

SmartGrowth

Building our futures together

SMARTGROWTH STRATEGY 2023-2073

DRAFT FOR CONSULTATION

EXECUTIVE SUMMARY



Partners



New Zealand Government

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Part 1: Introduction and Context

Context

The western Bay of Plenty sub-region has long been an area attractive area for settlement. The hapū and Iwi of Tākitimu, Mataatua, and Te Arawa waka settled across the sub-region and lived for generations in prosperous kāinga, surrounded by abundant natural resources.

The sub-region has experienced a sustained period of rapid urban growth over the past 60 years due to its sought-after lifestyle, natural environment and economic opportunities. Today the population is around 220,000 and is projected to grow to 290,000 by 2052, and potentially to 400,000 in the next 50 years. The rapidly ageing population also has significant implications for housing, economy, and how services are delivered.

The sub-region has been significantly affected by the national housing crisis, with Tauranga City having some of the worst housing affordability in the country. There are significant financial pressures on those who are priced out of the housing market and are under-served by the wider housing system.

The sub-region is one of the only areas in the country to have an identified housing and business land shortfall over a 30 year period. The sub-region continues to face significant challenges in enabling sufficient development capacity for both housing and business in the short, medium and long term.

The infrastructure funding model is not fit for purpose, and this is particularly so for growth areas like ours, with a legacy of uncertainty and underinvestment.

Accommodating growth is a major and ongoing challenge given the constrained and sensitive environment, located alongside the harbour, estuaries, the coast and areas of highly productive horticultural land, and natural hazards. The resource management system is not fit for purpose, adding substantial uncertainty, cost and delay to planning and development.

The need to address this through a joined up approach by central and local government is urgent given the environmental, social, and economic cost of land and infrastructure not keeping pace with growth.

SmartGrowth Strategy

The SmartGrowth Strategy provides a 50 year direction for housing, employment, and people’s wellbeing in the face of rapid and sustained long term growth, while safeguarding what people value most about the sub-region.

The SmartGrowth **Vision** is: Western Bay – a great place to live, learn, work and play.

The SmartGrowth **Objectives** to achieve this vision are:

Environmental



Encourage sustainable development and adaptive planning.



Respond and adapt to climate change through building resilience, support the transition to lower carbon and improving biodiversity.



Achieve an integrated approach and accommodate growth within the limits set through Ngā Wai ki Mauao me Maketu which:

- Recognises the importance of the waters (coastal and freshwater bodies) that flow to Mauao and Maketu and the significance of these two places to tāngata whenua; and
- Recognises the linkages between the maunga (mountains), ngāhere (forests), awa (waterways), repo (wetlands), tāhuna (estuaries) and moana (harbours and ocean).

Cultural



Support tāngata whenua values and aspirations, in particular papakāinga development on Māori land.

Social



Enable and shape an inclusive, safe, sustainable, efficient, and more vibrant urban form.



Enable and support sufficient housing supply in existing and new urban areas to meet current and future needs, this includes a range of housing types, tenures and price points.

Economic



Enable a sufficient supply of business land, support access to employment and foster a high-value, low carbon circular economy as the western Bay of Plenty grows.



Improve measurable transport outcomes such as congestion levels, road safety, travel choice and private vehicle dependency, and environmental impacts (including CO₂).



Ensure long-lasting economic, social, environmental and cultural benefits and value for money from the agreed strategy.

The Strategy identifies six **Transformational Shifts** that will lead to the greatest improvement in community wellbeing outcomes, while achieving Strategy Objectives:

Homes for Everyone	Targeted actions across all agencies strengthen the segments of the housing system that are facing the most significant challenges.
Marae as Centres and Opportunities for Whenua Māori	Marae as cultural, social, and economic centres, activate the affordable development of housing on whenua Māori and opportunities for papakāinga (housing, education, social, hauora facilities).
Emissions Reduction through Connected Centres	Greenhouse gas emissions are reduced through accessible Connected Centres.
Strong economic corridors linking the East and West to the City and the Port	Economic corridors provide important intra and inter-regional linkages into the Eastern Bay of Plenty, Rotorua and the Waikato.
Restore and enhance eco-systems for future generations	Beaches, harbour, open spaces, native bush, wetlands and air are restored and enhanced to a healthy functioning state
Radical change to the delivery, funding and financing model for growth	Funding, financing and delivery models, including public and private sector partnerships support agreed priority development areas and infrastructure for urban growth.

The Strategy is underpinned by a **Connected Centres** urban settlement pattern and supporting transport system that will enable people to continue living, learning, working, playing, and moving in the western Bay of Plenty in a way that is both desirable and sustainable.

The **Spatial Plan** identifies the natural and physical constraints to future development including the 'No-Go' areas to protect and avoid, and the sensitive areas that require a 'Go Carefully', precautionary approach to urban growth. The Spatial Plan identifies the issues of te taiao (environment), tāngata whenua values, climate resilience, rural resources, urban form, housing, transport, network and social infrastructure, and economic wellbeing.

The **Future Development Strategy** (FDS) is a 30 year plan that identifies the housing and business land and infrastructure required to achieve the SmartGrowth Vision and Connected Centres settlement pattern, developing both 'up' through intensification, and 'out' through greenfields.

An **Implementation and Funding Plan** will set out the details of priority actions over three years that are required to give effect to the Strategy, including assigning funding and delivery, roles and responsibilities, and timing. This will be a separate document to the Strategy.

Urban Growth Partnership

The Strategy has commitment from a formal partnership between Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council, tāngata whenua, central government and other key organisations.

The partnership brings together the people and organisations that have a significant role in managing growth. Strategy development and implementation rests on four key pillars:

- Partnership
- Integration
- Collaborative Leadership
- Evidence-base

The partnership is also underpinned by Te Tiriti o Waitangi (Treaty of Waitangi) principles of partnership, making informed decisions, and active protection.

