



STATEMENT OF INTENT

FY27-29

CONTENTS

1	Board Statement	3
2	Our Purpose	4
3	Who We Are & What We Do	5
4	Strategic Pillars	6
5	Success Measures & Game Plan	7
7	Financial Performance	8
8	Reporting	11
9	Other Matters	12
10	Appendix 1: Bay Venues Facilities & Activities	13
11	Appendix 2: Council Expectations	20

Facilities

- Mercury Baypark (Arena, Stadium and Pavilions)
- Adams Centre for High Performance
- Three Community Centres
- Five Sports Centres
- Five Aquatic Facilities
- Six Community Halls



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

BayAudioVisual

BayHubs

TAURANGA POOLS

BayActive

BaySwim

Mercury
BAYPARK

CLUBfit

Baywave
C-TECH Aquatic Leisure Centre

MOUNT HOT POOLS

ADAMS CENTRE FOR HIGH PERFORMANCE

BayCatering



BOARD STATEMENT

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

We note receipt of Tauranga City Council's Letter of Expectations for 2026/27 and acknowledge that we are operating in a constrained funding environment and are acutely conscious of the cost-of-living pressures facing our community and customers.

The Board is committed to **delivering value for money** for ratepayers by continuing to "deliver more for less," while protecting the core community outcomes that sit at the heart of our purpose.

We also note that in the forthcoming financial year Council has confirmed no CPI increase to our annual operating grant from FY25/26 so the Board will continue its focus on disciplined financial stewardship, tough prioritisation decisions, and a pragmatic focus on efficiency. The financial outlook for years two and three of the Statement of Intent assume the annual operating grant will include CPI increases. We stress the requirement for long term inflation increases to ensure Bay Venues remains financially sustainable.

While we will continue to seek further efficiencies, the Board is clear that sustained value for money cannot come at the expense of safety, equitable access, or the long-term integrity of our facilities.

It is likely that any further cost reductions or efficiencies will need to be funded by a mix of reducing service levels and/or increasing user charges (beyond the budgeted increases assumed in this SOI). We look forward to transparently partnering with Council to make these decisions.

The January 2026 **Mauao landslide** and consequential damage to the Mount Hot Pools is an unexpected challenge for the city and Bay Venues. As a premier tourist destination and one of Bay Venues' key facilities, the Mount Hot Pools attracts around 300,000 visitors per year and generates an EBITDA surplus of around \$1.6m per annum.

We are working closely with Council, mana whenua and the community to understand the future of the Mount Hot Pools and achieve the best outcome for the city.

As Tauranga City Council's largest Council Controlled Organisation, Bay Venues plays a critical role in **balancing commercial and community outcomes**. The Board recognises that commercial activity and profitability is not an end in itself, but a means of protecting affordability, access and inclusion across our network. Revenue generated through events, concerts, speedway, catering, cafes, gyms, partnerships and advertising helps subsidise community pools, courts, community programmes and inclusive initiatives.

"Community at Heart, Commercial in Mind"

In the 2025/26 financial year Bay Venues is on track to achieve a budgeted surplus, which includes absorbing an 8.5% reduction in our operating and interest grant. Bay Venues has a track record of achieving financial targets in recent years and is committed to achieving a surplus budget again in 2026/27.

We are tracking towards an operating surplus of \$40,571 (NSBT) for FY26/27, not including the impact of the current Mount Hot Pools closure. However, that closure will have a significant impact, the extent of which is currently unknown. Financial projections included in our Statement of Intent assume that the Mount Hot Pools will reopen in January 2027. Based on that possible scenario, we expect to deliver a net operating deficit of \$234,811 (NSBT). Alternate opening scenarios have been addressed in the financial performance section (page 8).

Looking after what we have is a core responsibility of the Board. We are prioritising asset stewardship through a strong focus on renewals, maintenance and safety that align with Council's Long-term Planning. Key projects such as roof replacements, court resurfacing, pool plant renewals, accessibility improvements and sustainability initiatives are essential to managing risk and avoiding future cost escalation.

At the same time, we are working with Council to prepare for **future-focused investment decisions**, including the relocation of the Tauranga Netball Centre to Mercury Baypark, the Memorial Park Aquatic Centre development, and proposed Mercury Baypark Arena extension, while being transparent about the challenges and risks associated with ageing assets across the network.

