



STATEMENT OF INTENT

FY26

Facilities

-  Mercury Baypark (Arena & Stadium)
-  Adams Centre for High Performance
-  Three Community Centres
-  Four Sports Centres
-  Five Aquatic Facilities
-  Seven Community Halls

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Tauranga City

These facilities are operated by Bay Venues, a Tauranga City Council organisation.



BOARD STATEMENT

Bay Venues is proud to be the kaitiaki of Tauranga City Council's network of community facilities; providing exceptional experiences that enhance the health and wellbeing of residents and visitors to our popular and growing city.

Our team of dedicated experts in our four key focus areas (sports & fitness, aquatics, events & entertainment and community hubs) pride themselves on creating inclusive, innovative and enjoyable spaces that enable everyone to participate, learn and grow. We are always listening and ready to meet the evolving needs of our community.

As Tauranga City Council's largest Council Controlled Organisation, we are well positioned to leverage our venues and activities to generate profits from some activities to help offset the cost of operating accessible, sustainable and fit-for-purpose venues.

Over the last year we have generated new revenue from leases, commercial partnerships, new catering opportunities and a new digital billboard on State Highway 29A at Mercury Baypark. Further developments are planned in this space, particularly in catering and partnerships, and we will continue to actively seek relevant opportunities to drive additional revenue in future.

Being commercial in mind has been invaluable as economic pressures have affected events and event related revenue, as well as spend per head in aquatic facilities over the last year. While we have been able to generate additional revenue streams, these have only partially offset the impact in events and aquatics. This led to the tough decision during FY25 to find cost savings that did impact our team, with a handful of roles being disestablished.

This has been a challenging time for the organisation, but we are working hard to minimise the impact on the community and over this period our overall customer satisfaction results have remained above 85%.

We look forward to improved economic conditions in the future but remain financially prudent for the foreseeable future. We have a plan to reduce costs further to absorb

a 8.5% reduction* in the operating grant we receive from Council in the FY26 financial year. We will also prioritise investment in health & safety, Māori engagement, digital customer experiences and AI efficiencies. Beyond the recent opening of The University of Waikato Haumaru Sport & Recreation Centre in the central city, we have not factored new venues/projects into our FY26 operating budget. We look forward to working with Council and key partners to plan a considered, networked approach to future facilities in due course.

Collaboration and connection are at the heart of what we do every day. We look forward to working with Council to deliver value for money to the ratepayers of Tauranga. Through transparent reporting and clear storytelling we will demonstrate our joint role in providing spaces and activities that contribute to a vibrant, thriving city.

Ki te kotahi te kākaho, ka whati; ki te kāpuia, e kore e whati

When we stand alone, we are vulnerable, but together we are unbreakable



Simon Clarke

Chair, Bay Venues Limited

This is the Bay Venues Statement of Intent (SOI) for FY26. This document outlines Bay Venues' strategic approach to meeting Tauranga City Council's expectation of "delivering more for less".

This SOI meets the requirement of Section 64 (i) of the Local Government Act 2002 and incorporates the expectations of Council as outlined in the revised Enduring Statement of Expectations adopted in December 2023 along with the annual Letter of Expectation dated 20 December 2024. It outlines what we do, our strategy and objectives for the year ahead and the performance targets by which we will be measured.

**This 8.5% reduction takes into account both the reduction in our operating grant as well as the reduction in our interest grant.*



WHO WE ARE AND WHAT WE DO

We are the kaitiaki of more than 20 community facilities across Tauranga – aquatic centres, indoor sport , recreation and fitness facilities, event venues, and community halls and centres – and we manage these facilities on behalf of Tauranga City Council and our community.

Connecting the community through exceptional experiences is the driving force behind Bay Venues. We have the community at heart, while being commercial in mind. We have several commercial businesses, which help keep entry to our public facilities affordable and accessible for the whole community.



FACILITIES

- 1** Mercury Baypark Arena, Stadium & Pavilions
- 1** Adams Centre for High Performance
- 3** Community Centres
- 4** Sports Centres
- 5** Aquatic Facilities
- 7** Community Halls



ASSETS

\$160,465m



VISITORS

2.20m



CUSTOMER SATISFACTION

86% Overall Satisfaction

85% Satisfaction with Facility

88% Satisfaction with Service



EMPLOYEES

146 Full Time Staff

142 Part Time Staff

122 Casual Staff

Data as at 30 June 2024.

See appendix 1 for a detailed breakdown of Bay Venues Facilities and Activities.



STRATEGIC ALIGNMENT

We will ensure our strategic focus is aligned with Tauranga City Council. To achieve our vision, mission and purpose we will work in partnership with Council and collaborate with a range of partners throughout the wider community.

TAURANGA CITY VISION

Council's *Our Direction Tauranga 2050* provides a strategic framework for the city and informs the community outcomes under a vision of:

Tauranga, together we can prioritise nature, lift each other up, fuel possibility.

TAURANGA CITY COUNCIL'S VALUES

Pono / Integrity – We do what we say we will do.

Manaakitanga / Respect – We listen to all views and show we care.

Whaia te Tika / Service – We do the right thing for the community and each other.

Whanaungatanga / Collaboration – We work together and create connections.

The Council's vision and values are closely aligned with Bay Venues' vision, mission, purpose and values noted over page.

COMMUNITY OUTCOMES

We acknowledge Council's desire for us to focus on the following strategic areas:

- **Delivering more for less**

We will provide value for money to the ratepayers of Tauranga by maximising the use of community facilities, looking after our current assets and prioritising energy saving initiatives within venues to reduce operating costs. With the community at heart, we will continue to be commercial in mind by maintaining (and introducing new and appropriate) revenue streams that offset the cost of operating community facilities. We will demonstrate how we provide value for money through our storytelling, stakeholder engagement, transparent reporting and financial analysis.

- **Delivering on Council's priority strategic community outcomes**

We will continue to deliver diversity and inclusion initiatives, grow our cultural awareness, implement sustainability initiatives and support emergency management. We will also continue to report on our social return on investment and implement any outcomes from this analysis.

- **Working collaboratively in a direction consistent with Council's objectives**

We will continue to proactively engage and partner with Council, key stakeholders and mana whenua on current and future facility projects. We will also continue to acknowledge Tauranga City Council as a provider of our operating subsidy and the benefits of those operations for the people of Tauranga.

Our four strategic focus areas, including key projects and KPIs related to each, are detailed over subsequent pages (8-13) to demonstrate our commitment to these community outcomes.

BAY VENUES BOARD

We are pleased to continue being a part of Council's Board Intern Programme, supporting diversity and fresh thinking in governance. A summary of Board meeting activity will continue to be published to our website for public reference.

FINANCIAL CARE

As requested, we will implement the required operational savings from the 2026 Financial Year to ensure the most effective economical use of public resources, while still delivering exceptional experiences to the community. We will continue to provide transparent and timely financial reporting of operational and capital expenditure to ensure we are delivering value for money to the ratepayers of Tauranga.



