



# COMMUNITY AT HEART COMMERCIAL IN MIND

We are the kaitiaki of 24 community facilities across Tauranga – aquatic centres, indoor sport 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.

As Tauranga City Council's largest Council Controlled Organisation (CCO), Bay Venues plays a significant role in contributing to the wellbeing of the people of Tauranga Moana.

## **Bay Venues is governed by a Board of Directors and led by an Executive Team made up of passionate industry experts.**

Bay Venues Board members are professional directors who provide local government insight, legal and financial leadership, as well as risk management to steer Bay Venues in the right direction. The Board includes a Council representative, a mana whenua representative and a Board intern. Led by CEO, Chad Hooker, the Executive Team at Bay Venues are united in striving to provide the *Best Venues for the Bay*. The team bring their skills and expertise in leadership, operations, finance, facilities management, people and customer experience together to lead the organisation forward. With the support of their wider work whānau, they foster positive relations and collaborate with Council, mana whenua and other key partners to capitalise on opportunities, address challenges as they arise, and help the city prosper for the benefit of our community.

See appendix three for individual Board and Executive Team biographies.



# COMMUNITY DELIVERABLES

## VISITORS

# 2.11m

to our **facilities**

(↑32% ahead of budget)

(↑37% ahead of FY22)

**766,384**

Visitors to our **Aquatic Facilities**

**336,649**

Visitors to our **Community Centres & Halls**

**313,600**

Visitors to our **Indoor Sports Facilities**

**507,125**

Visitors to **Mercury Baypark (Arena & Stadium)**

**189,005**

Visitors to **Other Facilities\***



### SCHOOLS IN POOLS (Water Safety)

**15**

Schools Joined

**2,754**

Children  
Participated  
In Lessons



### Participants in Bay Venues Led Activity Programmes

**69,144**

Adults & Senior

**98,259**

Child/Youth

**16,638**

Pre-School

**184,041**

Total



### HEALTHY SCHOOL LUNCHES

**267,821**

Total Lunches  
Supplied

**12**

Schools Supplied



### FACILITIES

- 3** Baypark Arena, Baypark Stadium, BayStation
- 1** Adams Centre for High Performance
- 3** Community Centres
- 4** Sports Centres
- 5** Aquatic Facilities
- 8** Community Halls

Service Deliverables from FY23 Annual Report

\* Including BayStation, Clubfit and University of Waikato Adams Centre for High Performance.

# COMMUNITY DELIVERABLES

## REVENUE

**\$33.5m\***

(↑ 1% ahead of budget)  
(↑ 47% ahead of FY22)

TCC Community Operating Grant:

**\$4.35m**

TCC Renewal Funding:

**\$8.74m**

Aquatics & Learn to Swim:

**\$5.52m**

Sports Facilities:

**\$1.68m**

Clubfit & Other Memberships:

**\$2.08m**

Events & Catering:

**\$9.98m**

Other User Fees\*\*:

**\$1.09m**



Full Time Staff:

**140**

Part Time Staff:

**145**

Casual Staff:

**58**



**88%**

Overall Customer Satisfaction

**90%**

Overall satisfaction with the facility

**92%**

Overall satisfaction with the service

**84%**

Overall satisfaction with our staff



**77**

Number of Sporting & Aquatic Tournaments

**241**

Conferences, Trade Shows, Exhibitions, Concerts and other events at Mercury Baypark.



ASSETS

**\$138.4m**

Service Deliverables from FY23 Annual Report

\* Excludes TCC Debt Servicing and TCC Rehabilitation expense funding.

\*\* Includes BayStation and Merchandise.



# OUR PAST

Bay Venues is a Council Controlled Organisation (CCO) 100% owned by Tauranga City Council. The organisation was established in 2013/2014 with the amalgamation of Tauranga City Aquatics and Tauranga City Venues.

At the beginning, the amalgamated entity had \$90.5m of assets and the organisation was made up of 182 permanent staff and 78 casual staff, and annual visitation was 1.6m.

The amalgamated entity's key objectives included achieving significant gains in operational efficiency, increasing revenue and user numbers, and developing a cohesive and coordinated medium/long term plan for the city's events, venues and general leisure activities.