Part 2: The Growth Challenge



Development History

The sub-region has experienced strong growth since the 1950's. Tauranga is a relatively new city but is now the fifth largest city in New Zealand, with the fourth smallest geographical area. Rapid growth has seen the conversion of rural land on the outskirts of the city into new suburbs.

Housing demand at the fringe of the city has required continued adjustment to the territorial boundary between Tauranga City and the Western Bay of Plenty District, so that new urban growth areas could be serviced by Tauranga City infrastructure.

Traditional Māori communities of Whareroa, Maungatapu, Hairini, Judea and Bethlehem have become urbanised as Tauranga City has grown over time. Otawhiwhi at Bowentown and Rereatukahia in Katikati, on the urban boundaries of their communities, and the Maketū community are also predominantly Māori.

Challenges and Opportunities

Housing and transport choice in the sub-region	<ul style="list-style-type: none"> • Addressing housing needs. • Improving liveability through placemaking. • Implementing the Connected Centres urban growth model.
Enabling Tāngata Whenua to realise values and aspirations	<ul style="list-style-type: none"> • Partnering with mana whenua to include iwi, hapū, and marae aspirations in spatial planning. • Enabling development of multiple owned Māori Land.
Accessible community facilities and infrastructure levels of service aligned with community expectations and needs	<ul style="list-style-type: none"> • Growing successful centres and business areas to support communities and jobs.
Responding to climate change	<ul style="list-style-type: none"> • Adapting to a changing climate and transitioning to a low-emissions future.
Safe and efficient movement of people and goods	<ul style="list-style-type: none"> • Implementing the Connected Centres urban growth model.
Managing pressure from development on the natural environment, including from more intensive horticultural and agricultural uses	<ul style="list-style-type: none"> • Achieving an integrated approach and accommodating growth within the limits set through Ngā Wai ki Mauao me Maketu.
Insufficient funding and financing to deliver on the Strategy	<ul style="list-style-type: none"> • Providing an agreed housing and business land platform for funding. • Urgently pursuing further funding tools/ arrangements.

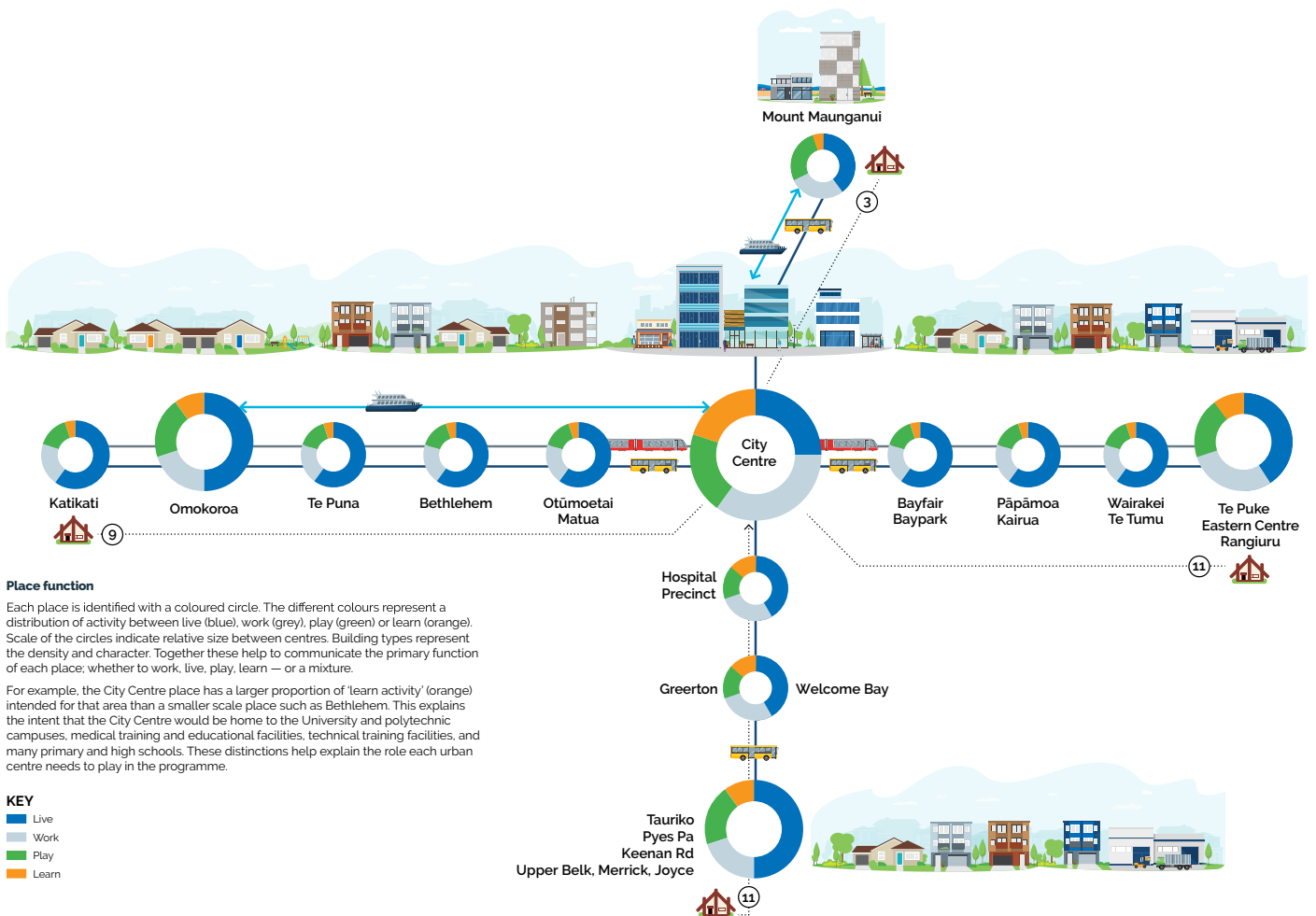
The “Connected Centres” Growth Scenario

This Strategy uses an envisioned population scenario of 400,000 people over the next 50 plus years. The population scenario is based on the high end of population forecasts and takes into account growth to date, and the context of where the western Bay of Plenty sits within the Upper North Island. While there is uncertainty as to when, how and at what rate the sub-region could reach this population, the Strategy provides for a settlement pattern that could accommodate this population if required. However, this is not a growth target.