RESPONSE TO COUNCIL FEEDBACK

CONSIDER A GREATER EMPHASIS ON USING TANGIBLE EXAMPLES TO DESCRIBE HOW THE RATEPAYER IS RECEIVING VALUE FOR MONEY FROM BAY VENUES.

Bay Venues is committed to delivering exceptional value from the city's investment in community facilities and we achieve this by maximising visitation, operating efficiently, focusing on meaningful community outcomes, and investing strategically to amplify our impact. Through continuous innovation and prudent financial management, we ensure our facilities remain vibrant, accessible, and sustainable for the people of Tauranga.

Maximising Visitation

The city has invested significantly in its community facilities and the capital cost of these investments is large. To get the most value from this investment we maximise the use of facilities wherever possible and drive as many people through the facilities as we reasonably can without negatively impacting upon the customer experience. More people visiting our facilities delivers higher value at the best possible cost, because it doesn't operationally cost much more to operate a venue for 1,000 people than 100 people and the capital cost is similar.

Visitation of over 2.1m people through our facilities annually is significant with our larger facilities attracting a high proportion of those numbers (Baypark >500,000; Baywave >420,000). Despite the increasing demand for space, ageing facilities and high visitation our customer satisfaction rating remains high at 86%.



All our key facilities are fully booked at peak times. Indoor court space and pool space have demand that well exceeds available space. For example, with the opening of four new indoor courts at The University of Waikato Haumaru Sport & Recreation Centre on Cameron Road our indoor court network was fully booked from day one and we still have significant demand for space from community sports groups.

Delivering Value Through Operational Efficiency

Bay Venues operates in a financially prudent and sustainable manner, consistently seeking ways to reduce costs and generate incremental revenue. We ran at a breakeven budget in FY25 and expect to do the same again in FY26, i.e. no unbudgeted operating funding is required from Council.

Bay Venues operates a range of commercial business units (e.g. catering, gyms, and a learn to swim school) within our venues or aligned with key partners. The profit generated by these commercial business units helps minimise the cost to users/ratepayers by ~\$0.4m per annum.

Efficiency initiatives have included:

- Focusing on cost control along with targeted staff restructures to generate annual savings of \$1.36m within 12 months.
- Successfully opening the new The University of Waikato Haumaru Sport & Recreation Centre with no extra resource.
- Renewing assets to reduce ongoing expenditure on repairs and maintenance (e.g. replacing a 25-year-old lift has reduced costs).
- Investing in solar panels on three of our venues will generate a return by reducing our electricity consumption.
- Agreeing new catering contracts with The University of Waikato and Historic Village will help to increase catering revenue and further offset the cost of running community facilities.
- Signing a new partnership agreement with The University of Waikato around our sport and fitness facilities. This agreement along with our agreement with Mercury at Baypark generates additional revenue that offsets operating costs and will help improve our facilities as a portion of the partnership fees are allocated for venue improvements.



STRATEGIC ALIGNMENT

Enhancing Community Outcomes and Delivering Value for Money

Bay Venues delivers strong social, cultural, and economic returns for the people of Tauranga by maximising the use of our facilities and ensuring they remain accessible and relevant to the diverse needs of our community. While overall visitation is an important measure, the breadth and impact of activity hosted within our venues demonstrates further value for our community.

We take a proactive approach to optimising the use of ratepayer-funded assets, ensuring they generate meaningful outcomes across a wide range of community groups. Examples of our value-driven impact include:

- **Delivering high-impact events:** We host at least 75 events annually with 500+ participants, bringing significant social, cultural, and economic value to the city. These include kapa haka festivals, concerts, sports tournaments, exhibitions and business events.
- **Hosting major events:** We host numerous major events and are a key delivery partner for the annual AIMS Games, attracting around 20,000 participants and spectators, and contributing millions to the local economy through tourism, hospitality, and service sectors.
- **Maximising off-peak utilisation:** Programmes such as Tumble Time for preschoolers and inflatable play zones during school holidays increase utilisation during traditionally quieter periods, improving asset efficiency.
- **Targeting accessibility and inclusion:** To ensure our services are equitably available to as many residents as possible, we have initiatives such as our aquatic disability memberships, dedicated culturally appropriate swimming lessons for ethnic women, and specialist lessons and programmes for people with sensory sensitivities, as well as for children living in foster care. We have also introduced swimming lessons delivered in New Zealand Sign Language, Korean, and Chinese, as well as a “teach the teacher” programme that empowers kaiako to deliver swimming lessons to their own ākonga in te reo Māori.
- **Supporting community connection:** Our community centres and halls are extensively used for ethnic festivals and cultural celebrations, as well as community play sessions for Korean and Chinese youth, young people with intellectual disabilities, teenagers who have been excluded from mainstream schools, and there are also pop-in sessions in low socio-economic areas of the city. These initiatives build social cohesion and connection.
- **Demonstrating measurable benefit:** We track a network-wide Cost Benefit Analysis (CBA), which has remained at a steady 1.28 over the past two years – indicating a strong net positive return on community investment.
- **Employing local people:** We employ around 400 local staff (~235 FTE), with two-thirds in part-time or casual roles. Many of these are young people entering the workforce for the first time, gaining skills and work experience that contribute to broader economic wellbeing.

Together, these initiatives illustrate how Bay Venues delivers tangible outcomes from public investment – maximising facility use, expanding community access, and ensuring every dollar spent generates broad and lasting value.

Amplifying Impact with Strategic Investment

Bay Venues continually seeks to derive more value from the community facilities it operates with examples including:

- Increasing capacity for concerts at Baypark Arena.
- Upgrading Pāpāmoa Sports & Recreation Centre so it can better host functions and events.
- Installing badminton lines at Greerton Hall to increase the functionality of that facility for the community.
- Replacing old sports scoreboards with digital screens that provide greater flexibility for a wider range of events and activities.
- Purchasing a new stage, mothergrid and installing a permanent drape solution for Baypark Arena that are all safer and faster to install, improving the turnaround time between events.
- Investing in new back-of-house finance and HR systems along with increased use of AI to improve staff productivity.
- Planning future asset renewal projects for FY26 to provide additional benefits.





STRATEGIC ALIGNMENT

PROVIDE SPECIFIC EXAMPLES OF HOW BAY VENUES HAS IMPROVED SYSTEMS OR PROCESSES TO REDUCE OPERATING COSTS, INCLUDING PROVIDING INFORMATION ON HOW BAY VENUES WILL ACHIEVE A MINIMUM 7% OPERATIONAL GRANT SAVING IN THE UPCOMING FINANCIAL YEAR.

- Bay Venues went through two staff restructures during FY25 and reduced overall staffing by ~10 FTEs including reducing the number of General Managers from five to four.
- The implementation of a new digital rostering system is enabling managers to more closely manage staff scheduling and costs.
- The renewals expenditure at several sites, most notably Baypark, has seen reduced maintenance expenditure. Old and failing building components are being replaced and this subsequently reduces the need to repair and maintain them.
- The installation of solar panels at three of our venues so far will reduce electricity costs.
- We have leased out underutilised space at Baypark as well as installing a digital billboard at Baypark to generate additional revenue.
- We are recovering credit card fees from customers at point of sale.
- We regularly assess opportunities to leverage off Council's investment in new systems. For example, we are currently investigating the use of Council's financial planning and budgeting software (IBIS).