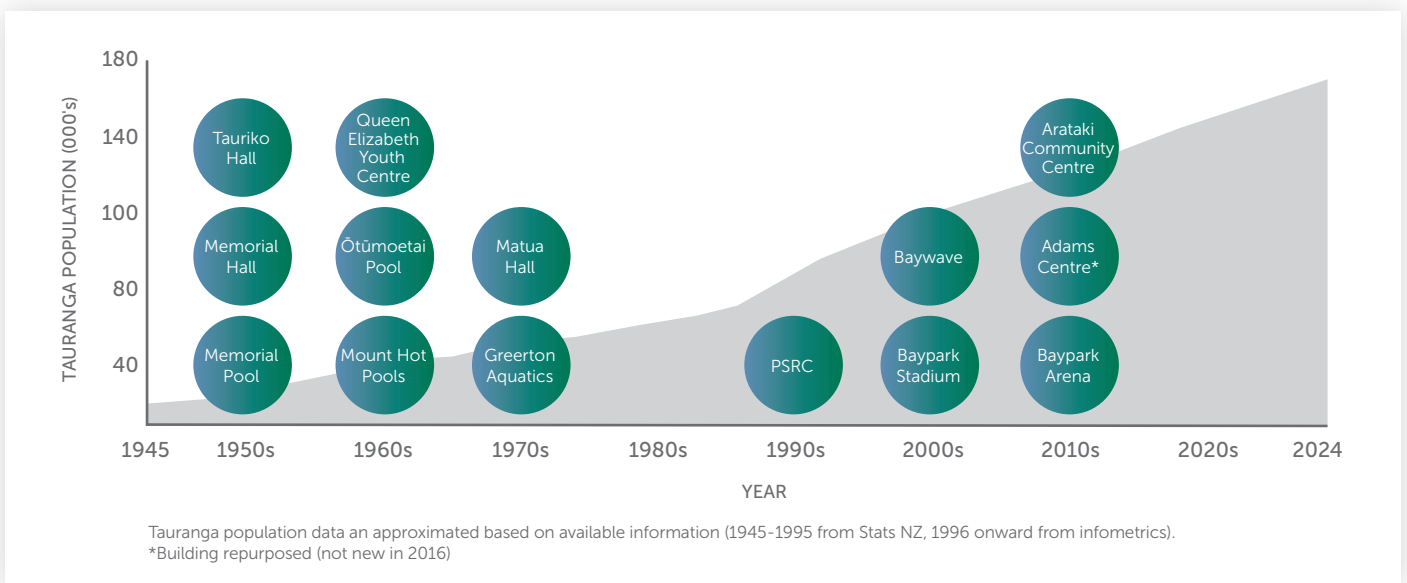
## DIVERSE NETWORK OF AGEING FACILITIES

As the Council's largest CCO, Bay Venues plays a significant role in contributing to the wellbeing of Tauranga Moana with the management of recreation and leisure facilities.

The Bay Venues network includes five aquatic facilities, including iconic Mount Hot Pools and Baywave, four sports facilities and the Adams Centre for High Performance, Mercury Baypark including the Arena, Stadium and BayStation, along with 11 community halls and centres. A more detailed overview of these facilities can be found in appendix one.

During its time, Bay Venues has worked closely with Tauranga City Council on the development of the Adams Centre for High Performance, which opened in 2016, and the Memorial Park recreation hub development, which is due to open, now as two separate venues, in late 2024 (indoor courts) and in late 2027 (aquatic facility).

Below is an infographic showing when key facilities in Bay Venues network were opened in relation to the population growth. As you'll see over half of our facilities are over 50 years old and in the last 10 years no new community facilities have been added. The lack of facility investment to meet our growing population means our current facilities are at max capacity during peak times, and they are becoming more costly and risky to maintain as they age.



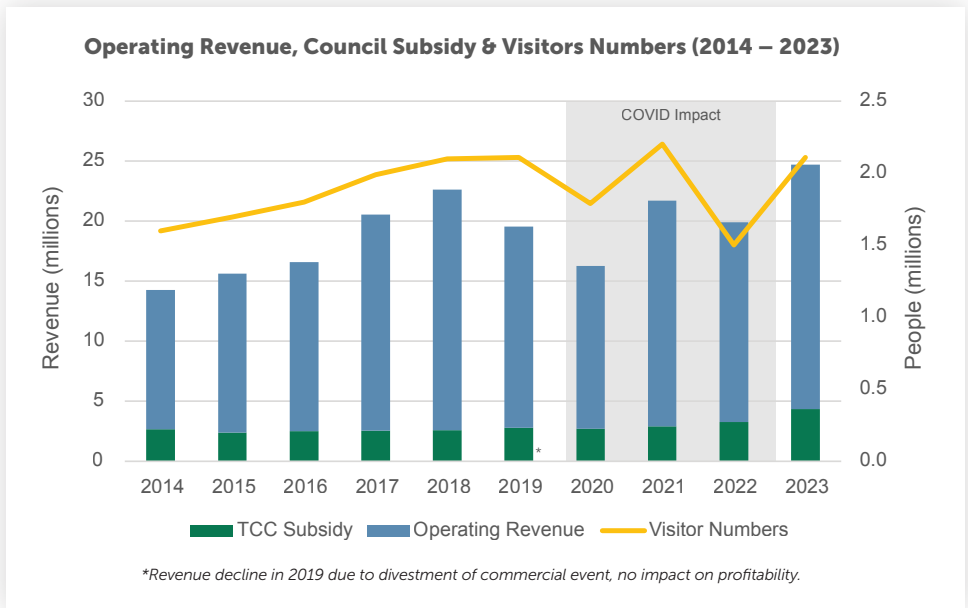
Developing a long-term plan for the city's community facilities is more pertinent than ever as we play catch up and prepare for future predicted growth. Bay Venues looks forward to continuing its work with Tauranga City Council, and with the support of new Councillors, maximising current facilities and planning for future facilities to cater for the city's continued growth.



## COVID-19 PANDEMIC

The COVID pandemic was an extremely challenging operating environment for Bay Venues with venue closures, followed by heavy capacity restrictions and vaccination mandates.

Notwithstanding this, we managed to retain most of our staff and maintain our customer satisfaction levels. Post-pandemic our visitation volumes bounced back quickly as shown in this graph alongside operating grant and revenues.

