatial Plan, which includes parks, open spaces, and community facilities to enable increase housing density on the Te Papa peninsula. • Implementation of a recently completed community needs analysis through the Community Facilities Investment Plan, to meet the current and future recreational needs of Tauranga residents, for community centres, indoor sports centres and swimming pools. • Working with the community to design a \$2million refurbishment of Kulim Park and co-designing community playgrounds. 	<ul style="list-style-type: none"> • Tauranga Reserves Management Plan 2019 • Mauao Historic Reserves Management Plan • Sport and Active Living Strategy • Aquatic Network Strategy • Open Space Strategy • Community Facilities Investment Plan • Open Space Level of Service Policy • Active Reserve Level of Service Policy • Bay of Plenty Spaces and Places Plan
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Percentage of residential households that are within 500m of an open space. Target 90%; Result 91% • Percentage of residential households that are within 500m of a playground. Target: 65-70%; Result 68% 	<ul style="list-style-type: none"> • Proximity to open spaces and playgrounds measures geographical access, but does not fully account for access to different sectors of the community. • Targets to incentivize community engagement to understand what their requirements are may facilitate place-based and co-designed facilities.

TCC owns and/or manages over 300 parks (including sports fields and neighbourhood reserves with playgrounds) and a network of community facilities (including community centres, indoor sports centres and swimming pools).

Observations

TCC owns/manages around 300 parks and has delegated authority under the Reserves Act to make most decisions relating to the management of the parks. The parks include a network of sports fields, neighbourhood reserves and playgrounds. TCC also owns, manages and/or oversees a network of community facilities, including indoor courts, swimming pools and community centres/halls.

City residents' recreational needs and preferences are changing. The growing interest in healthy living and more diverse and/or less traditional sports is increasing demand for multipurpose community facilities. This need is recognised in the 2021 draft Long Term Plan which prioritises new investment in community spaces and facilities to address many current facilities that are nearing the end of useful life.

TCC takes a network approach to planning facility locations. This means not all types of facilities are provided in every suburb but are across the city. Currently there is a lack of data about the community's specific demand and access requirements across the network to understand whether specific locations or populations are underserved. This data will be collected as part of the planning and delivery process for future facilities.

One stakeholder highlighted an opportunity for increasing community co-design of reserves to create assets that better reflect what residents really want. Measuring success in terms of residents' proximity to reserves presents the danger that a neighbourhood reserve becomes a box-ticking exercise; whereas place-based considerations that reflect residents' desires are likely to deliver better wellbeing outcomes.

The Community Facilities Investment Plan covers greenfield growth areas and planning for brownfield intensification. The Plan intends to apply a strategic and integrated planning approach for the location of new community facilities to achieve greater accessibility. Integrated planning will also minimise travel and enable convenient access by public transport or alternative modes to meet UFTI and transport targets. The Plan has been included in the draft LTP but has not yet been approved for funding. Early acquisition of suitable land will be essential; and one stakeholder commented that the Western Corridor could have been planned better in this respect.

TCC has identified the potential to make Tauranga a biophilic city as part of its City Plan Review and is investigating how this might be incorporated into urban planning through an Environment Strategy. Kopurererua Valley currently provides a best practice example in New Zealand of a co-governance approach to ecological and landscape restoration in an urban setting, showcasing how a degraded wetland can be designed to provide for residents' everyday uses whilst restoring the health of natural ecosystems.

Stakeholders indicated the importance of council securing reserve land as assets for the future as the city grows raising questions about whether demand is being met following the decision not to develop 20ha of land purchased for sports-fields and the attempted sale of part of a marine reserve. TCC's supply and demand analysis indicates that there is capacity in the active reserve system and the Yardstick benchmarking shows a net increase in parks managed by TCC (though per capita amount has reduced over time).

The Places and Spaces work was identified by one stakeholder as a "relationship hungry" space that requires lots of community engagement, particularly with tangata whenua. The council is currently achieving success in co-management approaches with select iwi, including the Mauao Trust and Ngai Tamarawaho in the Kopurererua Valley.

TCC owns and maintains boat ramps, pontoons and limited commercial berths for Tauranga.

What does good look like?

All residents have an equal chance of living a healthy life, regardless of socio-economic status, or background.

Why is this a relevant benchmark?

Providing equitable access to healthy lifestyles ensures that avoidable gaps in health status and services are addressed.

City performance at a glance



Tauranga's boat ramp is accessible to all residents.



Some marine facilities are nearing their end of life and may no longer be fit for purpose.

TCC owns and maintains boat ramps, pontoons and limited commercial berths for Tauranga.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> Commissioned a strategic study to engage the Tauranga community, waterfront and marine users to determine whether Tauranga's marine facilities are fit for purpose and if anything needs to be changed. The results will inform strategic long-term planning and the establishment of a Marine Facilities Development Plan. Investigated the potential for a ferry service between Mount Maunganui and Omokoroa. 	
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> Percentage of residents satisfied with accessibility to boat ramps and associated parking. Target: 95%; Result: 76% Percentage of commercial users satisfied with boat ramps and berths, and recreational users with satisfied boat ramps. Target: 95%; Result: 75%. 	<ul style="list-style-type: none"> Current targets appear satisfactory.

TCC owns and maintains boat ramps, pontoons and limited commercial berths for Tauranga.

Observations

Tauranga's marine landscape is a central part of the city's identity. TCC owns and manages boat ramps, pontoons and commercial berths to enable residents' access to the marine environment. Currently, the Council's marine facilities can be accessed by anyone free of charge and bookings are not required.

TCC acknowledges the opportunity to take a more strategic approach in managing its marine assets to better meet user needs. Several of its facilities are nearing their end of life which affects user satisfaction, and the council currently has little understanding about whether its facilities are genuinely meeting community needs. TCC is planning to address this with its Marine Facilities Development Plan. The Plan will provide a roadmap for improvements between Cross Road boat ramp and Elizabeth Street. Some local iwi have also expressed a preference for one of the boat ramps being relocated from its current location at Pilot Bay near the Mount.

The Bay of Plenty Regional Council is largely responsible for the environmental performance of Tauranga's marine facilities and their impacts on the health of the harbour.

TCC owns and maintains boat ramps, pontoons and limited commercial berths for Tauranga.

Opportunities to improve

- Continue the focus on improving the strategic oversight of Tauranga's marine facilities to better meet residents' needs.

What are others doing?



- No relevant comparisons.

TCC provides camping sites, accommodation and an onsite visitor information centre at the base of Mauao.

What does good look like?

All residents have an equal chance of living a healthy life, regardless of socio-economic status, or background.

Why is this a relevant benchmark?

Providing equitable access to healthy lifestyles ensures that avoidable gaps in health status and services are addressed.

City performance at a glance



Residents and visitors can access a range of affordable accommodation options at Beachside Holiday Park.



The Beachside Holiday Park provides wheelchair rentals to improve its accessibility.

In Tauranga, everyone can access safe green and public spaces.

Green and public space promote active lifestyles, encourage social connection and belonging, improve biodiversity outcomes for the city and contribute to improved physical and mental wellbeing.



Pine trees are carefully maintained to ensure public safety and continued access.

TCC provides camping sites, accommodation and an onsite visitor information centre at the base of Mauao.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Achieved a Qualmark Gold Sustainable Tourism Business award. • Achieved Platinum status with the Instep Program having completed a greenhouse gas footprint and setting goals for further reduction. • Installed water reducing taps in bathrooms. • Reduced energy consumption by installing solar PV systems on the office building, eco heaters in cabins, energy efficient lightbulbs. • Replaced diesel powered vehicles with solar charged carts. • Worked with arborists to secure the limbs of the 100m Norfolk Pines to improve the health and safety of users. • Has an onsite worm farm for visitors' food waste. Worm farm fertilizer is sold to the community. • Has a commitment to buying local where possible. • Works with an iwi monitor when there are local earthworks being carried out to respect Mauao's cultural significance. • Provides wheelchair hire for visitors to access the top of Mauao. • Has CCTV monitoring to improve the safety and security of park visitors. 	
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • TripAdvisor reviews: maintain 90% approval rating. Target: 90%; Result: 78% • Number of Guest Nights. Target: 72,000 Result: 67,950. 	<ul style="list-style-type: none"> • Targets do not currently measure the environmental, social or cultural performance of the Beachside Holiday Park. Targets could be developed, drawing on recognised methodology like the Future-Fit Business Benchmark to ensure its commitment to sustainability continues to evolve.

TCC provides camping sites, accommodation and an onsite visitor information centre at the base of Mauao.

Observations

TCC owns and manages Beachside Holiday Park, a camping and caravan ground at the base of Mauao.

Beachside Holiday Park's strong focus on sustainability is evident in its operations and from the way it interacts with its visitors. It's a positive example of how TCC can *walk the talk* whilst supporting the region's development of more sustainable tourism operations.

The Holiday Park presents an opportunity for TCC to test and learn from further sustainability approaches and initiatives for tourism; and then share those with the wider industry to support and inspire wider change.

TCC provides camping sites, accommodation and an onsite visitor information centre at the base of Mauao.

Opportunities to improve

- Continue to trial and learn from new initiatives and then share those with the wider industry to support more sustainable tourism approaches.
- Continue to work with external providers to identify opportunities for improvement and set sustainability related targets to build on the current programme.

What are others doing?



- No relevant comparisons.

SAFETY AND SECURITY

Overarching insights

Ensuring Tauranga is a safe and secure place for residents and visitors is a multi-agency responsibility. TCC understands and delivers its various responsibilities well. For many services, it plays the important role of facilitating and coordinating responses across government, business, community groups and residents; and demonstrates an expert-led, and in some cases, well managed community-led approach.



SAFETY AND SECURITY

All citizens are secure and safe from urban and natural risks to be able to meet their social, cultural and economic needs.

What does good look like?



Tauranga is a safe and healthy place for residents and visitors.



Tauranga has resilience and adaptive capacity to natural hazards, and the projected consequences of a changing climate.

Highlights: how does performance align with good sustainable practice?

COMMUNITY DEVELOPMENT

TCC runs a Safer Communities Programme that external stakeholders consider to be comprehensive and appropriate given its role in supporting the police and Ministry of Social Development to tackle Tauranga's more systemic safety issues including drug use, crime and family harm.

CITY PLANNING & INFRASTRUCTURE

TCC's city planning and infrastructure approach to natural hazards is mature by New Zealand standards, particularly its GIS map viewing systems and coastal inundation management. The council acknowledges that it has an opportunity to improve planning and modelling of its full natural hazard risks.

EMERGENCY MANAGEMENT

TCC's emergency management challenges are the legislative landscape that it operates under and influencing behaviour change in its citizens. It is also aware that it needs to move beyond a hazard centric approach to improving the management of all hazards.

ANIMAL SERVICES

TCC's current approach to dog management, including drafting and enforcement of Bylaws, enforcement of the Dog Control Act is in line with expectations and its use of DNA testing to identify dangerous dogs is a sign of maturity.

REGULATION MONITORING

TCC is currently performing its regulation monitoring responsibilities well.

TCC educates and connects its community, providers and inter-sector organisations to facilitate improved social outcomes







What does good look like?

Tauranga is a safe and healthy place for residents and visitors.

Why is this a relevant benchmark?

Safety from injury, crime, violence and addiction are essential to individual and collective wellbeing, alongside infrastructure and spaces to promote healthy living.

City performance at a glance

-  Tauranga is an International Safe Community, endorsed by the World Health Organisation and has held this status since 2008
-  Tauranga's crime rate is lower than the national average based on responses to the 2020 Vital Update research.
-  4% of Vital Update survey respondents reported that they had been a victim of domestic violence.
-  During the day, 93% of residents feel safe in their own neighbourhood and 80% feel safe in the city centre.
-  At night, less than half (44%) of residents feel safe in the city centre. Residents of Tauranga South, Sulphur Point, Gate Pā and Merivale are more likely to experience crime and feel the most unsafe based on personal perceptions of safety.
-  Tauranga is part of a Ministry of Social Development pilot programme to coordinate a Family Violence Strategy.

COMMUNITY DEVELOPMENT: SAFER COMMUNITIES

TCC educates and connects its community, providers and inter-sector organisations to facilitate improved social outcomes

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Reaccredited as a Safe Community with the Western Bay of Plenty Council. • Developed the City Safety Plan, improving safety around bars with radio and CCTV monitoring, LED lighting and introducing Māori wardens on bus stops. • Relunched Teen Tools to connect teens with social services that provide confidential health and advice on mental health, drug use and family violence issues. • Facilitating the Breakthrough Forum website in partnership with several other social organisations to support and educate communities and families on addiction. • Developing the Family Violence Strategy in partnership with the Ministry of Social Development as part of a pilot programme. • Partnered with the Ministry of Social Development and specialist violence agencies to create the It's Not OK campaign to understand, learn and create change around domestic violence. • Facilitating Make Arataki Safe Again, a community-led response to a significant increase in violent and aggressive assaults on young people in the Arataki area. • Working with Police and the Bay of Plenty Regional Council to address reports of driver and passenger safety concerns of anti social behaviour at bus interchanges at Willow Street, Greerton and Farm Street in Mount Maunganui. 	<ul style="list-style-type: none"> • Tauranga Western Bay Safer Communities Strategic Plan 2020-2025 • Tauranga Western Bay Safer Communities Action Plan 2020 • 2018 City Safety Action Plan – to be reviewed this year
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Percentage of residents who feel safe in their local neighbourhoods after dark. Target: 55%; Result: 73% • Note: Vital Update survey also measures safety perceptions in neighbourhoods after dark at 21% (very safe) and 37% (fairly safe) 	<p>Targets could be developed to track progress on a wider set of systemic issues relating to social safety, such as reducing family violence, crime or drug use which police and national datasets cover. In this way, TCC could measure the progress for a wider range of social wellbeing that reflected successful implementation of policies and programmes.</p> <p>It is noted that TCC currently gathers data through a number of different channels including the Annual Residents Survey and Vital Update. The percentage of responses varies from neighbourhood to neighbourhood which may skew the result.</p>

TCC educates and connects its community, providers and inter-sector organisations to facilitate improved social outcomes

Observations

While Tauranga's crime rate may be lower than the national average, the city still experiences levels of theft, burglary and assault and is facing rising gang activity. Based on surveys, most residents consider Tauranga to be a safe place to live during the day, however this drops to less than half of residents feeling safe at night. Based on 2020 Police Data, the Bay of Plenty Region was among the top 5 in New Zealand for methamphetamine presence in wastewater testing. The 2020 Vital Update also highlighted that 4% respondents (5500 people) are affected by family harm in Tauranga. Of this group, only 57% report the incidents and 61% seek help.

TCC's Safer Communities programme addresses a significant number of the city's main social issues, focusing on injury prevention, crime prevention, violence prevention, community wellbeing and addiction-related harm.

TCC's strategic objectives and actions in developing Safer Communities was highlighted as an area where TCC was doing well by stakeholders. The *It's Not Ok* partnership with the Ministry of Social Development and specialist agencies and *Make Arataki Safe Again* shows clear leadership in facilitating community and expert-led responses to improve local safety.

TCC is taking considered action in response to the Vital Update survey results to tailor solutions to local issues and ensure Tauranga's most vulnerable communities are protected from harm. The Pacific community and Māori were identified as being significantly affected by family harm, drug consumption and crime victim statistics. In response, TCC is developing a specialised role to work with iwi and community agencies to support Māori. The Council is also pursuing a more intentional partnership with the Ministry of Social Development.

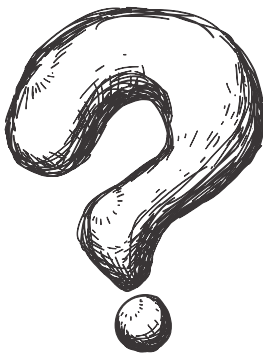
One external stakeholder commented that there could be better integration of social safety outcomes into other council teams beyond community development.

The content and development of the Local Alcohol Policy was cited as a decision that was perceived to prioritise commercial interests of the sellers over the safety of the community.

Opportunities to improve

- Integrate social outcomes across TCC's groups of activity; for example, city planning and bylaws.

What are others doing?



- Marlborough City Council is actively investigating responses to increased family and community violence, including profiling Violence Intervention strategies, holding national conferences and seminars. That council is actively looking to streamline over 200 community safety programmes and initiatives to avoid duplication of effort and resources.

TCC identifies researches, maps, models, plans and informs the community and relevant stakeholder groups about Tauranga's natural hazard risks and reduction measures.

What does good look like?

Tauranga is a safe and healthy place for residents and visitors.

Tauranga has resilience and adaptive capacity to natural hazards, and the projected consequences of a changing climate.

Why is this a relevant benchmark?

Having knowledge of a city's natural hazard risks and reduction measures allows the city and landowners to plan for risk reduction to people, buildings, lifelines and critical facilities.

Resilient and adaptive cities are able to manage and mitigate the risks of natural hazards on their population, assets, economy and infrastructure.

City performance at a glance



Tauranga is subject to a wide range of natural hazards that have the potential to result in consequences for people and communities, such as earthquakes, erosion, extreme rainfall, and tsunamis. These are projected to be exacerbated by the effects of climate change.



Web-based GIS map tools detailing the distribution of natural hazard susceptibility allow residents to explore and understand the potential effects and susceptibility of Tauranga's natural hazards.



Bay of Plenty Regional Council, Tauranga City Council and Western Bay of Plenty District Council co-ordinate work programmes and funding to collectively undertake natural hazard susceptibility mapping, including CDEM functions.



A Citywide Risk Assessment has been carried out to understand the risk of damage to buildings, lifelines, critical buildings and loss of life to a range of natural hazard events.



To date, mitigation and management activities have largely been focused on slope instability, coastal erosion and inundation in regulatory planning, along with site specific solutions for wider hazard consideration. The Council has a program in place for tsunami evacuation and education.

TCC identifies researches, maps, models, plans and informs the community and relevant stakeholder groups about Tauranga's natural hazard risks and reduction measures

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • The Infrastructure Resilience Project maps the natural hazard risk exposure for council-owned critical infrastructure and identifies engineered mitigation solutions to reduce that risk. A \$900m development proposal will be spent over 30 years to improve or relocate at-risk infrastructure. • Commissioned Tonkin & Taylor to complete a city-wide natural hazard assessment. • Engaged a panel of experts to assess liquefaction potential in Tauranga. • Carrying out mapping of natural hazards and risk assessments for Te Tumu and Tauriko West greenfield developments, taking into account projected sea level rise out to 2130. • Notified Plan Change 27 to protect and avoid building in flood prone areas. • Excluded certain high-risk areas from Plan Change 26 to avoid intensification occurring in unsuitable locations at risk of natural hazards. • Has run a managed retreat programme for the last 20 years including monitoring, avoiding development in coastal areas, and ensuring that any development or subdivision within a 5-100m zone can be relocated. • Expanded the groundwater monitoring programme to over 100 monitoring locations in the city to improve datasets. • Carrying out a lifelines risk assessment with other Bay of Plenty councils. 	<ul style="list-style-type: none"> • Tauranga City Council Website – Living with Natural Hazards • Bay of Plenty Regional Policy Statement and operative Tauranga City Plan • Tauranga City-wide Natural Hazards Risk Assessment (Tonkin & Taylor) • Plan Change 27 - Flooding from Intense Rainfall Events • Plan Change 26 – Housing Choice • Natural Hazards Charter (joint agreement between the 3 Councils to progress an integrated approach to the management of natural hazard risk under the Resource Management Act for Tauranga City and Western Bay of Plenty District).
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • There are currently no targets for achieving implementation, mitigation and management actions for Tauranga's natural hazards. The Bay of Plenty Regional Policy Statement provides for a methodology for risk assessment and a policy approach to achieve defined low risk levels for all natural hazards. 	<ul style="list-style-type: none"> • TCC should keep abreast of the Climate Change Adaptation Act, which may inform meaningful mitigation and adaptation targets. • Implementation of the infrastructure Resilience Project through the Long Term Plan and Infrastructure Strategy will provide long term resilience to the city's infrastructure. • The review of the Tauranga City Plan in 2024 will provide for a significant change in the regulatory approach to natural hazard management, bringing about a comprehensive framework for risk reduction across the city's susceptible areas to natural hazards.

TCC identifies researches, maps, models, plans and informs the community and relevant stakeholder groups about Tauranga's natural hazard risks and reduction measures

Opportunities to improve

- Continue to monitor hazards and remodel and remap current work based on new sea level rise scenarios.
- Improve datasets (where they can be improved) to improve hazard mapping.
- Review all natural hazards in the new City Plan to consider all hazards independently and collectively. Currently the City Plan only looks at a select group of hazards that have been problem areas in the past.
- Increase communications to people in the building industry to outline hazard risks and expectations on their roles and duties under the Building Act and Building Code.
- Roll out improved emergency management systems and better education programmes so residents can understand what to do during shock events.
- Keep up-to-date with changing roles and responsibilities under the RMA reform, particularly the Climate Change Adaptation Act.

What are others doing?



- TCC's approach in this space is mature, based on desktop comparison. There were no desktop examples identified that were meaningful comparisons to TCC.

TCC identifies researches, maps, models, plans and informs the community and relevant stakeholder groups about Tauranga's natural hazard risks and reduction measures

Observations

Risk is determined by the likelihood and consequence of an event occurring. Tauranga's current high-risk hazards are coastal inundation, flooding from intense rainfall and liquefaction and lateral spread (Tonkin & Taylor and AWA). Climate change will also influence future high-risk hazards including inner harbour coastal erosion, tsunamis and high groundwater.

TCC's work in researching, modelling, mapping and educating its hazard risks is impressively comprehensive, particularly its GIS hazard mapping system and viewer. Based on desktop research, its approach to natural hazards management appears to be extremely mature by New Zealand local government standards. The Natural Hazards Planning Charter between TCC, the Bay of Plenty Regional Council and the Western Bay of Plenty District Council to co-ordinate work programmes and funding for natural hazard mapping is a positive example of systemic thinking and collaboration to meet the wider region's risks.

TCC is currently meeting its residents' safety needs as regards making informed decisions about their risk exposure to natural hazards. In particular, the council's GIS hazard mapping system, conversations with affected landowners and prospective purchasers, and openness to public queries ensures natural hazard risk information is available and understandable for residents, particularly landowners.

Plan Changes 26 and 27 exemplify TCC's work to ensure risk reduction for future growth and intensification decisions, although it acknowledges that it could be doing more to educate the wider building industry on their roles and obligations under the Building Act and Building Code. TCC's management and mitigation solutions are largely focused on inundation and coastal erosion; and some council practices have since been adopted as mandatory requirements in New Zealand coastal management practice. The council is conscious that it must extend its focus to all hazards, individually and collectively, to meet its residents' needs and the requirements of the Regional Policy Statement.

The Resilience Project provides TCC with a strong strategic understanding of where to focus its management and mitigation activities in regard to infrastructure resilience.

The review of the operative Tauranga City Plan will provide the next opportunity to comprehensively provide risk reduction measures through regulatory frameworks for all hazards.

TCC coordinates emergency responses and critical service delivery during civil defence emergencies. The council also ensures residents are aware of natural hazard risks and know how to prepare and respond to them.

What does good look like?

Tauranga is a safe and healthy place for residents and visitors.

Why is this a relevant benchmark?

Having knowledge of a city's natural hazard risks and reduction measures allows the city and landowners to plan for risk reduction to people, buildings, lifelines and critical facilities.

City performance at a glance



Only 48% of residents have an emergency preparedness kit, and 54% of residents have an emergency preparedness plan.



There is a strong network of local social providers in Tauranga who are able to mobilise responses to natural hazards.

Tauranga has resilience and adaptive capacity to natural hazards, and the projected consequences of a changing climate.

Resilient and adaptive cities are able to manage and mitigate the risks of natural hazards on their population, assets, economy and infrastructure.



Tauranga's current approach is natural hazard centric, and there could be better understanding of all hazards.



Tauranga is not currently in a financial position to respond to all of its hazard consequences.



City growth will impact residents' ability to evacuate from coastal communities.

TCC identifies researches, maps, models, plans and informs the community and relevant stakeholder groups about Tauranga's natural hazard risks and reduction measures

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Initiated a tsunami risk management profile of the Mount Maunganui -Te Tumu coastline to update hazard models, evacuation plans, improve community education and install voice-over sirens. • Recruited two staff members to support Tauranga's Civil Defence Emergency Management response. • Co-sponsoring a Climate Adaptation Study alongside other Bay of Plenty Councils to assess the suitability of lifeline services. • Tailoring household readiness campaigns to meet the needs of vulnerable communities (locations, ethnicities, single households). • Working with marketing agencies to craft emergency management messaging to address different communities. • Facilitating the <i>Here to Help U</i> website to connect residents with appropriate social providers for different hazards and hardship and emergency relief provisions. • Has contractors to check and clear debris ahead of a heavy rain event to prevent flooding and manage residents' households that have flooded. 	<ul style="list-style-type: none"> • National Disaster Resilience Strategy 2019
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Percentage of residents that know they need to be self-reliant in the event of a major civil defence emergency. Target: 95%; Result 84% • Percentage of residents that have an emergency preparedness kit. Target: 50%; Result: 48% • Percentage of residents that have an emergency preparedness plan. Target: 46%; Result 54% 	<ul style="list-style-type: none"> • Data from current targets does not measure whether residents who are particularly at risk of a hazard are prepared, or identify communities that are particularly lacking in preparedness or awareness of emergency management risks. • Targets do not measure behaviour change initiatives (for example number of residents reached through educational campaigns) so that TCC can monitor how it is influencing residents.

TCC coordinates emergency responses and critical service delivery during civil defence emergencies. The council also ensures residents are aware of natural hazard risks and know how to prepare and respond to them.

