

Spatial Plan for the
Western Bay of Plenty

SmartGrowth Strategy 2013

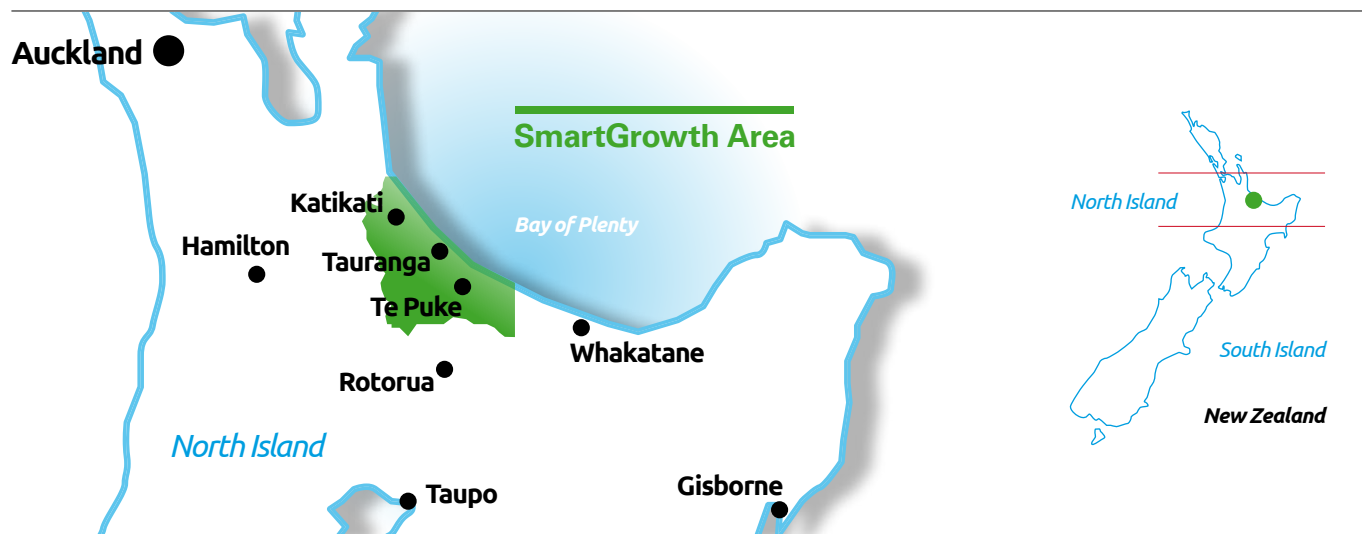
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August 2013



Foreword



1.1

This updated SmartGrowth Strategy and Implementation Plan has been developed over the last 18 months with the update having been initiated in late 2011. The Strategy which was adopted by the partners in August 2013 now moves into implementation. SmartGrowth brings together the strategy partners (Councils and Tangata whenua), the SmartGrowth Partner Forums and other sectors, agencies and groups in the community. The strategy has a 50 year horizon with a strong focus on the next 20 year planning period.

The previous strategy had a growth management focus. This strategy

has built on this while a wider, more comprehensive approach has been taken. It considers a range of environmental, social, economic and cultural matters. The strategy identifies short, medium and long term opportunities for 'building the community'. It is not about local government doing everything, but is about fostering and recognising the importance of others that have contributed to strategy development and who have a clear role in effective implementation.

It is the spatial plan for the western Bay of Plenty sub-region within the context of the wider Bay of Plenty region and Upper North Island. A key example of this, are the linkages and interactions between the 'neighbours'.