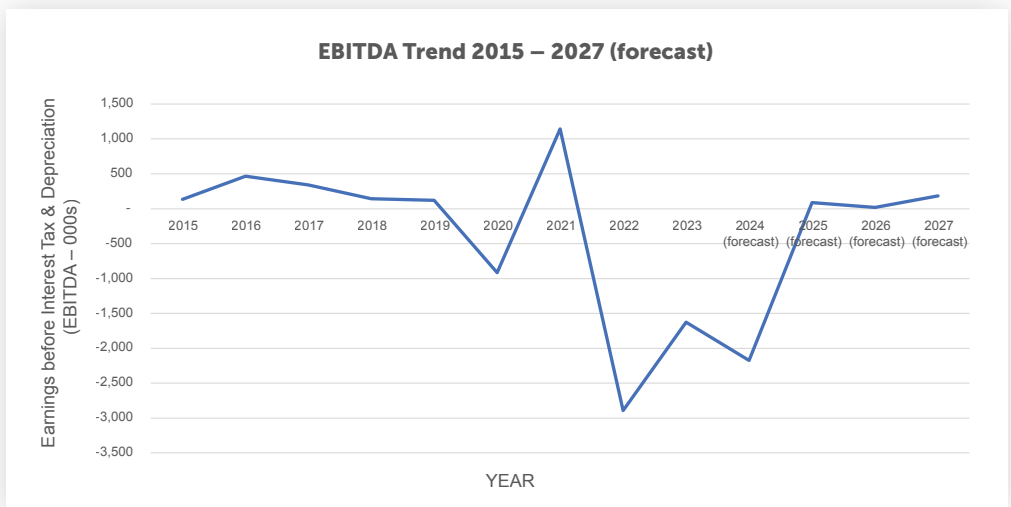


## FINANCIAL POSITION & REVIEW

While visitation bounced back after the pandemic, full year adjusted EBITDA<sup>^</sup> for FY23 was a budget loss of \$1.62m due to the high inflation environment causing significant operational cost increases (i.e., power, water, minimum wage rises). In response, the Board undertook a financial review to ensure the ongoing financial sustainability of the organisation.

Working with Tauranga City Council, a proposal to increase user fees to align with national benchmark was approved in 2023 after a period of public consultation. While increasing prices significantly is always difficult, this was the right decision to ensure users paid a fair proportion of operating costs. Bay Venues' shareholder funding model was also reviewed in 2023 to address current and future growth, while also balancing the contribution of ratepayers and venue users. The updated model

has been included in Council's 2024-24 Long-Term Plan (LTP) and as you'll see from the graph above, we forecast a return to EBITDA surplus from FY25 (1 Jul 24 – 30 Jun 25).





## MANAGING RISK

Bay Venues is committed to the formal, systematic and structured proactive management of risks across the organisation. This is a key focus area for the organisation due to the nature of activities taking place within our 24 facilities.

Along with the complexities that come from maintaining ageing facilities, our role in civil defence and reputational risk, there are a large number of serious health and safety risks that are inherent to the venues and activities we operate.

These include:

- Water safety and quality
- Working at heights
- Crowd and alcohol management
- Hazardous substances
- Construction
- Food safety
- Anti-social behaviour

While many of the risks we face cannot be eliminated they can be mitigated and controlled. Bay Venues Board and Executive Team identify, quantify and control risk as part of their role in leading the organisation. See appendix two for Board and Executive Team biographies.

## ACCOUNTABILITY & TRANSPARENCY

As a CCO, Bay Venues operates as transparently as possible with Council, stakeholders and the community. Bay Venues has agreed community outcomes and quarterly reports that are shared with Council and made publicly available, along with summary of Board meeting activity. Bay Venues is audited annually and publishes these reports online.

## STRATEGY & STRUCTURE

A new Board of Directors was appointed in July 2021, and not long afterwards a new CEO took over the helm. A re-focusing of community outcomes led to a new strategy being developed in 2022, which is made up of four key focus areas:

Maximising  
Activity  
& Events

Looking  
After our  
Assets

Leveraging  
our  
Capability

Building  
our  
Capability

The first two relate directly to our purpose of *Connecting the Community Through Exceptional Experiences* and our mission to be the *Kaitiaki of Tauranga's Network of Community Facilities*. The second two enable and support that day-to-day work, while also helping us to achieve our vision to be *The Best Venues for the Bay*.



## COMMUNITY AT HEART

### Our Community

*Connecting our Community through Exceptional Experiences is at the heart of what we do, it's our purpose.*

To ensure the customer experience is at the forefront of our mind, we are rolling out a five-year customer experience programme that defines what great customer services means and how we will consistently deliver this across the organisation.

We are also committed to playing our part in creating an inclusive city that recognises and respects everyone, where diverse people and communities can connect, thrive and contribute.

Our focus is to provide community facilities that are safe and welcoming spaces for all our residents and visitors to enjoy. This includes building a diverse workforce with inclusive policies and procedures, and a sustainability commitment with a robust social dimension alongside environmental and economic plans.

### Our People

We are continuing our efforts to build a positive, high performing team culture as our people are key to delivering exceptional experiences. Staff engagement survey results are encouraging; overall engagement has improved by 4% in the last two years.

To enable our teams to be more productive and successful Bay Venues has been on a digital transformation journey to create efficiencies through technology improvements. This will continue to evolve as we embed new finance and HR systems. In the 2023 staff survey, over 80% of staff said they are proud to work for Bay Venues, would recommend it as a place to work and feel we are committed to workplace safety.