Safety, inclusion and resilience are non-negotiable foundations of our service delivery. The Board remains highly focused on **health and safety leadership**. We are committed to accessible facilities, being culturally responsive, and ensuring our venues are prepared to support the community during emergency events.

The Board recognises that strong **partnership, transparency and accountability with Council** are essential to maintaining public trust. We view the Council-CCO relationship as a mature partnership built on shared objectives, clear roles and open communication. We are committed to robust and transparent reporting, timely information sharing, and clearly articulating the value for money delivered on behalf of the community. We also acknowledge Council as the primary funder and owner of Bay Venues and will continue to actively promote this relationship. The Board remains committed to governance best practice, ongoing development, and constructive engagement through the Long-term Plan and beyond.

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



OUR PURPOSE



Spaces to Belong, Experiences to Connect



We connect our communities through shared experiences in vibrant spaces – places where people feel welcome, included and part of something bigger than themselves.

That connection happens every day across Tauranga: when a child gains water confidence, when communities gather for festivals and events, when athletes train and compete, and when people of all ages come together to move, celebrate and connect. These shared experiences – both everyday and extraordinary – strengthen our city and the people who live here.

As kaitiaki of Tauranga City Council's community facilities, Bay Venues protects and enables these spaces for current and future generations. Our purpose is simple and enduring: to create the conditions for belonging and connection, through spaces that matter and experiences that bring people together.

Bay Venues strategically balances community needs with commercial opportunities – catering, cafes, events, gyms, and a swim school – which helps to offset the costs of running the city's network of public facilities. By leveraging these revenue-generating operations, we ensure sustainable outcomes that benefit both the community and the city's economy.

This is the Bay Venues Statement of Intent (SOI) for FY27-29. This document outlines Bay Venues' strategic approach to meeting Tauranga City Council's expectation of "delivering more for less".

This Statement of Intent meets the requirements of section 64(1) 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 Expectations dated 17 December 2025. It outlines our activities, strategic direction and objectives for the year ahead, and the performance targets by which we will be measured.



WHO WE ARE AND WHAT WE DO



Our commercial operations help offset the cost of more than **20** community facilities



We host more than **2.1m** visits and more than **75** significant events a year



We permanently employ **~300** members of our community

We do all of that while consistently achieving over **85%** customer satisfaction



STRATEGIC PILLARS

OUR STRATEGIC PILLARS

We have recently created a new strategy to guide what we do and how we do it. We have four strategic pillars that also align with Tauranga City Council's strategic direction and priorities of Delivering More for Less, Balanced Delivery, and Community-Centric Outcomes.

These Strategic Pillars and their associated outcomes are:

EXPERIENCES Accessible, Diverse & Engaging	SPACES Safe, Vibrant & Fit for Purpose
Goal 1: We safely host accessible, diverse and engaging activities Goal 2: We maximise events and activities across our venues Goal 3: We consistently deliver exceptional customer experiences	Goal 4: Our spaces are safe, vibrant and fit for purpose Goal 5: We plan for future community needs
PARTNERSHIPS Collaborative, Valuable & Aligned	PEOPLE Capable, Accountable & Inspired
Goal 6: We add value by fostering strong partnerships based on shared values with community groups and stakeholders, tāngata whenua, and industry/city partners Goal 7: We deliver value for money outcomes for our community	Goal 8: We are a capable, adaptable and accountable team that delivers Goal 9: Our culture keeps people safe and inspires people to contribute their best Goal 10: We provide technology and systems that amplify people's impact



SUCCESS MEASURES AND GAME PLAN

OUR SUCCESS MEASURES

In all of the above, we are focused on the following key success measures.

1. Delivering Value for Money

- Net surplus before tax vs. budget
- Capital expenditure vs. budget
- Cost of Bay Venues per resident per annum
- TCC subsidy percentage against other revenue

2. Community Reach & Participation

- 2.1m* visits across Bay Venues facilities per annum

3. Delivering Outstanding Experiences

- Customer satisfaction score of 80-85%*

4. Protecting Our People and Community

- Zero serious harm incidents under Bay Venues' control

*Targets to be reviewed considering Mount Hot Pools closure.