Observations

TCC takes a three-pronged approach to its emergency management, focusing on risk reduction, readiness and response.

The council's main challenges for emergency management are New Zealand's messy emergency management, response and recovery legislative landscape that is hierarchical, siloed and irregularly updated; and a lack of behaviour change in local communities to ensure that residents are ready and prepared to respond to Tauranga's natural hazards. TCC is navigating a range of opportunities for real progress if the council can shift from focusing on complying with legislation to community empowerment.

The council recognizes that behaviour change is an important lever in empowering communities to be self-reliant, aware and ready to respond to natural hazards; though is struggling to achieve this across all residents through its current programmes of digital campaigns, partnership with local providers and school programmes. Currently, only 48% of residents have an emergency preparedness kit and 54% of residents have an emergency preparedness plan as measured through surveys. TCC is working with Waikato University Communication's Team and consulting with Māori, to understand how to tailor communications to meet the needs of each individual community.

TCC is currently working well to leverage the power of local social providers and trusted partners, such as the police, Red Cross and the People's Project, to streamline services and information channels that can improve the community's awareness of emergencies. The council recognizes that Civil Defence response is not just a council activity but requires an integrated approach across other local NGOs and social service providers.

The council identifies an opportunity to better integrate emergency management considerations into city growth planning. TCC is particularly concerned about the mobility implications of a mass evacuation by cars in a shock event. Currently, there is a need for greater arterial access from the coastal area and inland areas out of the city; and cul-de-sac developments (designed to maximise house numbers) leads to bottlenecks, creating vulnerability in the system. It is commissioning a study to understand the implications of this to inform future planning.

TCC's current approach to emergency management has been hazard centric, rather than focused on all hazards. The tsunami response programme is particularly well developed, and council acknowledges it needs to reach the same comprehensive level for all hazards.

TCC identifies researches, maps, models, plans and informs the community and relevant stakeholder groups about Tauranga's natural hazard risks and reduction measures

Opportunities to improve

- Roll out improved emergency management systems and better education programmes so residents can understand what to do during shock events.
- Move from a hazard centric approach to consider emergency management across all hazards.
- Ensure that all new greenfield developments are maximizing Civil Defence and Emergency Management outcomes and taking an all-hazards, consequence based approach.

What are others doing?



- Wellington City Council is a member of the [100 Resilient Cities Initiative](#), and has developed a [Resilience Strategy](#) with overarching goals and focus areas to improve the city's resilience.
- Queenstown Lakes Council has initiated a [Climate Change Action Plan](#).
- Auckland Council has initiated a [Natural Hazards Risk Management Action Plan](#).
- Christchurch City Council has initiated a [Resilience Strategy](#).

TCC manages policies, registration, legislation and education campaigns promoting safe animal and human interactions. It also manages the Tauranga dog pound.

What does good look like?

Tauranga is a safe and healthy place for residents and visitors.

Why is this a relevant benchmark?

Safe animal handling practices promote the wellbeing of citizens and animals.

City performance at a glance



26% of dogs classified as menacing have not been neutered.



Dog owners are required to register and microchip dogs to promote safe ownership.



Tauranga provides dedicated off-leash exercise areas for dogs to promote safe exercise. On-leash areas are enforced to protect people and biodiversity.

TCC manages policies, registration, legislation and education campaigns promoting safe animal and human interactions. It also manages the Tauranga dog pound.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Implemented a dog awareness programme that facilitated bite-prevention education programmes to over 1600 school children. • Reviewed the Dog Management Bylaw 2008 to introduce compulsory neutering of menacing and adopted dogs; and redefine control areas. • Used DNA comparison to remove aggressive dogs from the community and prosecute owners. • Runs a public hotline to report dog bites and attacks. • Runs a <i>Tails and Trails</i> event for free to offer dog socialization and provide information about responsible dog ownership. • Runs <i>Microchip Mondays</i> to allow owners to microchip their dogs for \$22 at the pound. • Enforces the Dog Control Act fines and fees. 	<ul style="list-style-type: none"> • Dog Control Act 1996 • Dog Control Policy • Dog Control Bylaw
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • All urgent animal requests are responded to within 30 minutes where there is an ongoing risk to safety. Target: 98%; Result 98% • Number of school visits. Target: 6+; Result: 6. • Known dogs are registered. Target: 98%; Result: 96%. • Deliver educational programmes as requested. Target: 100%; Result 100% 	<ul style="list-style-type: none"> • The targets do not currently give an overview of how many incidents occurred during the year to be able to assess the effectiveness of TCC’s educational programmes and services.

TCC manages policies, registration, legislation and education campaigns promoting safe animal and human interactions. It also manages the Tauranga dog pound.

Observations

Tauranga has over 13,000 registered dogs, almost one dog for every 10 people. City growth and intensification will place increased importance on responsible dog ownership to ensure that all residents and animals are safe in increasingly busy urban areas.

One of Tauranga's significant challenges for managing dog attacks is a lack of reporting. Tauranga hospital records a higher number of victims of dog bites than the number of complaints received by the Council. Given the severity of potential injuries, it may be worth understanding whether more work is needed to ensure the public understand how to report dog attacks.

TCC's current approach to dog management, including drafting and enforcement of bylaws, enforcement of the Dog Control Act are in line with expectations, and the use of DNA comparison to identify dogs responsible for killing local cats is a clear sign that the council takes its responsibility in this area seriously.

Aside from dog management, TCC is also responsible for enforcing bylaws, legislation and/or safe practices relating to stock ownership, lifestyle animals, bee and cat ownership.

TCC manages policies, registration, legislation and education campaigns promoting safe animal and human interactions. It also manages the Tauranga dog pound.

Opportunities to improve

- Introduce a Responsible Dog Owner Licence in line with other councils to incentivise better owner awareness of safe ownership practices.
- Ensure that education campaigns are meeting the needs of all residents, not just school children.

What are others doing?



- Auckland City Council, Wellington City Council and Christchurch City Council provides a Responsible Dog Owner Licence to allow owners to qualify for a discounted registration fee and incentivize better awareness of safe ownership practices.
- Auckland City Council provides training to 'at-risk' workers, including Housing New Zealand, New Zealand Post, Oranga Tamariki as part of its *Adults @ Risk* programme.

TCC enforces the city's bylaws and educates various stakeholders on their responsibilities to minimize public nuisance and protect the environment.

What does good look like?

The City is a safe and healthy place for residents and visitors

Highlights: how does performance align with good sustainable practice?

The Regulation Monitoring activity enforces the city's bylaws and relevant legislation, responds to social behaviour issues, promotes road safety in the CBD and targeted areas, and educates the public on appropriate legislative responsibilities. The council's current focus includes freedom and responsible camping initiatives, having secured MBIE funding and government grants. Desktop research shows that TCC is currently performing its regulation monitoring responsibilities well.

Given the nature and scope of this council activity, it has not been considered in further detail as part of the stocktake.

MOBILITY

Overarching insights

Mobility and mobility options are areas over which TCC has a significant amount of control, although effective collaboration with, and funding from, Waka Kotahi and Bay of Plenty Regional Council are vital for connections to the State Highway network, to enable planned growth, to achieve a multi-modal network and improve public transport. Tauranga's topography and climate lends itself to cycling and the increased availability of e-bikes presents a real opportunity for cities like Tauranga to become cycling cities. This could enable some road-space for cars to be replaced with high-quality bike lanes. Currently, and despite the case made for it in the 2018 Cycling Action Plan, there is no wider sense of a vision for Tauranga as a cycling city, but the network of cycleways will continue to improve in the short term with a number of projects in the 1-3 year pipeline. The Western Bay Transport System Plan (TSP) is a systematic plan to address mobility challenges over the next 30-years whilst delivering multi-modal transport planning to realise UFTI's Connected Centres vision. The TSP recognises the need to shift away from cars towards a connected network of alternative options with public transport, walkways and cycleways connecting existing and new urban centres; and its implementation will be supported by a range of other policy levers to accelerate and catalyse the shift to alternative transport modes.



MOBILITY

Mobility options provide the ability for people to meet their social, cultural and economic needs in an efficient, healthy and sustainable way.

What does good look like?



Tauranga is connected to New Zealand and the world.



The city's social, recreational and economic opportunities are conveniently accessible to everyone using public transport, mass transit, active and other alternative modes of transport (walking, cycling, scooters etc).



The city is a safe and healthy place for residents and visitors.

NB: Greenhouse gases from transport are covered under the *Greenhouse gas emissions* theme (p.229 onwards).

Highlights: how does performance align with good sustainable practice?

AIRPORT

Tauranga Airport is highly rated by passengers and provides a good connection for the city to New Zealand and the world. The airport location presents some challenges and potential conflicts with other users of the same area because of its close proximity to the port and Whareroa Marae. The facility is on low lying land that may be affected by climate change and steps are being taken to cap a disused landfill on the property.

TRANSPORTATION

Despite long-standing commitments in TCC strategies and plans to accelerate mode shift away from private car use, little progress has been made. Public transport use is lower than comparison cities, with congestion and reduced reliability increasingly an issue. Safe cycleways and priority bus lanes are still limited; and recent road upgrades are noted by stakeholders as missing opportunities to support mode shift from private vehicles.

Based on significant research and system modelling, UFTI and the Western BoP Transport System Plan (TSP) provide a systematic plan to enable a desired mobility future over the next 30-years. A range of projects and supporting policy changes will be implemented over the next 3-years with larger projects following once funding is approved and allocated by project partners. If implemented according to the plan, mobility options will improve significantly, yet mode shift will ultimately depend upon achieving behaviour change goals.

TCC provides a facility for air transport services to connect Tauranga with the rest of the country and the world.

What does good look like?

Tauranga is connected to New Zealand and the world.

The city is a safe and healthy place for residents and visitors.

Why is this a relevant benchmark?

Effective connections to other parts of New Zealand and the world enables people to provide for their social and economic wellbeing.

Airports and aircraft movements can conflict with other land uses as well as causing health impacts and adversely affecting people's amenity and quality of life.

City performance at a glance



The airport operates regular services to Auckland, Christchurch and Wellington.



Aircraft movements and noise do not appear to be currently adversely affecting people's wellbeing.

TCC provides a facility for air transport services to connect Tauranga with the rest of the country and the world.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Providing additional car parking for passengers. • Developing comprehensive noise management plan and noise management committee. 	<ul style="list-style-type: none"> • Airport Masterplan 2030 • Tauranga Citywide Natural Hazard Risk Assessment
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Level of compliance with the Civil Aviation Authority rules and regulations: Target: 100%; Result: 100%. • Runways and aprons are operational and compliant: Target: 99%; Result: 100% 	<p>Noise is generally the most significant social and community impact of airports and aircraft movements. Noise levels are reviewed when updating noise boundaries set by the District Plan.</p> <p>Although largely outside the control of TCC, current reporting does not cover the impact of noise on residents likely to be affected in terms of social amenity or health effects. Neither does reporting provide any visibility about the number of complaints relating to noise impacts or levels of noise relative to the noise boundary limits. Noise complaint reporting will be established through the new Noise Management Plan.</p>

TCC provides a facility for air transport services to connect Tauranga with the rest of the country and the world.

Observations

Tauranga Airport is owned by TCC. It is the eighth busiest airport in the country and the third busiest for general aviation. In 2019 the airport saw over 60,000 flight movements, with over 380,000 passengers arriving and departing on domestic flights. In terms of providing mobility and connection to New Zealand and the world, the airport serves Tauranga residents and visitors well. In 2020, the airport won Canstar Blue's Most Satisfied Customers Award for domestic airports with a five-star rating for overall satisfaction, waiting areas and communication, as well as four stars for facilities, parking and ease of check-in.

The airport is a standalone business unit of the Tauranga City Council and requires no ratepayer funding. Its annual revenue is currently \$8m. As at 2019, the airport ran an operating surplus in excess of \$1.5m per annum. However, financial performance is likely to be significantly affected by COVID-19.

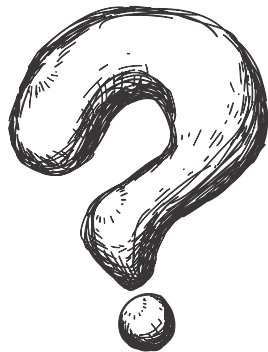
The airport is closely located to the Port and adjacent to Whareroa Marae. A proactive approach with both these stakeholder groups has built good working relationships and healthy co-existence to manage potential conflicts in a way that enables security for longer-term planning. Much of the southern portion of the airport land is less than 1 metre above sea level and becomes waterlogged in wet weather causing periodic closure of runway 16/34. This runway is only used by light aircraft in particular winds and closure does not affect passenger services. Over the long-term, even if parts of the southern part of the land were affected by sea level rise, the main runway and terminal would not be affected. Part of the airport land was formerly used as a landfill tip. The site has been professionally investigated with no leaching detected and consent has been obtained to cap the landfill. This part of the site is not required for any major development and does not pose any risk to the long-term viability of the airport.

TCC provides a facility for air transport services to connect Tauranga with the rest of the country and the world.

Opportunities to improve

- Provide greater visibility and transparency in council reporting about noise issues affecting local communities and other stakeholders.
- Establish a representative mechanism to provide an ongoing forum for dialogue with priority stakeholders such as communities affected by noise, Whareroa Marae and the Port.

What are others doing?



- The Queenstown Airport Liaison Committee acts as a forum and interface between Queenstown Airport Corporation, the community and other stakeholders. The appointment of representatives reflects the communities in close proximity to the airport. The Committee enables views of relevant stakeholder groups to present their views and ensure there is a good level of understanding between the airport and relevant stakeholders affected by airport operations.

TCC manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

What does good look like?

Tauranga is connected to New Zealand and the world.

The city's social, recreational and economic opportunities are conveniently accessible to everyone using public transport, mass transit, active and other alternative modes of transport (walking, cycling, scooters etc).

The city is a safe and healthy place for residents and visitors.

Why is this a relevant benchmark?

Effective connections to other parts of New Zealand and the world enables people to provide for their social and economic wellbeing.

Easy mobility and effective connections within the city enable people to provide for their social and economic wellbeing. Public transport and alternative modes provide more affordable, accessible and convenient options, and allow people to use more active and healthy modes of transport to connect within the city.

Roads, cycleways and walkways can present safety hazards through poor design or where people using different modes of transport come into conflict.

City performance at a glance



Tauranga is well connected to other regional centres through the State Highway network.



Congestion at pinch-points connecting to and on the State Highway network can be severe during peak travel times, and this is projected to worsen.



Tauranga has one of the highest rates of private vehicle use in New Zealand.



The cycle lane network is not well connected. Lanes are narrow and typically not physically separated from general traffic.



There are few priority bus lanes making private vehicle use more convenient than mass transit, which contributes to congestion and pollution.



UFTI, the TSP and Tauranga Cycle Plan make clear commitments to prioritizing public transport and alternative modes with over \$1 billion of funding allocated in the draft 2021 Long Term Plan to improve mobility.



The number of fatalities and serious injuries to those using alternative modes is higher than the national average and a majority of people do not think it is safe to ride bikes in Tauranga.

TCC manages Tauranga’s transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

Current TCC focus

- Road corridor prioritisation for safer multi-modal future-proofing.
- Greenfield growth programmes trip containment (Te Tumu and Tauriko West).
- Cameron Road upgrade.
- Accessible Streets road and cycleway upgrades.
- Finalising draft 2021 Long Term Plan transport investment
- 2018 Long Term Plan priorities include:
 - Providing better transport choices – improved walking, cycling and public transport;
 - Reliable journey times for people and freight – lane and intersection capacity improvements;
 - Improving safety on our roads – targeted safety projects, speed management and minor improvements;
 - Creating well connected communities and local services, improved connections for all modes to local services or housing;
 - Creating a transport network that enhances the attractiveness and liveability of the urban environment

Most relevant targets and performance

- Performance indicators to monitor implementation of the Western BoP Transport System Plan are set out in full on the following pages.
- Performance against targets reported in TCC’s annual report include the proportion of people who journey to work via:
 - Vehicle as the driver: Result: 46%; Target: 58% (affected by COVID – 2019 result was 60%)
 - Vehicle as a passenger: Result: 2%; Target: 3%
 - Walking/jogging: Result: 2%; Target: 3%
 - Cycling: Result: 5%; Target: 4%
 - Bus: Result: 3%; Target: 6%

Most relevant documents

- Urban Form and Transport Initiative
- Infrastructure Development Code and Streets Design Guide
- Western Bay of Plenty Transport System Plan (TSP)
- Infrastructure Strategy (2018-2048)
- Tauranga Cycle Action Plan (now Accessible Streets Plan)
- Te Papa spatial plan and indicative business case

Comments on targets

SmartGrowth partners are currently awarding a contract to develop a more detailed monitoring framework for UFTI KPIs and actions covering the implementation of UFTI. The SmartGrowth governance body will then provide accountability for delivery of KPIs and actions.

TSP targets reflect a more desired infrastructure future for improved mobility and safety, where dwellings have greater accessibility and connection to frequent public transport, prioritised bus lanes and AAA cycle facilities.

TSP targets generally cover the Western Bay district as a whole, rather than being Tauranga specific. Within specific Tauranga city travel corridors, TSP modelling predicts improved public transport mode share outcomes by 2028, with 37% public transport share in Wairakei, 30% on Cameron Road (Greerton end), 22% on Cameron Road (CBD end) and 21% on Gravatt Road. However, TSP public transport targets for 2030 on Cameron Road (CBD end) (20% vs 22%) and SH2 Bethlehem (15% vs 18%) have been set slightly lower than 2028 modelled forecasts. Given the rural / urban differences across the district, it may be helpful to develop more Tauranga specific targets that can set clear goals and be measured for TCC’s annual reporting. Those targets might also be set at slightly more ambitious levels than the modelled forecasts to encourage more innovative thinking about how to encourage adoption of more desirable travel behaviours.

Mobility targets and data currently reported by TCC in its annual report relate only to how people travel to work. Measures based on all trip movements using different modes would provide a more accurate picture of how people move around the city for work and non-work activities. Bus and cycling targets also seem on the low side given TCC’s stated priorities for shifting travel towards public transport, cycling and walking. As TCC rolls out policies to support behaviour change for shifting modes over the next 3-years, more ambitious targets may be appropriate.

7.3 KPI and Targets

A series of key performance indicators and targets have been defined to assist with monitoring of UFTI and the TSOF implementation over time. Each objective has an associated set of KPI and targets as shown in the following table. The KPI and targets below are a subset and more refined version of the UFTI KPI and could be monitored as such.

Table 14: TSP KPIs and Targets

Objective	KPI	Source	Baseline	Target (2030)	Target (2050)	Rationale
Contribute to an outcome where no one is killed or seriously injured in road crashes.	Total road deaths and serious injuries within the Western BOP subregion.	Waka Kotahi CAS Database	17 deaths and 79 serious injuries from road crashes per annum (five year rolling average).	40% reduction. Less than 10 deaths and 48 serious injuries from road crashes per annum (five year rolling average)	0 deaths and serious injuries from road crashes per annum.	Align with Road to Zero strategy including interim target of 40% reduction.
	Road deaths and serious injuries for active mode users within the subregion.	Waka Kotahi CAS Database	3 active mode deaths and 14 serious injuries from road crashes per annum (five year rolling average).	40% reduction. Less than 2 active mode deaths and 8 serious injuries from road crashes per annum.	0 active mode deaths and serious injuries from road crashes per annum.	Align with Road to Zero strategy including interim target of 40% reduction.
Support quality urban growth by improving accessibility (dwellings within 15, 30, 45 minutes travel time) to key social and economic opportunities by different modes.	Percent or number of jobs accessible from all dwellings within the objective travel time thresholds by PT, walk, cycle and private vehicles in the AM peak (UFTI KPI). Assume 15min = walk & cycle. 30 and 45min = cycle, PT and private vehicle.	TTM (baseline 2018) Accessibility model	Cycle = 15min 7% PT = 30min 9%, 45min 24% Private vehicle = 30min 87%, 45min 94%.	Cycle: 15min 10%, 30min 20% PT: 45min 47%. Private vehicle: 30 min 95%.	Cycle: 15min 15% 30min 25% PT: 45min 80%. Private vehicle: 30 min 84%.	Support UFTI aspiration of 15min local and 45min sub-regional accessibility.
	Percent of population or number of people within the objective travel time thresholds of 'sub-regional destinations' (CBD, town centres, hospital, university,	TTM Accessibility model	See separate accessibility report.	See accessibility report. Model outputs for future years present targets to be achieved by delivering the programme of activities.	See accessibility report. Model outputs for future years present targets to be achieved by delivering the programme of activities.	Support UFTI aspiration of 15min local and 45min sub-regional accessibility

Objective	KPI	Source	Baseline	Target (2030)	Target (2050)	Rationale
	secondary schools, major reserves) by all modes.					
	Percent of dwellings in an urban area within 500m (or 5min walk) of frequent PT services (combined 15min headway or less) (UFTI KPI).	GIS / Transport model	42.5%.	70% (based on BOPRC proposed frequencies)	87% (UFTI).	To measure the potential catchment of PT services as it influences the potential for mode shift.
	Percent of dwellings in an urban area within 1Km (or 5min cycle) of high quality (AAA) cycle facility to key destinations.	GIS/ MCR PBC	0% no current facilities.	40%	50%	To measure the potential catchment of cycle facilities as it influences the potential for mode shift.
	Increase PT priority.	GIS	4.5km of bus lanes (1.5% of the bus network).	Approximately 30km of dedicated bus or managed lanes. (assumes at least Takitimu North Link, Cameron Rd, Te Tumu).	Approximately 50km of dedicated bus or managed lanes (UFTI assumption).	To measure the level of PT priority physically delivered on the network.
	Increase supply of 'AAA' cycle facilities as identified in the preferred cycle programme.	GIS	0% no current facilities. (1.5km with Ngatai Road)	33Km (assumes 1/3 rd delivery)	99Km of new and improved cycle routes (Tauranga Accessible Streets target)	To measure the level of cycle priority and safety improvements physically delivered on the network.
Increase mode share for PT and active modes	AM peak period mode share in the existing urban area (UFTI KPI).	TTM	PT = 3% Active modes = 7% Private car = 90% Work from home 13%.	PT: > 5% Active modes: > 10% Private car: < 85% Increase work from home. Subsidiary PT targets: Cameron Rd (1 st Ave): 20% PT mode share SH2 Bethlehem: 15% PT mode share	PT: > 10% Active modes: >15% Private car: < 75% Increase work from home. Subsidiary PT targets: Cameron Rd (1 st Ave): 30% PT mode share SH2 Bethlehem: 20% PT mode share	To measure the outcome of TSP interventions on mode shift.

TCC manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

Observations

Tauranga has the highest car use rates of any city in New Zealand with around 97% of work and recreational trips being made by car. Congestion is a growing problem and the #1 issue identified in the Vital Update 2020 survey with 41% of respondents saying Tauranga needs less traffic and better roading infrastructure to accommodate a growing population. Congestion increasingly affects reliability of trip times for private vehicles and freight movements, and this is projected to get worse before it gets better. Inevitably, this causes challenges for people to conveniently and affordably meet their social and economic needs; and transportation contributes 61% of Tauranga's total greenhouse gas emissions (see Greenhouse gas emissions theme).

The Western BoP Transport System Plan (TSP) puts Tauranga in a much-improved position to address transportation and mobility challenges. It is based on comprehensive research and modelling underpinning a systems approach for addressing these mobility challenges over the next 30 years, whilst delivering the transport planning to realise UFTI's Connected Centres vision. UFTI has been approved and accepted by the NZTA Board as a Programme Business Case. This is a critical step endorsing UFTI's alignment with the Government Policy Statement and opens the pathway to funding through the National Land Transport Plan and National Land Transport Fund. Although previous Transport strategies / actions have been developed in partnership with NZTA, changing Government policy and NZTA funding criteria meant that the plans were not endorsed and could not be funded.

The TSP aims to deliver genuine transport choices and efficient freight movements through managed freight lanes, bus prioritisation and a network of safe cycling, walking and personal mobility routes. It includes a focus on re-setting policy (e.g. parking policy; bus fares), as well as identifying travel demand management and behavior change initiatives to realise TSP benefits. All in all, the TSP paints a picture of the desired future that is less reliant on private vehicle use. A range of projects will be delivered over the next 3 years, including cycleways and public transport enhancements as well as low cost / low risk optimization improvements, with future projects and policy adoption relying on further business case work and decisions of the TSP partners' governing bodies to allocate funding and make requisite policy changes.

Given uncertainties about funding, it's difficult to say exactly how quickly bus priority and high-quality cycle lanes will be developed to provide connected end-to-end solutions that are sufficiently convenient, affordable and safe to present first-choice mobility options. Currently, TCC hopes to complete the first priority bus corridor between the CBD and Tauranga Crossing within 5-years, and the CBD to Welcome Bay within 10 years. The TSP is a comprehensive plan, but its success relies on infrastructure delivery and changing people's behaviour. Based on prior performance and current state, a range of informed stakeholders expressed some doubts about implementation of UFTI and TSP to achieve the benefits they promise, on the basis they depend upon central Government funding and political will. We note that SmartGrowth partners are currently undertaking a stocktake of UFTI implementation to assess alignment with UFTI goals and objectives which will be independently peer reviewed. This work may help answer some of those doubts.

TCC manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

Observations cont...