The spatial planning emphasis of SmartGrowth has a number of elements;

- having a shared vision and direction which is progressed by everyone involved working collaboratively on the agreed implementation plan
- collaborative thinking across agencies and boundaries and across the spectrum of environmental, cultural, community and economic interests
- providing aspiration for the longer term
- an evidence base and use of common data between all agencies involved
- strong engagement with and representation from community
- integrated long term planning for land use, infrastructure and funding
- a recognition of the importance of



Bill Wasley
SmartGrowth Independent Chair



Mayor Stuart Crosby
Tauranga City Council



Mayor Ross Paterson
Western Bay of Plenty District Council



Kia Tu Pakari ai Tatou



- effective Government engagement
- avoiding duplication of effort and making the best use of resources
- implementing the clear input from the well-informed SmartGrowth advisory groups and utilising such groups to assist with implementation

The strategy is a practical response to the collaborative approach which it has fostered since it was first adopted in 2004. One of the key factors for achieving effective input into the strategy update has been the range of SmartGrowth Partner Forums. Originally two forums were established in 2001 being the Combined Tangata Whenua and Strategic Partner Forums. As a result of the broader spatial plan approach,

further forums covering the broad range of social, economic, cultural and environmental matters have evolved and been established. The Partner Forums have provided well thought through and effective input both in the formative stages of the update process and the more formal submissions and hearing processes. The forums will continue having a key implementation role and this reinforces the strategy in having much more than just a local government focus.

Ongoing dialogue, shared information, quality thinking and collaborative implementation, are key success factors. The opportunity to work together, across a range of implementation agencies including central Government

is also critical to successful strategy implementation.

We commend the strategy to you as the western Bay of Plenty spatial plan that provides the basis for a unified vision and direction through a collaborative and partnership approach.

Finally, we would also like to acknowledge those who have contributed to this updated Strategy through your input, submissions, and willingness to engage. The Strategy is all the better for it.



Chairman John Cronin
Bay of Plenty Regional Council



Karora Te Mete (Smith)
Combined Tangata Whenua Forum Chair

1.2

E papaki kau ana nga tai ki Mauao

I whakanukunukuhia

I whakanekenekehia

I whiua reretia a Hoturoa

Wahinerua ki te wai

Ki tai wiwi, ki tai wawa

Tihe mauriora, ki te whai ao, ki te ao marama

He honore ki te Atua, he maungarongo ki runga i te mata o te whenua, he whakaaro pai ki nga tangata katoa. He mihi ki to tatou kaihanga, nana te timatanga me te whakaotinga o nga mea katoa. Ka huri nga whakaaro ki a ratou kua hoki ki tua o te arai, nga tini wairua kua wheturangitia, kua haere ki te putahitanga o Rehua, ki te huihuinga o Te Kahurangi. No reira, moe mai, moe mai, haere atu ra. Kia piki te ora, kia piki te kaha, kia piki te maramatanga kia tatou. Ko tenei te mihi rangatira kia koutou katoa.

Honour and glory to the Lord, let there be peace on the land, good thoughts to all people. We acknowledge the Creator of all things from the start of time to this point. We turn our thoughts to those you have departed beyond the veil of Antares, to the gathering of the illustrious who have become twinkling stars in the heavens. Be at rest and farewell. Let us be well, full of vigour and understanding. This is our greeting to you all.

Tenei ra taku mihi atu kia koutou katoa nga karanga whanau, hapu whanau o Tauranga Moana, mai nga Kuri a Whare ki Wairakei, nga papaka o Rangataua, huri atu kia ai Tuawhenua, Otanewainuku, Puwhenua, Kaikaikaroro, Ngatamahinerua, ki Hikurangi. Ko te kaupapa kua whakatauiria i a tatou i roto i nga huihuinga me nga wananga o nga tau kua pahure. He kaupapa tenei hei tu hono, kia mahi tahi ai tatou ki nga kaunihera a Tauranga Moana ki te uru o te Moana o Toi. Anei nga wawata, nga whainga hoki o nga hapu me nga iwi, otira, nga poutokomanawa o tēnā, o tēnā o nga marae mo te huarahi i mua i a tatou. Ahakoa nga pikinga me nga

hekenga, ko tenei te ara mo matou, he ara mo nga whakatipuranga kei te haere mai. Ko te mea nui, kia whakapiri matou i runga i te whakapono, te aroha o te iwi, te manaakitanga o te tangata, me te maramatanga a o tatou tupuna mai nga wa o mua ki tenei ra.

This is the special greeting to you all, families, hapu of our area. We acknowledge the learning's from the many meetings and workshops over many years, this work requiring us to work collectively and in unison with our local authorities. These are the aspirations, our objectives also of our hapu and our iwi, the collective voice of our marae for this a pathway forward for us all. And although we will have trials, tribulations and successes, this is the legacy we give to our next generations. The most important thing is that we believe in ourselves, we care for our people, and we continue to understand and reflect the teachings of our ancestors.