OUR ORGANISATIONAL GAME PLAN

In order to deliver on our aspirations in the People, Partnerships, Spaces and Experiences areas, as an organisation we have selected three organisational-wide focus areas for our financial year, being:

- Health, Safety & Security Improvements (link to Goal 1, 4 and 9)
- Leisure Management System Replacement (link to Goal 2, 3 and 10), and
- Baywave 20 year renewal and maintenance closure (link to Goal 1, 3, 4, and 5).

On top of that, we have a number of core improvement programmes that we will continue to build on during FY27. Specifically –

Led by Bay Venues

- Data Strategy
- Brand Strategy
- Learning Management System
- Māori Engagement Strategy
- Stakeholder Engagement Strategy

Alongside Our Partners

- Future of Mount Hot Pools
- Memorial Park Aquatic Centre development
- Tauranga Netball Centre relocation
- Mercury Baypark Arena extension
- Adams Centre for High Performance development
- Long Term Plan preparation

As the operator of many of Tauranga's community facilities we are well placed to apply our expertise to support Council investment priorities and projects. We welcome the opportunity to be involved wherever we can add value and are already involved in several significant future-focused projects, some of which are listed above.



FINANCIAL PERFORMANCE

STATEMENT OF INTENT FINANCIALS

The 2026/27 budget has been prepared in a challenging financial environment, reflecting ongoing cost pressures across the business and no CPI increase in Bay Venues' Operating Subsidy from Tauranga City Council. On top of this, the Mount Hot Pools closure will have a significant impact on 2026/27 financial results.

The 2026/27 budget has been prepared on the basis that the Mount Hot Pools will re-open in January 2027. Unadjusted Net Surplus before Tax (NSBT) is -\$234,811, which includes six months of closure and also takes into account insurance proceeds. Adjusting for the impact of the Mount Hot Pools closure would increase NSBT to \$40,571, returning to a surplus position as expected in Bay Venues funding principles.

If the current closure of the Mount Hot Pools continues past January 2027 it will cost an estimated \$1m for every six months of closure, shown as a financial deficit for the 2026/27 year. This includes foregone profit generated by the Mount Hot Pools, plus costs incurred while the facility is closed.

Bay Venues Statement of Comprehensive Income & Expenses (000's)	Forecast 25/26	Budget 26/27	Forecast 27/28	Forecast 28/29
Revenue				
User Revenue	22,529	21,955	26,646	27,822
Other Revenue	990	1,061	338	348
TCC Operational Grant	7,355	8,013	7,427	7,427
Other Subsidies	788	1,040	1,063	1,088
Total Operational Revenue	31,662	32,069	35,475	36,686
Expenditure				
Employee Expense	18,947	19,434	21,504	22,149
Administrative Expense	1,680	2,383	2,455	2,528
Consulting & Governance Expenses	876	767	791	814
Operating Expenses (incl. COGs)	8,829	8,360	9,284	9,562
Repairs & Maintenance Expense	1,049	1,199	1,235	1,272
Total Operation Expenses	31,381	32,143	35,268	36,326
EBITDA	281	(74)	207	360
Depreciation	114	145	162	273
Debt Servicing Costs	12	16	14	17
Net Surplus before Tax (Un-funded)	155	(235)	31	70
Adjustments for other transactions				
Add: TCC Renewal Funding	8,020	15,604	10,487	8,832
TCC Debt Servicing Grant	929	814	822	822
Less: Profit/Loss on Disposal	0	0	0	0
Finance Expense	919	891	940	1,088
Depreciation & Amortisation Expense	9,957	10,445	11,470	12,488
Surplus/(Deficit) Before Tax	(1,771)	4,847	(1,069)	(3,852)
Income Tax Expense	496	(1,357)	299	1,079
Surplus/(Deficit) After Tax	(1,275)	3,490	(770)	(2,773)
TCC New Capital Funding	1,560	2,472	9,179	7,828

Notes on FY27 Financial Trends

Other Revenue: This includes insurance proceeds for MHP closure of \$0.76m

Operational Grant: This includes Software as a Service (SaaS) funding of \$0.37m and Annual Facility Painting funding of \$0.27m

Administrative Expenses: Expenses related to above SaaS funding comments plus additional \$0.2m IT licensing costs

Repairs and Maintenance: Expenses related to above annual facility painting comment

Surplus is driven by significant LTP renewals programme (renewal income is fully recognised when asset is acquired)