Further observations focus on cycling and public transport as alternative modes. In our view, these are the two most viable and sustainable alternatives to private car use and can, if prioritised, be effective in removing vehicles to reduce congestion. They can also, as has been observed in Auckland over recent years, sometimes be implemented reasonably quickly using existing road / pavement space as an interim solution before more major road upgrades take place. Whilst specific local conditions and available space may prevent it, there is growing research that shows reallocation of existing road space can have a dramatic effect in changing behaviour and reducing traffic volumes.

TCC's 2018 Cycle Action Plan (CAP, now part of the Accessible Streets programme) set out a strong case for cycling as a mobility solution in Tauranga by focusing on mode-shift to cycling along priority employment route connections as a way of more immediately reducing congestion and improving mobility for traveling to work. The city's generally flat topography is well suited for cycling (67% of roads have an average slope of less than 3%); and a number of stakeholders suggested that, to improve mobility and have the biggest impact on reducing CO2 emissions, TCC could be doing more to encourage and foster a cycling culture as a first-choice means of mobility. TCC's Travel Safe team does support a range of well-attended cycling programmes for young people; and the numbers of children biking to school and adults participating in biking activities are both above the national average.

85% of Tauranga's population is within 5km of a key employment area, and 98% are within 10km. CAP research confirmed that significantly more people would ride a bike if the right improvements were made so they felt safer; and, of those asked, over 90% would cycle 5km (15 mins) to work and over 60% would cycle 10km (30 mins). It's difficult to see how this CAP research and approach has been integrated into the TSP, and particularly the targets and KPIs.

Safety is a concern. Bikes are currently used for just 1% of total trips in Tauranga, yet people on bikes are involved in 13% of total crashes resulting in death or serious injury. Existing cycleways are narrow and often conflict with turning vehicles. There are typically few cycleways with physical separation from traffic and pedestrians; and whilst there are a number of off-road cycleways, some are not suitable for commuter or road bikes. 80% of adults do not think that it is safe and easy for children to ride bikes in Tauranga and 90% of people say that TCC needs to give more priority to improving the city for people riding bikes, with 91% saying that physical separation from traffic is necessary.

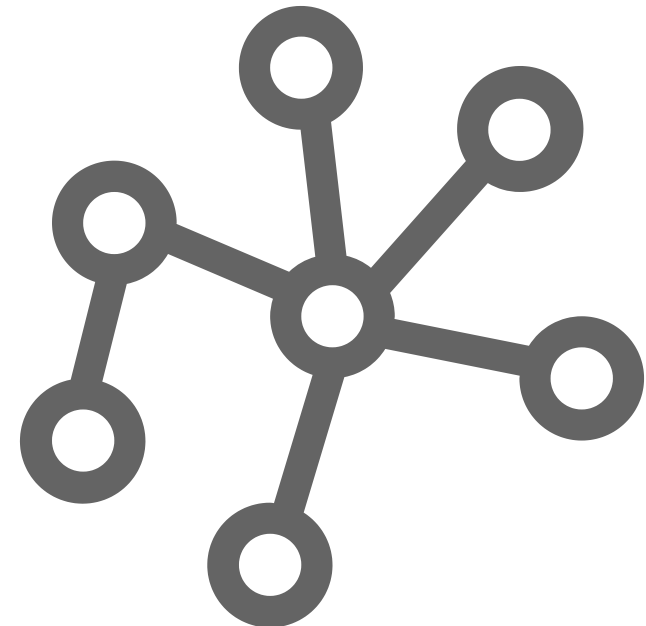
The upgraded Kopurererua Valley cycleway is a celebrated example of what's possible; but stakeholder comments noted that, following a good engagement process to develop the Cycle Action Plan, TCC could do more to engage with cycling communities to deliver a connected network of safe cycleways elsewhere in the city that reflect riders' needs. In particular, recent road upgrades in Greerton and Mt Maunganui are noted as missed opportunities to demonstrate priority commitment to an effective cycle network.

TCC manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

Observations cont...

A lack of continuous bus priority currently makes public transport less attractive and inconvenient; and recent road upgrades in Greerton, Mt Maunganui and on SH2 between Bayfair and Baypark are put forward by stakeholders as examples of missed opportunities to enable better bus priority. Growth of bus services is also being held back by a lack of bus shelters.

Informed stakeholders expressed a range of views including that TCC has under-invested compared to its stated priorities for mode shift and public transport; does not have a clear and committed vision of a connected multi-modal transport network; lacks an innovative design approach that makes the best use of existing street / pathway space; has failed to engage and empower the community to change travel behaviours; and struggles to work well with the regional council towards shared goals that will enhance mobility. The approval of UFTI by NZTA and adoption of TSP by SmartGrowth partners puts TCC in a strong position now to comprehensively address the city's mobility challenges.

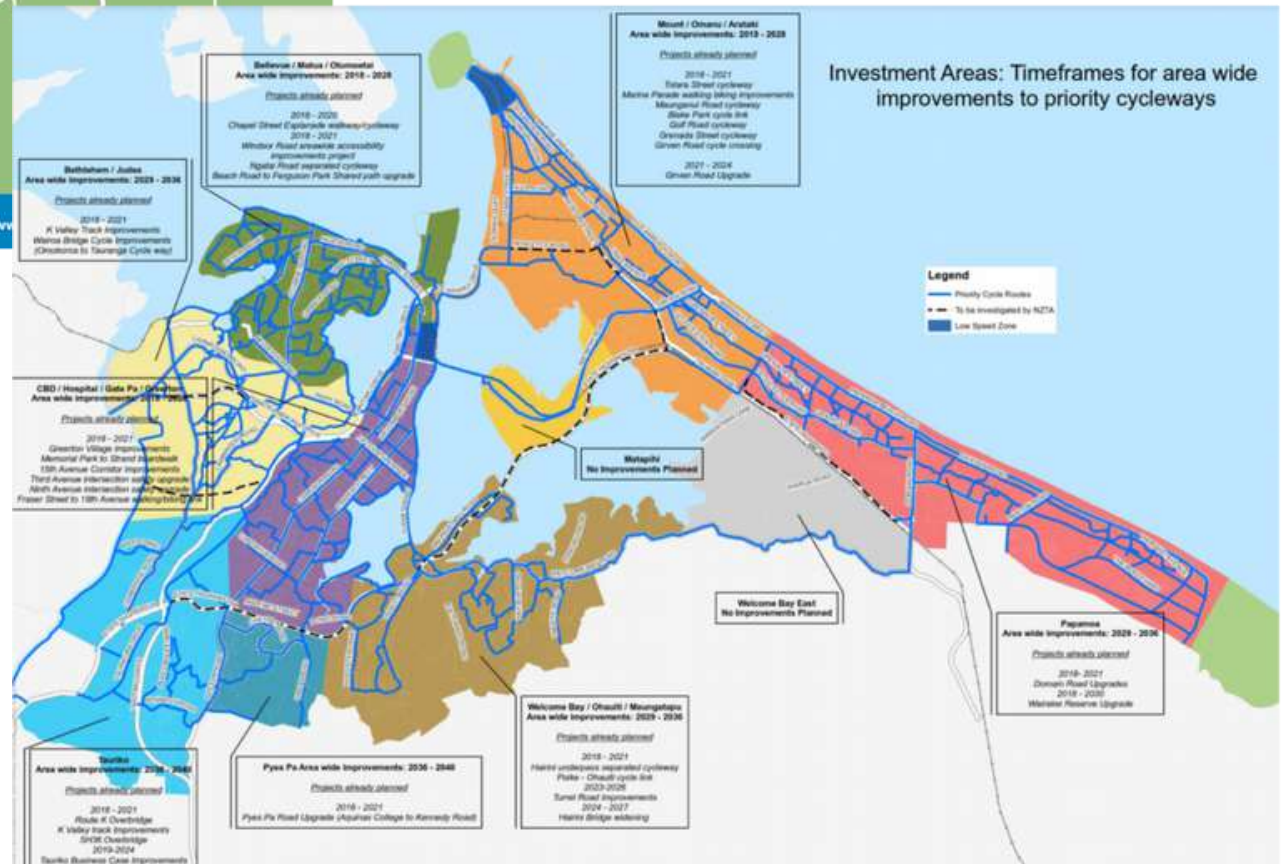






Current Cycle Network

Planned Cycle Network



TCC manages Tauranga's transportation network, improving road safety and ensuring people enjoy easy access to different modes of transport.

Opportunities to improve

- Proactive integrated planning and project design with community stakeholders and knowledgeable community interest groups to rapidly improve the cycling network connectivity and safety.
- Working more collaboratively with the Regional Council and adopting an integrated planning and design approach to accelerate convenience and priority of the city's public bus transport network.
- Using all available levers and incentives to encourage and reward mode shift; and explaining more clearly how goals and aspirations set out in the TSP will be complemented with other policy levers.

What are others doing?



- Hamilton City Council is exploring the 20-minute city as a strategic city planning tool with a research arm alongside to document and evidence the impacts. The concept of the 20-minute city is to plan, design and enhance people's interactions around physical neighbourhoods where most needs can be met locally within a 20-minute journey by walking, cycling, riding or local public transport.
- Christchurch City Council is developing a network of 13 major cycleways across Christchurch, linking the airport, businesses, schools and more together in a safe and accessible cycle system. The cycleways are part of the council's carbon reduction plan and have been well used by the community. A morning count of people biking into the central city showed that 20% more people were biking in March 2020 than a year earlier.
- Queenstown – the introduction of a flat \$2 fare in November 2017 saw a near doubling of bus trips in its first year. The initiative was a partnership between district and regional councils, Orbus, Waka Kotahi and Queenstown Airport.

DIGITAL CONNECTIVITY

Overarching insights

Although there is no legislative mandate for New Zealand Councils to provide digital connectivity to citizens, the social and economic benefits that it provides are fundamental for people's wellbeing. TCC has an opportunity to define a role for itself in this space, partnering with other agencies such as service providers and community groups, to take decisive action on addressing Tauranga's digital divide.

There is no overarching strategy to guide digital connectivity for citizens. TCC's Tauranga and Western Bay of Plenty Digital Enablement Strategy (2015) outlined several potential initiatives but other than a SME capability building project, few have been brought to life. A successor programme, DEP II, was pitched to TCC in 2020 but was rejected. Currently, digital connectivity is only addressed in a single target (for Libraries) across TCC's strategic landscape.



DIGITAL CONNECTIVITY

Digital connectivity is essential for people to access information, services and participate fully in modern society.

What does good look like?



People in Tauranga have equal and affordable access to knowledge, information and the digital world.



The council's interaction with citizens is easily accessible, understandable and inclusive.

NB: The role of libraries to provide information and education is covered under the *Education* theme (p.172 onwards)

Highlights: how does performance align with good sustainable practice?

DIGITAL SERVICES

The fast-paced change of digital disruption means Tauranga's citizens and economy will be vulnerable if new and existing technologies are not adopted. Homes, schools and businesses will need access to affordable internet and digital services as well as the skills to take advantage of online opportunities. In Tauranga, 42,000 existing jobs are forecast to be replaced by automation in the mid 2030s (these will be replaced by 54,000 jobs). An equitable transition will require all citizens to have digital access and digital literacy skills, and it is not currently clear that Tauranga is well placed to provide this. It is acknowledged that a digital divide exists in Tauranga although obtaining accurate data to inform solutions is extremely challenging. Digital services sought to address this in its DEP II programme, but the programme was not adopted. There are also opportunities to improve eGovernment initiatives to support communication between citizens and government.

LIBRARIES

Libraries have a significant role to play in addressing the digital divide and democratising access to the digital world. TCC's libraries have a significant focus on improving digital literacy and access to the digital world, providing education and training to its citizens.

TCC provides select digital services to improve citizen's and business' connectivity, with a focus on access, capability building and enablement.

What does good look like?

People in Tauranga have equal and affordable access to knowledge, information and the digital world.

The council's interaction with citizens is easily accessible, understandable and inclusive.

Why is this a relevant benchmark?

Equitable access to the digital world supports individual wellbeing and personal development; and enables people to reach their potential, contribute to the city's prosperity and ultimately break cycles of disadvantage in a transitioning economy.

Digital channels are a means to providing accountability and transparency into the council's decision-making processes and activities.

City performance at a glance



The number of Tauranga residents with access to the internet is higher than the national average - Vital Update 2020.



There is an acknowledged digital divide in Tauranga, particularly in its ageing population and in rural areas. A lack of data means that solutions are difficult to design.



Tauranga citizens have the opportunity to engage in online consultation with the council on some issues, but many still require more traditional approaches.

TCC provides select digital services to improve citizen's and business' connectivity, with a focus on access, capability building and enablement.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • A number of community groups and corporate customers connect to the Tauranga Metro Network (originally built for TCC's use) • Pilot Bay and Main Beach have free public WiFi services to increase connectivity • The Digital Enablement Programme (DEP I) ran from 2017-2020 as a joint programme between TCC, Priority One and the Western Bay District Council. The programme was intended to address the digital divide, support SME's to develop their digital capability and move towards a Smart City. In practice, the large success and focus was on delivering training to support SME connectivity. 	<ul style="list-style-type: none"> • Tauranga and Western Bay of Plenty Digital Enablement Strategy 2015
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Currently there are no targets relating to Tauranga's digital connectivity as a city. 	<p>Targets relating to Tauranga citizens' connectivity could include the % of residents who have access to internet (already currently measured by a sample in the Vital Survey) and the number of citizens being engaged on a digital channel that meets their needs.</p>

TCC provides select digital services to improve citizen's and business' connectivity, with a focus on access, capability building and enablement.

Observations

TCC acknowledges that a digital divide exists in Tauranga but is currently not addressing it in its strategic documents. Currently, there's insufficient data to highlight which demographics are most vulnerable in the digital divide, though TCC acknowledges that the elderly community are generally vulnerable to digital exclusion. Given that many essential services, including banking and shopping, are increasingly transitioning to online models and the digital world has a large part to play in overcoming social isolation, this should be a priority for TCC to meet the needs of its ageing population. The Digital Enablement Programme (DEP I) also acknowledged that some rural areas are currently underserved with broadband connections. DEP II was developed as an iteration of DEP I with a focus on addressing the digital divide and supporting small businesses. Ultimately, it was not approved by council and now there is a lack of focus in this area.

TCC could have a role to play in an equitable digital future where all citizens have equitable access to the digital world, particularly as work opportunities become increasingly automated. Aside from addressing the digital divide, access to fast and reliable internet is an essential social service. Fibre internet is generally considered to be the fastest and most reliable internet connection. Currently, only a very small portion of Tauranga residents have access to fibre according to Chorus. TCC could partner with other organisations, such as service providers, to collaborate on solutions in this space.

Digital channels, particularly eGovernment initiatives, provide an avenue for a more inclusive and participatory democratic model. TCC is providing some limited opportunities for online engagement through surveys but could accelerate a more participatory, open approach. Currently, citizens who want to engage in TCC consultation processes are generally required to visit the council chambers in person. The time and travel involved in this may be seen as prohibitive for citizens with other work / life commitments. For TCC, transitioning to a more digital model is considered to be 'slow burning' and will require significant amounts of work to build up databases to engage citizens in a new model.

TCC provides select digital services to improve citizen's and business' connectivity, with a focus on access, capability building and enablement.

Opportunities to improve

- Begin a focused programme to address Tauranga's digital divide and future proof the population to take advantage of the digital future.
- Work with service providers to improve the fibre network availability in central and rural Tauranga.
- Explore opportunities to improve eGovernment initiatives and digital democracy.

What are others doing?



- Ruapehu District Council engaged its communities to understand its internet usage services and concerns as part of its funding bid for Ultra Fast Fibre as part of the Rural Broadband Initiative (RBI2). The RBI2 serves underserved rural communities across all regions of New Zealand.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

What does good look like?

People in Tauranga have equal and affordable access to knowledge, information and the digital world.

Why is this a relevant benchmark?

Equitable access to the digital world supports individual wellbeing and personal development, enables people to reach their potential, contribute to the city's prosperity and ultimately break cycles of disadvantage in a transitioning economy.

City performance at a glance



Tauranga Libraries provide access to digital services and digital literacy programmes in Tauranga.



There are currently access gaps in the library network that are expected to worsen with Tauranga's population growth. This may impact residents' ability to access the digital world.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

Current TCC focus

- TCC provides an extensive range of programmes and events to support learning, literacy and digital skills in the community. Participation rates exceeded targets in spite of COVID-19.
- Residents can access digital equipment and online services through the library.

Most relevant documents

- Draft Community Wellbeing Strategy Plan
- Community Facilities Investment Plan 2021

Most relevant targets and performance

- Provision of programmes and events which support learning, literacy and digital skills, delivered in libraries and in the community. Programmes help build a greater sense of cultural awareness and diversity within the wider Tauranga community. Target: 23,000; Result: 34,627
- Provide technologies to enable customers to connect with information, help themselves to information and participate in the digital society.
- Virtual visits total. Target: 460,000; Result: 507,147
- Public Internet Sessions plus public Wi-Fi logins. Target 75,000; Result: 125,102
- E-books loans Target: 37,000; Result: 70,975

Comments on targets

Current targets aren't focused on explicitly addressing the digital divide or working with communities and demographics that are most at risk.

More granular data on the number of programmes that are targeted towards digital literacy would bring a clearer picture on the work being done in this area.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

Observations

Tauranga's libraries are currently the only institutional service that provide access to digital literacy programmes and equipment. They are important digital access points for the community.

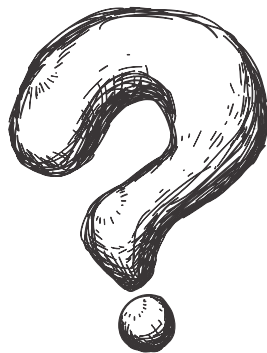
TCC's digital education programmes appear to be well attended and designed to address digital learning opportunities. The library network's main challenge in meeting its citizen's needs are the current accessibility (travel distance to a facility) gaps in the library network, particularly for Bethlehem, Western corridor, Welcome Bay and Eastern corridor residents, and the poor building conditions of Tauranga Central Library. Growth forecasts in the Western and Eastern corridors, and in the city centre and Te Papa area indicate that there will be insufficient capacity in the library facilities to cater to the needs of the future population.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

Opportunities to improve

- Tailor current current digital literacy programmes, or introduce new ones, to meet the needs of Tauranga's most at risk demographics and populations affected by the digital divide.

What are others doing?



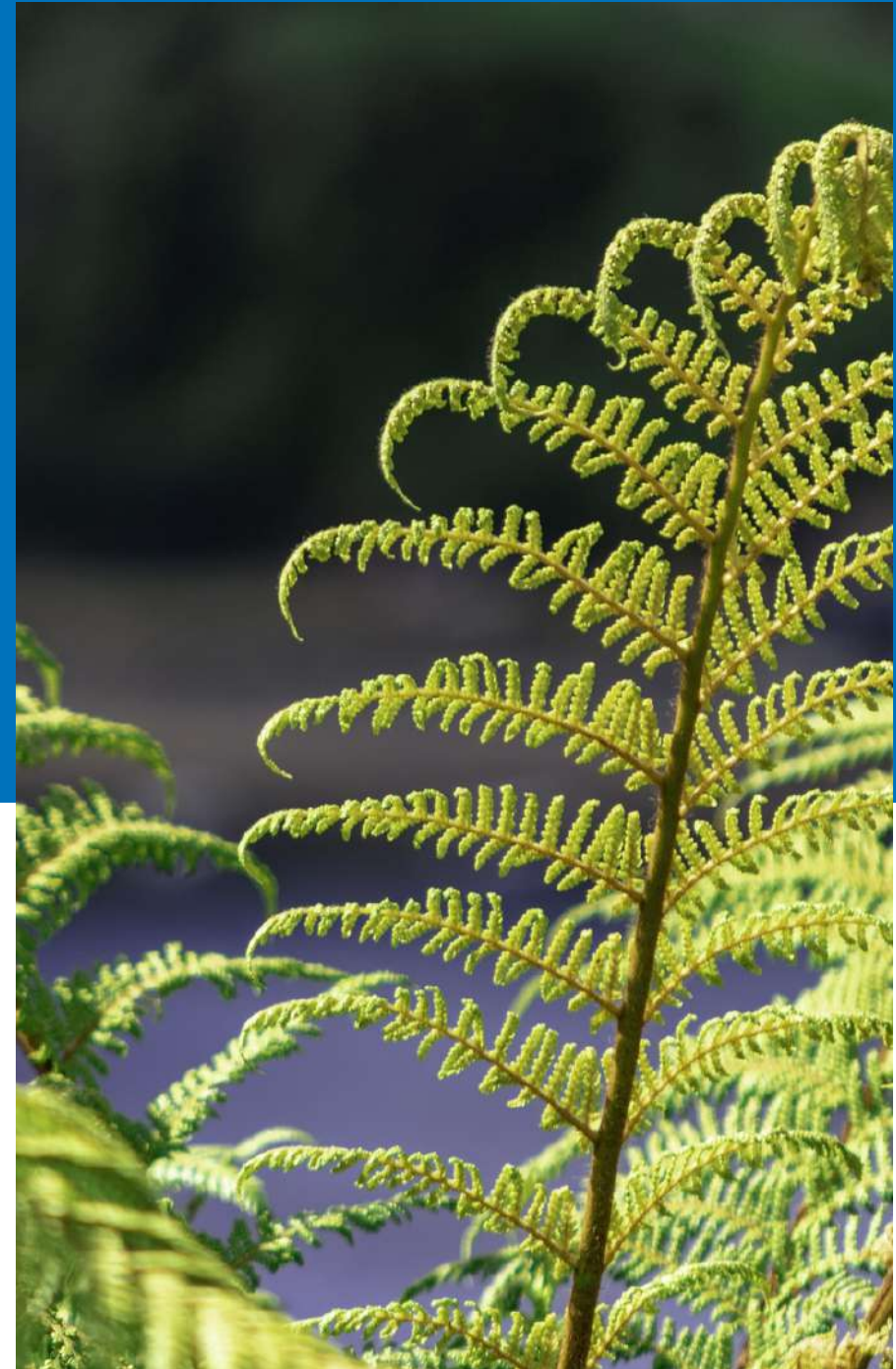
- Masterton Council is part of Digital Senior's pilot programme to provide weekly digital literacy training hubs for its elderly community and a free hotline for home advice and services.

CULTURAL IDENTITY

Overarching insights

Preserving, restoring and enhancing cultural identity is vital for the health and pride not only of Māori, but also the cultural heritage of the wider community and Tauranga as a place. It is important to preserve the cultural heritage of all New Zealanders. There is a significant opportunity and plenty of room for improvement in sharing, enhancing and acknowledging Tauranga's history. As a tourist destination, cultural heritage can also provide wider economic opportunities.

In New Zealand generally, there is a recognition that our bi-cultural heritage and indigenous Māori history are unique globally; and this is likely to be a growing reason for people to visit Aotearoa New Zealand to enjoy authentic cultural experiences and to learn from indigenous wisdom. Tauranga has a rich cultural history, much of which has been lost. Recent work to incorporate the Tauranga Moana Design Principles into future city planning is an important step to protect and revive the rich history of the City.



CULTURAL IDENTITY

Cultural identity is an important contributor to people's wellbeing and their feelings of belonging and security.

What does good look like?



Tauranga reflects and expresses its cultural history and the heritage of tangata whenua.



The city values and accommodates areas of high cultural and social value.

Highlights: how does performance align with good sustainable practice?

TAKAWAENGA MĀORI UNIT

TCC continues to advance its relationship with tangata whenua. The Te Rangapū Mana Whenua o Tauranga Moana Partnership involving 17 hapū has been a particular success by enabling a pathway for collective Māori views. The Takawaenga Māori unit has seen some success advocating for tangata whenua representation in decision-making processes, whilst also enabling council teams to engage more effectively with tangata whenua for implementation of projects.

Whilst progress has been made to implement structures for Māori representation, tangible progress with voting and decision-making rights is taking longer.

The Takawaenga Māori unit supports the council's relationship with tangata whenua and works across all council activities providing advice and support.

What does good look like?

Tauranga reflects and expresses its cultural history and the heritage of tangata whenua.

The city values and accommodates areas of high cultural and social value.

Why is this a relevant benchmark?

For Māori, cultural identity is strongly supported and influenced by expressing the history and heritage of place and the connection of tangata whenua to place. Recognising and sharing stories gives context and meaning as well as a heightened sense of connection which is proven to enhance wellbeing.

Respecting and preserving areas of high cultural value is an important way of supporting cultural identity.

City performance at a glance



As with large parts of Aotearoa New Zealand, much of the history and heritage of tangata whenua has been lost through contemporary city and urban development.



The Tauranga Moana Design Principles adopted in 2017 enhance the protection, re-instatement, development and articulation of mana whenua cultural landscapes. These principles are expressly incorporated in TCC's 2020 Residential Outcomes Framework to help inform the design of future development proposals.



The Tauranga Moana Design Principles help inform the design of development proposals in Tauranga to respect and preserve areas of high cultural value.



The Te Papa Spatial Plan - Te Mahere ā-Takiwā o Te Papa was developed with mana whenua to incorporate cultural principles to support future projects and identify specific cultural projects.

The Takawaenga Māori unit supports the council's relationship with tangata whenua and works across all council activities providing advice and support.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Support development of iwi and hapū management plans. • Support development of combined iwi spatial plan for the Western Bay of Plenty. • Representation of tangata whenua in decision-making processes. • Support development of papakainga. • Contribute to TCC planning review processes. • Develop capacity of tangata whenua to participate in council processes. • Support TCC groups and activities to engage effectively and meaningfully with tangata whenua. 	<ul style="list-style-type: none"> • Tauranga Moana Design Principles • Various iwi and hapū management plans • Tauranga Moana Management Plan • Te Papa Spatial Plan - Te Mahere ā-Takiwā o Te Papa
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • There are no relevant targets in TCC's annual report. 	<p>N/A.</p>

The Takawaenga Māori unit supports the council's relationship with tangata whenua and works across all council activities providing advice and support.