INCLUDE A NOTE THAT BAY VENUES WILL HAVE REGULAR REPORTING AND BI-MONTHLY MEETINGS WITH THE MAYOR, DEPUTY MAYOR, AND COUNCILLORS.

- The Reporting section (page 17) includes quarterly reporting and has been updated to include bi-monthly meetings with Councillors instead of quarterly.
- Our quarterly reporting highlights achievements and key events and activities within our facilities along with tracking against KPIs.

PROVIDE MORE INFORMATION ABOUT THE BAY VENUES ASSET RENEWALS PROJECT(S).

Bay Venues continues to invest in the renewal of its capital assets to ensure that they remain functional, safe and fit for purpose for the community to benefit from. A key focus on renewals is investing in projects that help reduce operating



costs or increase revenue. Key projects planned in FY26 include:

- Baypark main kitchen refurbishment
- Arena café refurbishment
- Baywave maintenance closure planning
- Adams Centre lift replacement
- Baypark Arena six court floor resurfacing
- Replacement of storage space at Baypark
- Replacing the generator at Baypark
- As well as several other projects replacing end of life building components across our network of venues

CONSIDER UPDATING INFORMATION TO CLEARLY ILLUSTRATE THE NUMBER OF RESPONSES THAT ARE RECEIVED WHEN REPORTING ON KPIS AND RELEVANT BENCHMARKING.

- The two KPIs this would be most relevant to are Customer Satisfaction and Staff Engagement. We will include the number of responses when reporting on these.

CONSIDER INCLUDING INFORMATION ABOUT WHAT GOOD LOOKS LIKE AND HOW BAY VENUES IS MEASURING AND WORKING TOWARDS ACHIEVING THAT I.E. QUALITATIVE BENCHMARKING.

- Our KPIs are consistent with other similar organisation across New Zealand and when considered together are a good indicator of performance.
- We are happy to explore benchmarking opportunities and will discuss this further with Councillors to ensure that this delivers the required benefits.



VISION

Ngā tino wāhi o Tauranga Moana
The best venues for the Bay

MISSION

**Ko mātou ngā kaitiaki o te whatunga
o ngā rawa ā-hapori o Tauranga**
**We are the kaitiaki of Tauranga's
network of community facilities**

PURPOSE

**E tūhono ana i te hapori mā
ngā wheako rawe rawa atu**
**Connecting our community
through exceptional experiences**



Whakawhanaungatanga | Relationships
He Toi Tangata | Excellence
Manaakitanga | Service
Kaitiakitanga | Caring



STRATEGIC FOCUS AREAS

MAXIMISING ACTIVITY & EVENTS

- We host a wide range of successful activities and events (sporting, cultural, service, recreation, and business) within our facilities that collectively enhance the social, cultural, and economic wellbeing of Tauranga.
- We have a strong focus on the recreation needs of our community and encouraging participation for diverse groups.
- We actively look for opportunities; targeting new events and attracting new and diverse community activities through a community led development approach.
- We create unforgettable customer experiences, powered by innovative technology.
- We keep people safe through a proactive Health & Safety culture and good systems.
- We collaborate with Council, Tourism Bay of Plenty, Priority One and other key stakeholders to actively progress the Tauranga Events Action and Investment Plan.
- We proactively share stories from our facilities celebrating our diverse community.
- We are committed to engaging with our community to ensure our facilities are inclusive and accessible and meet the needs of a diverse community.
- We measure and report on the social return on investment (ROI) from our activities.

LEVERAGING OUR CAPABILITY

- We utilise our existing skills, expertise, spaces, and equipment to deliver revenue where it is appropriate and aligned with our core business of providing community facilities.
- We continue to provide a range of existing commercial business operations to offset the cost of running community facilities.
- We actively explore and capitalise on appropriate new revenue opportunities.
- We are committed to gaining efficiencies through shared services with Council, including providing our services to Council where appropriate.
- We make our facilities and people available to support Civil Defence training and emergencies as needed.

LOOKING AFTER OUR ASSETS

- We provide facilities and assets that are safe, well maintained, professionally managed and fit for purpose.
- We provide facilities for our community that are welcoming, accessible, and inclusive.
- We have a long-term Venue Strategy including agreed priorities for facilities and asset renewals planning, embedded within the 2024-34 Long Term Plan.
- We recognise that our venues are part of a wider network of facilities across the city, region and country.
- We recognise Council funding of facilities through venue signage and our websites.
- We partner to deliver major recreation projects for the city.
- We have a Sustainability Action Plan to measure, monitor and mitigate our greenhouse gas emissions.
- We develop facilities sustainably and implement energy saving projects across our network.

BUILDING OUR CAPABILITY

- We strive for excellence and foster collaboration and partnership to achieve the best possible outcomes.
- We work hard to build a positive, high performance team culture.
- We focus on developing our team and our leaders.
- We cultivate constructive working relationships with Council, mana whenua and key partners.
- We are committed to biculturalism and partnership with mana whenua.
- We have systems that enable our teams to be productive and successful and create efficiencies through technology.
- We clearly and transparently communicate financial information and show how ratepayers help to fund our activities.
- We make our Board agenda and summary information available on our website and we publish quarterly reports incorporating storytelling to highlight our community impact.





OUR GAME PLAN

Vision The best venues for the Bay

Mission We are the kaitiaki of Tauranga's network of community facilities

Purpose Connecting our community through exceptional experiences

Focus Area: Maximising Activity & Events		Weighting
Strategic Objectives	<ol style="list-style-type: none">1. Maximise activity across our venues2. Proactively attract new events and activities3. Consistently deliver exceptional customer experiences4. Embed a strong health & safety culture supported by good systems	50%
KPIs	<ul style="list-style-type: none">• Visitation• Significant events (>500 pax)• Customer feedback rating• Preventable serious harm incidents	
Focus Area: Looking After our Assets		Weighting
Strategic Objectives	<ol style="list-style-type: none">1. Look after and enhance our assets and actively plan for and manage asset renewals2. Implement our venue strategy and provide for future needs3. Deliver venue projects to a high standard and partner on key projects4. Operate our venues safely and sustainably	25%
KPIs	<ul style="list-style-type: none">• Preventable unplanned facility closures (>4 hours)• Capital projects on time and on budget• Capital programme vs. budget• Energy consumption	
Focus Area: Leveraging our Capability		Weighting
Strategic Objectives	<ol style="list-style-type: none">1. Continue to create value in our existing commercial business operations2. Actively progress appropriate new complementary revenue opportunities	10%
KPIs	<ul style="list-style-type: none">• Financial performance against budget• Commercial partnerships	
Focus Area: Building our Capability		Weighting
Strategic Objectives	<ol style="list-style-type: none">1. Build a positive, high performance team culture2. Provide technology & systems that support our people and our customers3. Develop strong working relationships with key partners (inc Council, Mana whenua and TECT)4. Provide consistent and transparent reporting that supports decision making	15%
KPIs	<ul style="list-style-type: none">• Team engagement• Staff turnover• Delivery of Stakeholder Engagement Plan and Māori Engagement Plan	
Key Projects & Initiatives Change Annually – Refer Next Section		