FINANCIAL PERFORMANCE

Bay Venues Ltd Statement of Financial Position (000's)	Forecast 25/26	Budget 26/27	Forecast 27/28	Forecast 28/29
Assets				
Current Assets				
Cash & Cash Equivalents	184	606	648	371
Inventories	427	427	427	427
Debtors & Other Receivables	3,000	3,000	3,000	3,000
Total Current Assets	3,611	4,033	4,075	3,798
Non-Current Assets				
Intangible Assets	380	380	380	380
Property, Plant & Equipment	161,231	169,487	178,511	186,188
Total Non-Current Assets	161,611	169,867	178,891	186,568
Total Assets	165,222	173,900	182,966	190,365
Liabilities				
Current Liabilities				
Employee Entitlements	2,056	1,445	1,301	1,171
Creditors & Other Payables	3,500	3,500	3,500	3,500
Borrowings - UoW Adams Centre Loan	1,000	1,000	1,000	1,000
Total Current Liabilities	6,556	5,945	5,801	5,671
Non-Current Liabilities				
Borrowings	19,370	21,340	22,440	25,997
Deferred Tax	21,886	23,243	22,943	21,862
Total Non-Current Liabilities	41,256	44,582	45,383	47,859
Total Liabilities	47,812	50,528	51,184	53,529
Net Assets	117,410	123,373	131,782	136,836
Equity				
Share Capital	84,232	84,232	84,232	84,232
Retained Earnings	(43,639)	(40,405)	(41,439)	(44,481)
Other Reserves	577	832	1,097	1,365
Revaluation Reserves	56,584	56,584	56,584	56,584
Loan Conversion	19,657	22,129	31,308	39,136
Total Equity	117,410	123,372	131,781	136,836

Bay Venues Ltd Statement of Cashflows (000's)	Forecast 25/26	Budget 26/27	Forecast 27/28	Forecast 28/29
Operating Activities				
Cash Received From Customers	22,529	21,955	26,646	27,822
Grants Received	17,093	25,471	19,800	18,169
Dividend Received	0	0	0	0
Cash Received From Other Sources	990	1,061	338	348
	40,612	48,487	46,784	46,340
Payments to Employees	(18,947)	(19,434)	(21,504)	(22,149)
Payments to Suppliers	(12,434)	(12,438)	(13,763)	(14,176)
Interest Paid	(919)	(891)	(940)	(1,088)
Goods & Services Tax (Net)		0	0	0
	(32,299)	(32,763)	(36,207)	(37,413)
Net Cash Flow From Operating Activities	8,312	15,724	10,577	8,926
Cash Flows From Investing Activities				
Proceeds from Sale of Property, Plant and Equipment	63	63	63	63
Purchases of Property, Plant and Equipment	(10,197)	(19,364)	(21,698)	(21,567)
Net Cash Flow From Investing Activities	(10,134)	(19,301)	(21,635)	(21,504)
Cash Flows from Financing Activities				
Proceeds from Borrowings	1,000	4,000	11,100	12,300
Repayment of TCC Borrowings				
Net Cash Flow From Financing Activities	1,000	4,000	11,100	12,300
Net Increase / Decrease in Cash Held	(822)	422	42	(278)
Cash & Cash Equivalents at Beginning of Year	1,005	184	606	648
Cash, Cash Equivalents, and Bank Overdrafts at the End of the Year	184	606	648	371



FINANCIAL PERFORMANCE

Bay Venues Statement of Changes in Equity (000's)	Forecast 25/26	Budget 26/27	Forecast 27/28	Forecast 28/29
Share Capital				
Share Capital at Beginning of the Year	84,232	84,232	84,232	84,232
Share Capital at End of the Year	84,232	84,232	84,232	84,232
Retained Earnings				
Retained Earnings at Beginning of Year	(42,118)	(43,639)	(40,405)	(41,439)
Surplus/(Deficit) for the Year	(1,275)	3,490	(770)	(2,773)
Transfer to Mercury Reserve	(149)	(158)	(167)	(171)
Transfer to University of Waikato Reserve	(97)	(97)	(97)	(97)
Disposal of Property, Plant & Equipment				
Retained Earnings at End of the Year	(43,639)	(40,405)	(41,439)	(44,481)
Asset Revaluation Reserves				
Asset Revaluation Reserves at Beginning of Year	56,584	56,584	56,584	56,584
Net Revaluation Gain/(Loss)				
Asset Revaluation Reserves at End of the Year	56,584	56,584	56,584	56,584
Other Reserves				
Other Reserves at Beginning of the Year	330	577	832	1,097
Mercury Reserve	149	158	167	171
University of Waikato Reserve	97	97	97	97
Other Reserves at End of the Year	577	832	1,097	1,365
Equity Contribution from Owners				
Loan Conversion at Beginning of the Year	18,097	19,657	22,129	31,308
Loan Conversion				
New Capital Funding	1,560	2,472	9,179	7,828
Loan Conversion at End of the Year	19,657	22,129	31,308	39,136
Equity at End of the Year	117,410	123,372	131,781	136,836