Observations

TCC has made significant progress in enabling tangata whenua to engage meaningfully with decision-making processes, and the Te Rangapū Mana Whenua o Tauranga Moana Partnership involving 17 hapū has been a particular success to enable co-governance. TCC is the only council to be actively engaging at hapū level. A significant challenge for accelerating progress and building on the foundations now in place is embedding the behaviours required to enable the sorts of authentic changes that tangata whenua would like to see in the city.

The Te Papa Spatial Plan - Te Mahere ā-Takiwā o Te Papa represented a significant success by incorporating the Tauranga Moana Design Principles to guide future development and identifying specific cultural projects. The Design Principles have been used successfully for a number of projects including Te Papa o Ngā Manu Porotakataka reserve and Omanawa Falls. The council has also given a commitment to enabling meaningful participation of tangata whenua in the City Plan review process.

Whilst 12 of the 17 hapū have developed their Iwi/hapū Management Plans and the Tauranga Moana Iwi Management Plan is in place, implementation has been frustrated with identified projects not being prioritised and funded by TCC as tangata whenua would have hoped.

The Takawaenga Māori unit supports the council's relationship with tangata whenua and works across all council activities providing advice and support.

Opportunities to improve

- Use Wānanga Mātāpono to develop a values base for every team/department across the council. This will help council teams move towards a whakapapa-based approach for better integrated working across teams with greater shared vision.
- Adopt the Tauranga Moana Design Principles as a baseline for all projects delivered by the council.
- Use iwi and hapū management plans to target projects of high cultural significance and commit to a steady implementation programme that develops the cultural footprint of the city; for example, Te Ranga, Tūtara Wānanga, Mauao Implementation Plan.
- Adopt a more strategic approach to naming opportunities by analyzing the community assets and committing to a programme of work that increases acknowledgements and storytelling through place. This will help create a living museum across the city.
- Ensure council teams engage early when seeking support from the Takawaenga unit, and particularly where they are wanting te reo input for strategies or initiatives that require a deep understanding of the purpose of the work being named.

What are others doing?



- Auckland Council has a specific outcomes covering Māori Identity and Wellbeing in its Unitary Plan stating that a thriving Māori identity is Auckland's point of difference in the world that advances prosperity for Māori and benefits all Aucklanders. The Plan includes a detailed cultural map showing tribal boundaries and identifies sites of cultural significance across the region including Marae, occupation sites and sites of archeological importance.
- Wellington City Council has a vision for the city to be bilingual by 2040. The Tō tātou taone reo Māori | Our te reo city initiative is an important milestone for the council's Towards 2040: Smart Capital strategy. The council's Te Tauihu policy recognises the status of te reo Māori as a taonga of iwi Māori and celebrates and supports the revitalisation of the language within Council activities and Wellington City.

COMMUNITY IDENTITY

Overarching insights




There is a gap between the desire for a sense of community and what residents are currently experiencing. The Quality of Life survey found that 73% respondents consider it important to feel a sense of community with people in their neighbourhood; but only 57% agree they experience it. The Tauranga residents and Vital Update surveys identify a desire for more a more diverse arts and culture programme, events programme and city centre. The Vital Survey found that only 8% of people strongly agree that the city reflects a strong sense of heritage and culture which aligns with TCC's view that it needs to increase its social and cultural infrastructure to meet the city's needs. TCC is focused on revitalizing the city centre; but there are currently no repeatable measures that capture community connection to show whether the improvements have changed the way people relate or connect to it. Some stakeholders feel that city centre upgrades could do more to reflect the heritage and culture of Tauranga, it's unique essence and identity which would add to its character.



COMMUNITY IDENTITY

Community identity enables pride, self-respect, unity, sense of belonging and social responsibility

What does good look like?

-  Tauranga expresses its unique identity, heritage and culture.
-  Residents feel connected to Tauranga and proud to live there.
-  Residents are empowered to influence the future of the city.

Highlights: how does performance align with good sustainable practice?

ARTS AND HERITAGE & BAYCOURT

TCC's current facilities, particularly Baycourt, are recognised for quality programming yet the council acknowledges it will need to increase its social and cultural infrastructure to meet current and future residents' needs. The Arts and Culture strategy expires at the end of this year. This presents TCC with an opportunity to build a more cohesive arts and culture programme; and engage in sector conversations to address resident's perceptions that the current arts programme is not particularly 'culturally rich and diverse'.

CITY EVENTS

Tauranga provides a wide variety of cultural, social and sporting events that promote pride in the city. TCC works with event providers to ensure they are well aligned with sustainable values and priorities. The Council's annual reporting shows that event satisfaction is high among attendees, although the recent Vital Update survey suggests there are populations that are not likely to attend events due to a lack of interest in what is being offered (youth), or a lack of awareness (particularly ethnic communities).

CITY CENTRE

Tauranga's city centre is benefiting from a coordinated programme of street and public realm upgrades that instill greater pride and connection. However, competition from Bayfair and Tauranga Crossing are drawing retailers away from the city centre. Location competition; online retail; perceptions about accessibility and COVID-19 have seen an increasing number of shops close. Together with the lack of city centre residential development, the CBD is struggling to create the vibrant and exciting atmosphere that is necessary for it to achieve its role as the heart of the city.

TCC provides funding, manages facilities and partners with creative peers to support Tauranga's arts, culture and heritage programmes.

What does good look like?

Tauranga expresses its unique identity, heritage and culture.

Why is this a relevant benchmark?

People feel a stronger sense of belonging in cities that have a clear history, identity and values, which helps foster community connection, resilience and happiness.

City performance at a glance



The *Made in Tauranga* programme brings artists to Tauranga to work with the community and create art pieces inspired by the city.



Only 53% of residents think Tauranga is the commercial and cultural heart of the Western Bay of Plenty area.

Residents feel connected to Tauranga and proud to live there.

A city that enables a feeling of safety and belonging for its citizens and enhances civic participation and cohesion, increases feelings of stewardship of place and investment in the city.



Less than half (45%) of residents agree that there is a culturally rich and diverse arts scene in Tauranga.



Baycourt was named Best Small Venue and Supreme Venue of the Year at the Entertainment Venues Association NZ awards.



Only 38% of respondents to the Quality of Life survey in Tauranga agree their city / local area has a broad range of arts and artistic activities that they can experience or participate in (significantly less than other cities).

TCC provides funding, manages facilities and partners with creative peers to support Tauranga’s arts, culture and heritage programmes.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Launched the Tauranga Heritage Collection website with over 5000 viewable items for researchers to make the collection more accessible. • Supported multiple arts, culture and heritage events, including the Tauranga Heritage Collection 50th Anniversary exhibition, Kowhai gallery exhibition titled “Kaikauhoe”; Ruth Espin Collection Fashion design display; Tongan language week exhibition and the Vintage Garden Party at Brian Watkins House. • Launched <i>Made in Tauranga</i> hosting artists to produce artwork inspired by the city. • Launched the <i>Tauranga Teen Techs</i> training programme to provide students with the opportunity to learn about technical and backstage career pathways in the arts. • Piloted a new consortium of regional arts venues with partner venues in Hamilton, New Plymouth and Hastings to bring New Zealand theatre to regional audiences. • Investing in equipment to enable live streaming and filming of events for <i>Studio Baycourt</i> to reach digital audiences. • Bay of Plenty Creative undertook an infrastructure mapping exercise to understand where there were gaps in the system. 	<ul style="list-style-type: none"> • “Toi Moana” Arts and Culture Strategy
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Percentage of residents that agree there is a culturally rich and diverse arts scene in Tauranga. Target: 50%; Result 45% • Number of patrons that attend shows / events [at Baycourt]. Target: 70,000; Result: 34,264 • Percentage of usage that is commercial. Target 35-45%; Result: 17% • Percentage of usage that is community. Target: 55-65%; Result 83% • Amount of national and international events held at Baycourt. Target: 55-60; Result: 20 	<p>Targets do not currently measure or recognise the social role of arts and culture for a city and the contribution the arts make to community wellbeing. They are largely focused on outputs (number of programmes, levels of utilization and attendance) rather than outcomes. Developing metrics to measure this may enable better investment into Tauranga’s arts and cultural programming and facilities.</p>

TCC provides funding, manages facilities and partners with creative peers to support Tauranga's arts, culture and heritage programmes.

Observations

TCC manages the Tauranga Heritage Collection (THC), provides funding to support the Tauranga Art Gallery and has contractual relationship agreement with Creative Bay of Plenty. Tauranga's creative programme and activities contribute \$46.3 million annually, or 0.7% of the Western Bay sub-region's GDP.

Tauranga's social and cultural infrastructure has been well looked after and maintained but is beginning to face capacity issues. Baycourt was constructed in 1983 but is currently oversubscribed which constrains community groups' access. With both Hamilton and Rotorua opening new theatres, Tauranga is at risk of losing touring shows to larger facilities. The Art Gallery is similarly grappling with a need for a larger exhibition and purpose-built education space. The Incubator is fully booked until the end of 2022 and is now having to turn artists away. TCC acknowledges that the next round of LTP planning in 3 years' time is an important opportunity to secure funding for increasing Tauranga's arts and cultural infrastructure.

TCC sees the expiration of its current Arts and Culture strategy as an opportunity to align its vision across all council owned and managed arts organisations together with the broader Tauranga arts sector. Given only 45% of residents agree that there is a 'culturally rich and diverse arts scene in Tauranga', this could be an opportunity to engage with the public to understand public priorities and needs from cultural programmes. The council is currently reviewing its relationship with Creative Bay of Plenty to assess whether it should take some services back in-house.

TCC has identified an opportunity to work collaboratively with other council arms to use its arts programming and facilities to address community concerns about the city's safety at night, loneliness in youth and elderly, and racism aimed particularly at Māori. The council's spaces, including Baycourt and the Art Gallery, are city attractions that could help promote the CBD as a vibrant and safe place for citizens. TCC notes that increasing communications and marketing would help to raise awareness and draw people into the city. Additionally, developing local programmes that explore Tauranga's cultural history and identity may address concerns of racism and promote citizen connection with the city.

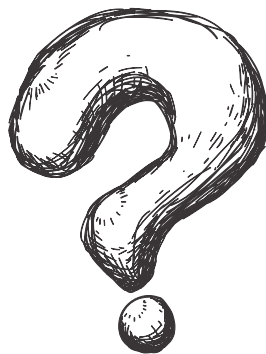
Lookout, a show commissioned by Baycourt in partnership with Papamoa Primary School is a powerful example of community-led programming that both inspires and engages residents in local government decision making. The show facilitated conversations between kids, councillors, staff and the general public about the future of the city and should be viewed as a benchmark for programming moving forward.

TCC provides funding, manages facilities and partners with creative peers to support Tauranga's arts, culture and heritage programmes.

Opportunities to improve

- Update the Baycourt annual audience survey to capture insights into overall satisfaction with the events programme; and measure how the arts and heritage and Baycourt activities are contributing to the broader social and cultural outcomes.
- Update the expiring Arts and Culture strategy to define a cohesive vision and action plan for the city's arts organisations.
- Build on Creative Bay of Plenty's gap assessment of the city's cultural infrastructure to ensure that Tauranga's social and cultural infrastructure needs are considered in the next LTP.
- Engage in marketing and communications campaigns to improve awareness of city events.
- Explore opportunities to fund and support the capacity and capability growth of Tauranga's creative sector.

What are others doing?



- Hastings District Council's Toi-Tū Framework has a focus on how arts and culture can help a city regenerate and contribute to wider city wellbeing goals. The Hawke's Bay creative sector was engaged as part of the strategy development.
- The City of Gold Coast has developed a 10-year Culture Strategy that largely focusses on telling the city's story. The Gold Coast has some direct correlation with where Tauranga is now and can be viewed as an example of how Tauranga can articulate its future vision.

TCC grows Tauranga's reputation as an event friendly city and supports the events industry to deliver a variety of events.

What does good look like?

Tauranga expresses its unique identity, heritage and culture.

Residents feel connected to Tauranga and proud to live there.

Why is this a relevant benchmark?

People feel a stronger sense of belonging in cities that have a clear history, identity and values, which helps foster community connection, resilience and happiness.

A city that enables a feeling of safety and belonging for its citizens and enhances civic participation and cohesion, increases feelings of stewardship of place and investment in the city.

City performance at a glance



Ethnic communities, especially Asian, Middle Eastern, Latin American and African, are more likely to miss community events due to a lack of awareness of local events, lack of funds and access to personal transport.



96.7% of attendees of Council events were 'satisfied' or 'very satisfied' with the quality of the event.



Tauranga events are well aligned with sustainability values and priorities, including safety, inclusivity and environmental kaitiakitanga.



TCC is developing an events strategy to assist in guiding decision-making and event investment priorities.



Even though a lot of people take part in events, people want to see more events happening in the city including concerts, family events, cultural events and free events.

TCC grows Tauranga's reputation as an event friendly city and supports the events industry to deliver a variety of events.

Current TCC focus

- Growing Tauranga's reputation as an event friendly city through the event facilitation process and access to funding.
- Developing an events strategy for the city to guide future direction and investment.
- Analysing major events using an events economics tool that values the net economic and social benefits to the city.
- Valuing events that are safe, smoke free, support accessibility and work towards zero waste.
- Prioritising events that reflect a healthy lifestyle, showcase Tauranga's distinctive landscapes, are vibrant, and are culturally diverse.

Most relevant documents

- The Events Funding Framework
- Events Strategy (in development)

Most relevant targets and performance

- Number of visitor nights as a direct result of Major Events Fund investment. Target: 70,000; Result: 110,579
- Contribution of the major events to regional GDP. Target: \$7m; Result: \$7,303,249
- Customers are satisfied or very satisfied (via survey) with the Council delivered event they attended. Target 82.5%; Result 96.7%
- Ensure booking and facilitation of all events on public open space is as event friendly and enabling as possible: Target 85%; Result 92%
- Provide events which attract youth: Target 85%; Result 92%

Comments on targets

TCC currently screens a lot of events for sustainability criteria, but there does not seem to be data collected that would help the council quantify positive impacts beyond the economic impacts. For example, TCC could track the number of events that include local providers, gather waste data, track diversity of events and collect information about what other events people want.

Given the desire for more events and a greater variety of events, TCC may find that granular reporting on the satisfaction of attendees based on type of event may help identify and meet resident's preferences in ways that can support a feeling of community identity and pride.

TCC grows Tauranga's reputation as an event friendly city and supports the events industry to deliver a variety of events.

Observations

Tauranga is an attractive event destination due to its waterfront location, coastal environment, iconic open spaces, event venues and proximity to large cities such as Auckland and Hamilton.

TCC positively influences sustainability outcomes in council delivered, facilitated and funded events through the deliberate design of its funding framework and event approval process. The event funding framework selectively screens event applicants based on whether they meet all three core values of safety, inclusivity and environmental kaitiakitanga. Additionally, an event must meet one or more of TCC's strategic priorities including arts and culture; communities of need; healthy and accessible communities; Kaupapa Māori; priority spaces and places; and sport and active leisure. The council actively works with applicants to help them navigate the process and design of events through the event approval process, meaning Tauranga's events are generally safe; smoke-free; accessible; culturally diverse; zero waste; and promote healthy lifestyles as well as Tauranga city.

The recent Vital Update survey results indicate that TCC has an opportunity to influence the design of events to connect better with residents' interests and needs so as to enhance the sense of community belonging in the city. TCC is aware of this and is looking to integrate these insights into its Events Strategy.

The most common reason for not attending events was that the 'type of events are not appealing' (66% of respondents). Lack of awareness, unsuitable timing, lack of funds and poor local transport were also cited as prohibitive reasons for not attending events. Youth participation in events (16-24) was also particularly low. Given that 25% of youth indicate feelings of isolation, events targeted at youth could be a powerful lever to improve their connection with the city.

TCC grows Tauranga's reputation as an event friendly city and supports the events industry to deliver a variety of events.

Opportunities to improve

- Incorporate the Vital Update survey insights into the Events Strategy including consideration as to how TCC is going to influence the number and variety of events and reduce barriers to participation in events by ethnic communities and newcomers to the city.
- Ensure alignment of the events strategy to other strategic focus areas in the city including the role of events in revitalizing the city centre, and in continuing to connect with the variety of public places and spaces across the city.

What are others doing?



- Nelson City Council has an Events Strategy to oversee its events programme. The strategy has a particular focus on stimulating the city's economy and promoting off season visitors.
- Auckland City Council used an events programme as part of its Wynyard Quarter regeneration project to draw citizens into the center of the city. Panuku ran and developed movie and food truck evenings at Silo Park to boost vibrancy and feelings of connection to the city.

TCC helps create a vibrant city centre that encourages a sense of pride and ownership for residents.

What does good look like?

Tauranga expresses its unique identity, heritage and culture.

Residents feel connected to Tauranga and proud to live there.

Residents are empowered to influence the future of the city.

Why is this a relevant benchmark?

People feel a stronger sense of belonging in cities that have a clear history, identity and values, which helps foster community connection, resilience and happiness.

A city that enables a feeling of safety and belonging for its citizens and enhances civic participation and cohesion, increases feelings of stewardship of place and investment in the city.

Ensuring citizens have an authentic opportunity to express their voice in decisions that shape where they live helps build trust in governance structures, underpins community identity and fosters higher levels of engagement.

City performance at a glance



Only 8% of residents confirm that Tauranga strongly reflects a sense of heritage and culture.



Only 53% of residents think Tauranga is the commercial and cultural heart of the Western Bay of Plenty area.



25% of residents say they love Tauranga because it is their home, where they grew up and where their whānau is.



80% of people feel safe in the city centre during the day.



Only 44% of people feel safe in the city centre at night.



Preparation of the City Centre Spatial Framework included engagement with mana whenua, the community and key stakeholders; and will provide the basis for more detailed engagement and planning in future.

TCC helps create a vibrant city centre that encourages a sense of pride and ownership for residents.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • City Centre Spatial Framework refresh and implementation planning • Governance review of City Centre project delivery • Tauranga City Plan review and urban design approach • Review of City Plan • Elizabeth Street upgrade • Civic precinct project • Civic office project 	<ul style="list-style-type: none"> • City Centre Spatial Framework • City Centre Strategy • Tauranga Moana Urban Design Principles • Te Papa Spatial Plan
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • No relevant targets are reported in the annual reports of TCC or Priority One; and Downtown Tauranga does not publish an annual report. • Te Papa Spatial Plan identifies a number of KPIs relating to culture and identity for Te Papa, with potential for these to be city centre-centric (a monitoring framework is to be established in 2021). 	<p>There is an absence of repeatable measurement and data that captures the level of community identity relating to Tauranga’s city centre, which is the urban heart of the community and a focal point for the city. Identifying relevant and repeatable measures would enable better monitoring of TCC investments in the public realm as regards community relationships and connection with the city centre.</p>

TCC helps create a vibrant city centre that encourages a sense of pride and ownership for residents.

Observations

City centres are the traditional places for commerce, events and social interaction that provide an identity for people about where they live. As Tauranga has grown outwards, residents have increasing choices about where to go for entertainment, social interaction and retail activities. This has resulted in the city centre having to compete for its role as the central identity and heart of the City.

Tauranga's city centre has benefited from ongoing upgrade works and new development over recent years. This programme has good resident support with 10% of people specifically identifying revitalisation of the city centre as a priority to create a thriving city (Vital Survey 2020). Improved accessibility and development of the waterfront is acknowledged as a significant improvement; and is complemented by upgrades to the Strand and nearby open public spaces like Wharf Street. Durham Street is recognised as creating a benchmark for future urban design in the city; though would benefit from further activation by surrounding land use. These projects demonstrate TCC's focus on revitalising the city centre; but there are currently no repeatable measures that capture community connection to show whether the improvements have changed the way people relate or connect to it.

The Council's recent decision to invest in the city centre for its new civic offices is welcomed by stakeholders as a catalyst for further private investment but stakeholders want to see more residential development close to the city centre to provide further vibrancy. There's wide recognition that Tauranga's CBD is 'dying' and has been adversely affected by growth of Bayfair and Tauranga Crossing, with national brand retailers preferring to locate in those newer mall developments. The combined effect of competing retail centres, perceptions about accessibility and parking availability, the growth of online shopping, and COVID-19 has left Tauranga's CBD with a growing vacancy rate that has significantly affected vibrancy (at the time of writing, there are 30 vacant sites on Devonport Road). The recent TCC Perceptions Monitor also found that 45% of people would like to see more events in Tauranga which suggests an opportunity to create vibrancy and connection by hosting more events in the city centre.

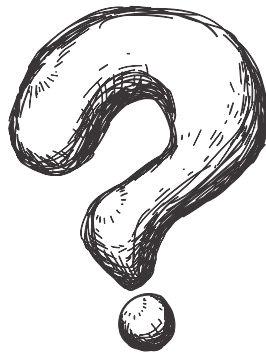
Stakeholders feel that city centre upgrades could do more to reflect the heritage and culture of Tauranga, its unique essence and its identity, which would add to its character. The Vital Survey found that only 8% of people strongly agree that the City reflects a strong sense of heritage and culture. This challenge is already recognised as part of Spatial Framework to build cultural awareness as a design feature of the city centre, and is reflected in the Te Papa Spatial Framework which identifies important cultural sites and specific cultural projects. Engaging with hapū and showing the potential of the Tauranga Moana Urban Design Principles are opportunities that can enable the city centre to stand apart by reflecting its unique identity and fostering more local pride.

TCC helps create a vibrant city centre that encourages a sense of pride and ownership for residents.

Opportunities to improve

- Develop and maintain clear metrics to measure distinct identity of, and community connection to the city centre.
- Focus on addressing concerns about safety and accessibility to improve perception of the city centre
- Integrate a stronger element of culture and heritage into city centre design and development.
- Continue to attract investment into the city centre and accelerate city centre residential developments to add vibrancy.
- Continue to support Downtown Tauranga to activate the CBD and produce more inspirational events that are successful in attracting people into the city centre.

What are others doing?



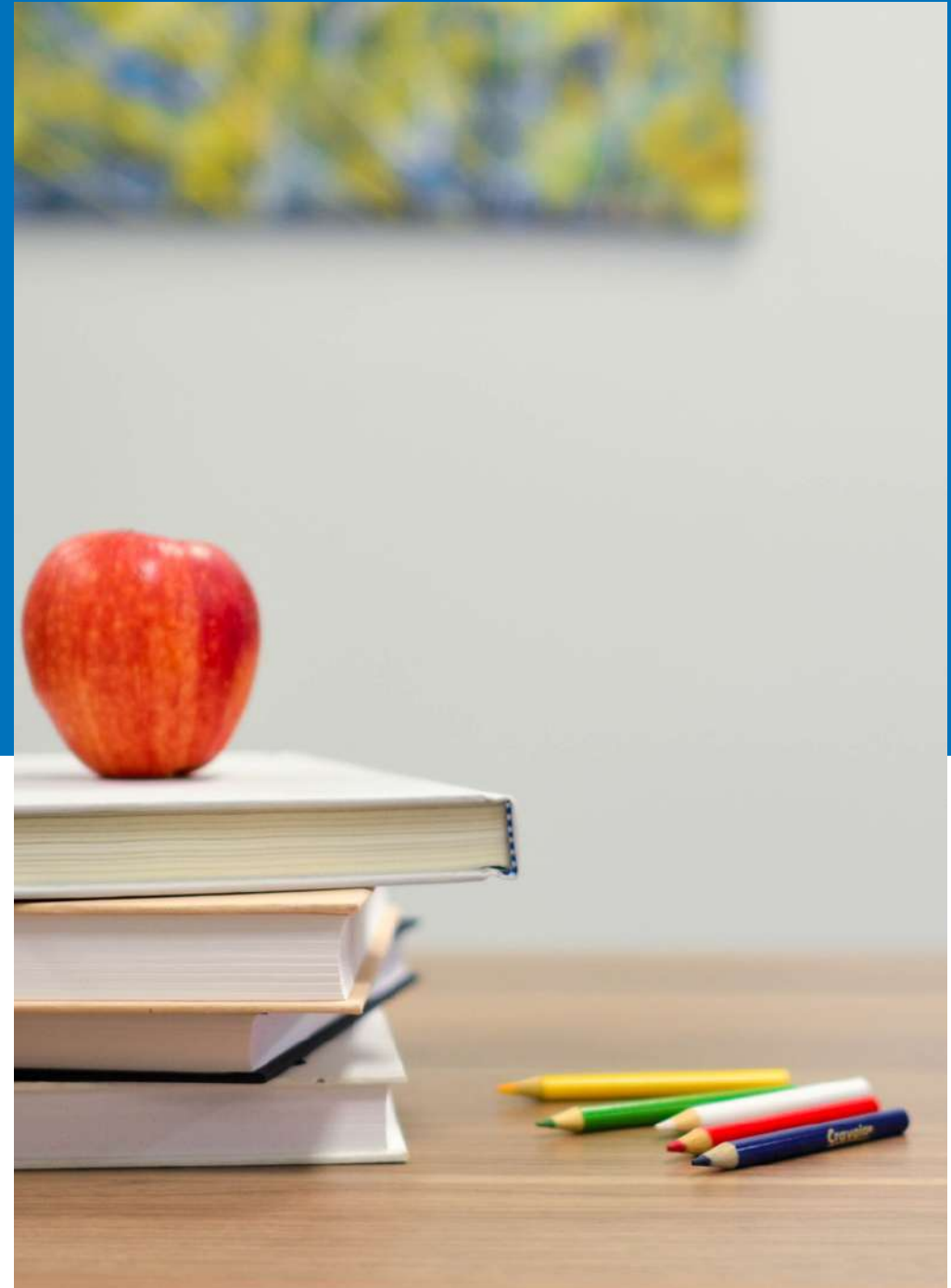
- Stockholm has taken a globally leading position by proactively and intentionally designing the City to create meaning and purpose for residents, specifically to foster a sense of community identity. In large part, this is to support young people feel a stronger sense of purpose and aligns with research that shows the importance of purpose and meaning for people's wellbeing.
- Wellington City Council placed significant focus on city centre amenities and good design outcomes alongside local and national attractions throughout the early 2000's. This has helped enhance local and national identity of the city centre as well as its character and community connectedness; whilst engendering an inherent pride in the city and an ongoing commitment to good place making.