Continuing strong working relationships with Council, mana whenua and key partners is also a key focus area going forward.

### Our Venues

Our ageing network of community facilities will need increased investment in renewals alongside plans to build new facilities to cater for the continued rapid growth of the city. To ensure all facilities are adequately maintained, Council agreed in June 2023 to fully depreciate all the community facilities managed by Bay Venues. Updated renewals budgets have been included in the 2024/34 LTP to the value of \$92m over the next ten years.

There has also been a step change in the total new capital funding proposed, to ensure our ageing facilities can continue to provide experiences that will meet the needs of a fast-growing Tauranga community. The total new capital budget in the 2024/34 LTP is \$59m over the next 10 years.

We will continue working closely with Tauranga City Council, mana whenua and other key partners on community facility projects across the city. This includes the Memorial Aquatic Facility (pictured), which is being funded by Tauranga City Council in the 2024/34 LTP.



*Artist impression of future Memorial Aquatic Facility*





## COMMERCIAL IN MIND

The profit from Bay Venues’ commercial businesses not only enhance our facilities and activate community spaces, but they allow us to keep entry to our community facilities affordable and accessible for the whole community.

### Current commercial activities include:

- catering and audio-visual services, predominantly at Mercury Baypark,
- learn to swim programmes and gym facilities at Baywave and Greerton Aquatic & Leisure Centre,
- and an entertainment activity business, called BayStation, located at Baypark.

As part of the catering business, Bay Venues provides healthy kai to tamariki as part of the Ministry of Education Ka Ora, Ka Ako | Healthy School Lunches programme that launched in the Bay of Plenty in late 2020.

The operating subsidy that Bay Venues receives from Tauranga City Council does not subsidise these commercial activities.

Bay Venues is also mindful that these commercial activities might compete with local businesses and therefore has a local competition policy in place to minimise potential concerns.

With the local competition policy in mind, Bay Venues will continue to look for other commercial opportunities within future facilities (café, gym etc) or to complement current, so that operational costs can continue to be offset by profit from these activities.

***With a strong team, new strategy, appropriate funding models ready  
and exciting growth opportunities ahead,  
Bay Venues is well positioned to meet the needs of our local community  
now and into the future.***

See appendix three for Bay Venues’ strategic focus areas, Game Plan and KPIs for FY25-27 (as per the latest Statement of Intent).





Bay Venues Statement of Comprehensive Income & Expenses (000's)	Actual 22/23	Budget 23/24	Forecast 24/25 <sup>^</sup>	Forecast 25/26 <sup>^</sup>	Forecast 26/27 <sup>^</sup>
<b>Revenue</b>					
User Revenue	20,280	22,183	22,959	24,337	26,041
Other Revenue	75	99	105	112	118
TCC Operational Grant	4,350	4,663	8,167	8,396	8,623
<b>Total Operational Revenue</b>	<b>24,744</b>	<b>26,945</b>	<b>31,232</b>	<b>32,845</b>	<b>34,782</b>
<b>Expenditure</b>					
Employee Expense	15,828	17,782	18,672	19,605	20,585
Administrative Expense	1,385	1,553	1,709	1,811	1,920
Consulting & Governance Expenses	887	692	761	807	856
Operating Expenses (incl. COGs)	7,689	7,979	8,777	9,303	9,862
Repairs & Maintenance Expense	1,029	1,114	1,225	1,298	1,376
<b>Total Operation Expenses</b>	<b>26,818</b>	<b>29,120</b>	<b>31,143</b>	<b>32,825</b>	<b>34,599</b>
<b>EBITDA</b>	<b>(2,074)</b>	<b>(2,175)</b>	<b>89</b>	<b>19</b>	<b>183</b>
<b>Additional Transactions:</b>					
Add: TCC Renewal Funding	8,739	6,041	15,887	13,104	8,966
TCC Debt Servicing Grant	1,619	1,317	997	755	794
Less: Profit/Loss on Disposal	55	0	0	0	0
Finance Expense	954	1,176	655	655	655
Depreciation & Amortisation Expense	6,945	7,327	7,065	7,149	7,221
<b>Surplus/(Deficit) Before Tax</b>	<b>330</b>	<b>(3,321)</b>	<b>9,253*</b>	<b>6,074*</b>	<b>2,068*</b>

<sup>^</sup>Included in the Long Term Plan (LTP)

\*Surplus in years 25 - 27 is driven by significant LTP renewals programme (renewal income is fully recognised when asset is capitalised)



# 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 three outdoor pools, including a children's pool, two outdoor spas and three indoor private 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 300,000 visits a year and is home to several water-based sporting clubs/squads. In 2019, an aqua play facility for children was added. The latest maintenance closure was in early 2023 and included pool maintenance and renewals, refurbished changing facilities, new non-slip flooring for improved safety and cleanliness, and the replacement of failing water pipes.

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 1: 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. Aquatic Evolution Tauranga is an anchor tenant of this facility. Other activities that complement the centre include:

- BaySwim (learn to swim and water safety programmes)
- Aqua Exercise Classes
- Friday Night Fun Night (inflatable pool toys and obstacle course for kids)
- Clubfit (health and fitness club)

Greerton Aquatic & Leisure Centre hosts about 90,000 visits a year and underwent an extensive refurbishment through 2021-2023, which included new non-slip flooring, seismic strengthening, new changing facilities, and a reconfigured entrance. In addition, new signage was installed, and the pools and interior and exterior of the facility were repainted.