The Urban Form and Transport Initiative identified Connected Centres as the preferred approach for the sub-region to manage growth, through consideration of different spatial scenarios and testing against criteria that reflect the growth challenges.

Two core concepts are critical to the Connected Centres programme:

- Increasing the number of dwellings by intensifying existing urban and new growth areas. This is to maximise the land available for development and support a well-functioning multimodal transport system.
- Being able to access local social and economic opportunities within a 15-minute walk or bike ride, and sub-regional social and economic opportunities within 30–45 minutes. These concepts encourage strong local centres and connected neighbourhoods.



The transport components of the Connected Centres are four high frequency and dedicated public transport corridors linking key centres for work, learning and play. Dedicated walking and cycling paths enable safe and easy access, along with freight priority areas to support access to the Port of Tauranga and enable movement of goods around the harbour.



Part 3: The Spatial Plan

The Spatial Plan recognises te taiao (our environment), and identifies areas for growth, development and improvement including housing, transport, and infrastructure. Each spatial layer is supported by an evidence base that defines the challenges and issues and identifies the preferred future growth direction.

Te Taiao – Our Environment

A fundamental principle of the Strategy is that growth accommodation must be within the natural and physical limits set through Ngā Wai ki Mauao me Maketu, which recognises:

- The importance of the waters (coastal and freshwater bodies) that flow to Mauao and Maketu and the significance of these two places to tāngata whenua.
- The linkages between the maunga (mountains), ngāhere (forests), awa (waterways), repo (wetlands), tāhuna (estuaries) and moana (harbours and ocean).
- The protection and enhancement of the interconnected nature of these elements through an integrated catchment management approach, using nature-based solutions and enhancing biodiversity, while improving climate resilience.

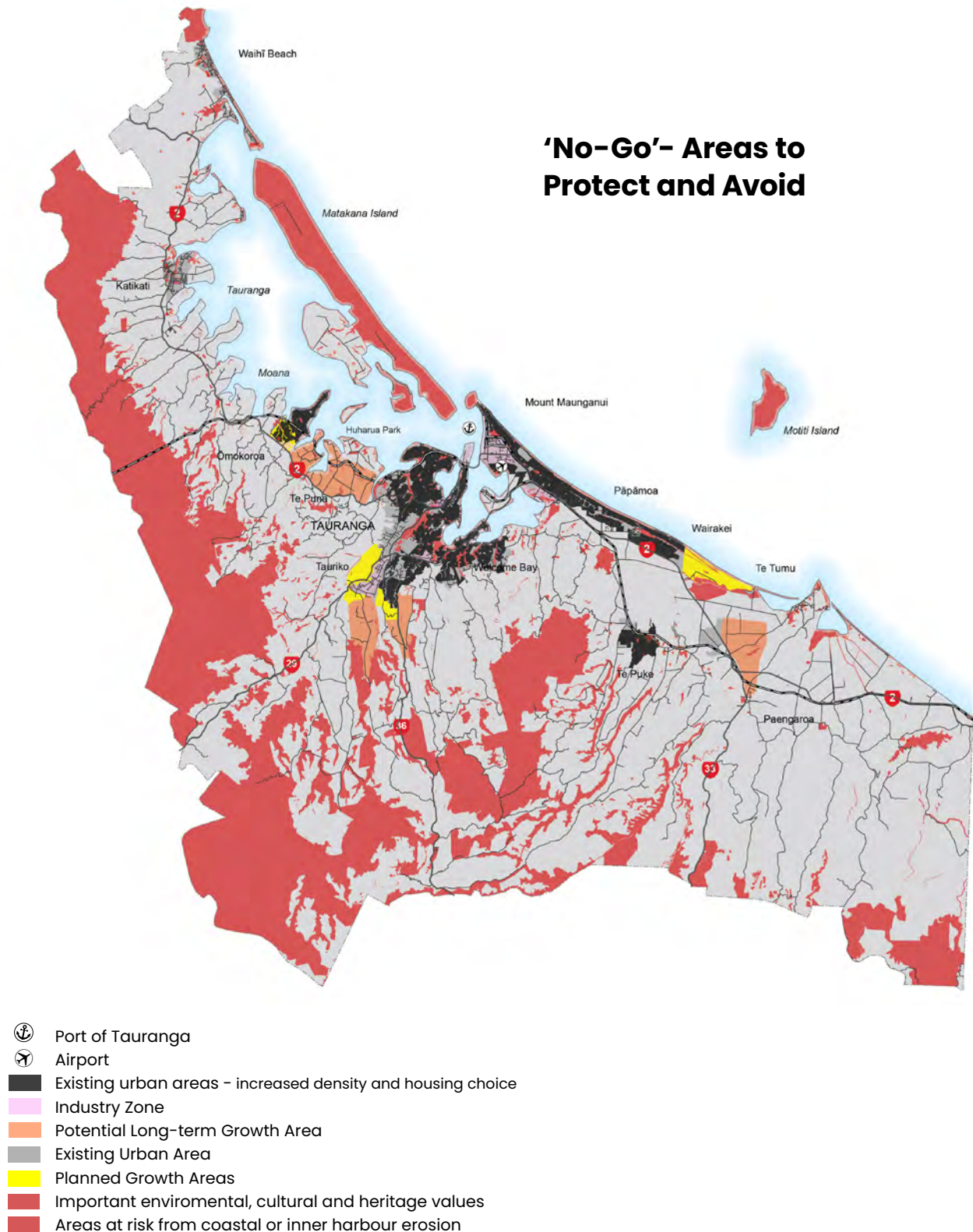
No Go Areas

No-Go Areas are identified where there are critical environmental and cultural constraints to development and where development will need to be avoided. There is a scarcity of indigenous ecosystems, and existing ecosystems must be protected. The sub-region is vulnerable to coastal erosion (including inner harbour erosion). There are sites and areas of cultural significance to tāngata whenua.