BAY VENUES CAPITAL PROGRAMME FY27

Area	Renewals (\$)	New Capital (\$)
Aquatics	9,634,522	1,604,100
Sports	1,191,086	75,350
Events	2,936,716	550,000
Compliance	1,146,406	1,517,550
Community Centres & Halls	295,289	33,000
Associated Activities	0	220,000
Total	15,204,019	4,000,000

The areas outlined above encompass a range of projects grouped under broader themes. Within this programme, only a small number of projects represent significant renewals and capital investments across the network, with budgets exceeding \$500k. The largest of these is the Baywave 20-year maintenance and renewals programme. In addition, there is a project to undertake seismic strengthening design for Mercury Baypark Arena. Subject to safety assessments, a further major project may involve the rebuild of Mount Hot Pools, which includes funding carried forward into the current financial year to re-drill the bore and renew the seawater supply line.



REPORTING AND ENGAGEMENT

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 2026 and a final SOI by 30 June 2026.

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:

- 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;
- Audited financial statements for the financial year in respect of the Company, and 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.
- 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 Summary of Financial Performance, Report on KPIs year to date, Commentary on performance for the preceding quarter, 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.

Bay Venues & Council Meetings

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

Governance to Governance Meetings

Upon request by Council, the Mayor and CEO of Council will meet with the Chair and CEO of Bay Venues, to discuss and review any issues of common interest.

Regular meetings will be held 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 review was undertaken in October 2023 by an independent entity, with results reported to Council. The independent review's conclusions were very positive, and a number of minor improvement opportunities were identified that the Board has implemented. The next review will be undertaken in 2027.



OTHER MATTERS

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 2025 this was \$117.1m.

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 funding structure agreed in the 2024-34 LTP, Bay Venues is committed to achieving a breakeven budget to ensure long term financial sustainability. However, in FY26/27 Bay Venues will likely deliver a deficit operating budget due to the current closure of the Mount Hot Pools.

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 \$8.01m in FY27, which does not include the normal annual CPI increase. Council's operating grant to Bay Venues helps deliver:

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

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 nationally award-winning Mount Hot Pools hosts around 300,000 visits a year. There are six outdoor pools, including a hot relaxation pool, a mild hydrotherapy pool, a children's pool with a slide, a freshwater cold plunge pool, and two 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.

The Mount Hot Pools is currently closed after sustaining significant damage in the Mauao landslide.



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 around 450,000 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 marks 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 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. 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.



Ōtūmoetai Pool



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 around 35,000 visits annually and upgrades are planned over the coming years.

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.

The new aquatic centre is proposed to be built on the site of the outdoor seasonal Memorial Pool which closed in April 2026 after 70 years. The old Memorial Pool was originally built in the 1950s and was part of the city's War Memorial Scheme. The pool's legacy as a living memorial will be acknowledged and included in the design of the proposed new Memorial Park Aquatic Centre, extending the memorial to include veterans of all wars.

Aquatic Merchandise

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

APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

BaySwim

BaySwim delivers a quality Learn to Swim programme catering to all ages, at Baywave, Greerton Aquatic & Leisure Centre, Ōtūmoetai Pool, Te Puke Memorial Pool, and Dave Hume Pool in Katikati, teaching thousands of people to swim each year.

BaySwim



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 sign language. 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.

Western Bay of Plenty Pools



Bay Venues manages two seasonal community pools, Te Puke Memorial Pool and Dave Hume Pool in Katikati, on behalf of Western Bay of Plenty District Council as part of a pool service delivery contract and partnership signed in 2025.

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, 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 cafe providing a quality food and beverage service, relaunched and rebranded in 2026 as Plentie.

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.