OUR KEY PROJECTS & INITIATIVES

Focus Area	Maximising Activity & Events			
Strategic Objectives	Maximise activity across our venues	Proactively attract new events and activities	Consistently deliver exceptional customer experiences	Develop a strong Health & Safety culture supported by good systems
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Install Permanent Truss System at Mercury Baypark • Operate QEYC & Haumaru Efficiently to Support User Growth & Optimise Facility Use 	<ul style="list-style-type: none"> • Secure Tenant for Pavilion 2 at Baypark • Support the Development of a Māori Events Strategy • Stadium Lounge & Corporate Lounge Improvements to Attract Additional Event Activity at Baypark 	<ul style="list-style-type: none"> • Digital Customer Experience Improvements i.e. digital signage, kiosks, online functionality • Customer Service Toolkit for Managers 	<ul style="list-style-type: none"> • Implement New Contractor Management Process • External Security Audit • Embed New Emergency Management Framework • Crowded Places Audits of Event Venues • Implement Actions from H&S Audit
Future Projects & Initiatives	<ul style="list-style-type: none"> • Baywave 3 Yearly Closure • Investigate Clubfit 24-Hour Access 		<ul style="list-style-type: none"> • Digital Customer Experience Improvements (cont.) 	<ul style="list-style-type: none"> • Implement Actions from Security Audit

		FY26
KPIs	Visitation Significant Events (>500 pax) Customer Satisfaction Preventable Serious Harm Incidents	>2.1m visits >75 events >85% overall satisfaction 0 incidents

Focus Area	Look After Our Assets			
Strategic Objectives	Look after and enhance our assets and actively plan for and manage asset renewals	Implement our Venue Strategy and provide for future needs	Deliver venue projects to a high standard and partner on key projects	Operate our venues safely and sustainably
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Baypark Arena 6 Court Re-surfacing • Baypark Stadium Kitchen Upgrade 	<ul style="list-style-type: none"> • Review Venue Strategy • Digital Facility Improvements 	<ul style="list-style-type: none"> • Support Council Facility Projects, i.e. Memorial Aquatic Centre Project 	<ul style="list-style-type: none"> • Implement Accessibility Actions, e.g. site signage, replace pool lifts, install accessible handrails in wave pool • Implement Sustainability Action Plan Initiatives, e.g. waste minimisation, rainwater harvesting
Future Projects & Initiatives	<ul style="list-style-type: none"> • Baywave Gym Equipment Upgrade • Arena Seismic Strengthening • Baywave 3 Yearly Closure 	<ul style="list-style-type: none"> • 28 - 37 AMP and Integrated Venue Strategy 	<ul style="list-style-type: none"> • Continue to Support Council on Facility Projects 	<ul style="list-style-type: none"> • Continue Permit to Work Process Improvements
		FY26		
KPIs	Preventable Unplanned Facility Closures Key Capital Projects Capital Programme Budget Energy Consumption	0 Unplanned closures (>4hrs) Within 5% of budget Within 5% of budget 5% reduction at key facilities		

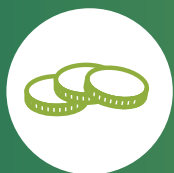


OUR KEY PROJECTS & INITIATIVES

Focus Area	Leveraging our Capability	
Strategic Objectives	Continue our existing commercial business operations	Actively progress appropriate new complementary revenue opportunities
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Launch New Retail Café Concept • Secure One New External Venue Catering Agreement 	<ul style="list-style-type: none"> • Investigate Additional Digital Billboard Opportunities • Secure One New Commercial Partner
Future Projects & Initiatives	<ul style="list-style-type: none"> • Roll Out Retail Café to Additional Venues • Expand Event Catering Venues/Partners 	<ul style="list-style-type: none"> • Secure One New Commercial Partner
		FY26
KPIs	Financial Performance Commercial Partnerships	Achieve Budget One New Partner

Focus Area	Build Our Capability			
Strategic Objectives	Build a positive, high performance team culture	Provide technology & systems that support our people	Develop strong working relationships with key partners (inc mana whenua)	Provide consistent reporting that supports decision making
Key Projects & Initiatives FY26	<ul style="list-style-type: none"> • Creation of a Diversity, Equity & Inclusion Plan • Investigate NZQA Opportunities • Continue to Build HRIS System 	<ul style="list-style-type: none"> • Digital Workplace Improvements for Staff • Improved H&S Staff Induction • Implement Business Planning Software for Budgeting & Forecasting 	<ul style="list-style-type: none"> • Implement Stakeholder Engagement Plan • Implement Māori Engagement Plan 	<ul style="list-style-type: none"> • Streamline Operational Reporting • Create Data Strategy
Future Projects & Initiatives	<ul style="list-style-type: none"> • Career Pathway Articulation • Continue to Build HRIS System 	<ul style="list-style-type: none"> • Digital Workplace Improvements for Staff (cont.) • Review of Anti-Social Behaviour Training • Security Training for Managers 		<ul style="list-style-type: none"> • Implement Data Strategy
				FY26
KPIs	Team Engagement Staff Turnover Stateholder Engagement	>65% <30% Implement Plan		





FINANCIAL PERFORMANCE

Bay Venues Statement of Comprehensive Income & Expenses (000's)	Actual 23/24	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28
Revenue					
User Revenue	20,621	22,219	22,516	22,916	23,375
Other Revenue	1,276	432	414	426	439
TCC Operational Grant	5,167	7,567	7,355	7,566	7,939
Total Operational Revenue	27,070	30,218	30,284	30,908	31,753
Expenditure					
Employee Expense	17,416	17,877	18,112	18,464	18,926
Administrative Expense	1,659	1,651	1,792	1,837	1,883
Consulting & Governance Expenses	1,251	955	757	776	795
Operating Expenses (incl. COGs)	7,967	8,191	8,340	8,548	8,762
Repairs & Maintenance Expense	1,191	911	978	1,002	1,027
Total Operation Expenses	29,484	29,584	29,978	30,628	31,394
EBITDA	(2,414)	634	306	281	359
Additional Transactions:					
Add: TCC Renewal Funding	5,894	15,442	7,667	15,026	10,386
TCC Debt Servicing Grant	1,317	1,098	929	966	1,053
Less: Profit/Loss on Disposal	144	-	-	-	-
Finance Expense	1,305	1,095	1,145	1,100	1,100
Depreciation & Amortisation Expense	7,981	9,928	10,180	11,476	11,981
Surplus/(Deficit) Before Tax	(4,633)	6,152	(2,423)	3,697	(1,283)
TCC New Capital Funding	-	3,334	800	6,915	2,696

note: surplus in years 24/25 and 26/27 is driven by significant LTP renewals programme (renewal income is fully recognised when asset is acquired)