Areas to Go Carefully

Areas with natural hazard susceptibility and other land constraints such as highly productive land have been identified. Growth is directed away from these areas unless impact and risk can be mitigated to acceptable levels in a manner consistent with relevant national and regional policy requirements.

There are very few areas in the sub-region which are free of significant development constraints.



Tāngata Whenua

Outcomes which improve social, cultural, environmental and economic wellbeing for tāngata whenua are:

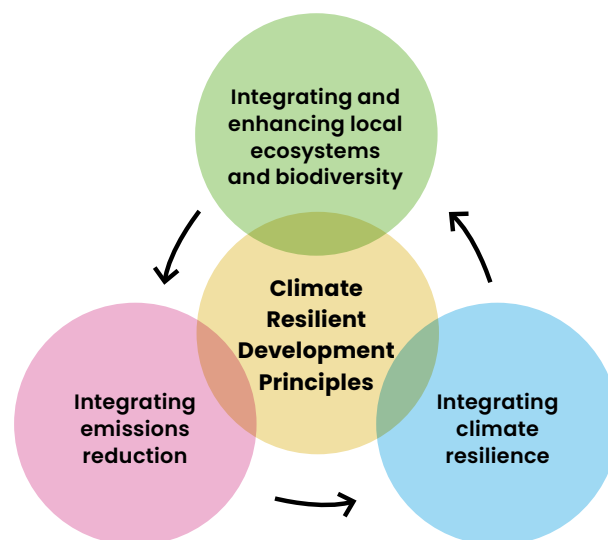
Te Whenua:	Our people are enabled to occupy, develop and use multiple owned Māori Land and Treaty Settlement Land.
Te Ngākau:	Our marae communities are connected to social and health services, education and sporting facilities, and where practical, public transport.
Nga Wahi Tupuna:	Our sites and areas of cultural significance are cared for and protected from further degradation and loss.
Te Taiao:	The health and wellbeing of our natural environment is not compromised further as a result of land use and development.
Te Manawaroa:	Our communities and cultural infrastructure are resilient to a changing climate.

Climate Resilience

Decisions on land use, urban development, infrastructure, transport, and natural corridor networks will effectively 'lock-in' either resilience or vulnerability to the impacts of climate change, and an urban form that supports low emission or high emission living.

To develop resilient communities, reduced exposure and vulnerability to climate hazards, cutting back greenhouse gas emissions and conserving, enhancing and restoring local ecosystems are all given the highest priorities in infrastructure, urban development, housing, and transport.

This Strategy promotes the achievement of climate resilient development through the application and integration of three core principles in the future development strategy for the western Bay of Plenty.



Rural

Rural land, including coastal environments and waterways provide important habitats for biodiversity, carbon storage (through trees and soil) to reduce the impacts of climate change. The rural environment contributes to our overall identity. It provides large areas of open space important for wellbeing. As the population increases and housing intensification occurs, areas of open space will become increasingly important.

Natural resources in the rural environment contribute significantly to the sub-regions economic, social, cultural, and environmental wellbeing. They underpin important agricultural and horticultural industries and provide for recreation, tourism, biodiversity, conservation and regional identity.

Minimising the loss of productive land through land fragmentation and urban expansion are key growth directives.

Urban Form and Centres

The 'Connected Centres' settlement pattern is designed to accommodate approximately 200,000 additional people, 40,000 new jobs, and 95,000 new homes over the next 50 years. Large infrastructure investment, especially in the transport system, will support this urban form.

Increasing housing density over time in existing urban areas (30-50 dwellings per hectare) and new growth areas (30 dwellings per hectare) will maximise development around centres, transport hubs, and corridors, creating '15-minute neighbourhoods' where residents can access local opportunities by active modes, and sub-regional opportunities within 30-45 minutes.

Localised placemaking through spatial planning will emphasise improved amenities, restored and enhanced environmental assets, incorporating cultural values, diverse transportation choices, and addressing housing needs.

Connected Centres support business growth within the sub-region. Business growth is balanced across the SmartGrowth corridors, designed to provide employment opportunities close to where people live. Reliability of movement of people and freight to and from key industries is essential.

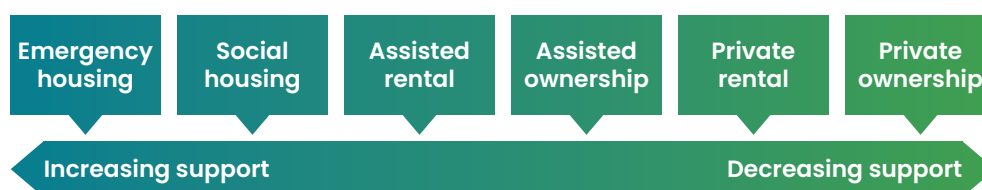
Housing

The sub-region has been significantly affected by the national housing crisis, with Tauranga City having some of the worst housing affordability in the country. Home ownership rates are declining across the sub-region. There are significant financial pressures on those who are priced out of the housing market and are under-served by the wider housing system., a product of lower than average incomes and high house prices.

The supply of new land for housing is severely constrained by natural and physical resource limits, and infrastructure servicing and funding challenges. The housing system has also supplied a limited range of housing options of affordability, typology, and tenure to meet changing needs.