Queen Elizabeth Youth Centre and Memorial Hall (QEYC) were set to be decommissioned as part of the Memorial Park Aquatic Centre development. With the new aquatic centre now planned to be built elsewhere on the Memorial Park site, QEYC will remain open and now needs investment to ensure it remains safe and fit for purpose.

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, which were recently updated.

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.



Mount Maunganui Sport & Recreation 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 venue had maintenance and renewals work completed in early 2026, including removing asbestos from and replacing the roof.



APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

The University of Waikato Haumaru Sport & Recreation Centre



Located on Cameron Road, this facility opened in 2025 and is home to a variety of community sports, including volleyball, basketball, pickleball, 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 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, with a total membership of 2,700. 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 1: 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.



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.

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.

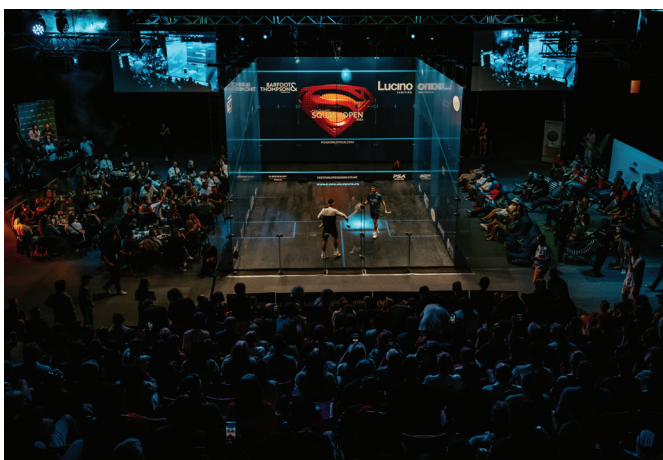


APPENDIX 1: BAY VENUES FACILITIES & ACTIVITIES

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 per annum). In July 2025 Tauranga City Council decided, following community consultation, that Speedway would be staying at Mercury Baypark Stadium until at least 2039 under a new Stadium ownership and operating model and agreement, which is nearing confirmation.

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.

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. The facility is undergoing remedial investment 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 other events. 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.

Tauranga Netball Centre will be relocating to Mercury Baypark as part of the Baypark Master Plan. Detailed design and consenting are underway and contract negotiations are due to commence in early 2026.

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 connected with event catering. 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 unit that provides services primarily at the Mercury Baypark Arena, 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.



APPENDIX 2: COUNCIL EXPECTATIONS

COUNCIL EXPECTATIONS AND KEY DELIVERABLES OF BAY VENUES

Tauranga City Council has outlined the following expectations and key deliverables of Bay Venues in the Letter of Expectations for 2026/27. We have noted these below, along with our response.

Focus Area	Council Expectations	Bay Venues Response
Financial Stewardship and Prudency	<p>Continue delivering value for money to Tauranga residents by:</p> <ul style="list-style-type: none"> Aligning facility renewals planning with Council's strategic priorities and the 2024/34 Long-term Plan Reviewing your capital and upgrade budgets to ensure the spending planned is both necessary and will deliver maximum value, with every opportunity to save or reduce cost considered Demonstrating efficient, effective and economical use of public resources through transparent reporting and measurable outcomes. 	<p>Bay Venues continues to deliver value for money through aligned planning, disciplined investment decisions, and transparent reporting. Our Asset Management Plan is being developed in alignment with Council's strategic priorities and the 2024–34 Long-term Plan to ensure renewals are prioritised appropriately.</p> <p>Capital and upgrade budgets are regularly reviewed to confirm investments are necessary, cost-effective, and deliver maximum community value, with opportunities to reduce costs, improve efficiency, and strengthen long-term outcomes actively pursued.</p> <p>We support accountability through robust governance, including detailed reporting to the Board and quarterly reporting to Council. Capital projects are supported by business cases and reviewed against expected outcomes and return on investment where appropriate.</p>
Capital Projects	<p>Complete key renewals and upgrades including:</p> <ul style="list-style-type: none"> Mercury Baypark Arena's six-court resurfacing Mercury Baypark's main kitchen and arena café refurbishment Adams Centre's lift replacement Accessibility improvements (for example: pool lifts, signage, handrails, etc.) Supporting Council's Active Reserves Masterplans and Memorial Park Aquatic Centre development Implementing sustainability initiatives such as solar panel installations, rainwater harvesting and waste minimisation, aligned with Council's Climate Action and Investment Plan Progressing the relocation of Tauranga Netball Centre to Mercury Baypark Confirming the lease and licence arrangements with Speedway until at least 2039, to allow them to stay at Mercury Baypark Planning for the new ownership and operating model at Mercury Baypark Stadium. 	<p>Bay Venues continues to progress key renewals and upgrades aligned with Council priorities.</p> <p>The Mercury Baypark Arena six-court resurfacing, the main kitchen and arena café refurbishment, and a range of accessibility improvements have been successfully completed.</p> <p>Work is ongoing or in progress across the remaining initiatives.</p>