Bay Venues Ltd Statement of Financial Position (000's)	Actual 23/24	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28
Assets					
Current Assets					
Cash & Cash Equivalents	1,526	826	787	209	570
Inventories	475	475	475	475	475
Debtors & Other Receivables	1,231	1,231	1,231	1,231	1,231
Total Current Assets	3,232	2,532	2,493	1,915	2,276
Non-Current Assets					
Other Non-Current Assets	5,425	5,630	5,670	5,753	5,769
Intangible Assets	208	208	208	208	208
Property, Plant & Equipment	157,035	166,998	162,388	174,444	176,160
Total Non-Current Assets	162,668	172,836	168,266	180,405	182,137
Total Assets	165,900	175,367	170,759	182,320	184,413
Liabilities					
Current Liabilities					
Employee Entitlements	2,195	1,976	1,373	1,236	1,112
Creditors & Other Payables	3,597	3,597	828	828	828
Borrowings - UoW Adams Centre Loan	1,000	1,000	1,000	1,000	1,000
Total Current Liabilities	6,792	6,573	3,201	3,064	2,940
Non-Current Liabilities					
Borrowings	34,565	19,766	20,153	21,238	22,043
Deferred Tax	21,339	21,339	21,339	21,339	21,339
Total Non-Current Liabilities	55,904	41,105	41,492	42,577	43,382
Total Liabilities	62,696	47,677	44,693	45,641	46,322
Net Assets	103,204	127,690	126,066	136,679	138,091
Equity					
Share Capital	84,232	102,566	103,366	110,281	112,976
Retained Earnings	(38,000)	(32,048)	(34,671)	(31,173)	(32,656)
Other Reserves	131	331	531	731	931
Revaluation Reserves	56,841	56,840	56,840	56,840	56,840
Total Equity	103,204	127,689	126,067	136,679	138,092

Bay Venues Ltd Statement of Cashflows (000's)	Actual 23/24	Forecast 24/25	Budget 25/26	Forecast 26/27	Forecast 27/28
Operating Activities					
Cash Received From Customers	22,908	22,219	22,516	22,916	23,375
Grants Received	12,378	24,108	15,951	23,559	19,379
Dividend Received	6	6	6	6	6
Cash Received From Other Sources	356	427	408	421	433
	35,688	46,759	38,880	46,901	43,192
Payments to Employees	(16,975)	(17,877)	(18,112)	(18,464)	(18,926)
Payments to Suppliers	(12,719)	(11,708)	(11,867)	(12,163)	(12,467)
Interest Paid	(1,305)	(1,095)	(1,145)	(1,100)	(1,100)
	(30,999)	(30,679)	(31,124)	(31,727)	(32,493)
Net Cash Flow From Operating Activities	4,690	16,080	7,757	15,173	10,699
Cash Flows From Investing Activities					
Purchases of Property, Plant And Equipment	(9,513)	(20,110)	(8,942)	(23,669)	(13,755)
Transfer to Depreciation Investment	(1,070)	(205)	(40)	(83)	(83)
Net Cash Flow From Investing Activities	(10,584)	(20,315)	(8,982)	(23,752)	(13,838)
Cash Flows from Financing Activities					
Proceeds from Borrowings	11,292	5,535	1,187	9,500	8,650
Repayment of TCC Borrowings	(4,500)	(2,000)	-	(1,500)	(5,150)
Net Cash Flow From Financing Activities	6,792	3,535	1,187	8,000	3,500
Net Increase / Decrease in Cash Held	897	(700)	(38)	(578)	361
Cash & Cash Equivalents at Beginning of Year	629	1,526	826	787	209
Cash, Cash Equivalents, and Bank Overdrafts at the End of the Year	1,526	826	787	209	570

Bay Venues Ltd Statement of Changes in Equity (000's)	Share Capital	Retained Earnings	Revaluation Surplus	Other Reserves	Total Equity
Balances as at 1 July 2023	84,232	(27,448)	41,165	933	98,882
Comprehensive Income					
Surplus or Deficit for the Year	-	(11,354)	-	-	(11,354)
Other Comprehensive Income					
Surplus or Deficit for the Year	-	-	21,809	-	21,809
Tax on Revaluation of Plant, Property & Equipment	-	-	(6,134)	-	(6,134)
Transfer to Mercury Reserve	-	(131)	-	131	-
Transfer from Trustpower Reserve	-	933	-	(933)	-
Total Other Comprehensive Income, Net of Tax	-	802	15,675	(802)	15,675
Balance as at 30 June 2024	84,232	(38,000)	56,840	131	103,203
Balances as at 1 July 2024	84,232	(38,000)	56,840	131	103,203
Comprehensive Income					
Surplus or Deficit for the Year	-	6,152	-	-	6,152
New Capital Adjustment	18,334	-	-	-	18,334
Other Comprehensive Income					
Transfer to Mercury Reserve	-	(200)	-	200	-
Total Other Comprehensive Income, Net of Tax	-	(200)	-	200	-
Balance as at 30 June 2025	102,566	(32,048)	56,840	331	127,689
Balances as at 1 July 2025	102,566	(32,048)	56,840	331	127,689
Comprehensive Income					
Surplus or Deficit for the Year	-	(2,423)	-	-	(2,423)
New Capital Adjustment	800	-	-	-	800
Other Comprehensive Income					
Transfer to Mercury Reserve	-	(200)	-	200	-
Total Other Comprehensive Income, Net of Tax	-	(200)	-	200	-
Balance as at 30 June 2026	103,366	(34,671)	56,840	531	126,066
Balances as at 1 July 2026	103,366	(34,671)	56,840	531	126,066
Comprehensive Income					
Surplus or Deficit for the Year	-	3,697	-	-	3,697
New Capital Adjustment	6,915	-	-	-	6,915
Other Comprehensive Income					
Transfer to Trustpower Reserve	-	(200)	-	200	-
Total Other Comprehensive Income, Net of Tax	-	(200)	-	200	-
Balance as at 30 June 2027	110,281	(31,173)	56,840	731	136,678
Balances as at 1 July 2027	110,281	(31,173)	56,840	731	136,678
Comprehensive Income					
Surplus or Deficit for the Year	-	(1,283)	-	-	(1,283)
New Capital Adjustment	2,696	-	-	-	2,696
Other Comprehensive Income					
Transfer to Trustpower Reserve	-	(200)	-	200	-
Total Other Comprehensive Income, Net of Tax	-	(200)	-	200	-
Balance as at 30 June 2028	112,976	(32,656)	56,840	931	138,091



REPORTING

Bay Venues is committed to supporting Council's strategic priorities and objectives. Bay Venues will endeavour to respond promptly and appropriately on issues raised by Council and will provide Council with the following information:

Statement of Intent (SOI)

Provide Council with a draft SOI by 1 March 2025 and a final SOI by 30 June 2025.