## 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 30,000 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. The anchor tenant, Evolution Aquatics Tauranga, is a high user of this facility. This is an old outdoor pool that had a marquee-style roof installed over it around 20 years ago. Ōtūmoetai Pool hosts about 40,000 visits a year.

Both of these facilities have been around for decades (since the 1950s and 60s) and are at the end of their useful lives. The ongoing and increasing cost to keep them open and operating is unsustainable. Both pools have significant infrastructural and age-related issues that regularly result in expensive remedial and maintenance measures.

We will do our best to maintain both of these facilities and keep them operating until the new aquatic centre at Memorial Park opens, at which point Memorial Pool will likely be decommissioned. Any significant pool plant failures in the interim, however, may require an earlier closure. The future of the Ōtūmoetai Pool is currently being reviewed.

# APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

## New Memorial Park Aquatic Centre



In late 2023, Tauranga City Council approved \$122.25m of funding towards a new aquatic facility at Memorial Park. It will be a modern, fit-for-purpose facility and will balance the shortfall across the network for increased structured water-based leisure, sports and fitness.

The new aquatic centre at Memorial Park will have a deep-water eight-lane 25-metre indoor swimming pool, alongside a hydrotherapy pool and spa, a learn to swim pool, and a leisure pool with a toddler pool. Outside, there will be a four-lane 25-metre lido pool, a splash pad, and a bombing pool. There will also be three hydrosides, a fitness centre, and a café that services the facility and the park.

The new facility at Memorial Park will hopefully be open by the end of 2027. It will be a destination complex for the central city and surrounding suburbs, including the communities that currently enjoy Memorial Pool and Ōtūmoetai Pool.

## 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, and Mandarin. 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 the rebalancing of mind, body and soul.

# APPENDIX 1: 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, and futsal. The six-court side of the facility has a focus on community sport. The three-court side is also utilised for community sport when it is not being used to host large events, including professional sports fixtures and tournaments such as Constellation Cup 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.

A Baypark Master Plan, adopted by Tauranga City Council in September 2023, provides future direction and priorities for the wider Mercury Baypark site over the next 10 years and beyond; a future focus on community sport, while still delivering events, entertainment, and high-performance sport.

The Baypark Master Plan includes future opportunities for netball and other court sports, alongside speedway, gymnastics, athletics, as well as dedicated green spaces, a playground, walkways, activities and storytelling displays acknowledging the site's cultural history, a new car park layout, and improved venue access for vehicles, pedestrians and cyclists.

There is also an opportunity to expand Mercury Baypark Arena and add more indoor courts to the six-court side of the facility within the next 10 years, as part of Tauranga City Council's Long-Term Plan.



### 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.

The facility is at the end of its useful life and recent building reports have indicated seismic and structural issues. In late 2023, Tauranga City Council signed off on plans to replace the three indoor courts at Queen Elizabeth Youth Centre (QEYC) and Memorial Hall with a new indoor court facility at an alternative city-centre location nearby. The future focus for Memorial Park will be on aquatic and recreational provision (See: New Memorial Park Aquatic Centre).

Given the difficult ground conditions at Memorial Park, it became evident that replacing the indoor courts at that location would be unaffordable. Therefore, Tauranga City Council explored alternative locations for the indoor courts, with a successful fit-for-purpose property found in close proximity. The Council approved a strategic property purchase as well as funding towards the concept design plans/fit out for the new indoor court facility.

The QEYC and Memorial Hall buildings will be decommissioned in late 2024. The new indoor court facility on Cameron Rd in the city centre is due to open late 2024.

# APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

## 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. The facility is also home to Tauranga City Basketball's office. This is an old facility and it will be decommissioned in the next few years as part of the Blake Park Master Plan. The removal of the facility will reduce court provision in the city by one court.



## University of Waikato Adams Centre for High Performance



Located at Blake Park, opposite Bay Oval, the University of Waikato 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 100 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.

# APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

## 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 and school holiday offerings are also provided.

### Sports Leagues

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

## 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. During weekdays, PlayTime hosts an OSCAR programme at the facility. 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.

### Cliff Road Building

This building provides a space for hire and is home to a small number of community users. The facility is in poor condition and will only operate in the short term until the future of this site is decided. Planning for its demolition should commence as soon as possible.

### 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. Greerton Hall is also used as office space for Greerton Village Mainstreet. The facility is old and tired and will need to be redeveloped or replaced in the medium to long term.



### Matua Hall

This venue provides space for local community groups and individuals to host a variety of activities and private functions. During weekdays, PlayTime hosts an OSCAR programme at the facility.

### Papamoa 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.

### Papamoa 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. During weekdays, PlayTime hosts an OSCAR programme at the facility.





# APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

## Tauriko Hall

This hall provides space for local community groups to host a variety of activities and provides a venue for individuals to host private functions. During weekdays, Schools' Out hosts an OSCAR programme at the facility. The decommissioning of the building – which is in poor condition and dates back to the 1940s – is currently proposed to take place in late 2024, with the timeframe linked to SH29 Tauriko Enabling Works. We are working alongside Tauranga City Council and key stakeholders and relocating users to other venues.