APPENDIX 2: COUNCIL EXPECTATIONS

Focus Area	Council Expectations	Bay Venues Response
Commercial Initiatives	Expand revenue-generating activities by: <ul style="list-style-type: none"> • Launching new retail café concepts and securing additional catering contracts • Exploring further digital billboard opportunities • Securing new commercial partnerships to enhance financial resilience. 	Bay Venues continues to progress initiatives to enhance commercial and financial outcomes. Plentie is now open at Mercury Baypark Arena, with planning underway to roll out to Baywave. Digital billboard opportunities have been explored and completed, with further options to be considered as funding permits. Work to secure new commercial partnerships and enhance financial resilience is ongoing.
Community-Centric Approach	Continue prioritising community needs through: <ul style="list-style-type: none"> • Culturally appropriate swim lessons (for example, for ethnic women and in Te Reo approach Maori, Korean, Chinese and New Zealand Sign Language) • Events and festivals celebrating Tauranga’s diverse communities • Programmes for youth, disabled communities and under-represented or excluded teenagers • Maintaining customer satisfaction above 85% and ensuring zero unplanned facility closures of over four hours. • Collaborating with Council staff to embed universal design and accessibility across the facilities and services, including emergency egress, inclusive events, equitable gym access, and safe connection between Bayfair and Baypark. • Partnering with Council staff to ensure the facilities are prepared and available to support all community members during emergency events. 	Bay Venues continues to provide inclusive and accessible community programmes and services. Culturally appropriate swim lessons are ongoing, and we will continue to explore opportunities as appropriate. Events and festivals celebrating Tauranga’s diverse communities remain a focus, and we will continue to host these where possible. Maintaining customer satisfaction above 85% and ensuring zero unplanned facility closures of over four hours remains as priority focus areas for our organisation. We will endeavour to embed universal design and accessibility principles across facilities and services through significant upgrades, subject to funding, and continue to collaborate with Council staff to ensure facilities are prepared and available to support all community members during emergency events.

APPENDIX 2: COUNCIL EXPECTATIONS

Focus Area	Council Expectations	Bay Venues Response
Partnership with Mana Whenua	Continue strengthening this partnership by: <ul style="list-style-type: none"> • Completing the memoranda of understanding with 2-3 local iwi and hapu • Demonstrating, with Council staff, the opportunities to expand the network of facilities in partnership with Māori and private landowners. 	Bay Venues remains committed to strengthening partnerships with tāngata whenua and the wider community. We are focused on building enduring and valued relationships with iwi and hapū, prioritising meaningful and constructive engagement over numerical targets. We are also open to developing partnerships and leveraging our expertise to support additional facilities in collaboration with Māori and private landowners where it aligns with community needs and strategic priorities.
Communication and Reporting	Continue transparent engagement with the community by: <ul style="list-style-type: none"> • Demonstrating how your organisation provides value for money, so the public understands the rationale for Council's continued investment and our joint role in providing high-quality amenities for our city • Acknowledging and promoting Bay Venues is a Council-Controlled Organisation and that Council is the main contributor to Bay Venues' operating cost, and highlighting the benefits of your organisation's operations and activities for the people of Tauranga • Providing and publishing quarterly, six-monthly and annual reporting, aligned to the requirements of the Local Government Act 2002, that highlights both performance and community impact; achievements; issues and challenges; what's planned; and any areas of improvements • Sharing information in a timely manner when requested by Council. 	Bay Venues remains committed to transparent engagement with the community. We actively share stories that demonstrate the value of our facilities and hold annual user group forums to keep the community informed. Council's contribution is consistently acknowledged through signage at Bay Venues-operated facilities and in customer communications. We provide ongoing reporting in line with the Local Government Act 2002 and ensure information is shared promptly with Council when requested.