Annual Report

Provide an Annual Report to Council within two months after the end of the financial year. This will comply with section 68 of the Local Government Act 2002 and include the following:

- i. Board report including summary of the financial results, a report of the operations, a comparison of performance in relation to objectives and any recommendation as to dividend;
- ii. Audited financial statements for the financial year in respect of the Company, and;
- iii. The Auditor's report on:
 - Those financial statements; and
 - The performance targets and other measures by which performance has been judged in relation to the objectives.
- iv. The audited financial statements shall consist of:
 - Statement of Financial Position; and
 - Statement of Comprehensive Income; and
 - Statement of Movements in Equity; and
 - Statement of Cashflows; and
 - Disclosure of Related Party Transactions; and
 - Notes to the Financial Statements; and
 - Such other statements as may be necessary to fairly reflect the financial position of the Company and its subsidiaries, the resources available to the Company and its subsidiaries and the financial results of the operations of the Company and its subsidiaries.

The Annual Report is to be presented in the format prescribed by Council to enable consolidation into the Group.

Quarterly Reports

As soon as practicable after the conclusion of each quarter, Bay Venues will provide Council with a report of performance against the SOI including:

- v. Summary of Financial Performance
- vi. Report on KPIs year to date
- vii. Commentary on performance for the preceding quarter
- viii. Commentary on expected performance for the next quarter

A Quarterly Report will not be required for Q2 where a Half Year Report is provided instead.

Bi-Monthly Meetings

Upon request by Council, members of the Board of Bay Venues will meet with Councillors and/or their appointed representative(s) bi-monthly in a confidential, informal workshop to discuss and review issues of common interest.

Half Yearly Governance to Governance Meetings

The Mayor and CEO of Council will meet with the Chair and CEO of Bay Venues every six months, to discuss and review any issues of common interest.

Regular meetings will be held (at least quarterly) with operational management/staff.

No Surprises

Notwithstanding the reporting requirements, the Board will operate on a 'no surprises' basis to ensure that Council is appraised as soon as is practicable, of any event or the possibility of an adverse effect of an economic, social or political nature.



OTHER MATTERS

The Board's Approach to Governance

The Directors of Bay Venues are responsible for the stewardship and future well-being of the organisation. The Directors assist the organisation to meet its objectives and requirements in the Statement of Intent. Directors exercise leadership, enterprise, integrity, and judgement in directing the organisation so as to provide assurance of its continuing and lasting prosperity and effectiveness. In discharging their responsibilities, Directors have a duty to act in the best interest of Bay Venues as a whole, irrespective of personal, professional, commercial, or other interests, loyalties or affiliations. Directors' first duty and loyalty must be to the Company as per section 131 of the Companies Act, noting however that under clause 11.2 of the Constitution that Directors may also act in the best interest of the Shareholder. More detailed obligations in relation to both the Directors obligations to Bay Venues and Council's obligations to Bay Venues are outlined in the Enduring Statement of Expectations (ESE).

Board Performance Reviews

A Council-led bi-annual board review was undertaken in October 2023. The independent review's conclusions were very positive, and minor improvement opportunities were identified that the Board has implemented. The Board will engage with Council around future reviews..

Ratio of Consolidated Funds

In the 2023 ESE it was resolved that Bay Venues Debt to Equity Ratio should be maintained at 20:80. To help ensure this, 80% of the debt relating to all new assets added in the Bay Venues 'funded network' during the year is apportioned to Council.

Estimate of Commercial Value

The Board estimate that the commercial value of the Council's investment in Bay Venues is represented by the net assets of Bay Venues. This value is calculated from total assets less liabilities. As at 30 June 2024 this was \$98.8m.

Accounting Policies & Other Compliance

Financial statements will be prepared in accordance with generally accepted accounting practice (GAAP), NZ International Financial Reporting Standards, Companies Act 1993, Local Government Act 2002 and Financial Reporting Act 1993. It is noted that due to Bay Venues' revenue now exceeding \$30m that Tier 1 reporting for audit is required.

Procedures for Acquisition of Other Interests

Pursuant to the Constitution, Bay Venues will only invest in the shares of a new or existing company or organisation with the prior approval of Council. Where the Board consider the

size of the acquisition warrants it, they will have due diligence carried out prior to any binding agreement being made.

Dividend Policy

Bay Venues will not be in a position to pay a dividend anytime in the short to medium term and acknowledges that any retained surpluses over \$500,000 (net after depreciation and interest) must be approved by Council unless otherwise agreed or prevented due to legal requirements.

If a surplus over \$500,000 is achieved, Council may decide to retire debt and/or reinvest part or all the surplus into Bay Venues if Bay Venues establishes a sound investment proposal.

In determining funds that are 'surplus', Council will consider the operating result against budget including the accounting surplus, the underlying cash surplus, and surpluses generated from particular activities.

Other Matters Agreed Between the Board and Shareholder

Bay Venues shall enter, where necessary, such agreements with Council giving effect to any restrictions, requirements and obligations required by Council.

Under the new funding structure agreed in the 2024-34 LTP, Bay Venues is committed to achieving a breakeven budget to ensure long term financial sustainability.

Transactions between Related Parties

Transactions between Council and Bay Venues will be conducted on a commercial basis (fair and reasonable) and if appropriate, contestable basis.

Other related party transactions will be on a commercial basis and in accordance with Bay Venues' procurement policy.

Compensation from Local Authority

Compensation for any services provided to the Council has been agreed as per the revised Enduring Statement of Expectations and the Letter of Expectations.

Council will provide Bay Venues with an operating grant of \$7.28m in FY26 (as per 2024-34 Long Term Plan), which increases annually with CPI. Council's operating grant to Bay Venues helps deliver:

- Business related outputs, which apply across all facilities
- Community related outputs which apply only to the facilities and activities that have a community focus

The outputs expected of Bay Venues are detailed in this Statement of Intent.

APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

AQUATIC FACILITIES

Mount Hot Pools



An iconic and unique hot ocean water pool complex and world-class tourist attraction, providing rest, relaxation, and rejuvenation/rehabilitation for a broad range of visitors and Tauranga locals. The Mount Hot Pools hosts close to 300,000 visits a year. There are five outdoor pools, including a hot relaxation pool, a mild hydrotherapy pool, a children's pool with a slide, and two outdoor spas, as well as three indoor private sanctuary pools. This popular facility at the base of Mauao also provides massage therapy and aqua exercise classes, as well as aqua play sessions for parents and their young ones.

The Mount Hot Pools had a maintenance closure in late 2023 that saw all the hot pools fully re-tiled, along with pool maintenance and renewals, and improvements to the changing facilities including the addition of underfloor heating.



Baywave



This is an aquatic and leisure centre, recognised regionally as providing a wide variety of recreation and leisure, competition, aquatic education, exercise, physical therapy, and health and wellbeing activities. There is a 25-metre lap pool, a leisure pool (with waves), a learners' pool, hydroslide, spa, sauna, and steam room.