## 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 venue is old, tired and not connected with the adjacent community centre. There is an opportunity to enhance and better connect this facility in the medium term.

## Community-led Development

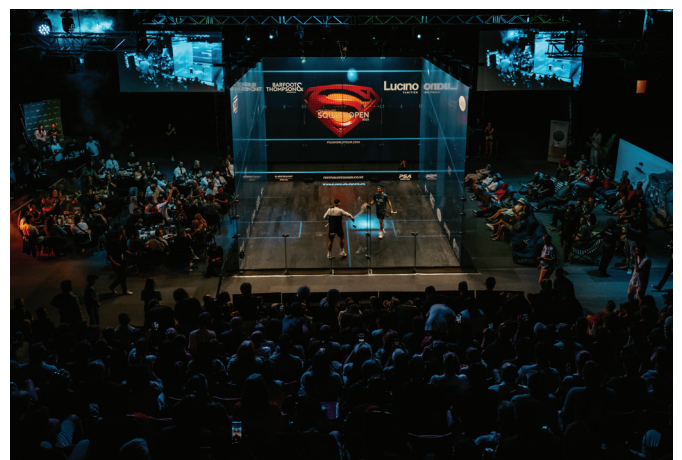
Bay Venues works closely with the local community, led by a dedicated Community Development Ambassador, to ensure our facilities are inclusive and cater to the whole community. 2024 activation initiatives include a yoga class for ethnic women held at Arataki Community Centre, Korean swim lessons with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



## EVENT FACILITIES

### Mercury Baypark Arena

In addition to being an indoor community sports hub, the three-court side of Mercury Baypark Arena is a key indoor event facility for the region. When combined with the six-court side, Mercury Baypark Arena is a versatile multi-purpose venue with the ability to host any type of event – from community and national sporting fixtures right through to trade shows, conferences, gala dinners, corporate hospitality events and concerts.



### Mercury Baypark Stadium

This is Tauranga's only significant outdoor stadium. It has the capacity for crowds of up to 19,000 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.

The Baypark Master Plan, adopted by Tauranga City Council in September 2023, provides future direction and priorities for the wider Mercury Baypark site over the next 10 years and beyond; a future focus on community sport, while still delivering events, entertainment, and high-performance sport.

The Baypark Master Plan includes future opportunities for netball and other court sports, alongside speedway, gymnastics, athletics, as well as dedicated green spaces, a playground, walkways, activities and storytelling displays acknowledging the site's cultural history, a new car park layout, and improved venue access for vehicles, pedestrians and cyclists.

# APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

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. Historically, the facility has not been funded for depreciation and there has been no funding for asset renewals. While that will change in the new Tauranga City Council 2024-34 Long Term Plan, the facility needs significant investment to ensure it is fit for purpose. Discussions have commenced with the Bay of Plenty Speedway Association to start considering what the future of Mercury Baypark Stadium is beyond the end of their current agreement in 2029.

## 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 space is starting to show its age and with no funding for renewals it is becoming more difficult to maintain it to an acceptable standard.



## 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.

## ASSOCIATED ACTIVITIES

Bay Venues operates several venue-based business units that are more commercially focused including:

### 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 and Baywave. Bay Catering also have contracts with the Ministry of Education to provide school lunches to children at schools throughout the Bay of Plenty.

### 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.

### BayStation

BayStation is a family entertainment business that operates three different entertainment products including Drift Trikes, Paintball and Lasertag. The operation complements the range of activities on offer at Baypark.

### Merchandise

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



# APPENDIX 2: BAY VENUES BOARD & EXECUTIVE TEAM

## BOARD



**SIMON CLARKE**  
Chair

Our Chair, Simon Clarke, is a professional Non-Executive Director/Trustee and strategic advisor through his business, Matua Governance. His mission is to help organisations make a positive difference to the prosperity and sustainability of New Zealand's environment, society, and economy through strong governance, strategic direction, and advice.

He is an experienced director, senior executive (CEO, CIO, GM), and commercial lawyer, as well as a Chartered Member of the NZ Institute of Directors.

Simon holds several governance roles including being a Director of Bluecurrent Australia & New Zealand, a Non-Executive Director of NZ Post, and a Director of Dunedin-based electricity lines business Aurora Energy.



**JULIE HARDAKER**  
Deputy Chair

Julie Hardaker is a lawyer and governance professional. She is the former Mayor of Hamilton and former Chair of New Zealand's Environmental Protection Authority.

She is a Chartered Fellow of the Chartered Governance Institute. As well as practising law, Julie is Chair of the Chartered Governance Institute New Zealand, Chair of the Women on Boards Executive Committee, and Chair of Orchestras Central Trust.

Julie also holds other government, private sector, and community board roles.



**ADAM LYNCH**  
Director

Adam has spent his career in venue, event, and tourism management in both New Zealand and the United Kingdom, specialising in operations and logistics. This has included time at Spark Arena in Auckland, Vbase in Christchurch, Venues Wellington, and Hobbiton Movie Set in Matamata.

He now runs the New Zealand office of Reliance Risk, a risk and safety consultancy specialising in providing support to the venues, events, sport, and attractions sectors.

Adam is a member of both the Business Continuity Institute and NZ Institute of Directors and is a Trustee of Wellington-based charity Vulnerable Support Charitable Trust.