Ka mihi ka whakawhetai kia koutou katoa i tu ai kia oti pai te kōkiri o tenei kaupapa. Kia piki ake to tatou Mana Motuhake ki te taumata o nga whakapaparangi tuku iho me nga moemoea hei oranga mo nga whakatipuranga kei te heke mai huri haere te ao. Kua tautoko tenei pūrongo rautaki hei whakapiri, whakatotahi ai tatou i roto i nga mahi a rohe. He ora te whakapiri, he mate te whakariri.

We give special thanks to those who have worked with us in the past who have aspired to providing a platform of strength from which to give meaning and substance to our dreams for the next generation. We have supported this strategy that brings us together to work as one. Together we prosper, divided we fall.

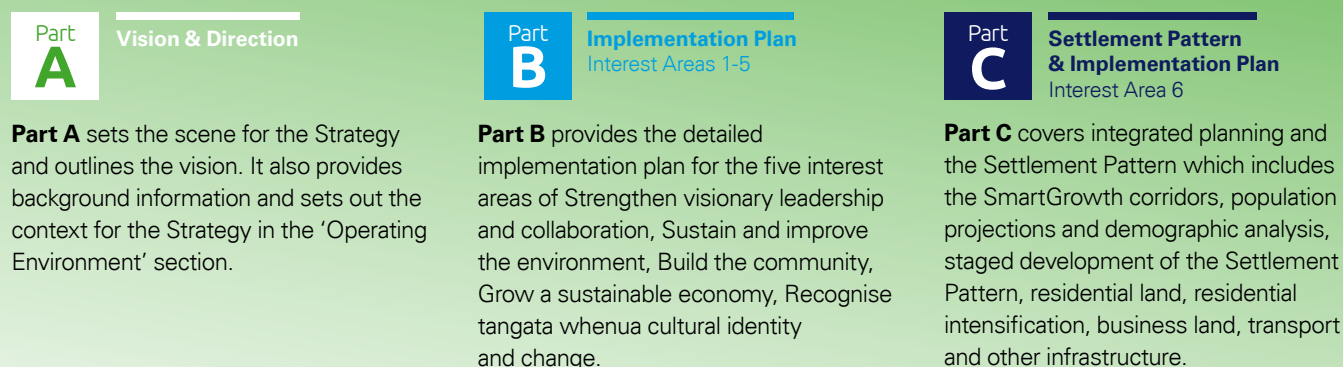
No reira, tēnā koutou, tēnā koutou, tēnā koutou katoa.

Nā te Tiamana,
Combined Tangata Whenua Forum
Karora Te Mete (Carlo Smith)