EDUCATION

Overarching insights

TCC has limited control and influence over educational zoning decisions under the Local Government Act. It is currently meeting, and seemingly exceeding, the legislative expectations set out and has proven itself to be a valuable guide and informer to the Ministry of Education in carrying out Tauranga's educational planning decisions.

TCC's library network provide an opportunity to control and lead open access to education for all Tauranga residents. Current strategic focus and initiatives reflect this well, however it will need to address system gaps to continue to meet the needs of all residents.



EDUCATION

Access to education and lifelong learning opportunities enable development and increase people's ability to provide for their social, cultural and economic wellbeing.

What does good look like?



Every child receives a good education in a high-quality school environment.



People in Tauranga have equal and affordable access to knowledge, information and the digital world.

Highlights: how does performance align with good sustainable practice?

LIBRARIES

TCC manages Tauranga's library network providing resources, programmes and a place of belonging for its residents. The libraries have a strong focus on improving accessibility to knowledge for remote, migrant and Māori communities. Currently the system appears to be working well to meet the educational needs of its citizens, though is challenged by network gaps and ageing infrastructure.

PLANNING

TCC has a Memorandum of Understanding with the Ministry of Education to align planning processes, priorities and funding for education. Tauranga's current schooling system is under pressure from population growth, with some schools reporting overcrowding. Continuing the current working relationship between TCC and the Ministry will be crucial to ensure smart planning decisions that integrate educational, transport and health outcomes to meet Tauranga's growth.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

What does good look like?

People in Tauranga have equal and affordable access to knowledge, information and the digital world.

Why is this a relevant benchmark?

Access to lifelong learning opportunities enables social, cultural and economic wellbeing. It also provides resilience to changing workforce conditions and supports participation in wider society.

City performance at a glance



Every Tauranga resident is entitled to a free library membership.



There are some areas of the city that do not have easy and convenient access to the library services. Projected growth in these areas will exacerbate this issue.



Library resourcing and purchasing decisions have a focus on meeting the needs of priority communities, including migrant, elderly and Māori communities.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

Current TCC focus

- Every Tauranga resident is entitled to a free library membership.
- Providing out of hours and remote access to its residents with an extensive digital catalogue including eBooks, eAudiobooks and eNewspapers. TCC has ongoing projects to digitise its heritage and Māori collections to support learning.
- Providing an extensive range of programmes and events to support learning, literacy and digital skills in the community.
- Digitising over 11,000 historic images and archives as part of a new online heritage platform.
- Working with Welcoming Communities to purchase foreign language books that would most benefit migrant communities.
- Increasing availability of Māori collections for digital access in libraries to promote Māori culture.

Most relevant documents

- Draft Community Wellbeing Strategy Plan

Most relevant targets and performance

- Visits to Central Library. Target: 385,000; Result: 333,756
- Visits to Community Libraries. Target: 541,000; Result: Not measured.
- % population who use the library in residents survey. Target: 68%; result 64%
- Participant numbers in programmes and events that support literacy, learning and digital skills: 23,000. Result: 34,627
- Number of programmes imbedding Tauranga heritage topics or Tikanga Māori. Target: 54;. Result: 86

Comments on targets

Current targets measure the number of visits to the library, but don't necessarily reflect whether or not the educational and creative needs of Tauranga residents are being met with the resources and course provided. Additional targets could measure satisfaction with availability of courses and be used to shape the educational programmes to meet the need of its residents.

More granular data on the types of programmes being offered would identify where there are currently gaps in educational opportunities.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

Observations

TCC operates 4 permanent libraries across the city. A mobile library services 43 additional stops on a fortnightly cycle carrying over 3,500 items to increase the geographic reach and accessibility. The council's library services provide access to learning opportunities and remove potential barriers that can stand in the way of people learning in ways that support their wellbeing. Currently, participation rates in TCC's library education programmes are exceeding targets, even in spite of COVID-19 closures.

TCC's ability to provide education through the library network to all residents is challenged by the availability and quality of its infrastructure. There are gaps in the library network - particularly for Bethlehem, the Western corridor, Welcome Bay and Eastern corridor residents who currently have to travel to access the library. Growth forecasts for the Western and Eastern corridors indicate that there will be insufficient capacity in the library system to cater to the needs of projected populations.

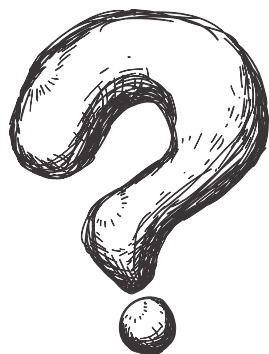
The Tauranga Central library building is in a poor condition and has limited ability to cater for projected growth in the city center and Te Papa area. Ensuring that adequate service levels and social infrastructure like library services are available to meet this growth is a top priority for TCC.

TCC manages Tauranga's local libraries to provide educational resources and opportunities, provides educational opportunities, digital equity, literacy, research and heritage documents.

Opportunities to improve

- Address the service gaps to ensure that residents in Bethlehem, Western corridor, Welcome Bay and Eastern corridor residents are able to access library services. With projected population growth in those areas, this will ensure gaps do not widen.

What are others doing?



- Christchurch City Library is addressing current and future gaps in its system relating to earthquake damage and growth to improve accessibility to its residents. Its new central library, Tūranga, has been designed to offer new spaces, equipment and programmes for its residents, including an innovation zone for trialling new technology, 3D printers and spanners, arenas for performances, author talks and debates. The architect draws heavily on Christchurch's natural features and is designed to be welcoming.

TCC contributes planning, land and development information and processes notices of requirements, consents and outline plans to support the Ministry of Education meeting the educational needs of Tauranga's students.

What does good look like?

All children have access to conveniently located schools which provide a good education.

Why is this a relevant benchmark?

Schools are an essential way of ensuring children receive the education they need to make the best start in life. Convenient access to appropriate schools removes barriers that can prevent children attending school.

City performance at a glance



Tauranga has a network of tertiary, secondary and primary schooling facilities.



There is a positive relationship between the Ministry of Education, Tauranga and other education providers to align planning processes to ensure that all Tauranga children have equal access to education.



There are currently areas of Tauranga that are underserved by schooling.

TCC contributes planning, land and development information and processes notices of requirements, consents and outline plans to support the Ministry of Education meeting the educational needs of Tauranga’s students.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Operating under a Memorandum of Understanding with the Ministry of Education and several other organisations and councils to align planning, funding and zoning processes relating to education. • Identifying future school sites in new communities, such as Te Tumu and Tauriko West as part of the Urban Growth Area planning in collaboration with the Ministry of Education. There is a particular focus to support the location of schools on Māori land in Te Tumu to support Māori long-term lease ownership. • Aligning land-use and transport planning to provide transport connections to planned new schools. • Working with existing schools to manage transport solutions, safety and travel safe initiatives. • Identifying TCC owned land for the Ministry of Education to consider for a new school site in Ohauti, an area currently underserved by schooling. • TCC gifted land in the city centre to the University of Waikato to build its CBD campus. • Education is identified as a priority in SmartGrowth. • TCC and Central Government have initiated a priority development areas group within includes the Ministry of Education. 	<ul style="list-style-type: none"> • Memorandum of Understanding between TCC and the Ministry of Education for Tauranga and the Western Bay of Plenty Collaborative Planning and Implementation • SmartGrowth
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • There are currently no targets related to planning and education. 	<p>The Western Bay of Plenty Transport System Plan has targets relating to mobility and accessibility of jobs (e.g. whether jobs are within x minutes of home by mode). Education could also be incorporated into this to ensure that TCC’s transport system supports accessible education to all residents.</p>

TCC contributes planning, land and development information and processes notices of requirements, consents and outline plans to support the Ministry of Education meeting the educational needs of Tauranga's students.

Observations

Tauranga has a network of nearly 40 primary, intermediate and secondary schools. Around 2/3 of schools are state run with the rest being integrated or private schools eligible for taxpayer funding. Tauranga has a particularly large presence of Catholic schools in its area. It is also the home to two tertiary institutions, Toi Ohomai Institute of Technology and the University of Waikato.

Schooling delivery is planned, funded and operated by the Ministry of Education and private providers. TCC supports the Ministry as part of its statutory functions and planning for the city but is not an education provider or landowner. TCC supports the Ministry of Education in making zoning decisions by providing in-depth knowledge of Tauranga's relevant infrastructure growth and roading plans to align processes. In 2017, TCC entered into a Memorandum of Understanding with the Ministry of Education that formalises this partnership. In addition, TCC provides relevant planning, land and development contribution information; and processes notices of requirements, consents and outline plans to support the Ministry of Environment in site identification, planning and implementation to support the educational needs of Tauranga's primary, secondary and tertiary students. The council is not required to purchase land for schools, but on occasion has engaged with the Ministry to use Council owned surplus land to provide for schools.

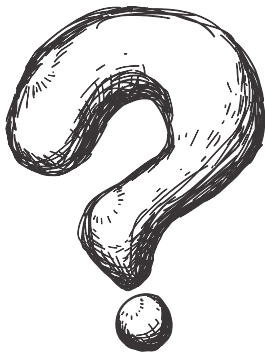
Tauranga's primary and secondary schools have experienced rapid roll growth over the last 10 years, with around 5,000 more students enrolled across the Tauranga catchment area in 2020 than 2011. This trend is likely to continue given Tauranga's population and urban growth projections. Ensuring that there is adequate capacity and access to schools is essential for learning and to ease pressure on congestion channels. TCC's ability to control and influence underserved areas is largely limited to informing the Ministry of Education where there may be gaps in the system. Currently, Ohauiti has no primary school so reliance is placed on primary schools outside of this area and the wider Welcome Bay area has no high schools located within these suburbs.

TCC contributes planning, land and development information and processes notices of requirements, consents and outline plans to support the Ministry of Education meeting the educational needs of Tauranga's students.

Opportunities to improve

- Work proactively with the Ministry of Education to achieve optimal school locations and school services for the community in areas of new development.

What are others doing?



- Hobsonville Point is a master-planned community, meaning that parks, roads, schools, jobs and transport are planned and the staged delivery of housing occurs along with the delivery of this social infrastructure. Schooling was one of the first social infrastructure items delivery by the Ministry of Education as part of the development of Hobsonville.
- In Christchurch a range of new schools have been developed and delivered post the Canterbury Earthquakes.

EMPLOYMENT AND INCOME

Overarching insights




Through its relationships with Priority One and Tourism Bay of Plenty, TCC has a reasonable amount of influence over economic development in the city. Tauranga has maintained a high-growth economy, with the highest increase in nominal GDP growth per capita of any city in New Zealand between 2014 and 2019. It's encouraging to see TCC's annual report measures stretching beyond purely financial metrics to include targets reflecting development of a knowledge economy. To add to that, in line with the four wellbeings and the potential of economic activity to support achieving positive environmental, cultural and social wellbeing, TCC could expand the current metrics to show how the local economy can deliver and enable positive outcomes across all four wellbeings. Tourism Bay of Plenty, supported with significant TCC funding, has set a benchmark for New Zealand with its progressive Te Hā Tāpoi | The Love of Tourism strategy which aims to shape the visitor economy as a regenerative industry. Priority One has also signaled its intention to promote an integrated approach to the four wellbeings. Combined together, these approaches present real potential for Tauranga to show leadership and innovation towards a regenerative economy that is both nationally and internationally recognised. Ultimately, achieving that potential will require TCC to work in close alignment and partnership by supporting and enabling appropriate infrastructure development and public realm upgrades.



EMPLOYMENT & INCOME

Employment provides the means for people to meet their financial needs as well as supporting a sense of self-worth and purpose

What does good look like?

-  The city provides and creates the conditions for a future-fit economy through regulatory planning, infrastructure, funding and other appropriate mechanisms.
-  The city attracts, retains and develops the talent and investment needed for a future-fit local economy.
-  Tauranga provides a diverse range of opportunities for meaningful employment.

Highlights: how does performance align with good sustainable practice?

ECONOMIC DEVELOPMENT

TCC does not have an economic development strategy of its own. It works in partnership with Priority One, and Tourism Bay of Plenty (TBoP) is a council-controlled organisation. These two organisations are the main drivers of council related economic development and both are pursuing approaches aligned with a stronger focus on sustainability. Demonstrating a nationally leading approach, and financially supported by TCC, TBoP adopted its Te Hā Tāpoi | The Love of Tourism strategy in 2019 which brings a sustainable and regenerative tourism focus. Priority One's refreshed strategy integrates a four wellbeings approach, targeting a strong economy that provides positive benefits to social, cultural and environmental outcomes. Overall, the city has been slower to adopt and invest in infrastructure for sustainable energy, waste and water that can help accelerate the transition to a future-fit economy; but both TBoP and Priority One are currently working on initiatives to support local businesses and the community to mitigate and reduce carbon emissions.

MARINE PRECINCT

TCC manages Vessel Works, Tauranga's marine precinct, that contributes to the local marine economy and provides for Tauranga's marine lifestyle. It has shown forward thinking design in its water processing facilities, though questions have been raised over the facility's accessibility for fishing vessels.

TCC supports economic development through Priority One and Tourism Bay of Plenty.

What does good look like?

The City provides and creates the conditions for a future-fit economy through regulatory planning, infrastructure, funding and other appropriate mechanisms.

The city attracts, retains and develops the talent and investment needed for a future-fit local economy.

Tauranga provides a diverse range of opportunities for meaningful employment.

Why is this a relevant benchmark?

Local government is in a unique position to enable the local economy to move towards more sustainable practices by providing enabling infrastructure, incentives, regulations and planning certainty.

The development of a modern and future-fit economy relies upon attracting, retaining and developing appropriate talent and investment.

Meaningful work is vital for people's wellbeing and self-esteem. Having a range of opportunities ensures people can find the work of their choice in the place they choose to live.

City performance at a glance



TCC provided significant funding support for Tourism Bay of Plenty to develop and implement its regenerative visitor economy strategy.



Tauranga has been slow to implement infrastructure and planning to encourage and support more sustainable practices for environmental issues such as CO2 emissions, waste and water.



The city's economic development organisations are focused on developing talent and attracting investment to support a future-fit local economy with a focus on sustainability, alternative fuels, and sunrise tech industries.



Wages in Tauranga are lower than the national average and housing is the least affordable in New Zealand.



Toi Kai Rawa has been established in the Bay of Plenty to support Māori economic development and work on a Māori innovation hub is underway.



The diversity of work opportunities continues to expand in Tauranga with a focus on higher value, knowledge economy opportunities and sustainability.



69% of people in Tauranga are satisfied with their job (QoL survey), which is above average for the 7 New Zealand cities measured.

TCC supports economic development through Priority One and Tourism Bay of Plenty.

Current TCC focus

- Supporting Priority One, Tourism Bay of Plenty and four local mainstreet organisations funded through a targeted rate.

Priority One

- Support Toi Kai Rawa as BOP-wide Māori economic development entity and Māori innovation hub.
- Support Māori and youth skills and employability.
- Work with regional council to support business sustainability including carbon emissions measurement and reduction.
- Update State of Environment report for Tauranga and Western BoP.
- Develop hydrogen fuel, EV infrastructure and supporting the decarbonisation of public transport.
- Integrate economic strategy into UFTI, Western BoP Transport Systems Plan and Spatial Plans.
- Implement CBD investment strategy.
- Develop partnership with central government.

Tourism Bay of Plenty

- Continue to implement the Te Hā Tāpoi | The Love of Tourism strategy, which includes developing sector capability and increasing the supply of tourism products and experiences.
- Develop and implement a regenerative tourism measurement framework.
- Identify new tourism with purpose opportunities.
- Work in partnership with hapū to promote Tauranga Moana's story of place and unique culture.
- Carbon emissions reduction for visitor economy.
- Support development of a botanical park.

Most relevant targets and performance

- GDP per employee: Target: \$77,500; Result: \$94,976
- Ratio of working to non-working population: Target: 1:1.98; Result: 1:1.98
- Knowledge intensive employment level: Target: 19,500; Result: 20,855
- Knowledge intensive employment per employee: Target: 30%; Result: 28%
- Visitor spend: Target: \$775m; Result: \$804m

Most relevant documents

- Te Hā Tāpoi | The Love of Tourism – Tourism BoP's strategy.
- Tourism Bay of Plenty: Statement of intent 2020 - 2023
- Priority One annual report June 2020.

Comments on targets

- Whilst GDP for economic activity and total spend / visitor numbers are traditional success measures, it is increasingly recognised they do not accurately measure value or success across the four wellbeings. TBoP now has a suite of broader measures including social licence, which is a critical success indicator for the visitor economy. This indicator might valuably be adopted by TCC alongside visitor spend.
- It is positive to see the value of the knowledge economy reflected in TCC's targets and a still wider spread of success measures reflecting all four wellbeings could reflect how economic activity enables the achievement of social, cultural and environmental wellbeing. Priority One will adopt wider measures to reflect an integrated four wellbeings approach and TCC indicates it is keen to do the same.

TCC supports economic development through Priority One and Tourism Bay of Plenty.

Observations

Priority One is a business member owned economic development agency for Tauranga that has a formal partnership with TCC. TCC's CEO sits on the board and TCC sends an annual letter of expectation that is incorporated into an annual partnership agreement. Tourism Bay of Plenty (TBoP) is a council-controlled destination management organisation for the Te Moananui ā Toi | the Coastal Bay of Plenty. TBoP is jointly owned by TCC and the Western Bay of Plenty District Council. TCC does not have its own economic development strategy.

Tauranga has lower income levels than the New Zealand average; but has achieved the highest per capita nominal growth in GDP between 2014 and 2019. The city also has relatively high Māori unemployment at 7.8% compared to 3.7% in the broader Western Bay area, with Māori average wages being lower than the overall mean annual income. Low average income levels and high housing costs mean Tauranga has the most unaffordable housing in New Zealand; and pressure on its roading infrastructure means congestion affects travel reliability for both freight and private vehicle movements on certain routes into and across the city.

TBoP is first Regional Tourism Organisation in New Zealand outside Auckland to become a Destination Manager and received a significant boost in funding from TCC in the 2018 Long Term Plan. This has supported TBoP to pursue a leadership approach in destination management that looks to develop the local visitor economy in a way that is regenerative by providing positive environmental, cultural and social outcomes as well as economic prosperity. TBoP's Te Hā Tāpoi | The Love of Tourism strategy is widely regarded as the most progressive visitor economy strategy in New Zealand and has set a benchmark for the industry. The strategy places emphasis on connecting with residents, which is widely recognised as a critical foundation for a truly sustainable visitor economy by ensuring the social licence to operate. In 2020, 76% of Tauranga residents agreed tourism had a positive impact on the local community with a Net Promoter Score of +27 for the likelihood of residents recommending their local area as a place to visit (Whakatāne scored higher at +50).

Priority One's strategy integrates a four wellbeings approach by targeting a strong economy that provides positive benefits to social, cultural and environmental outcomes. Over time, a broader range of metrics will reflect performance against social and environmental performance indicators. Priority One's emphasis is on increasing innovation and the value of economic activity, rather than just volume, to improve employment prospects, with a focus on attracting higher value and more sustainable industries. Its strategy focuses on workforce development, supporting Māori and youth into work; education of employers; and upskilling those returning to the workforce. The organisation is also focused on developing industry around hydrogen technology, as a sustainable future source of energy, and supporting the growth of an EV charging network for the city.

Most local businesses are aware of the need to address carbon emissions, some are taking action already and others are looking for support. As well as developing its own climate strategy, Priority One is implementing a series of actions to enable businesses to take appropriate action and to help the region have the right tools for a sustainable economy. It is also assisting with initiatives focused on the decarbonisation of public transport. Stakeholders indicate that TCC could, and should, show much more corporate leadership in piloting and adopting sustainable practices by *walking the talk* and encouraging other businesses to do the same. Council can be an important advocate to support the evolution of a modern economy but it needs to know what it is advocating for and why.

TCC supports economic development through Priority One and Tourism Bay of Plenty.

Opportunities to improve

- TCC (either on its own or collaborating with others) can show more leadership to adopt, trial and model sustainable practices. This can inspire and encourage other local organisations and businesses to adopt sustainable practices and provide data that proves the business case for new solutions.
- TCC can expand its success measures beyond purely financial ones and advocate for the adoption of metrics that show how economic activity supports net benefits for environmental, cultural and social wellbeings.
- TCC can positively encourage and challenge Tourism Bay of Plenty and Priority One to support businesses in accelerating their adoption of, and innovation towards sustainable practices; and encourage them to incentivise more sunrise industries to locate and invest in Tauranga as well as developing local innovation and talent.

What are others doing?



- Christchurch City Council collaborated with local organisations in 2017 to set up an EV car sharing business – Yoogo – in Christchurch that saw 100 EVs stationed at 10 hubs across the city. The initiative was the largest transition from combustion engines to pure electric shared vehicles in the Southern Hemisphere. The project also provided an EV fleet for the Council, replacing 54 of its petrol vehicles, as well as an EV car sharing scheme for the city. Yoogo now operates as Zilch and offers an EV car sharing services in Christchurch and Auckland.
- Palmerston North City Council constructed New Zealand’s largest solar farm at that time in 2014 on the City Council’s Central Administration Building and the City’s Convention Centre. The installation was carried out by Tauranga company Powersmart NZ. The initiative followed the council converting to solar heated hot water and LED streetlight trial in 2013.
- Christchurch City Council supported the hosting of the Social Enterprise World Forum in 2017 which attracted social enterprises from around the world. Christchurch is now seen as the New Zealand capital of this growing economic model that is designed to do well by doing good.

TCC manages Vessel Works, a marine servicing hub for commercial and recreational vessels.

What does good look like?

The city attracts, retains and develops the talent and investment needed for a future-fit local economy.

Why is this a relevant benchmark?

Creating opportunities for innovation and success for business contributes to a sustainable economy, provides opportunities for workers, residents and the community and enhances the city's culture and reputation.

City performance at a glance



Tauranga has implemented modern infrastructure to reinvigorate the local marine re-fit sector and bring additional employment opportunities to the bay of plenty.

TCC manages Vessel Works, a marine servicing hub for commercial and recreational vessels.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Extending the hardstand wharf frontage 100m down the coast through a funding agreement with private landowners and TCC. • Planning a stage 2 development to extend the concrete hardstand further. • Carried out a Health and Safety review with an independent auditor. • Contributing to a broader Tauranga Harbour Strategy to understand how TCC can make best use of its marine environment and the connection between land and water. 	<p>None.</p>
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Percentage of wharf and berth infrastructure that is assessed as being in "good" or better condition. Target: 85%; Result: Not measured • Average annual hardstand occupancy. Target: 50%; Result: 64% 	<p>The current targets are largely focused on numbers of boats lifted rather than suitability and accessibility of the precinct, or metrics reflecting actual versus potential community benefit.</p>

TCC manages Vessel Works, a marine servicing hub for commercial and recreational vessels.

Observations

Tauranga has a strong local marine industry that is internationally regarded in its practices. TCC manages Vessel Works, a marine precinct and servicing hub at Sulphur Point for commercial and recreational vessels. The precinct houses an array of marine businesses, a hardstand, deep-water berths and one of New Zealand's largest mobile vessel hoists; and it is also a transitional facility for boats. It is intended to be a one-stop-shop to support the local marine business economy. TCC is responsible for hauling boats out of the water, water blasting them and putting them on the hardstand for maintenance.

TCC's upgraded water treatment facility is a positive example of forward-thinking design, shifting from a compliance to a stewardship mindset. It is the only facility in NZ to offer all three approved methods of water treatment to protect the harbour from toxic discharges and allows TCC to recycle water.

TCC acknowledges that the council has an opportunity to better connect the city to the water and is undertaking a project to understand how the harbour can meet more community needs as part of developing a Tauranga Harbour Strategy. This is an opportunity to engage with relevant users to understand what further facilities are needed beyond the hardstand development.

Media coverage suggests previous concerns among select local fishing vessels that the limited truck-to-boat space can cause service delays, though TCC regularly meets with fishing fleet members and majority indicate that they are happy with the facilities and services provided. The planned wharf extension will further extend the capacity of the wharves to be used by the fishing fleet. TCC is aware of the opportunities for electrifying its large equipment and reducing carbon emissions but is constrained by a lack of viable electronic alternatives to its bespoke technology, particularly its boat lift. TCC will consider purchasing an electric sweeper when the current one needs replacing.

TCC manages Vessel Works, a marine servicing hub for commercial and recreational vessels.


Opportunities to improve

- Continue improving strategic oversight of Tauranga's precinct to improve its capacity to meet marine sector and resident needs.
- Use the sweeper replacement as an opportunity to purchase an electric one that will reduce carbon emissions.

What are others doing?