**JEREMY CURRAGH**  
Director

Jeremy brings more than 25 years of experience across the commercial, advisory, and sporting sectors. He has experience in a diverse range of areas including strategy formulation with an innovation focus to achieve a competitive advantage, change management, governance, structuring, financial and risk management, organisational restructuring, and growth management.

Over recent years, Jeremy has completed several projects for NZ Rugby across a broad range of topics.

He is a professional director and investor and currently sits on several boards in both the commercial and sporting sectors.



**GARETH WALLIS**  
Director

Gareth has worked in local government in Auckland and Tauranga for more than 20 years in a variety of leadership roles. He came to Tauranga City Council initially from a senior business development role at Auckland Live, New Zealand's largest performing arts organisation.

Gareth's Council roles have covered libraries, community partnerships, arts and culture, venues (Baycourt and The Historic Village), events, spaces and places, and council-controlled organisation governance. His current role is General Manager, Central City Development.

He has a background in performing arts, event and production management, and a strong focus on relationship building within the community, building successful and engaged teams, and ensuring processes create accountability and transparency in decision making.

Gareth also has experience in emergency management, as a Fire and Emergency New Zealand volunteer for nearly 20 years.



**NICK LOWE**  
Director

Nick's executive career was spent in the commercial sector including holding senior leadership roles with significant scale retail businesses both in New Zealand and overseas.

He is the former Chair of a national retail franchise group, a past member of the Board of Bay of Plenty Rugby Union, and a member of the NZ Institute of Directors.

Nick hails from the United Kingdom originally and has lived in New Zealand for the past 23 years, for the majority of that time as either a full-time or part-time resident in the Tauranga area. He has been a member of the Bay Venues Board since 2017.



**WAYNE BEILBY**  
Director

Dr. Wayne Beilby is a Chartered Fellow of the NZ Institute of Directors with extensive experience in governance, law, and finance.

He has held senior executive positions in diverse locations such as New Zealand, Australia, South Korea, Papua New Guinea, and the Solomon Islands.

Wayne has a background in law, with a decade of practice in New Zealand, which provides him with a distinct perspective on legal matters within the financial services sector. He also has a background in insurance and banking and a Fellowship with the Australia New Zealand Institute of Insurance and Finance (ANZIIF).

As an advisor to hapū, iwi, and Māori businesses for decades, Wayne brings a wealth of experience and cultural sensitivity that takes into consideration tikanga and Te Ao Māori. This role underscores his commitment to supporting indigenous communities and businesses, further enhancing his comprehensive understanding of diverse perspectives and needs.



**CAREY URLICH**  
Board Intern

Carey Urlich is a Governance Professional with expertise in finance and IT, with a Bachelor of Commerce from the University of Auckland and nearing completion of a Master of Business Administration.

With a decade-long career in corporations like Zespri and Spark, Carey excels in Financial Systems Transformation and Data Analytics.

As Chairperson for Te Kohanga Reo o Te Akau and a Trustee for Digital Seniors, she champions cultural competency and fiscal responsibility.

Committed to serving their community, Carey envisions a world where everyone's needs are met, embodying servant leadership and advocating for indigenous values.

# APPENDIX 2: BAY VENUES BOARD & EXECUTIVE TEAM

## EXECUTIVE TEAM



**CHAD HOOKER**  
Chief Executive

Before becoming Chief Executive of Bay Venues, Chad was the Director of Operations at H3 (Hamilton City Council's event and venue division) for 11 years. He oversaw operations at FMG Stadium Waikato, Seddon Park, and Claudelands Events Centre. He was responsible for attracting and delivering major events on behalf of Hamilton including sporting world cups across rugby, football, rugby league, and cricket as well as the highly successful HSBC NZ Sevens. Prior to his role with H3, Chad spent over a decade managing shopping centres, including leading Westfield Chartwell Shopping Centre in Hamilton through two major redevelopments.



**SAMANTHA WILKIE**  
GM: Customer Experience

Sam oversees the Customer Experience department at Bay Venues, which includes the marketing and design, communications, and reception teams. Sam's career has taken her from New Zealand to Melbourne, London and back again, with almost 20 years in the marketing and communications industry, both internationally and locally, and with a strong background in digital technology.



**ADAM ELMERS**  
GM: Finance & Commercial

Adam oversees the finance, IT, and commercial areas of Bay Venues including Events, Bay Audio Visual, Bay Catering, and BayStation. Adam has many years of experience in senior finance roles within the commercial sector. Most of his experience has been based overseas in the United Kingdom and Australia, spending time in the healthcare, entertainment, and consumer products industries.



**KRISTEN BROWN**  
GM: People & Capability

Kristen oversees the People & Capability department at Bay Venues, which includes human resources and health, safety and wellbeing. She has worked in the HR space for a variety of different organisations and big commercial entities over the years, across a range of sectors and industries. Kristen is a true generalist, with exposure, skills and leadership experience across the full range of HR activities, all delivered through a people-first approach.



**TINA HARRIS-RIRINUI**  
GM: Operations

Tina oversees the operations of the aquatics, sports & fitness, and community centres & halls facilities at Bay Venues and the diverse range of activities and events that are available to both our Tauranga community and visitors to the city. Tina is an accredited Recreation Professional and an experienced senior manager with more than 20 years of experience in the sport and leisure industry.