The configuration of the lap pool also accommodates synchronised swimming, water polo and underwater hockey as well as regional and national aquatic events. Baywave hosts more than 400,000 visits a year and is home to several water-based sporting clubs/squads. In 2019, an aqua play facility for children was added. As this venue draws close to 20 years of operation, a regular renewals plan is required to maintain its efficiency. The last maintenance closure was in early 2023, the next closure is planned for FY27.

Several secondary business units operate within the complex and are complementary to the overall purpose of the facility:

- BaySwim (learn to swim and water safety programmes)
- Clubfit (health and fitness club)
- Café
- Merchandise
- Massage Therapy

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

Greerton Aquatic & Leisure Centre



An aquatic and leisure centre, providing a variety of fun, safe, and well-managed aquatic and physical therapy activities for the local community. There is a 25-metre lap pool, a learners' pool, and an 18-metre hydrotherapy pool, which is popular for rehabilitation and senior adults. Other activities that complement the centre include:

- BaySwim (learn to swim and water safety programmes)
- Aqua Exercise Classes
- Clubfit (health and fitness club)

Greerton Aquatic & Leisure Centre hosts about 90,000 visits a year and has had significant refurbishment improvements over the last few years to ensure this much-loved facility continues to deliver exceptional aquatic experiences now and into the future.



Memorial Pool & Ōtūmoetai Pool



Memorial Pool is an outdoor seasonal facility with a lap pool and learners pool, BBQ facilities, and green space. It is a safe, clean, maintained environment for families and recreational swimmers to enjoy during the summer months and hosts about 25,000 visits a year.

Ōtūmoetai Pool is open year-round and has a 25-metre lap pool and learners pool. It is a safe, clean, convenient aquatic facility for the local community, in particular the neighbouring college during school hours. This is an older outdoor pool that had a marquee-style roof installed over it more than 20 years ago. Ōtūmoetai Pool hosts approximately 40,000 visits annually.

Both of these facilities have been around for decades (since the 1950s and 60s) and have significant infrastructural and age-related issues that regularly result in expensive remedial and maintenance measures.

Bay Venues is proactively working with Tauranga City Council to deliver future outcomes for both of these facilities.



APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

New Memorial Park Aquatic Centre

A new aquatic centre is proposed to be built at Memorial Park. It will be a modern, fit-for-purpose facility that will play a crucial role in addressing the current shortfall in the city's Aquatics network.

It will be a destination complex for the central city and surrounding suburbs.

Tauranga City Council is currently considering options for this project.

Aquatic Merchandise

Bay Venues operates small retail outlets at its aquatic facilities selling swimming apparel and associated products.

BaySwim



BaySwim delivers a quality Learn to Swim programme catering to all ages, at Baywave and Greerton Aquatic & Leisure Centre, and teaches thousands of people to swim each year. BaySwim also provides water safety education for primary school groups as part of our funded Water Safety NZ 'Water Safety for Life' programme. In recent years, BaySwim has extended its offering to include swimming lessons in te reo Māori, Korean, Mandarin and the deaf community. It has also supported an ethnic women's swimming initiative and created several other innovative programmes and initiatives to break down barriers and reach more people in the community.



Massage Suites

Massage suites are located at the Mount Hot Pools and Baywave and aid in recovery and relaxation.

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

INDOOR SPORTS FACILITIES

Mercury Baypark Arena



Mercury Baypark Arena is Tauranga's key sporting venue for indoor sports such as basketball, netball, volleyball, pickleball and futsal. The six-court side of the facility named the University of Waikato Sport and Recreation Centre, has a focus on community sport. The three-court side, the Lion Foundation Centre, is also utilised for community sport when it is not being used to host large events, including professional sports fixtures and tournaments such as ANZ Premiership netball and the New Zealand Festival of Squash.

Mercury Baypark Arena also provides a range of pay-for-play social sports leagues and sport and play programmes for the community. Within the facility is a licensed café providing a quality food and beverage service.



Queen Elizabeth Youth Centre (including Memorial Hall)



Located at Memorial Park, this facility has for decades provided the inner city with an indoor court venue suitable for hosting community sport and recreational activities, as well as cultural groups and events. It has also hosted a variety of regional and national sports tournaments and fixtures, as well as pay-for-play social sports leagues, and community programmes.

This facility hosts a variety of community sports, including badminton, volleyball, basketball, pickleball, table tennis, sports for disabled people, netball, and more.

Aquinas Action Centre (Community Share Facility)

Situated on the grounds of Aquinas College, this facility features a single court gymnasium suitable for hosting sport, recreational and cultural activities outside of agreed school access hours.

Merivale Action Centre (Community Share Facility)

This facility is located on the grounds of Merivale Primary and features a single court gymnasium suitable for hosting sporting/recreational groups and community activities outside of agreed school access hours. There are some issues with the facility suffering from condensation issues that leave the floor unsafe at times.

Mount Sports Centre

Located at Blake Park, this facility features a single court gymnasium suitable for hosting sporting and recreational groups, community activities and minor events.

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

The University of Waikato Haumaru Sport & Recreation Centre



Located on Cameron Road, this new facility opened in 2025 and is home to a variety of community sports, including badminton, volleyball, basketball, pickleball, table tennis, sports for disabled people, netball, and more.

There is enough space in the facility for four basketball-size courts, or three netball-size courts, or 13 badminton and pickleball-size courts, or six volleyball-size courts. There are also changing rooms, storage, and around 220 on-site car parks.

The primary use of this facility is structured community sport and recreation and also sports tournaments. There are also many regular opportunities for casual bookings as well as other use by the wider community.

COMMUNITY CENTRE-RUN PROGRAMMES

Bay Venues runs several community-focused programmes across the venue network for preschoolers, children, youth, and adults including the popular Tumble Time, Funky Fun Days, coaching clinics, sports days, birthday parties, social badminton and more. Team building, laser tag, paintball and school holiday offerings are also provided.

Sports Leagues

Bay Venues organises and facilitates social sports leagues at Mercury Baypark Arena, Queen Elizabeth Youth Centre, and Haumaru, for indoor netball and futsal.



Adams Centre for High Performance



Located at Blake Park, opposite Bay Oval, the Adams Centre for High Performance is a high quality facility that includes a state-of-the-art gym, plunge pools, physiotherapy, massage and rehabilitation rooms, a sport science laboratory with performance testing, research and acclimatisation facilities, meeting rooms and an athletes' lounge. It is a High Performance Sport NZ Approved Training Facility that caters to a wide range of athletes competing at a national and international level. High performance sport organisations, sports science research, and athlete medical support services are also based at the Adams Centre. Current tenants include New Zealand Rugby, Bay of Plenty Rugby, Body in Motion's High Performance Sports Clinic, and the University of Waikato. Strong demand for space in the facility along with potential development on neighbouring sites has prompted investigations into potential expansion options. Bay Venues also operates the Adams Academy, a development programme with around 130 aspiring and established local athletes across 27 sporting codes and counting.