- Thames and Coromandel District Council are actively engaging stakeholders in workshops to develop Thames' Kōpū Marine Precinct.
- Whakatane District Council has established a 'transformational partnership' between Rāhui Lands Trust, the Crown, Ngāti Awa Group Holdings Limited and the Whakatāne District Council to build what will be the first iwi-owned marine precinct in the country.
- Whangarei District Council has approved plans for Port Nikau, a \$20m project to revive Whangarei's marine precinct to be able to service larger, higher value projects for the ship and yacht building sectors.

An aerial photograph of a harbor area. In the foreground, several boats are docked at a pier. The water is a light blue-grey color. In the middle ground, there are several large, white, rectangular structures, possibly covered walkways or temporary buildings. In the background, a highway with multiple lanes curves through the landscape. Beyond the highway, there are more buildings and a large body of water, possibly a bay or a large lake, with hills in the distance. The overall scene is a mix of urban infrastructure and natural waterways.

LOCAL ENVIRONMENTAL THEMES

LOCAL WATER SYSTEM

Overarching insights

Tauranga's water management challenges are strongly connected to the City's growth and its reliance on stream-based water supply.




Overall, the City is moving towards a management and restorative philosophy that recognises local ecological systems, reflects the values of tangata whenua and adopts an integrated design / co-design with nature approach to minimise environmental harm. However, achieving those outcomes will take significant investment and new ways of working that are not yet in place or secured.



LOCAL WATER SYSTEM

Water withdrawals from natural flows and stormwater affect the health of ecological systems.

What does good look like?

-  Tauranga's extraction of freshwater is not beyond the equilibrium yield of the source.
-  Tauranga's use and dispersal of water supports the natural hydrological ecosystem functions and their contribution and connections to wider ecosystem health.
-  Natural water-related ecosystems are restored and enhanced.

Highlights: how does performance align with good sustainable practice?

WATER SUPPLY

Tauranga's water supply is reliant on extraction from streams with inevitable impacts on hydrological ecosystems and freshwater mauri. The city's growth will require further sources in future and there is currently no serious focus on water storage or water recycling at a systemic level. Protection and regulation of freshwater ecosystems are increasing, and will continue to do so, which should encourage Tauranga to consider how to reduce reliance on streams as the single primary source over the long-term as the city grows further.

STORMWATER

Water-centred design approaches are being adopted to reduce stormwater impacts on waterways and the harbour. Flood risks that will increase with climate change are also in the process of being addressed through Plan Change 27 by controlling inappropriate development in flood plains . Sediment runoff is an ongoing issue for the harbour (managed by the regional council) and heavy metal contamination exceeds limits on occasion in identified 'hotspot' areas. The draft water strategy commits to addressing these issues and if adopted and implemented will, over the coming years, reduce negative impacts of the city on harbour ecosystem health.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

What does good look like?

Tauranga's use and dispersal of water supports the natural hydrological ecosystem functions and their contribution and connections to wider ecosystem health.

Why is this a relevant benchmark?

Hydrological ecosystems function in balance with other living ecosystems. If stream flows are reduced there are a range of consequential ecosystem health impacts which affect those natural systems' capacity to support life. This is acknowledged in te ao Māori as reducing the mauri (life force) of the stream and its ability to transfer mana (energy) to other elements of the natural world.

City performance at a glance



Tauranga's water supply is entirely dependent on extraction from streams.



Growth forecasts indicate that a new water supply will be needed within 30 years.



Average daily consumption is close to levels previously determined necessary to trigger water conservation measures.

Tauranga's extraction of freshwater is not beyond the equilibrium yield of the source.

Extraction of freshwater from streams beyond the equilibrium flow of the stream is likely to negatively affect hydrological ecosystem functions.



Recent assessments conclude that current sources from the Tautau and Waiorohi streams are over-allocated, indicating consented extraction levels pose a threat to stream health. This year, due to low rainfall, summer water restrictions have extended into May.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Replacing residential water meters to ensure water used is accurately measured. • Finalising a draft 30-Year Water Supply Strategy and a 10-Year Water Supply Plan to capture future opportunities and Tauranga’s expected water shortages. • Securing additional water sources to meet current and future demands through the Waiāri Water Supply Scheme project. • Investing capex into infrastructure projects including Oropi Trunk Main upgrade, Eastern Corridor, Western Corridor, and Cameron Rd upgrade to ensure security of supply. • Large Water Users Policy to prioritise water allocation and manage future applications for those using more than 15m³/day. • Community education, for example the Waterline Education initiative. • Summer water restrictions to address strained supply. • Drawing less than consented amount from current sources to protect stream health. 	<ul style="list-style-type: none"> • Draft Water Supply Strategy • Water Supply Bylaw 2019 • National Policy Statement for Freshwater Management
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • % of residents aware of ways they can conserve water: Target ≥ 80%; Result: 85% • % of real water loss from council’s networked reticulation system: Target: ≤ 18%; Result: 17.3% • Annual peak demand in litres per capita per day: Target: ≤ 450; Result: 397 • Average consumption of drinking water per day per resident: Target: ≤ 330; Result: 299 	<ul style="list-style-type: none"> • Current targets focus on volume and efficiency of use from current sources. It would be ideal to have targets that relate to potential improved ecosystem outcomes in source streams, and that align with the level of performance required to meet desired ecosystem outcomes. • Additional targets relating to water storage and recycling water would focus TCC efforts to consider how to shift investment into alternative water sources to further reduce demand for stream freshwater supply.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Observations

Tauranga's potable water supply system relies on extracting water from streams. By its very nature, therefore, the system affects natural hydrological ecosystems as well as cultural values, with effects being managed through relevant legislation and regulations. Ongoing growth of the city is currently predicated upon availability of additional sources with no active policy approach to encourage investment in rainwater storage or recycling used water for existing or new development.

Limited stream supply, population growth and ongoing drought risks mean the city needs to take further steps to ensure long-term water security. Despite the new Waiāri source coming online from 2022, current TCC forecasts and assumptions suggest a further new source will be required within the next 30-years to ensure a secure supply that meets projected population growth.

Acknowledging supply constraints, Tauranga was an early adopter of water efficiency education and metered supply. Whilst average daily household use has remained fairly constant over the last 10 years, population growth means current average daily consumption is now close to previous thresholds for triggering water conservation measures. In future, supply may be further constrained by climate change if lower rainfall into stream source catchments remains the dominant pattern.

Recent assessments conclude that current sources from the Tautau and Waiorohi streams are over-allocated and consent renewals in 2026 will reduce the permitted take. Currently, TCC takes less than consented amounts which helps mitigate stream health and ecology issues. The new Essential Freshwater requirements reflect increasing public concern about freshwater quality and the health of freshwater ecosystems whilst giving effect to Te Mana o te Wai. This new regime will be applied for consent renewals in 2026 which is likely to result in lower consented allocation with a primary obligation to protect the health and wellbeing of freshwater ecosystems.

The effects of climate change present additional uncertainty. Water restrictions have been implemented for the last four years because of hot, dry summer conditions and the impact on water treatment capacity and source water stream flows, and climate forecasts suggest summers will continue to see less rainfall in the district. This year, for the first time, summer water restrictions have extended into May.

TCC provides Tauranga residents and businesses with constant, adequate, sustainable, high-quality potable water.

Opportunities to improve

- Reduce reliance on water extraction from streams by incentivising, encouraging or even requiring technologies such as rainwater storage, grey-water collection and re-use, waste-water recycling systems.

What are others doing?



- At Fonterra's Te Rapa factory, water taken from the Waikato River for factory use is cleaned and returned to the river at a higher quality than when taken. This reflects the philosophy of borrowing water from nature to use, whilst returning it in a way that maintains ecosystem health and vitality.
- The FIL / GEA industrial building in Mt Maunganui incorporated rainwater storage systems in the foundations which supplies the bulk of water needed for manufacturing operations.

STORMWATER

TCC manages infrastructure to treat, receive and dispose of stormwater through a network of soakage systems, drains, ponds and secondary flow pipes.

What does good look like?

Rainfall is absorbed through soils and released through natural systems back into the environment.

All storm water is captured and treated to a condition that renders it safe to discharge back into nature so as to cause no negative environmental impacts.

Natural water-related ecosystems are restored and enhanced.

The city is a safe and healthy place for residents.

Why is this a relevant benchmark?

To align with natural systems and reduce the risk of stormwater flooding from impermeable surfaces.

Stormwater flows pick up sediment and contaminants which can pollute receiving catchments with adverse effects for freshwater and marine ecosystems.

Nature renders water-related ecosystems resilient to deliver a range of useful ecosystem services by integrating a diversity of plants and living systems. Protection, restoration and enhancement is also aligned with cultural values and Te Mana o te Wai.

Stormwater flooding can pose a risk to human health and wellbeing.

City performance at a glance



Stormwater management currently relies on capture and treatment.



Tauranga's draft Water Strategy aligns with Te Mana o te Wai and adopts a more integrated water-cycle management approach



Harbour ecosystems are affected by sediment and heavy metal contamination from runoff, with permitted limits being exceeded on occasion; and – in isolated hotspots – waterways are known to be contaminated with industrial runoff, vehicle pollutants, human and animal faeces, sediment, nutrients, and litter.



The draft Water Strategy provides for integrated stormwater planning.



TCC has started to integrate waterway restoration as an ecosystem service in capital projects but only as isolated examples rather than as a consistent policy approach.



Te Ara o Wairākei is a biodiversity and stream restoration project to improve stormwater management, and provide improved cultural values, recreation and social amenity opportunities.



TCC has mapped and is securing safe flood-path flows.

TCC manages infrastructure to treat, receive and dispose of stormwater through a network of soakage systems, drains, ponds and secondary flow pipes.

Current TCC focus

- Developing a 30-year Stormwater Strategy to improve stormwater management practices, including monitoring and surveying of at-risk areas and improved tangata whenua involvement in stormwater management.
- Adopting Plan Change 27 to ensure future land use, subdivision and development within Tauranga is planned to be resilient to flooding. The Plan includes a Blue Green Network of mapped floodplains that cannot be subdivided to ensure secure pathways for water to flow.
- Investing capex into projects to improve stormwater management, including Te Papa Intensification Upgrade, Wairakei Stream Overflow, Kaituna River and Cameron Rd Upgrade. Cameron Rd will be an exemplar of integrated stormwater design.
- Completing the Kopurererua Valley Wetland Restoration Project using integrated design-thinking across departments to achieve positive stormwater and biodiversity outcomes.
- Incorporating Water Sensitive Urban Design (WSUD) principles in any new development and redevelopment projects in Tauranga. Cameron Road is a case study of this success.

Most relevant documents

- Draft Stormwater Strategy
- Stormwater bylaw
- Stormwater catchment management plans
- Infrastructure Strategy 2018-2048
- Iwi and Hapū Management Plans

Most relevant targets and performance

- Council's stormwater compliance with resource consents for discharge from its stormwater system measured by number of: abatement notices; infringement notices; enforcement orders; and convictions, received by council in relation those resource consents. Target: Nil Result: Nil.

Comments on targets

- Future targets might include stream and flood-path planting and use of design and technology solutions for stormwater avoidance, capture and treatment as an integrated element of stormwater catchments like roads and other impermeable surfaces; for example, the use of rain gardens and other ecological water sensitive design solutions.

TCC manages infrastructure to treat, receive and dispose of stormwater through a network of soakage systems, drains, ponds and secondary flow pipes.

Observations

Tauranga is the first city in the region to obtain required consents for stormwater; but, like all developed cities, urban development has changed the natural flow and absorption of rainfall with associated ecosystem impacts. The city's streams have been adversely affected by development and are under increasing pressure from growth. However, most of the Tauranga catchment's soils drain well, meaning that suburban residential stormwater mainly discharges into the ground.

TCC's draft stormwater strategy aligns with Te Mana o te Wai and adopts a more integrated water-cycle management approach with adaptive pathways planning to improve stormwater outcomes in ways that also provide ecosystem and community benefits. This approach will develop Blue Green networks, apply low impact design and seek green-infrastructure solutions where feasible. The recent Kopurererua Valley cycleway upgrade adopted this more integrated approach incorporating wetland restoration and sediment mitigation involving other council teams. Te Ara ō Wairākei is another highly-regarded project and a good example of stream restoration to improve stormwater outcomes whilst providing recreational and amenity opportunities.

Harbour ecosystems are affected by sediment and, in isolated hotspot areas, heavy metal contamination from runoff, with permitted limits being exceeded on occasion. TCC is aware that waterways are contaminated with industrial runoff, road and car pollutants, human and animal faeces, sediment, nutrients, and litter.

The draft stormwater strategy seeks to reverse this environmental degradation, working with iwi and the Regional Council. This is in line with Te Mana o te Wai which is likely to mean an increasing focus on healthy waterways in line with the principles of stewardship and good governance.

Climate change will increase flooding risk in Tauranga. TCC has taken a number of measures to map and secure flood-path flows to ensure safety, an approach which is augmented in the draft stormwater strategy. The draft strategy seeks to align and guide future development with integrated stormwater planning using a co-design with nature approach. The Cameron Road upgrade will be the first major project with an integrated stormwater management approach.

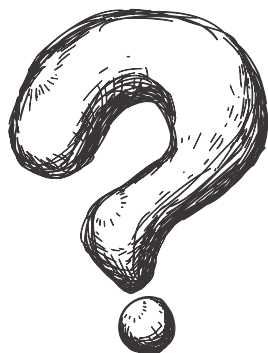
Over recent years, social awareness about the importance of protecting and restoring waterways has led to many planting initiatives that seek to use nature's own technologies to abate the challenges of erosion, sedimentation and flooding. It's likely this trend will continue with an expectation that waterways are restored and made more resilient through suitable planting and protection.

TCC manages infrastructure to treat, receive and dispose of stormwater through a network of soakage systems, drains, ponds and secondary flow pipes.

Opportunities to improve

- Adopt and integrate water sensitive design into all appropriate capital works and upgrades to avoid and mitigate stormwater impacts.
- Integrate stream and flood-path restoration and planting into all appropriate projects.
- Proactively support and foster stream replanting initiatives by other agencies and community groups.

What are others doing?

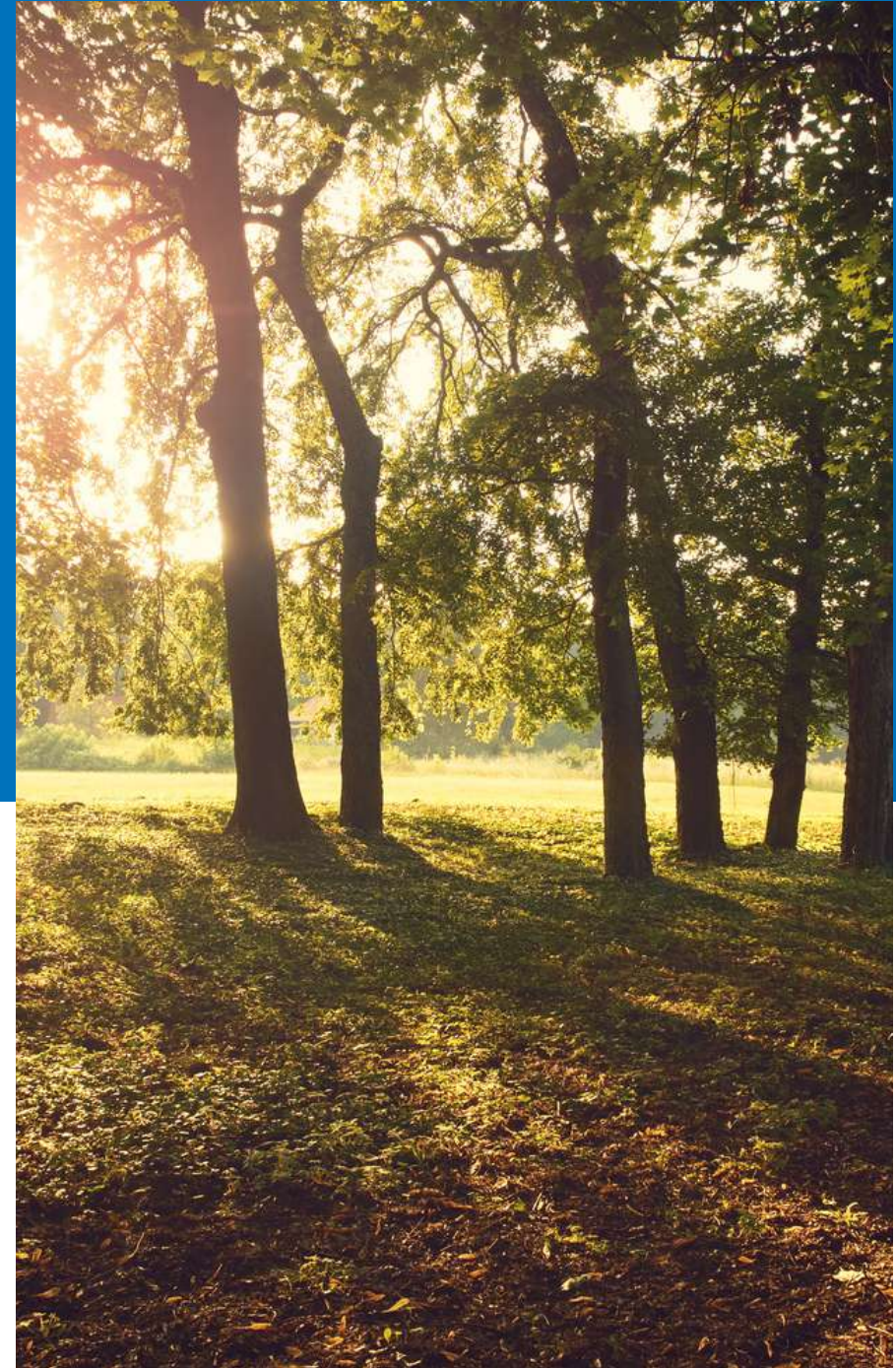


- Wellington City Council combined WSUD with high-level recreational uses in Waitangi Park. Stormwater is filtered through wetlands and UV disinfection before entering the harbour. Some treated stormwater is used to irrigate Te Papa.
- Stockholm's Royal Seaport stormwater system integrates green roofs and courtyards as part of the stormwater and irrigation system which cater for above ground flows when the system is overloaded.

TEMPERATURE REGULATION

Overarching insights

TCC is beginning to show signs of integrating improved vegetation coverage into its infrastructure planning decisions. The futureproofing Cameron Road project is a step in the right direction to integrate increased vegetation into infrastructure planning. The Infrastructure Development Code is currently being updated to optimise the potential for shade, and other benefits, from vegetation cover.



TEMPERATURE REGULATION

Nature regulates ground heat through shade from trees and plants. This sort of green infrastructure offers health benefits and resilience to urban heat island effect.

What does good look like?



Tauranga has sufficient urban green infrastructure to reduce urban heat island effect.

Highlights: how does performance align with good sustainable practice?

PLACES AND SPACES

Tauranga's urban planting decisions are guided by best practice thinking but the lack of an up-to-date vegetation strategy means that planning for long-term issues, like climate change and urban development, is not prioritized. As Tauranga intensifies, roadside berms are expected to decrease in size, limiting what tree species can be planted and how much shade can be provided.

While urban heat island effect is not currently a high priority issue for Tauranga during most of the year given its current park distribution, the council should be conscious of the potential risk with urban expansion and climate change.

TCC is responsible for the planting, maintenance and removal of Tauranga's treescapes.

What does good look like?

Tauranga has sufficient urban green infrastructure to reduce urban heat island effect.

Why is this a relevant benchmark?

Green infrastructure, for example trees and vegetative cover, lowers surface and air temperature by providing shade and evotranspiration to mitigate the effects of urban heat island effect and improve the health of a city's people, air quality and water quality.

City performance at a glance



Some areas of Tauranga, particularly Papamoa, are currently lacking sufficient vegetation to mitigate the effects of urban heat island effect.



Future planning decisions appear to preference intensifying urban spaces and reducing the size of urban berms which limits the potential for shade from trees.

TCC is responsible for the planting, maintenance and removal of Tauranga’s treescapes.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Landscaping the Elizabeth Street upgrade to provide inner city vegetation with mature transplant trees. • Landscaping the Cameron Road upgrade. 	<ul style="list-style-type: none"> • Growing Tauranga Green (Tauranga Vegetation Strategy) • Use of Toxic Agrichemicals for Vegetation Management Policy • Vegetation and Tree Management Policy • Draft Environment Strategy (Never Finished)
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Percentage of residential households that are within 500m of an open space. Target 90%; Result 91% • All street gardens (excluding annual (bedding) gardens) for which Council is responsible are maintained regularly. Target: 86%;Result 92% • Minimum size of street gardens in new subdivisions (there is no maximum size). Target: 45m²; Result: Achieved 	<p>The current targets do not focus on tree canopy coverage and the associated shade benefits which are essential to limiting rising temperatures from the urban heat island effect. Targets could include ensuring all new subdivisions have sufficient tree canopy coverage and increasing existing areas by a certain %.</p>

TCC is responsible for the planting, maintenance and removal of Tauranga's treescapes.

Observations

Urban heat islands result from complex built environments with high density living areas. While Tauranga City is not widely recognized as an area with a high risk of heat island urban effect currently, as urban areas increase in density and temperatures rise due to climate change urban greening will become more essential to mitigating heat from urban forms. While Tauranga is generally well serviced by tree coverage and parks, Papamoa currently does not have many trees due to small berms. TCC is conscious of the risks of urban heat island effect in high density urban centers but has no formal policies or up to date strategies in place to mitigate those with urban greening.

The Infrastructure Development Code is being updated to increase berm size to allow for better planting decisions, as previously it appeared to place a preference on intensifying urban spaces with smaller roadside berms which limits tree planting to small trees.

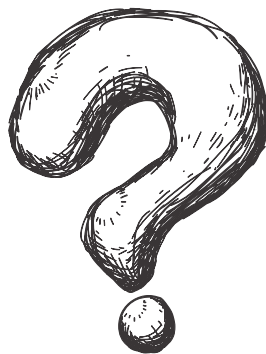
Integrated planning decisions, such as the Cameron Road upgrade that combines stormwater and urban greening outcomes, are an essential opportunity for TCC to ensure design outcomes lock in wider social benefits beyond infrastructure availability. One external stakeholder also highlighted that Tauranga has a significant amount of land that is currently covered by roading that could be de-sealed to provide better opportunities for canopy cover.

TCC is responsible for the planting, maintenance and removal of Tauranga's treescapes.

Opportunities to improve

- Update the Growing Tauranga Green vegetation strategy to guide long-term planting decisions that will mitigate urban heat island effect and climate change effects.
- Integrate urban greening objectives into all appropriate significant infrastructure projects.
- Consider other opportunities beyond roadside planting to regulate temperature such as rooftop gardens.

What are others doing?



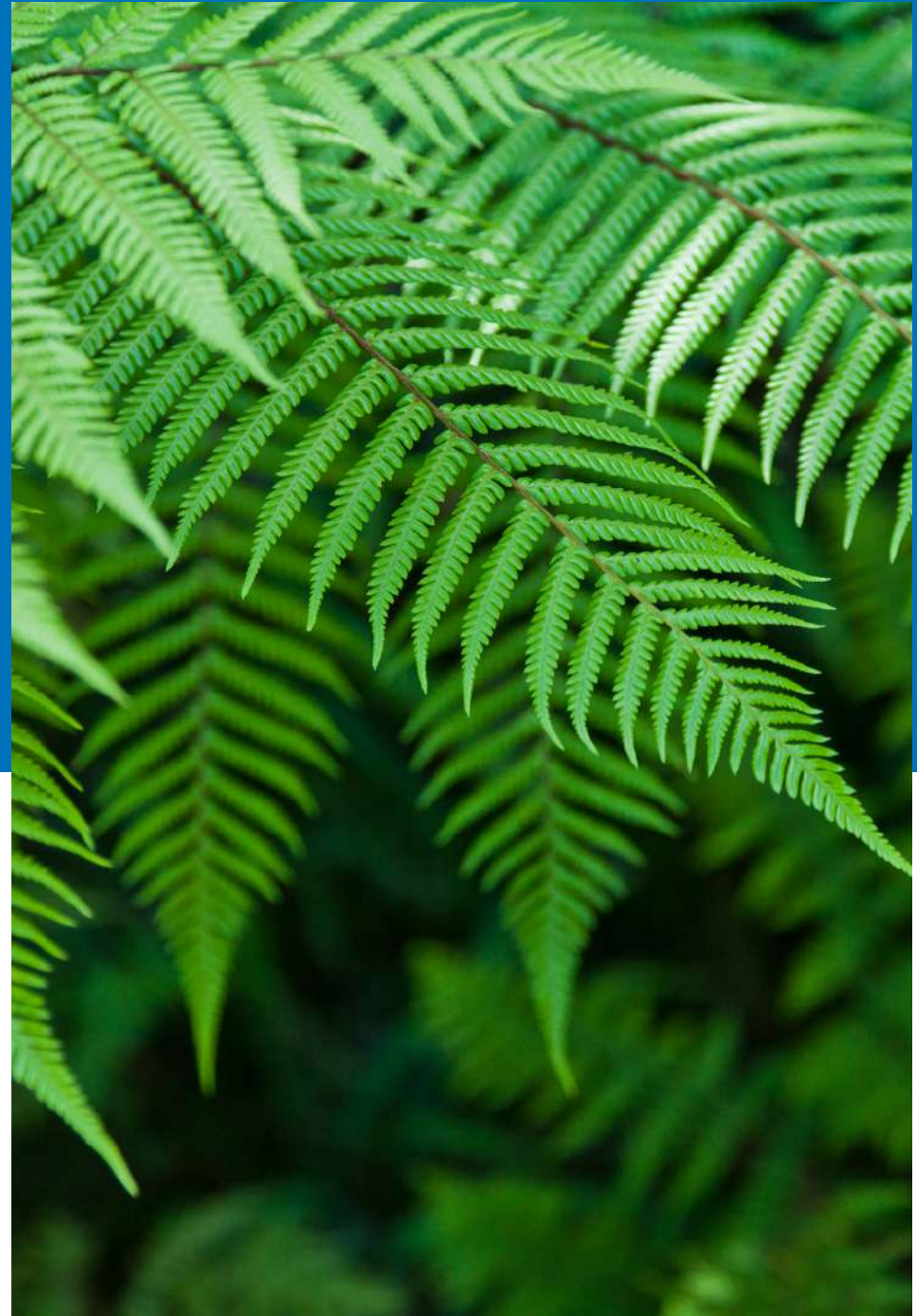
- Auckland City Council has an Urban Ngahere (Forest) Strategy to improve the city's canopy cover. It has developed a tree asset database to understand the current network coverage and inform planning decisions. In 2019, it completed its Million Trees project to plant one million native trees across the region in partnership with the community.
- The City of Melbourne has a goal to plant 3000 trees a year to cool the city by 4 degrees and has carried out the economic assessment of the current and future costs of its urban heat island. Melbourne is currently de-sealing roads to provide increased planting opportunities.