Māori are disproportionately affected by the underperformance of the housing system. Development of whenua Māori faces major challenges including restrictive planning rules, lack of infrastructure provision and funding, and restrictive financing of housing.

A Housing Systems Plan (HSP) brings together information for the western Bay of Plenty sub-region, identifies gaps, and lays out an Action Plan to improve the housing system across the housing continuum, increasing support where the greatest need exists.



Transport

The Transport System Plan (TSP) takes the Connected Centres settlement pattern and focuses on the first 30 years of transport investment required to make it happen.

The TSP prioritises and decides what projects need to begin in the short, medium and long term. The TSP includes the sub-region's entire transport system of roads, rail, public transport, walking, cycling, parking and travel demand management, and their interdependencies.

Frequent and reliable public transport and safe, connected cycle and walking facilities are provided within and between centres. Travel behaviour changes are promoted to reduce emissions and improve health and wellbeing.

Reduced congestion and an efficient freight network will support movement to the Port of Tauranga and contribute to local and wider social and economic wellbeing.

The TSP provides a framework for determining priorities for the Regional Land Transport Plan and National Land Transport Plan.

Three Waters and Other Infrastructure

Integrated and sustainable three waters infrastructure is required to ensure the long-term prosperity of the sub-region.

Water Services Reform will result in the regional delivery of three waters from October 2025 onward. The Water Services Entity will become a SmartGrowth partner to support integrated planning and delivery.

Other physical infrastructure and utilities, such as telecommunications, electricity, and gas services are essential for communities, enable business and underpin the provision of public services. The Spatial Plan provides for the foundation for infrastructure planning and delivery.

Social Infrastructure and Wellbeing

Strong, healthy and vibrant communities require social infrastructure that is accessible and meets the needs of the community. These are places where people can connect, socialise, learn and participate in a wide range of social, cultural, art, sporting and recreational activities, as well as broader support for community wellbeing through health and education.

A network approach provides a balance between locality, accessibility and economies of scale. The two different levels of provision; 'sub-region/citywide' and 'local' recognises the Connected Centres urban form and supporting transport infrastructure and focuses investment in areas that people will be able to access most easily.

Economic Wellbeing

The Port of Tauranga is New Zealand's largest port and has helped underpin the region's economy, providing a critical link in the upper North Island and national supply chain. It is predicted that there will be an increase in freight growth of up to 65% between 2020–2030.

Unaffordable housing, transport congestion and a shortage of industrial land are challenges for economic wellbeing. Low productivity due to low skill/low wage economy is a weakness and labour shortages are expected to increase over time with an aging population.

The sub-region's economic development strategy aims to develop a sustainable economy that delivers economic wellbeing through higher incomes to families and whanau. To achieve this, the economy must be underpinned by attracting skilled talent, innovation and collaboration to reduce reliance on labour, and by focusing on high-value and knowledge-intensive job creation.

Māori outcomes across multiple economic and social indicators lag behind those of non-Māori. Improving Māori education outcomes and lifting workforce participation rates will help address the earnings gap between Māori and non-Māori, and equity issues within the sub-region.

Part 4: Future Development Strategy



The purpose of the FDS is to show the areas for development over the next 30 years and the infrastructure needed to support it.

An FDS helps local authorities set the high-level vision for accommodating urban growth over the long term and identifies strategic priorities to inform other development-related decisions, such as district plan zoning and related plan changes and priority outcomes in long-term plans and infrastructure strategies.

The spatial scenario underpinning the FDS is “Connected Centres”.

The FDS has been informed by the Spatial Plan, including the “No-Go” and “Go Carefully” constraints on development, and iwi values and aspirations for urban development:

Manaakitanga – respect and care for others and Kaitiakitanga – environmental responsibility and reciprocity.

Housing and Business Assessment

Between 37,000 and 43,000 new homes will need to be built over the next 30 years within the western Bay of Plenty sub-region to meet housing demand, comprising a mix of detached and attached dwellings.

A housing capacity supply insufficiency has been identified for the sub-region in the short, medium and long term (next 30 years), which reflects the challenges for intensification, and the delay in being able to bring new greenfield development areas to market due to significant planning and infrastructure hurdles.

There is a significant existing housing shortage in Tauranga which has been factored into the housing allocations.

In order to support business development, the HBA identifies that a further 300 to 400 ha of greenfield land is also required for business land uses within the sub-region over the next 30 years.

	SHORT TERM	MEDIUM TERM	LONG TERM	TOTAL
Housing Demand	4,630	11,490	20,570	36,690
Housing Demand incl margin	5,550	13,780	23,660	42,990
Housing Supply				
Infill/ Intensification	700	3,000	8,760	12,460
Rural, Lifestyle, Small Settlement	240	230	30	500
Greenfield Urban Growth Area	3,210	7,780	11,860	22,850
TOTAL	4,150	11,010	20,650	35,810
	SHORT TERM	MEDIUM TERM	LONG TERM	TOTAL
Supply-Demand	-480	-480	90	-870
Supply-Demand incl. Margin	-1,400	-2,780	-3,000	-7,180

Housing Allocations (Dwellings)

Housing allocations address the forecast housing demands and the identified shortfalls.

These allocations are estimates based on the best information that is available. There may be variances in terms of what can be delivered on the ground following any future structure planning and natural hazard or other development constraint identification. There are a wide range of factors that affect whether or not development can be delivered, some of these are outside the control of the partners.