Clubfit

Clubfit is made up of two gyms located at Baywave and Greerton Aquatic & Leisure Centre. Both facilities provide health and fitness programming to members who have access to mid-to-high quality equipment. The profit from Clubfit assists to offset the running of community facilities.

APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

COMMUNITY HALLS & CENTRES

Arataki Community Centre

This venue provides a high quality, versatile indoor space with rooms of varying sizes and flooring as well as equipment, to enable community groups to host their activities. Early consideration is currently being given to possible expansion of the facility to cater to increasing demand for space.

Bethlehem Hall

This venue is primarily used for local community groups to host a variety of activities. Private functions are also held at this venue. This much-loved facility has recently been refurbished to improve its appearance and usability.

Cliff Road Building

This building provides a space for hire and is home to a small number of community users. This facility is in poor condition and the long-term future of this venue needs to be determined.

Elizabeth St Community & Arts Centre

This is a facility for community groups to host a variety of activities. It also provides space for individuals to host private functions. The facility is in average condition and its future needs to be considered in conjunction with Tauranga City Council's investment in the new civic precinct.

Greerton Hall

This is a facility for local community groups to host a variety of activities. It also provides space for individuals to host private functions. The hall has recently undergone a refurbishment to enhance its appearance, making it a more modern and appealing venue for users.

Matua Hall

This venue provides space for local community groups and individuals to host a variety of activities and private functions. The hall has recently been refurbished to improve user enjoyment.

Pāpāmoa Community Centre (at the Library)

This venue provides a high quality, versatile indoor space with rooms of varying sizes and flooring as well as equipment, to enable community groups to host their activities. During weekdays, PlayTime hosts an OSCAR programme at the facility. The venue also provides visitors with useful information including activities and services available in the community.

Pāpāmoa Sports & Recreation Centre

Located at Gordon Spratt Reserve, this indoor facility has rooms of varying sizes as well as a range of equipment, to enable community groups to host their activities. There is also a commercial kitchen and licensed bar for groups, businesses and individuals to host functions.

Waipuna Park Pavilion

This pavilion is for the users of Waipuna Park to utilise for registrations, after match functions and meetings at no charge. Other community groups can also utilise the facility to host their activities.

Welcome Bay Hall

This venue provides space within the local community for groups to host a variety of activities. It also provides space for individuals to host private functions. The hall has recently been refurbished, improving its appearance and usability. While not directly connected to the adjacent community centre, there remains an opportunity to further enhance and integrate the facility in the future

Community-led Development

Bay Venues works closely with the local community, led by a dedicated Community Development Ambassador, to ensure our facilities are inclusive and cater to the whole community. 2024 activation initiatives include a yoga class for ethnic women held at Arataki Community Centre, Korean swim lessons with BaySwim, and a Gender Dynamix Aotearoa Trans Pride Ball at Bethlehem Hall, to name just a few.

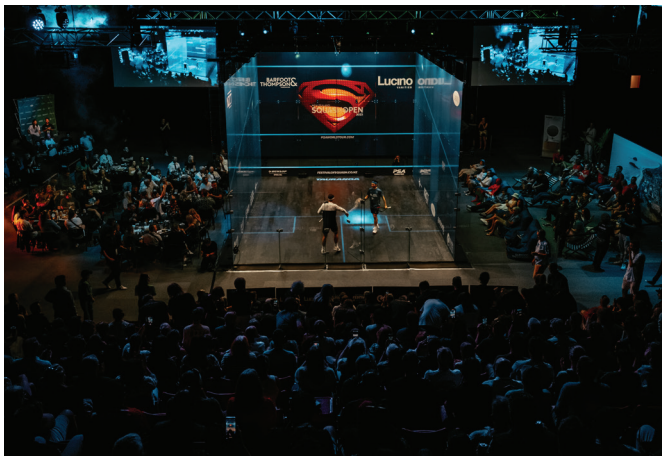


APPENDIX: BAY VENUES FACILITIES & ACTIVITIES

EVENT FACILITIES

Mercury Baypark Arena

This popular, versatile and multi-purpose facility is home to community sport and event entertainment across three distinct areas. The three-court Lion Foundation Centre is a key indoor event facility for the region, hosting everything from televised sport to black-tie gala dinners. The six court University of Waikato Sport & Recreation Centre is the home to indoor community sport, including basketball, volleyball, pickleball, sports leagues, children's recreation and much more! Upstairs is four versatile suites that are perfect for business meetings and smaller events.



Mercury Baypark Stadium

This is Tauranga's largest outdoor stadium. It has the capacity for crowds of up to 17,000 people, including seated and corporate hosting areas. It features a 480-metre oval clay speedway track and a basic grass area (inside the track). The primary activity is speedway race meetings (15-17 per annum). A promoter is contracted to promote and operate the speedway events. Mercury Baypark Stadium is also a venue for other events and activities suited to outdoor spaces (for example, drifting). Corporate boxes and a premium lounge are also available for businesses to utilise for hosting functions or meetings.

While Mercury Baypark Stadium is regarded as one of the better equipped speedway venues in New Zealand with a fast, wide clay track and a large well-serviced pit area, it is showing its age and significant future investment will be required to maintain it. The facility was not funded for depreciation prior to 2023, when this was changed in the Tauranga City Council 2024-34 Long Term Plan. The facility is now undergoing significant remedial investment to ensure it remains fit for purpose.

Mercury Baypark Stadium Lounge

Mercury Baypark Stadium Lounge is a self-contained venue connected to Mercury Baypark Stadium, offering a secure and private environment to host public and private functions. Suitable for meetings, conferences, gala dinners, school balls, private functions, weddings and small trade shows, this venue can comfortably accommodate up to 500 people for dinner or 900 for performances. For major stadium events, this facility offers the client added flexibility for hosting corporate hospitality or pre and post event activities. This facility was not funded for depreciation prior to 2023, when this was changed in the Tauranga City Council 2024-34 Long Term Plan. The facility will be undergoing significant remedial investment from FY27 to ensure it remains fit for purpose.

External Areas

Various external areas around Mercury Baypark are used for events, most notably concerts and festivals over the busy summer holiday period, as well as events like Polo in the Bay. Most of the infrastructure for events like these is brought in on a temporary basis. These larger outdoor events can draw crowds in excess of 15,000 people.

Bay Catering

This business unit primarily provides catering services at venues managed by Bay Venues as well as some off-site catering at other venues and events. Bay Catering also operates food and beverage outlets throughout Mercury Baypark venue as well as the cafes at Mercury Baypark Arena, Baywave, the University of Waikato Tauranga campus, and at the Historic Village.

Bay Audio Visual

A sound, lighting and audio-visual equipment and support business unit that provides services primarily at the Mercury Baypark Arena, Mercury Baypark Stadium Lounge, Mercury Baypark Stadium and some external off-site events and venues. Along with enhancing the event experience, this team also ensure the venues systems are fit for purpose to host a wide range of events, from community sport to large-scale events.