BIODIVERSITY SUPPORT

Overarching insights

Beyond protecting, restoring and enhancing council owned parks and recreation areas, TCC's direct control over Tauranga's biodiversity is limited.



Opportunities do exist for TCC to influence broader biodiversity outcomes through careful urban planning to ensure that development does not encroach on areas of biological or ecological value; and reintroducing regular city-wide State of the Environment reporting to be able to track ongoing biodiversity trends to inform regional responses.



BIODIVERSITY SUPPORT

Natural habitats are restored and enhanced, biodiversity is enhanced, and threatened species are protected.

What does good look like?

-  The city's growth does not encroach upon areas of high biological, or ecological value.
-  Natural habitats are restored and enhanced, biodiversity is enhanced, and threatened species are protected.

Highlights: how does performance align with good sustainable practice?

PLACES AND SPACES

Tauranga's biodiversity is under threat from urban development, weeds, pests, land use change and high recreational usage. TCC's current approach to managing the health of the system is generally viewed as positive by external stakeholders. The council has further opportunities to improve this by reviving regular State of Environment reporting and monitoring, and applying the Kopurererua Valley restoration model to other parks. The council does already have a biodiversity-based management programme in place in its reserves network, and a strong focus on physical restoration work in the dune network.

TCC manages and monitors parks and reserves in partnership with other local and Regional Councils and iwi.

What does good look like?

The city's growth does not encroach upon areas of high biological, or ecological value.

Natural habitats are restored and enhanced, biodiversity is enhanced, and threatened species are protected.

Why is this a relevant benchmark?

Areas of high biological and ecological value provide important ecosystem services that support resilience and stability of those ecosystems and the species that inhabit those areas.

Biodiversity health, and the services that ecosystems and species provide, support the health of wider natural systems, people's wellbeing, as well as the economy, health and food security.

City performance at a glance



Unprotected dune vegetation, freshwater wetland vegetation and habitats are threatened by urban development. Currently, there is ongoing development near the dunes and towards the Kaituna River.



Kopurererua Valley is being restored from rough farmland to its natural landscape. It is the biggest wetland restoration project in the southern hemisphere.



Only 3% of Tauranga's indigenous landcover remains.



Currently only small areas of land are protected (0.6% of land in the coastal bioclimatic zone and 1.2% of the semi-coastal bioclimatic zone).

TCC manages and monitors parks and reserves in partnership with other local and Regional Councils and iwi.

Current TCC focus

- Ongoing restoration and regeneration projects in Kopurererua Valley, a 20-year project that includes planting over a million wetland shrubs and trees.
- Preserving the biodiversity of Tauranga’s parks and recreation spaces, including conservation plans for Mauao and the Monmouth Redoubt Reserve; and coastal planting of dunes along Mount Maunganui and Papamoa Coast Reserve.
- Restoring special ecological areas such as the Matahoroa Gully.
- A baseline survey of uncommon and threatened indigenous plants was undertaken on Mauao in 2017.

Most relevant documents

- SmartGrowth
- Mauao Historic Reserve Management Plan, Mauao Implementation Plan and MOU between TCC and Mauao Trust
- Kopurerua Valley Landscape Landscape Plan
- Kaituna River Action Plan
- Wairoa River Valley Strategy
- Draft Environment Strategy (unfinished)

Most relevant targets and performance

- Removal of 20 coastal encroachments from public land each year. Target: 20; Result: 23
- The amount of parks land protected in the City Plan as a Special Ecological Area that is restored. Target: 65%; Result 65%

Comments on targets

Targets are trending in the right direction but do not give a clear picture of Tauranga’s overall biodiversity health. Indigenous Biodiversity of Tauranga City – State of the Environment Reporting 2005 (Wildlands) contains a suite of indicators that have been developed to apply to Tauranga’s unique conditions. Iwi and hapū may also have cultural indicators for measuring biodiversity that could be adopted by TCC.

TCC manages and monitors parks and reserves in partnership with other local and Regional Councils and iwi.

Observations

Tauranga city is almost completely within the Tauranga Ecological District, encompassing around 102,000 hectares of harbours and estuaries (Tauranga, Maketu and Little Waihi), dunelands, Matakana Island, the coastal plains between Otamarakau and Tauranga, and hills and valleys. Beca completed the most recent Tauranga State of the Environment report assessing the city's biodiversity in 2017 and previous reporting on the state of indigenous biodiversity was provided in 2000, 2005, 2008, and 2009. Notable insights in 2017 include that some species of threatened birds are under pressure from land use; some streams draining into the Tauranga City Harbour are scoring 'poor' MCIs that indicate severe pollution; and only 3% of Tauranga's land cover remains indigenous. The study found that the biggest threats to the region's biodiversity and natural habitats include urban development and urban sprawl, pests, weeds, pesticide and herbicide use, excessive nutrients entering urban streams, high recreational usage, and changing land practices.

The management, restoration and monitoring of Tauranga's native parks are undertaken by TCC, other local councils, and the Bay of Plenty Regional Council. External stakeholders generally view TCC's approach to maintaining the city's biodiversity positively, particularly its encroachment removal, restoration and land infilling programmes. The Kopurererua Valley programme was consistently cited as a benchmark project that should be modelled across other council-owned parks and reserves. However, there is also a view that TCC could collaborate with and empower community environmental organisations more proactively to support environmental and biodiversity restoration (which is now occurring widely across Aotearoa New Zealand).

TCC does not currently have an overarching Environment Strategy that covers biodiversity or ecosystem restoration, protection or enhancement. It has drafted an Environment Strategy but this has not been formalised. Given the state of its biodiversity, one stakeholder commented that clear oversight of its biodiversity priorities, threats and management approach may be a significant opportunity for TCC.

Consistent, balanced reporting with appropriately defined indicators would allow TCC and the region to make well informed decisions about the protection and restoration of its biodiversity. Priority One has allocated budget to resume Tauranga's State of the Environment reporting this year. Previously, from 2000 to 2009, TCC carried out comprehensive State of the Environment reporting with Wildland Consultants, considered to be leading practice at the time. Since then, monitoring has been sporadic, project-specific, and undertaken by various providers, resulting in inconsistent indicators and difficulty tracking trends over time. A manual for monitoring indigenous biodiversity was prepared in 2000 and monitoring of sand dune vegetation was undertaken in 2008, 2014, 2016, and 2018.

Biodiversity management is an expression of Māori kaitiakitanga over ancestral taonga. The council is currently achieving success in co-management approaches with some iwi, including in its Mauao and Kopurererua Valley programmes; but the Parliamentary Commissioner found that tangata whenua of Te Awanui (Tauranga Harbour) have been excluded from decisions affecting their ancestral land and seascapes, and use of coastal resources. One external stakeholder also commented that engagement with tangata whenua on parks and reserves management should be a more significant focus for TCC in the future.

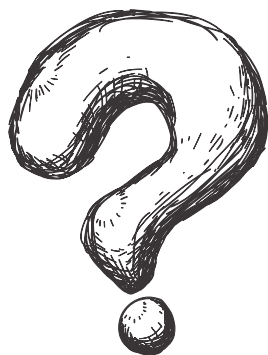
External stakeholders identified dune restoration, more effective herbicide use for managing weeds, and championing the restoration of Mauao as a pest-free ecosystem to be significant opportunities for TCC to improve its biodiversity management approach.

TCC manages and monitors parks and reserves in partnership with other local and Regional Councils and iwi.

Opportunities to improve

- Support Priority One in implementing regular State of the Environment monitoring to understand how the city's biodiversity and habitats are changing and responding to development pressures.
- Finalise an Environment Strategy that outlines Tauranga's biodiversity priorities, threats and management approach.
- Champion restoration projects using the Kopurererua Valley initiative as a benchmark. Mauao was identified as a flagship opportunity for pest control and biodiversity restoration. Continue to work with iwi partners to develop co-management opportunities and develop cultural indicators to monitor the city's biodiversity.
- Collaborate with and empower local community groups to lead restoration and regeneration projects.

What are others doing?



- Dunedin City Council worked with DOC to create an interactive native planting guide for Dunedin to empower residents to contribute to the city's biodiversity. Residents can search their address to understand what species are ecologically appropriate for planting.
- Wellington City Council has a regular monitoring programme of the region's biodiversity using indicators from the City Biodiversity Index.
- Hawkes Bay Regional Council has a biodiversity strategy and has prioritised its ecosystems and habitat sites using zonation software. Zonation prioritisation helps councils understand which sites best achieve full representation of the region's ecosystem and geomorphic types to inform management and restoration decisions.
- Bay of Plenty Regional Council has a dune planting guide.

ENERGY (HARVESTING)

What does good look like?



Energy in Tauranga is generated from renewable sources.

Highlights: how does performance align with good sustainable practice?

There is no TCC role in energy harvesting

Whilst TCC has no active role in enabling renewable energy harvesting, Tauranga was the location for New Zealand's first on-road, solar powered electric vehicle charger in 2017. The EV charger has two allocated car parks and draws energy from 18 solar panels, which is backed up by grid supply. The project was supported by TCC.

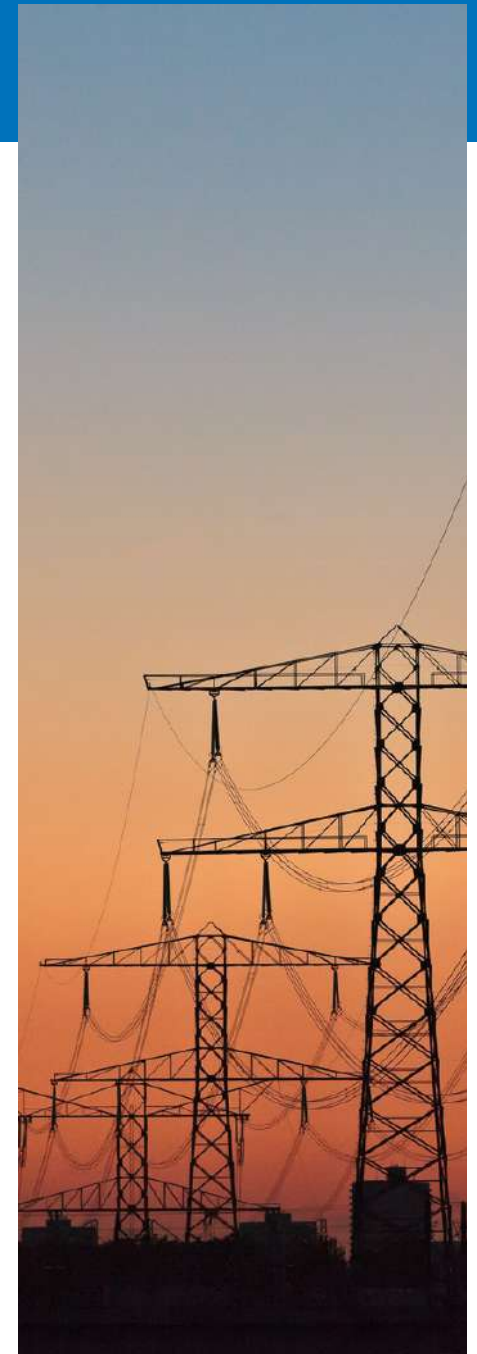
Currently, TCC does not harvest energy for its own use – though that may be a design consideration for its new civic building – and does not provide active support or incentives for others to install energy harvesting equipment. However, it may be an area that the council can provide advice and support for developers to increase the amount of locally generated renewable energy in the future. Tauranga is home to a number of renewable energy specialist companies that the council could leverage from to take advantage of the city's high sunshine hours for locally generated renewable energy that may, in the future, be an important part of reducing New Zealand's greenhouse gas emissions, powering a growing EV fleet and providing a more resilient electricity supply system.

Overarching insights

In New Zealand, electricity is generated largely from renewable sources that make up approximately 85% of grid supply, with the balance being generated from fossil fuels. The grid is currently reliant on the fossil fuel component to ensure it remains balanced in matching supply with demand.

In its Te Mauri Hiko document, Transpower indicated that electricity will increasingly become a distributed tool that consumers will generate and manage themselves, with microgrids likely to play an increasing part of that future. Microgrids can serve as local renewable generation, storage and distribution networks that are connected to, or independent of the grid; and some see the potential for exponential growth of renewable energy microgrids in Aotearoa New Zealand which can also provide more local energy resilience.

Harvesting energy from the sun, at the location of intended use is increasingly economically effective with an growing number of commercial and residential buildings installing solar PV panels with or without battery storage.





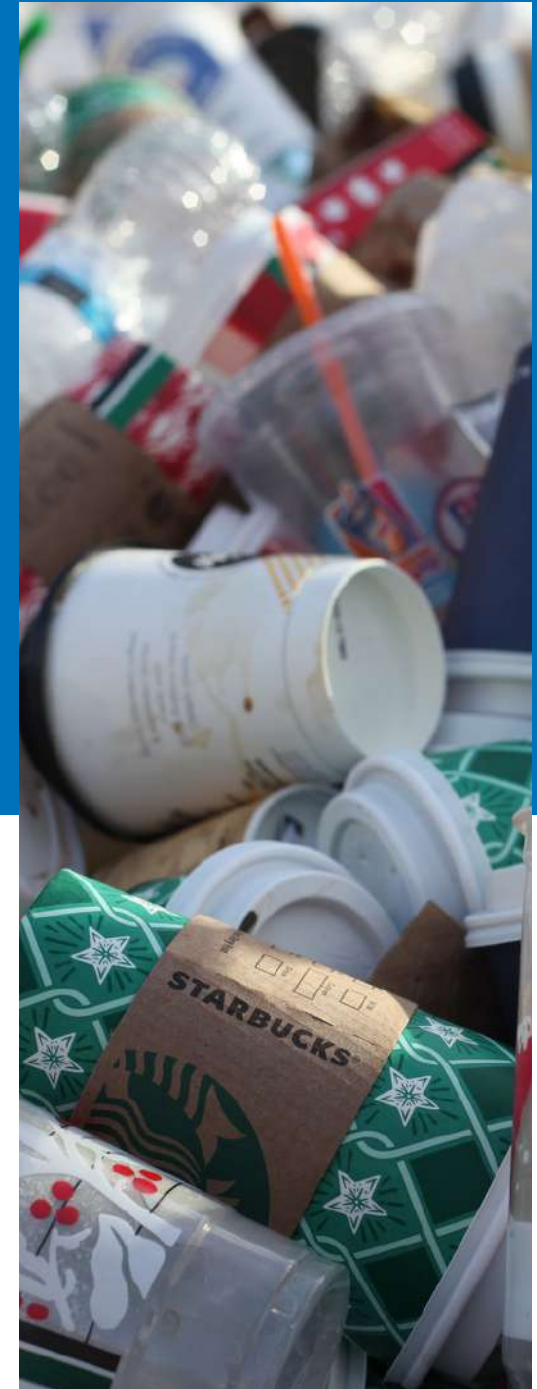
GLOBAL ENVIRONMENTAL THEMES

WASTE GENERATION

Overarching insights

TCC has direct control over Tauranga's waste management and minimisation services and the council's current focus on waste diversion is seen as a positive move forward by external stakeholders. The question asked by stakeholders is the extent to which TCC is committed to working proactively towards a circular economy approach that will address the city's systemic waste challenges. Both internal and external stakeholders agree that TCC's role in enacting a circular economy is primarily advocating to government for stricter regulation and infrastructure funding. TCC is already doing this, although that work is not formally reflected in its Waste Minimisation and Management Plan. Stakeholder comments noted that consultation for the new kerbside collection system started with excellent community engagement; however, in the latter part of the process, the lack of community engagement missed opportunities for input from informed local experts that could have supporting co-designing circular economy solutions at the local level.







Tauranga's wastewater system is generally in good condition and works well. The lack of engineered overflow points make overflows harder to locate; and the system faces some capacity constraint as a result of damage to the outfall pipe. TCC has work programmes that seek to address both these issues and to ensure that any risks of harm to people or the environment are minimised and have appropriate response approaches in place.



WASTE GENERATION

Waste generally incurs a cost to store or treat and can cause various types of environmental pollution. In nature there is no waste, and all by-products are useful inputs for other value creating processes.

What does good look like?

-  Tauranga is a zero-waste to landfill city.
-  Organic waste is composted and returned to the soil or re-used as inputs to other organic nutrient cycles.
-  All materials that can be re-used are reclaimed as inputs to a fully circular economy.
-  All wastewater is captured and treated to a condition that renders it safe to discharge back into nature so as to cause no negative environmental impacts.
-  Natural water-related ecosystems are restored and enhanced.
-  The city is a safe and healthy place for residents.

NB: Greenhouse Gases from waste generation are covered under the *Greenhouse gas emissions* theme.

Highlights: how does performance align with good sustainable practice?

SUSTAINABILITY AND WASTE

TCC's current opt-in user pays waste system provided by commercial services has contributed to the city having one of the highest waste to landfill rates in New Zealand. Previously closed landfills may present future risks to the public and infrastructure development, with TCC not knowing where several of these closed landfills are located. TCC has not yet set a formal circular economy target. This is seen as being unrealistic given the current state of the waste system. Instead, TCC's current focus is on landfill diversion. The council has secured MfE funding for a 4-bin kerbside collection to make significant progress. The funding will also allow council to upgrade Te Maunga Transfer Station to process construction and demolition waste arising from Tauranga's growth. TCC is aware that landfills pose various economic, environmental, health and cultural challenges. In particular, iwi have expressed discomfort about sending waste to bury in the whenua of other iwi.

WASTEWATER

Tauranga's wastewater system generally performs well but can suffer overflows which present risks to people and the environment. Work is ongoing to address this and ensure any overflows are responded to quickly and effectively. The discharge of wastewater to water is a concern for tangata whenua and TCC is actively working with iwi and hapū to engage them better in future wastewater planning.

TCC manages Tauranga's collection, disposal and end of life treatment of waste.

What does good look like?

Tauranga is a zero-waste to landfill city.

Why is this a relevant benchmark?

A zero-waste to landfill city improves the health of its local environment, creates jobs, supports innovation in the local economy to provide solutions and secures cost savings for the city.

City performance at a glance



Tauranga has one of the highest waste to landfill rates in New Zealand. This continues to increase year on year.

Organic waste is composted and returned to the soil or re-used as inputs to other organic nutrient cycles.

Organic waste is a valuable resource that can be repurposed into horticultural inputs. Organic waste, including food waste or garden waste, produces methane when it is sent to landfill and compacted under the weight of other waste. Methane is a greenhouse gas that is 87x more potent than carbon dioxide for global warming in the first 20 years after its release.



Currently, 33% of all food waste is taken to landfill.



From July 2021, the new kerbside recycling scheme will provide residents with food waste bins and monthly garden rubbish bins.

All materials that can be re-used are reclaimed and inputs to a fully circular economy.

The world's resources are finite and extraction methods for raw materials are increasingly disruptive. Establishing a circular economy overcomes the systemic challenge of an economic production model that is reliant on waste creation. A circular economy treats waste as a valuable resource which can create new jobs, innovation and economic opportunities.



Tauranga does not have a formal commitment to move towards a circular economy but is advocating to government for that direction.

TCC manages Tauranga’s collection, disposal and end of life treatment of waste.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Preparing to review and renew the Waste Management and Minimisation Plan and Bylaw. • Secured significant funding from the Ministry of Environment to implement: <ul style="list-style-type: none"> ◦ Kerbside collection bins for 58,000 Tauranga households from July 2021. There will be 4 bins to take general, recycling, food and garden waste ◦ Optical sorting equipment at the Material Recycling Facility ◦ Recycling number 5 plastics ◦ Upgrade of the TeMaunga Transfer Station into a Resource Recovery Park, introducing a construction and demolition waste recovery plant. • Other focusses include: Providing waste education programmes including <i>Love Food Hate Waste</i> to reduce food waste; <i>Resource Wise Business</i> to provide waste audits, reports and reduction plans to businesses; <i>Resource Wise Community</i> to sponsor the Para Kore programme to achieve zero waste for all maraes; and <i>Resource Wise Schools</i> to audit waste for schools and provide an educator to run free classroom waste education programmes; and advocating to Ministry of the Environment to work towards product stewardship and circular waste solutions. 	<ul style="list-style-type: none"> • Waste Management and Minimisation Plan 2016 • Waste Management and Minimisation Bylaw 2012
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Reduce the amount of waste the average household sends to landfill by 50% by 2028 (off a 2020/21 baseline). • Average amount of waste sent to landfill per capita / per annum based on current operating environment. Target: 575kg; Result 523kg • % of residents that are satisfied with what happens on rubbish collection day. Target 84%; Result 77% • Number of new businesses engaging in <i>Resource Wise Business</i> programme per annum. Target: 12; Result 13 • Number of new schools / pre-schools /education facilities engaged in <i>Resource Wise Schools</i> programme per annum. Target: 35; Result: 53 	<ul style="list-style-type: none"> • The current overarching waste target will largely be achieved by the introduction of the kerbside collection service. Given that this is a medium term target, will there be opportunities to revise this and set a more ambitious target if it is achieved ahead of schedule?

TCC manages Tauranga's collection, disposal and end of life treatment of waste

Observations

TCC acknowledges that its waste system needs improvement. Tauranga households produce more waste to landfill than most New Zealand cities, a rate which continues to increase annually. Almost 70% of Tauranga's household landfill waste could be recycled or composted (33% of which is foodwaste). This undesirable outcome is recognised to be primarily as a result of the current opt-in pay-per-bag commercial system that allows households to choose not to recycle or compost and, essentially, incentivises households to send waste to landfill.

TCC has a target to reduce by 50% the amount of household waste to landfill by 2028 based on its 2020/21 year. Currently, the council sees this as more achievable and realistic than setting a target for circular economy outcomes. While this approach aligns with stakeholder expectations and thinking, the council should ensure that solutions are able to evolve and keep pace with progress towards a circular economy, which will be increasingly expected.

The move towards a new centralized 4-bin kerbside collection process is a positive example of TCC designing to meet current challenges while securing the possibility to retrofit future solutions and technology. TCC has future-proofed its new bags with RFID tags so that it can move to a pay per weight model when the technology is widely available in New Zealand, and if Tauranga residents indicate a desire for it. This will allow TCC to move beyond waste diversion from landfill and to optimise resource recovery over the long term. On the other hand, stakeholders also identified that the design of the system missed other opportunities for solutions such as a compostable packaging bin or incentivizing home composting.

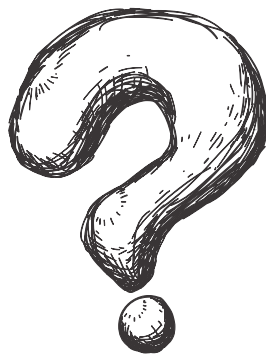
The upcoming Waste Management and Minimisation Plan is an opportunity for TCC to proactively address several known waste issues, including: the cultural implications of transporting waste to landfill across iwi boundaries in the Waikato; capacity thresholds at Hampton Downs and rising waste levies. TCC also has poor visibility over the number and state of its closed landfills across Tauranga, particularly those that were closed over 30-40 years ago. TCC is planning to consult with residents to understand what work needs to be done in this area.

TCC manages Tauranga's collection, disposal and end of life treatment of waste.

Opportunities to improve

- Formalise a commitment to advocate to Government for circular economy and product stewardship schemes regulation and infrastructure in Tauranga.
- Work with iwi towards a solution for the cultural impacts of exporting waste to the whenua of other iwi.
- Consider the feasibility of providing collection and disposal services for household compostible packaging as part of the Waste Minimisation and Management Plan.
- Ensure that local providers are considered again when the Envirowaste contracts are updated to incentivize local solutions to the circular economy.

What are others doing?



- Auckland Council have a Community Recycling Centers Network across the city, where residents can drop old materials to be reused rather than ending up in landfill. The Recycling Centers have created over 80 jobs for people facing barriers to employment. It also runs a Waste Minimisation Innovation Fund to provide funding for local waste management solutions.
- Melbourne City has repurposed household and plastic waste into asphalt used on local roading projects as a circular economy initiative. The project reduced waste to landfill and boosted the local market for sustainable infrastructure.

TCC provides a network of infrastructure to manage sewage, protecting public health and the natural environment.

What does good look like?

All wastewater is captured and treated to a condition that renders it safe to discharge back into nature so as to cause no negative environmental impacts.

Why is this a relevant benchmark?

To ensure wastewater re-entering the natural environment does not degrade water quality and the health of living systems.