Area	Dwellings Short term (2024-2027)	Dwellings Medium Term (2027-2034)	Dwellings Long Term (2034-2054)	Totals (2024-2054)
Infill / Intensification (sub-region wide)¹				
Tauranga City				
Intensification Areas: Te Papa, Tauranga West, Mount Maunganui. Intensification of established areas outside of Intensification Area	1,000	3,300	7,100 – 10,700 ²	11,400 – 15,000
Western Bay of Plenty				
Intensification areas: Te Puke and Ōmokoroa	80	150	330	560
Northern Corridor				
Waihī Beach – Bowentown / Athrenree	40	100	10	150
Katikati	80	290	360	730
Ōmokoroa	340	1,160	1,440	2,940
Central Corridor				
Bethlehem	270	890	530	1,690
Eastern Corridor				
Pāpāmoa	230	520	170	920
Wairakei	500	1,380	270	2,150
Te Tumu			4,200	4,200
Te Puke	410	2,230	10	2,750
Eastern Centre ³			800	800
Western Corridor⁴				
Pyes Pā	40	140	70	250
Pyes Pā West	110	180	130	420
Ohauti	100	230	120	450
Welcome Bay	60	110	30	200
Tauriko West ⁵	150	1,260	2,090	3,500
Ohauti South		190	280	470
Keenan Road ⁵			2,000	2,000
Total	3,410	12,130	19,940 – 23,540	35,480 – 39,080
Papakāinga (sub-region)	128	51	284-400	463-579

The housing allocations outlined in the table provide for more capacity than what was identified in the HBA. This is due to more capacity being provided by Medium Density Residential Strategy plan changes under Plan Change 33 (Tauranga City) and Plan Change 92 (Western Bay of Plenty District Council) than anticipated and bringing forward the Eastern Centre.

Further investigations are required to confirm several of the future growth areas including infrastructure requirements, development capacity and planning assessments, creating some uncertainty and risk to delivery.

Housing allocations beyond 30 years are also provided in the FDS.

¹ The housing supply provided through infill and intensification may change depending on the outcomes of Plan Change 33 (Tauranga City) and Plan Change 92 (Western Bay of Plenty District Council).

² The infill / intensification figures are provided as a range in the long-term period to allow for between 40% of total growth up to around 60%.

³ Implementation of urban development of the Eastern Centre may be required earlier and at a greater scale if development capacity is not provided as anticipated in other identified areas.

⁴ SmartGrowth partners have agreed there is a strong preference and need for Western Corridor transport improvements to be delivered in a single stage within a decade (by 2034) as opposed to the proposed staged delivery over many years potentially extending until 2050 given the significance of the corridor locally and nationally.

⁵ The wider Tauranga Western Corridor area, which includes Tauriko West and Keenan Road, is being investigated through the Specified Development Process under the Urban Development Act 2020. Changes in the extent, timing, type, and scale of urban development may follow from this.

Using Marae and Māori Land for Housing

Marae are traditional cultural centres with multi-functional spaces and facilities for kohanga reo (pre-school), hauora (health services), hākinakina (recreational and sports), civil defence and emergency hubs.

Primary production on rural lands is important to Mana whenua and is balanced with the need to provide affordable, healthy, safe and intergeneration housing solutions for whanau in need.

A significant increase in Māori housing is supported. SmartGrowth supports a collective approach to addressing the feasibility and infrastructure design and build barriers to Māori housing.

Business Allocations (Hectares)

These existing strategic industrial land allocations in the sub-region are as follows:

Industrial Area	Short Term (2024-2027)	Medium Term (2027-2034)	Long Term (2034-2054)	Allocation (hectares)
Wairakei	8	10	12	30
Te Tumu	0	0	60	60
Rangiuru Business Park	29	61	60	150
Te Puke	8	55	55	118
Tauriko Business Estate (including expansion)	30	70	20	117
Te Puna	30	0	0	30
Ōmokoroa ⁶	6	17	7	30
Katikati	13	13	13	39
Waihī Beach	0	0	25	25
TOTAL	124	226	252	602