**PAUL DUNPHY**  
GM: Facilities

With Paul's background and experience in local government, both overseas in the United Kingdom and locally at Tauranga City Council, he is leading the Bay Venues team that is working closely alongside the Council to adapt, improve and, in some cases, completely rebuild and transform the public facilities that our growing city will need over the next 10 years and beyond.

## 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.*

### COMMUNITY OUTCOMES

We acknowledge Council's desire for us to focus on three key Community Outcomes:

- **We value and protect our environment and prioritise nature**  
Including continuing initiatives in sustainability and energy efficiency and supporting Council's Climate Action and Investment Plan and environmental focus areas.
- **We are inclusive and lift each other up**  
Including continuing diversity and inclusion initiatives, growing cultural awareness, supporting emergency management and reporting on social return on investment.
- **We have a well-planned city which fuels possibility**  
Including partnering with Council on the Master Plans and other key strategic projects, researching opportunities to enhance customer experiences through great facilities, and aligning facilities and renewals planning with mutual strategic priorities and Long Term Plan investment planning.

### ACCOUNTABILITY AND TRANSPARENCY

In addition to the Community Outcomes above, Council has also asked us, as a public entity, to continue to demonstrate accountability and transparency. Over the past year, we have increased our focus on telling the stories of what happens in our facilities. We have done this through Quarterly Reports in addition to our Half Year and Annual Reporting requirements. These are submitted to Council and published on our website. We have also started publishing a summary of Board meeting activity to our website.

### BOARD PROFESSIONAL DEVELOPMENT

We are pleased to continue being a part of Council's Board Intern Programme and supporting greater diversity in governance. We will also continue to support professional development opportunities as presented by Council and will look for further opportunities to provide learning opportunities for board members.

The board will implement actions from the recent GOVN365 board review.

### 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.

These values are closely aligned with the Bay Venues values.

Bay Venues' strategy was updated in 2022 and will be implemented over the next three years. Our four strategic focus areas include how we will contribute to Council's Community Outcomes:



## 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**



## 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 deliver exceptional customer experiences including using 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.

### LEVERAGING OUR CAPABILITY

- We utilise our existing skills, expertise, spaces, and equipment to derive 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.
- 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.
- Profits from commercial operations are used to offset the cost of providing facilities to the community.
- 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 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 co-branding and will update signage over time.
- 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. With Council, we use the Toitū certification model to assess greenhouse gas emissions.
- We develop facilities sustainably, with Greenstar ratings for new buildings.

### 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, tangata whenua and key partners.
- We are committed to biculturalism and partnership with tangata whenua.
- 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 have systems that enable our teams to be productive and successful and create efficiencies through digital transformation.
- We clearly and transparently communicate financial information and show how ratepayers help to fund our activities.
- We measure and report on the social return on investment (ROI) from 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.



# APPENDIX 3: STRATEGIC FOCUS AND KPIs (FY25-27)

## 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
<b>Strategic Objectives (FY25-27)</b>	<ol style="list-style-type: none"> <li>1. Maximise activity across our venues</li> <li>2. Proactively attract new events and activities</li> <li>3. Consistently deliver exceptional customer experiences</li> <li>4. Embed a strong health &amp; safety culture supported by good systems</li> </ol>	50%
<b>KPIs</b>	<ul style="list-style-type: none"> <li>• Visitation</li> <li>• Significant events (&gt;500 pax)</li> <li>• Customer feedback rating</li> <li>• Preventable serious harm incidents</li> </ul>	
Focus Area: Looking After our Assets		Weighting
<b>Strategic Objectives (FY25-27)</b>	<ol style="list-style-type: none"> <li>1. Look after and enhance our assets and actively plan for and manage asset renewals</li> <li>2. Implement our venue strategy and provide for future needs</li> <li>3. Deliver venue projects to a high standard and partner on key projects</li> <li>4. Operate our venues safely and sustainably</li> </ol>	25%
<b>KPIs</b>	<ul style="list-style-type: none"> <li>• Preventable unplanned facility closures (&gt;4 hours)</li> <li>• Capital projects on time and on budget</li> <li>• Capital programme v budget</li> <li>• Energy consumption</li> </ul>	
Focus Area: Leveraging our Capability		Weighting
<b>Strategic Objectives (FY25-27)</b>	<ol style="list-style-type: none"> <li>1. Continue to create value in our existing commercial business operations</li> <li>2. Actively progress appropriate new complementary revenue opportunities</li> </ol>	10%
<b>KPIs</b>	<ul style="list-style-type: none"> <li>• Financial performance against budget</li> <li>• Commercial partnerships</li> </ul>	
Focus Area: Building our Capability		Weighting
<b>Strategic Objectives (FY25-27)</b>	<ol style="list-style-type: none"> <li>1. Build a positive, high performance team culture</li> <li>2. Provide technology &amp; systems that support our people and our customers</li> <li>3. Develop strong working relationships with key partners (inc mana whenua and TECT)</li> <li>4. Provide consistent reporting that supports decision making</li> </ol>	15%
<b>KPIs</b>	<ul style="list-style-type: none"> <li>• Team engagement</li> <li>• Staff turnover</li> <li>• Memorandum of understanding with mana whenua and TECT</li> </ul>	
Key Projects & Initiatives Change Annually		