City performance at a glance



In usual circumstances, the wastewater network system performs well and, overall, is in a good condition.



The lack of engineered overflow points presents a risk that the location of overflows are more difficult to find and address.

Tauranga is a zero-waste to landfill city.

A zero-waste to landfill city improves the health of its local environment, creates jobs, supports innovation in the local economy to provide solutions and secures cost savings for the city.



Only 50% of wastewater biosolids are currently recycled into usable nutrients, although a resource consent is pending to increase that to 100%.

The city is a safe and healthy place for residents.

Wastewater overflows can pose a risk to human health and wellbeing.



The lack of engineered overflow points presents a risk that people may come into contact with wastewater in the event of an overflow.

Natural water-related ecosystems are restored and enhanced.

Nature renders water-related ecosystems resilient to deliver a range of useful ecosystem services by integrating a diversity of plants and living systems. Protection, restoration and enhancement is also aligned with cultural values and Te Mana o te Wai.



The city has potential to restore and leverage wetlands for wastewater treatment and disposal in future growth areas; but has not yet formally adopted that approach.



TCC is actively working and engaging with tangata whenua to help address their concerns about wastewater treatment and discharge to water.

TCC provides a network of infrastructure to manage sewage, protecting public health and the natural environment.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> • Upgrading Te Maunga Wastewater Treatment Plant to improve system capacity and support further expansion into the south of Tauranga. • Drafting a 30-year Wastewater Strategy to address climate change resilience, provide capacity for growth related peak flows, regulatory requirements and community expectations. The strategy considers the potential for alternative wastewater systems including vacuums or low-pressure systems, rainwater tanks and greywater systems. • Contributing to the Environmental Monitoring and Mitigation Fund which is used by iwi to improve wastewater systems and cultural capability monitoring. • Investing capex into projects to improve wastewater management including Te Maunga treatment plan; outfall pipeline upgrade; and wastewater planning to provide for intensification development in specific areas of the city. • Working with DHI to pilot implementation of the Planning Module of Future City Flow, a decision support system to optimise investment in growth and renewal infrastructure. 	<ul style="list-style-type: none"> • Draft Wastewater Strategy • Ngāti Ranginui - Te Mana Taiao o Ngai Tamarawaho Management Plan
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> • Number of dry weather sewage overflows from council's sewerage system per 1,000 connections. Target ≤ 2. Result: 1.63 • Compliance with council's resource consents for discharge from its sewerage system measured by the number of: abatement notices; infringement notices; enforcement orders; and convictions, received by council in relation those resource consents. Target: Nil; Result: Nil 	<p>Beyond legal compliance, current targets are conservative. Overflows are more likely during wet weather conditions which expose network weaknesses and present public health risks. A target that reflected the number of incidents that presented a reasonable environmental pollution or public health risk would reflect that concern and measure improvement.</p> <p>TCC could include targets relating to the carbon emission performance of the wastewater system.</p>

TCC provides a network of infrastructure to manage sewage, protecting public health and the natural environment.

Observations

TCC's wastewater treatment processes are adequate to ensure that water enters the ocean in a safe and clean manner. No chemicals are added to the water during the treatment process. TCC is currently required to comply with strict consent criteria and untreated wastewater is prohibited under the Regional Natural Resources and Coastal Environmental Plan. 50% of biosolids are recycled by Ecocast with a resource consent application pending that will allow 100% of biosolids to be recycled.

The lack of engineered overflow points (EOPs) in the system means that it is vulnerable to unintended discharge during wet weather events or where the system capacity is overwhelmed. Overflows of untreated wastewater occur periodically and there are programmes of work to minimise their occurrence and identify the locations where the system is most susceptible to overflow. This does present some public health risk in isolated areas which is minimised through response procedures and KPIs in maintenance contracts requiring clean-up within specific periods and to specified quality.

Tangata whenua have some concerns about the discharge of wastewater to water and TCC is working actively with local iwi and hapū to address those as and where possible through wastewater planning. Concerns relate primarily to the location of Te Maunga treatment plant; the location and use of ponds within Rangataua Bay; and the consolidation of these activities through future planning for growth and capex programmes.

Tangata whenua are increasingly wanting to restore degraded water ecosystems, such as wetlands, which is recognised as providing potential future ecosystem-based wastewater treatment solutions, which would also mitigate the pressures of growth on the current wastewater network and diversify the system.

Population growth forecasts predict an additional 73,000 residents in Tauranga by 2063. To ensure no negative environmental impacts arise from the system, additional infrastructure and assets will be needed. New infrastructure will need to reflect the ongoing societal concern about environmental impacts of development and growth. This may provoke calls to explore more innovative and integrated technologies that improve public health outcomes, align with the values of tangata whenua and operate in harmony with natural systems.

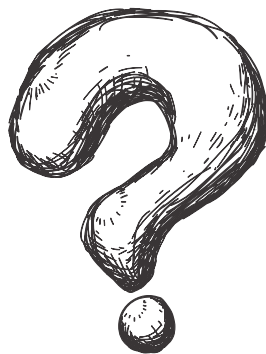
TCC meets strict environmental controls on wastewater discharge in order to protect the environment, but there does not seem to be a focus on the restoration or enhancement of discharge ecosystems so that their health is improved beyond mitigating harm. The Ngāti Ranginui Management Plan does require the restoration and enhancement of water bodies.

TCC provides a network of infrastructure to manage sewage, protecting public health and the natural environment.

Opportunities to improve

- Explore more circular approaches for treatment and re-use of wastewater to reduce the demands upon the wastewater network.
- Explore more local and decentralised treatment and disposal by restoring and leveraging the potential of wetlands to absorb wastewater nutrients.
- Look for opportunities to reduce water demand and wastewater discharge volumes.
- Improve tangata whenua representation and regard to cultural values in wastewater planning.
- Explore ways to reduce the environmental footprint of the wastewater system.
- Address capacity constraints in the network and outfall system; and resilience issues associated with growth given the condition of specific assets.


What are others doing?



- Namibia is leading a waste-water to drinking water production plant mimicking nature's filtration systems.
- Israel treats 80% of its sewage to be reused as irrigation water for agriculture and public works.

AIR POLLUTION

What does good look like?

 Air pollution that is harmful to people or ecosystems is eliminated.

Highlights: how does performance align with good sustainable practice?

There is no TCC role for air pollution

Regulating and managing air pollution is a responsibility of the Bay of Plenty Regional Council and TCC has no active role. A regional council 2018 air emission inventory identified contaminants from sources including domestic heating, motor vehicles, outdoor burning, shipping and port activities, aviation, rail and industrial and commercial activities. Domestic heating (40%), industry (19%) and shipping (18%) were the main sources of annual human activity related PM10 emissions. The main sources of SO2 emissions were shipping (around 80%) and industry (around 20%). The main source of nitrogen oxides is shipping emissions from the Port which contribute 59% of the annual emissions. Motor vehicles are the other dominant contributor at 30%.

The Mount Maunganui industrial area has suffered from dust and poor air quality for some time resulting in the approval of an airshed (air quality management area) to support regional council regulation. Under the Mount Maunganui Airshed approved in 2019, new consent applications for activities that discharge PM10, as part of their processes, cannot be granted consent if they are likely to increase offsite PM10 concentrations, unless the pollutants can be offset in some way in another part of the airshed. Whareroa Marae, which is affected by the air pollution issues, has given the Government a 10-year deadline to get heavy industry out of Mount Maunganui. TCC has agreed to work with the regional council to explore the possibility of an industrial managed retreat.

The Port of Tauranga is also one of the few locations in New Zealand where methyl bromide fumigant is used with only tarpaulins as recapture protection. This is contentious with the local community given the proximity to community sports facilities and residential areas. Methyl bromide is known to have toxic effects for humans, is banned in many other countries and – as an ozone depleting gas – its use must be phased out under international agreements.

Overarching insights

Whilst it has no regulatory authority for air pollution, TCC can help influence the mitigation of some contaminants through City Plan zoning and by supporting the use of public transport and active or alternative modes of transport that avoid the use of petrol or diesel vehicles. For more detailed information about TCC's initiatives and work programmes in the transport area, refer to **Mobility: Transportation** and **Greenhouse gas emissions**.



GREENHOUSE GAS EMISSIONS

Overarching insights



TCC has not declared a climate emergency and the council does not have a Climate Change Strategy or Climate Action Plan in place to manage the reduction of greenhouse gas emissions. Transport and waste are areas where the council has real opportunities to influence emissions. Recent improvements in waste management are likely to bring Tauranga on par with other cities but the city is lagging behind in planning and implementing alternative transport networks to reduce private vehicle emissions. As a SmartGrowth partner in UFTI, TCC has committed to meeting Government transport emission targets, which may change based on Climate Change Commission recommendations. TCC currently has no comprehensive suite of policies or incentives aimed at changing residents' behaviour to reduce emissions; but policy changes are identified as prioritised work items over the next 3-years along with public transport and cycle network improvements. The Connected Centres model in UFTI will require higher density, self containment and multi-modal transport. Rather than only looking to previous and existing examples of such development, there is a real opportunity for Tauranga to look to the future and model environmentally mindful development and low-emission neighbourhoods that can set a benchmark for other New Zealand cities. There are a number of these sorts of eco-district developments overseas that could provide inspirational exemplars; and that sort of development approach would align well with, and complement, Tauranga's economic strategy of developing innovation and attracting talent to support a higher value economy.



GREENHOUSE GAS EMISSIONS

Greenhouse gas emissions cause climate change and New Zealand has set a goal of achieving net zero emissions by 2050.

What does good look like?

-  Tauranga is a net zero GHG emissions city.
-  Tauranga's CO2 and greenhouse gas emissions are reduced at least in line with New Zealand's goals (30% below 2005 levels by 2030 and 50% below 1990 levels by 2050) and to reduce net carbon emissions to zero by 2050.

Highlights: how does performance align with good sustainable practice?

SUSTAINABILITY AND WASTE

Emissions from waste to landfill makes up 7.6% of Tauranga's GHG footprint. TCC recognizes that there is an opportunity to reduce emissions from materials recovery and waste but has not taken any deliberate steps towards actioning this. The council's new kerbside collection service will result in some emissions reduction as an ancillary benefit.

TRANSPORTATION

Transportation emissions are the largest source of the city's GHG footprint at 61% of the total. UFTI and the Western BoP Transport System Plan (TSP) include an investment objective of reducing emissions to net zero by 2050; and SmartGrowth partners are committed to achieving the Government's climate change targets for transport emissions. Initial TSP targets for a 23% transport emissions reduction by 2030 and 70% reduction by 2050 may prove conservative, with later and more detailed modelling suggesting that, through implementation of UFTI and TSP, tailpipe emissions may reduce by as much as 50% and 90% by 2030 and 2050 respectively.

TCC manages Tauranga's collection, disposal and end of life treatment of waste.

What does good look like?

Tauranga is a zero waste to landfill city.

Organic waste is composted and returned to the soil or re-used as inputs to other organic nutrient cycles.

Tauranga's CO2 and greenhouse gas emissions are reduced at least in line with New Zealand's goals (30% below 2005 levels by 2030 and 50% below 1990 levels by 2050) and to reduce net carbon emissions to zero by 2050.

Why is this a relevant benchmark?

Waste and consumed materials are an important source of greenhouse gases. Consumed goods contain embedded emissions from their lifespan, from resource extraction, manufacturing, shipping, packaging and disposal. A zero-waste approach provides a city with emissions savings opportunities.

Organic waste, including food waste or garden waste, produces methane when it is sent to landfill and compacted under the weight of other waste. Methane is a greenhouse gas that is 87x more potent than carbon dioxide for global warming in the first 20 years after its release.

Globally, cities account for around 70% of greenhouse gases and are an important player in driving local emissions reductions. Waste is the fourth largest source sector of emissions and is an important emissions reduction opportunity.

City performance at a glance



Tauranga has one of the highest waste to landfill rates in New Zealand. This continues to increase year on year.



Currently, 33% of all foodwaste is taken to landfill.



From July 2021, the new kerbside recycling scheme will provide residents with food waste bins and monthly garden rubbish bins.



Tauranga does not currently have an emissions reduction target, or one relating to waste.

TCC manages Tauranga’s collection, disposal and end of life treatment of waste.

Current TCC focus	Most relevant documents
<ul style="list-style-type: none"> Introducing a new four bin kerbside collection process to enable food waste disposal to cut down on methane emissions from food waste in landfill and transport emissions from collection with the move to a single service provider. 	<ul style="list-style-type: none"> Waste Management and Minimisation Plan 2016
Most relevant targets and performance	Comments on targets
<ul style="list-style-type: none"> There are currently no waste targets relating to climate change. 	<ul style="list-style-type: none"> Having accurate data on the emissions associated with resource recovery and waste would allow TCC to make more informed decisions on its emissions reductions plan based on its unique emissions profile.

TCC manages Tauranga's collection, disposal and end of life treatment of waste.

Observations

Currently, 33% of Tauranga's household organic waste is sent to landfill, where it is compacted under the weight of rubbish and releases methane, a potent greenhouse gas that contributes to global warming. These emissions make up 7.6% of Tauranga's GHG footprint (from the 2015/2016 footprint assessment).

As of July 2021, TCC will introduce separate food and garden collection schemes to divert organic waste from landfill and reduce its methane emissions. Currently, residents' organic waste is composted in Kawerau. Future opportunities to work with local providers would reduce the greenhouse gas emissions associated with transporting this waste.

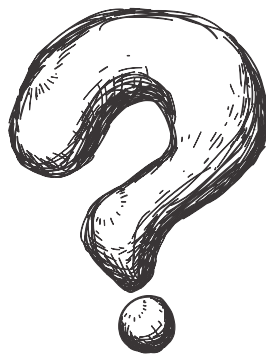
Construction and demolition waste also releases greenhouse gas emissions. The Te Maunga transfer station will contain a construction and demolition waste recovery plant to divert waste from landfill and create opportunities to recycle waste. It is noted that recycling certain materials can result in emissions savings, while the high energy required to recycle others can result in higher emissions than disposal.

TCC manages Tauranga's collection, disposal and end of life treatment of waste.

Opportunities to improve

- Take a more focused approach to the carbon saving potential of waste in the renewal of the Waste Management and Minimisation Plan. It could be integrated into the existing 'Key Proposed Actions', or could have its own one developed outright.

What are others doing?



- Auckland City Council has partnered with EcoGas LP to build an anaerobic processing facility for the city's organic waste in Reporoa to produce clean energy and fertilizer. This closes the loop, though does incur transport emissions from moving waste from Auckland to Reporoa.

TCC manages Tauranga's transportation network ensuring people enjoy easy access to different modes of transport.

What does good look like?

Tauranga is a net zero GHG emissions city.

Tauranga's CO2 and greenhouse gas emissions are reduced at least in line with New Zealand's goals (30% below 2005 levels by 2030 and 50% below 1990 levels by 2050) and to reduce net carbon emissions to zero by 2050.

Why is this a relevant benchmark?

Globally, cities account for around 70% of greenhouse gas emissions. Burning fossil fuels for road transport (petrol and diesel) is a significant component of this.

Transport is by far the largest source of Tauranga's greenhouse gas emissions and presents a significant emissions reduction opportunity.

City performance at a glance

-  When measured for 2015/2016, transport contributed 61.1% of Tauranga city's total emissions.
-  Tauranga has the highest car use rates of any city in New Zealand with around 97% of trips to work and recreational trips being made by car.
-  Tauranga has lowest use of public transport compared to other NZ cities in the Quality of Life Survey 2020.
-  Over 7,000 road streetlights have been upgraded to LEDs to achieve energy and carbon emission savings.
-  Through the Western Bay of Plenty Transport System Plan, Tauranga is committed to emissions reduction targets for 2030 and 2050 with an aspirational objective of achieving net zero emissions by 2050. Tauranga is explicitly committed to achieving the Government's emissions reduction for transport which may change as recommendations from the Climate Change Commission are updated.
-  More children bike to school in the Bay of Plenty than the national average.
-  More adults participate in biking activities than the national average.

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Current TCC focus

- Road corridor prioritisation for multi-modal future-proofing.
- Greenfield growth programmes trip containment (Te Tumu and Tauriko West).
- Cameron Road upgrade.
- Accessible Streets road and cycleway upgrades.
- Finalising draft 2021 Long Term Plan transport investment which allocates over \$1 billion in the 10-year period.
- 2018 Long Term Plan priorities include:
 - Providing better transport choices – improved walking, cycling and public transport;
 - Reliable journey times for people and freight – lane and intersection capacity improvements;
 - Improving safety on our roads – targeted safety projects, speed management and minor improvements;
 - Creating well connected communities and local services, improved connections for all modes to local services or housing;
 - Creating a transport network that enhances the attractiveness and liveability of the urban environment.

Most relevant targets and performance

- By 2030 reduce CO₂e transport emissions from the baseline of 7.1kg per person per day to 5.5kg per person per day. (TSP)
- By 2048 reduce transport emissions to 2.1kg per person per day. (TSP)
- Number of participants in school children's walking and cycling programmes. Target: 5,400; Result: 8,065. (TCC)
- Number of participants in adult cycling programmes. Target: 300; Result: 332. (TCC)

Most relevant documents

- UFTI
- Western Bay of Plenty Transport System Plan (TSP)
- Draft Regional Land Transport Plan
- AECOM - Community Carbon Footprint – 2015 / 2016
- Beca – Tauranga Transport Emissions Analysis – 2020
- TSP – Transport System Operating Framework (TSOF)
- Climate Change Commission – draft report March 2021

Comments on targets

The Tauranga Transport Model (TTM) was used to evaluate investment benefits from the TSP in a way that is aligned with the Connected Centres UFTI land use pattern (see TSOF).

With assumed uptake in EVs and mode shift (based on TSP programme activities implementation and national fleet change models), the TTM predicts a 50% reduction of tailpipe emissions by 2030 and 90% reduction by 2050 (see TSOF).

However, initial TSP emissions targets have been based on earlier UFTI modelling forecasts and equate to roughly a 23% reduction (down to 5.5kg) by 2030 and a 70% reduction (down to 2.1kg) by 2048, against the stated baseline of 7.1kg of emissions per person per day. The earlier target does not, therefore, appear to meet the Climate Change Commission's draft report pathway for a 47% reduction in transport emissions by 2035.

There are always uncertainties in modelling and forecasts but the most up to date forecasts suggest that SmartGrowth partners (which include TCC) could set more ambitious emission reduction targets for transport in the TSP.

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Observations

Tauranga has the highest car use rates of any city in New Zealand with around 97% of trips to work and recreational trips being made by car. In 2015/2016 transport accounted for 61.1% of the city's overall gross emissions, of which 97.1% arose from road transport. For context, at the current carbon price of \$37 per tonne, it would cost approximately \$17.2m a year to offset these transport emissions involving the planting of around 80,000 native trees. However, the number of children biking to school and the number of adults participating in biking activities are both above the national average. TCC supports 16 Kids Can Ride instructors who in 2020 provided BikeReady skills to 2,124 Year 5 students, 1,919 Year 6 students, as well as 292 children taking part in Learn to ride sessions. TCC's Travel Safe team has also provided an Intermediate Cycling Programme to 137 students in 2021.

Tauranga's transport challenges are compounded by strong population growth and previous under-investment in public transport and alternative mode options. Urban form is recognised as a significant driver of transport emissions; and cities that are more spread out, like Tauranga, experience increased travel movements as a result. Tauranga does not yet have a network of priority bus lanes and is progressing a connected network of good quality, safe cycleways. Stakeholders with urban development expertise feel the city could make more use of available street-space and be more innovative to create short-term solutions that leverage current assets to enable more safe cycling options. For further observations about alternative mode and public transport mobility, refer to the **Mobility: Transportation** sustainability theme in this document.

UFTI contains a commitment by all partners to achieving the Government's climate change targets for transport emissions. It sets out an aspirational investment objective of reducing GHG emissions to net zero by 2050; and a guiding implementation principle to achieve that through a combination of urban form, street design, technology changes and public transport services that allow people to drive less within the sub-region. Both UFTI and TSP are presented by TCC as adopting an integrated approach to reducing GHG emissions by embedding that goal into option evaluation and programme prioritisation. The TSP supports implementation of UFTI, focusing on the transport and mobility initiatives needed over the first 30 years including roads, rail, public transport, freight, walking and cycling. The TSP presents a prioritised programme of initiatives with a focus on improved transport options, like connected cycleways and public transport priority; and refers to accompanying policy changes that will support mode shift (e.g., parking fees and bus fares). The prioritised programme of initiatives is currently being considered by TSP partners for investment with a range of improvements scheduled for the next 3-years.

Frequent priority public transport on key corridors is still some time away: the CBD to Tauranga Crossing route approx. 5 years and the CBD to Welcome Bay approx. 10 years, assuming all necessary work is approved and funded. By 2048, TSP modelling shows less than 15% average public transport and cycling mode share for peak morning travel, although modelled predictions for specific areas and corridors in Tauranga look more positive: 30% public transport share in Wairakei town centre, 39-47% on Cameron Road (Greerton end), 22-28% on Cameron Road (CBD end) and 23% on Gravatt Road.

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Observations cont...

TCC and SmartGrowth partners will be aware that more rapid emissions reductions for transport may be recommended in the Climate Change Commission's final report or in subsequent updated recommendations. This reflects a view held by some that a net zero goal for transport should be earlier than 2050 because the means and technology to achieve it already exist, and such an outcome in the Commission's final recommendations would not be entirely unexpected.

The current TSP target (covering the Western Bay area as a whole) aims for a 23% reduction of CO₂ emissions by 2030, from 7.1kg to 5.5kg of CO₂ per person per day and a 70% reduction by 2048 to 2.1kg. The Climate Change Commission's draft report recommends a 47% reduction in transport related emissions by 2035. The TSP target forecasts were based on initial modelling work for UFTI. The most recent SmartGrowth modelling for CO₂ reductions suggests that implementation of UFTI and TSP could achieve as much as a 50% reduction in tailpipe emissions by 2030 and a 90% reduction by 2050. These more recent forecasts suggest that the initial targets could be on the conservative side, though all forecasts are inherently uncertain. On that basis, TCC and SmartGrowth might consider revising the TSP targets to ensure a focus on reducing emissions as rapidly as possible. The challenge for Tauranga and other TSP partners is to develop needed public transport and alternative mode infrastructure as quickly as possible, alongside strong support for zero emission vehicle uptake; complemented by an effective campaign and policy to change attitudes towards using public transport, cycling and walking as first-choice mobility options.

TCC has not declared a climate emergency and does not currently have a Climate Change Strategy or Climate Action Plan. TCC's perspective is that UFTI and TSP adopt an integrated approach with emissions reduction being a fundamental element of the options selection and prioritised activities; and that this is preferable to a separate, stand-alone climate change strategy and plan for transport. However, it does seem like a gap compared to other councils (including SmartGrowth partners) and misses an opportunity to keep transport related climate change considerations top of mind and integrated into council decisions across a range of activities. A dedicated Climate Action Plan might also frame a more urgent campaign to reduce transport emissions through behaviour change in the shorter term. The council currently has no suite of targeted policies in place to proactively enable and encourage residents to change travel behaviours or switch modes to public transport, cycling or walking; although policy work is scheduled over the next 3-years alongside projects to improve public transport and develop the cycling network. There's a significant opportunity for these future policies to ensure an integrated approach that maximises the potential for low emissions through urban design and behaviour change across the city. Aiming for net zero emissions by 2050 is already an ambitious target which will take innovative thinking, commitment and systems change. Having the correct policy environment and seizing every opportunity to encourage and support that goal is essential.

Despite progress with UFTI and the TSP, significant changes to infrastructure will take time. The need to reduce carbon emissions has been recognised globally and nationally for many years already, and what seems to be currently missing in Tauranga is focused dialogue, strategy, plans, policies, communication and pilot projects that emphasise the critical importance of behaviour change and urgently reducing GHG emissions, right now. This is the sort of gap that a Climate Action Plan might address. Starting this dialogue and developing a culture in TCC that is focused on proactively designing for a low carbon future may help support more creative and innovative approaches for short-term solutions, that leverage the potential for the existing infrastructure to be used in ways that can enable emissions reductions.

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Opportunities to improve

- Develop a transport emissions reduction plan with clear targets, measures and actions.
- Undertake regular measurement and monitoring of transport behaviours and emissions in the city to understand how best to influence behaviour and reduce private vehicle use.
- Wherever possible, accelerate development of convenient cycleways using existing street-space on key travel routes and incentivise / celebrate their use with fun and engaging initiatives.
- Demonstrate leadership and drive innovation by measuring and significantly reducing TCC's own staff transport related emissions, with a goal to reach net zero transport emissions by 2035.

What are others doing?



- Whakatane District Council has developed a Transport Climate Change Action Plan to support the council's Climate Change Strategy 2020-2023 with short, medium and long-term actions.
- Wellington City Council – *Let's Get Wellington Moving* is a joint initiative between Wellington City Council, Greater Wellington Regional Council and Waka Kotahi. Since 2016, over 10,000 people and 75 stakeholder groups have provided input on Wellington's transport challenges and opportunities. The community input and aspirations are reflected in the plan with a clear message to move more people with fewer vehicles.
- Auckland Council has focused on developing protected cycleways and was recognised as the best large city in the world for cycling in the 2019 Bicycle Cities Index. Auckland launched a series of cycleway projects in 2015 and uses cycle counters to track the number of cycling trips with monthly reports published. In June 2018 a 17% increase in the number of cycling trips was reported compared to June 2017, with a further increase of 16.7% at June 2019. Total cycling movements for June 2020 decreased by 2.9% (likely affected by COVID).