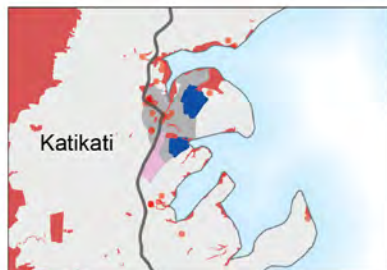
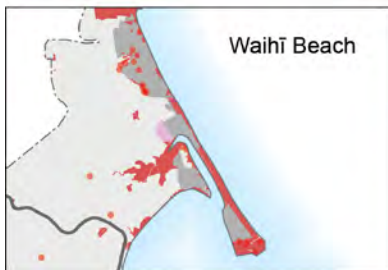
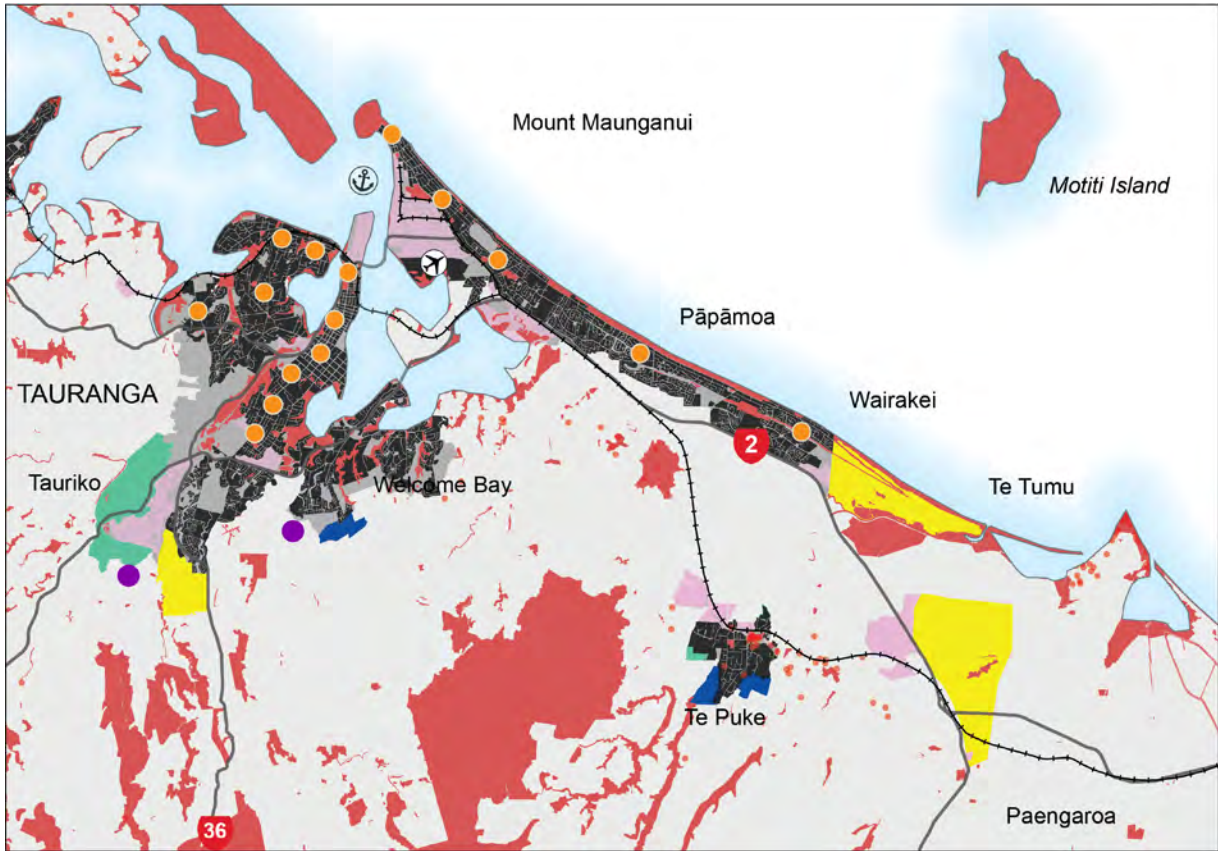
At least 300-400 ha of new greenfield industrial land is required to meet the forecast demand requirements of employment for the subregion. The industrial business land demand requirements are not able to be met within Tauranga City boundaries. Potential locations currently being investigated to address the forecast industrial land shortfall are:

- Northern Corridor – Ōmokoroa/Apata
- Eastern Corridor – Domain Rd/Tara Road/Bell Road, Te Puke, Rangiuru
- Western Corridor – Belk Road /Ōmanawa, Pukemapu

⁶ Includes PC92 proposed Industrial on Francis Rd

Staging

The Staging of housing and business land development is shown below:



- Port of Tauranga
- Airport
- Industry Zone
- Existing Urban Area
- Existing Urban Areas
 - increased density and housing choice
- High Density Residential
- Medium Density Residential to 20 metres
- Potential Long-term Growth Area
 - Business Land

STAGED GROWTH AREAS

- Short term
- Medium term
- Long term

NO GO AREAS

- Important environmental, cultural and heritage values.
- Areas at risk from coastal or inner harbour erosion.

The staging timeframes shown on this map are based on when development will commence in the area. Detail around development in each greenfield area is available in the tables and text in the Future Development Strategy section.

The future development areas shown are indicative only. Detailed information for individual areas is available in the respective District or City Plan (as applicable) or will be developed through future planning processes.

Development Infrastructure

The FDS identifies enabling infrastructure to support development including the following critical infrastructure:

Funding Key	
Funded or Signalled for Funding ¹	
Partly Funded	
No funding allocated	
Subject to a business case	
Subject to Water Services Entity (WSE) funding	

Timing Key	
Short	2024-2027
Medium	2027-2034
Long	2034-2054

Area	Critical Enabling Infrastructure	Timeframe	Funding
Sub-region Wide	Te Manawataki o Te Papa (city centre) – library, museum, community hub space, waterfront public realm upgrades including destination playground	Short	2024 LTP matter
	Public transport services and infrastructure enhanced services	Medium	
	Hewletts Road sub area (connecting Mount Maunganui)	Short	
	Connecting the People – Fifteenth Avenue to Welcome Bay	Short	
	Wider managed lanes network	Medium	
	Te Maunga Wastewater treatment plant upgrades	Medium	
	Te Maunga Ocean outfall	Medium	
	Waiāri Water Supply Scheme – Stages 2 and 3	Medium	
Northern Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	Takitimu North Link Stage 2	Medium	
	Park and ride – Ōmokoroa	Short	
	Park and ride – Te Puna	Short	
	SH2 revocation/repurposing – Public Transport	Short	
	Tauranga Moana Coastal Cycle Trail	Medium	
	Ōmokoroa Library	Medium	
	Ōmokoroa Swimming Pool	Long	
Ōmokoroa Primary and Secondary schools	Medium		
Central Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	City Centre Public Transport Hub	Short	
	Accessible Streets	Short	
	Cameron Rd Multimodal Stage 2	Short	
	Te Papa/Cameron Rd Intensification – Wastewater, Water Supply & Stormwater projects	Short	2024 LTP matter
	Brookfield and Greerton Community Centres	Long	

¹ Funded means fully funded in Long-Term Plan, National Land Transport Plan or other funding plan. Some projects are still being considered as part of 2024-27 Long-Term Plans and the National Land Transport Plan so can only be identified as being signalled for funding.

Area	Critical Enabling Infrastructure	Timeframe	Funding
Eastern Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	Pāpāmoa East Interchange	Short	
	Rangiuru Business Park Interchange	Short	
	Wairakei WWPS to Te Maunga WWTP	Medium	
	Wairakei to Kaituna Stormwater Overflow – Phases 1 & 2	Medium	
	Te Puke Wastewater Treatment Plant Upgrade	Short	
	Te Tumu Trunk Mains	Medium	
	Wairakei/Te Tumu Indoor Pool Development	Medium	
Western Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	Cameron Rd Multimodal Stage 2	Short	
	Tauriko West Enabling Works – Transport Improvements including public transport, walking and cycling	Short	
	Tauriko Network Connections (Stages 1-3) – SH29 and 29A	Short	
	Tauriko Network Connections (Stage 4) – SH29 and 29A	Long	
	Western Corridor Ring Route (SH29 to SH36 – Tauriko Stage 3 Ring Route)	Short	
	Keenan Road access to planned urban growth	Short	
	Pyes Pā road multimodal upgrade	Medium	
	SH36 multimodal improvements to support planned urban growth	Long	
	Tauriko West spine road	Medium	
	Tauriko West Enabling Works – Wastewater and Water Supply	Short	
	Western Corridor Wastewater Strategy Implementation – Stages 1&2 – Tauriko West/Lower Belk/Keenan Road; Stages 3&4 – Upper Belk/Merrick Road	Medium – Long	
	Western Corridor Water Supply Strategy Implementation – Stages 1&2 – Tauriko West/Lower Belk/Keenan Road; Stages 3&4 – Upper Belk/Merrick Road	Medium – Long	
	Indoor Sports Centre and community centre	Medium	2024 LTP matter
	Relocation and expansion of Tauriko School*	Medium	
Establishment of a new co-educational secondary school*	Medium		

* Educational funding occurs in stages, with separate funding for land acquisition, design, and construction.

In many cases, the funding of critical infrastructure is not certain creating significant risk to delivery.



Part 5: Implementation

Implementation and Funding Plan

The NPS-UD requires that a separate Implementation Plan be prepared for the Future Development Strategy (FDS).

The SmartGrowth partners will prepare an Implementation and Funding Plan for the whole Strategy, including the Future Development Strategy. The Implementation and Funding Plan will set out the details of priority actions over three years that are required to give effect to the Strategy including assigning roles and responsibilities and timing. This will occur in collaboration with SmartGrowth Partners and stakeholders, with timing that is aligned closely with the planning cycles of SmartGrowth Partners.

Funding and Financing

The sub-region faces significant funding challenges in order to enable sufficient development capacity in the short, medium and long term. The ability to fund priority projects is limited to the current tools available to councils, namely debt, rates, cost efficiencies and user fees and charges (including development contributions).

A critical issue for SmartGrowth is the need to find enduring funding solutions set within a framework of delivering well-functioning urban environments. The SmartGrowth partners need a funding framework to operate within, along with commitment from all partners. The need for this is urgent given the environmental, social, and economic cost of infrastructure not keeping pace with growth.

Resource Management System

Plan making, consenting and permitting processes create significant delay and cost to delivery of development capacity. Recent legislative reforms are endeavouring to address this.

A new resource management system will be implemented during the life of the Strategy and presents an opportunity to improve the way development is regulated and controlled, providing greater certainty and achieving improved wellbeing outcomes. This may also lead to organisational changes to support delivery of the new outcomes-based system.

Partners will ensure that implementation through consenting and permitting strongly supports the priority outcomes in the Strategy.



Partnership and Collaboration

SmartGrowth provides a collaborative leadership approach to the management of key issues facing the western Bay of Plenty.

Working together from one agreed Strategy allows for greater efficiencies and provides certainty to all partners and the community that we are collaborating to effectively manage growth.

Monitoring and Review

There will always be uncertainties and changes in our operating environment. This includes changes in political, economic, social, technological, legal and environmental factors that influence the Strategy.

Monitoring and review will be important to ensure that the Strategy adapts to any new initiatives and changes that will occur.

The Strategy will be reviewed every 10 years or earlier if circumstances change substantially.

A Future Development Strategy must be prepared every six years. It will be reviewed every three years to determine whether any updates are required. This will occur in alignment with long-term plan cycles.

The Implementation Plan will be reviewed annually and updated to respond to emerging challenges and changes. This will occur in collaboration between SmartGrowth Partners and stakeholders.

Priority Development Areas (PDAs) are identified to address the significant and urgent housing and business land needs within the SmartGrowth area. Monitored quarterly, PDAs seek to ensure close alignment, integration and coordination between respective key public sector agency programmes and actions.

SmartGrowth has Key Performance Indicators (KPIs) that are monitored from both UFTI and the Transport System Plan (TSP) and Housing System Plan (HSP). The Implementation Plan will review the KPIs to ensure they are fit for purpose and reflect Transformational Shifts.

Have your say

We need your feedback on the draft SmartGrowth Strategy by 5pm Friday 20 October 2023.

You can do this by:

- **Wānanga ipurangi (online)** – head to our website and provide feedback. You can choose what topics are of interest to you. Find it all at www.smartgrowthbop.org.nz/smartgrowth-strategy-2023
- **Pepa mārō (hard copy)** – printed feedback forms are available at all council libraries and service centres
 - Bay of Plenty Regional, Tauranga City and Western Bay of Plenty District councils.

There is also the opportunity to speak to your feedback with the hearings panel. Please indicate in your feedback if you would like to do so, or by emailing the address provided below:

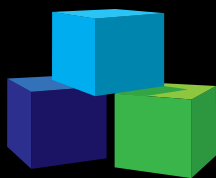
- **Kanohi ki te kanohi (face to face)**
 - Date: 4-6 December 2023
 - Venue: Western Bay of Plenty District Council chambers
 - Email haveyoursay@westernbay.govt.nz to register your interest.



Tohu

The shape of the tohu (motif) is the rae puta (whale tooth), which reflects our marine coastal environment. The four koru represent the SmartGrowth partnership.

The remainder of the illustration references the moana and people with a nod to the geography - mai Nga Kuri a Whareki Otamarakau from Waihi Beach to Otamarakau.



SmartGrowth
Building our futures together

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Tauranga

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