1.3

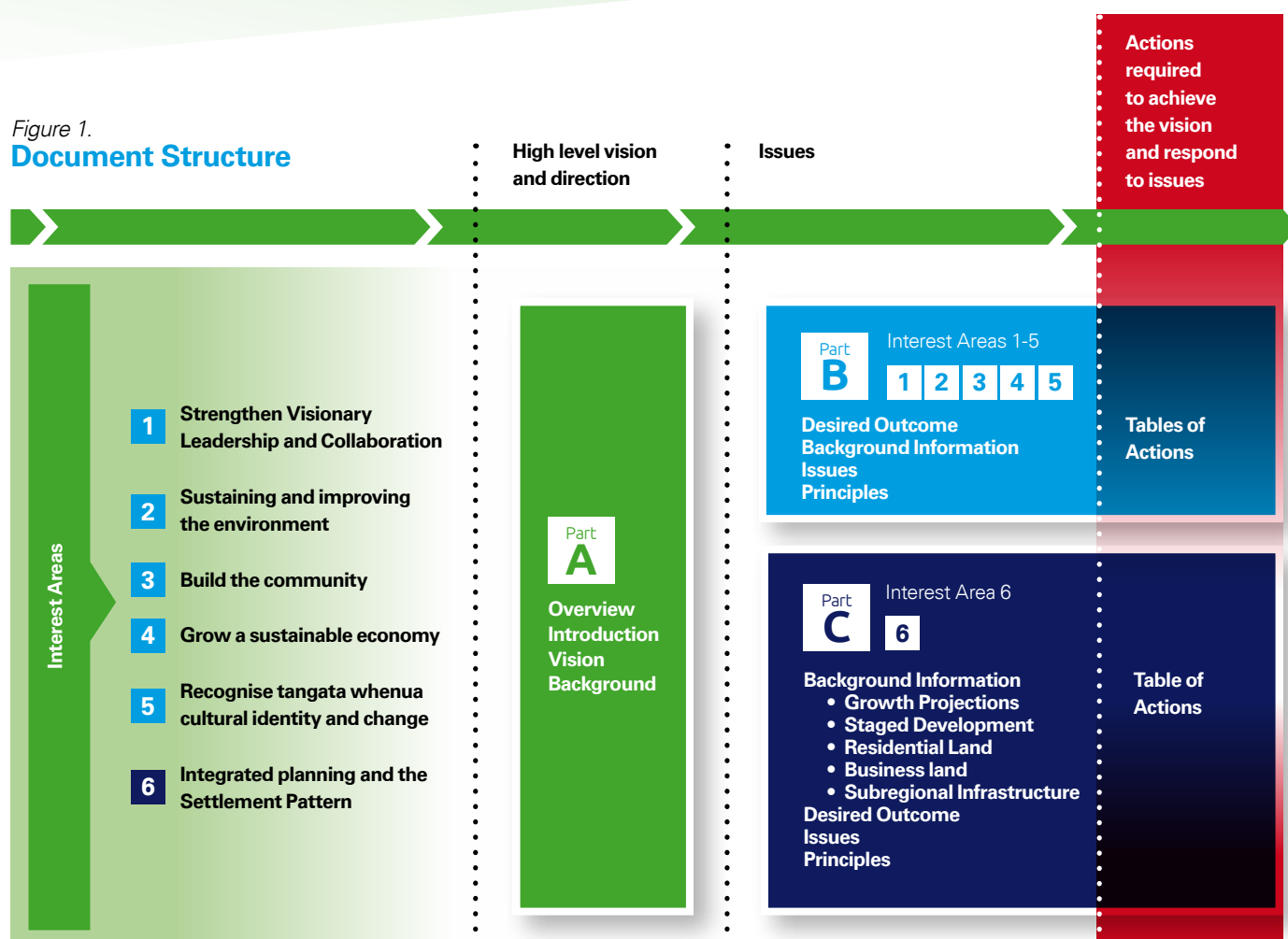
Structure of the Strategy

The SmartGrowth Strategy contains three parts:



The content of these parts of the Strategy and how they related to one another is illustrated below:

Figure 1.
Document Structure



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Western Bay - a great place to **live, learn, work AND play**

Part
A

Vision & Direction

Horahia o mata ki a Meremere-tū-ahiahi

Cast your eyes to Venus , the evening star

2. Vision, purpose & desired outcomes

Vision

Western Bay - a great place to **live, learn, work AND play**

Purpose

SmartGrowth provides a unified vision, direction and voice for the future of the western Bay

Desired Outcomes

Interest Area	Desired Outcome
Strengthen Visionary Leadership and Collaboration	We have visionary, collaborative leadership, a strong partnership and provide effective advocacy
Sustain and improve the environment	We work together to protect and enhance our distinctive natural environment.
Build the community	We work proactively and in partnership with the community to make western Bay active, vibrant, connected, caring, healthy and safe.
Grow a sustainable economy	Our economy is thriving, growing, diverse and sustainable.
Recognise cultural identity and change	We realise economic and social opportunities for tangata whenua while protecting cultural identity.
Integrated Planning and the Settlement Pattern	We all work from the same long term planning blueprint which incorporates planning for land use, transport and other infrastructure in an efficient and affordable way.

3. Introduction

3.1 What is SmartGrowth?

SmartGrowth is the spatial plan for the western Bay of Plenty sub-region. It is a comprehensive, long term strategy which sets the strategic vision and direction for the growth and development of the western Bay, on key issues across the spectrum of social, environmental, economic and cultural objectives.

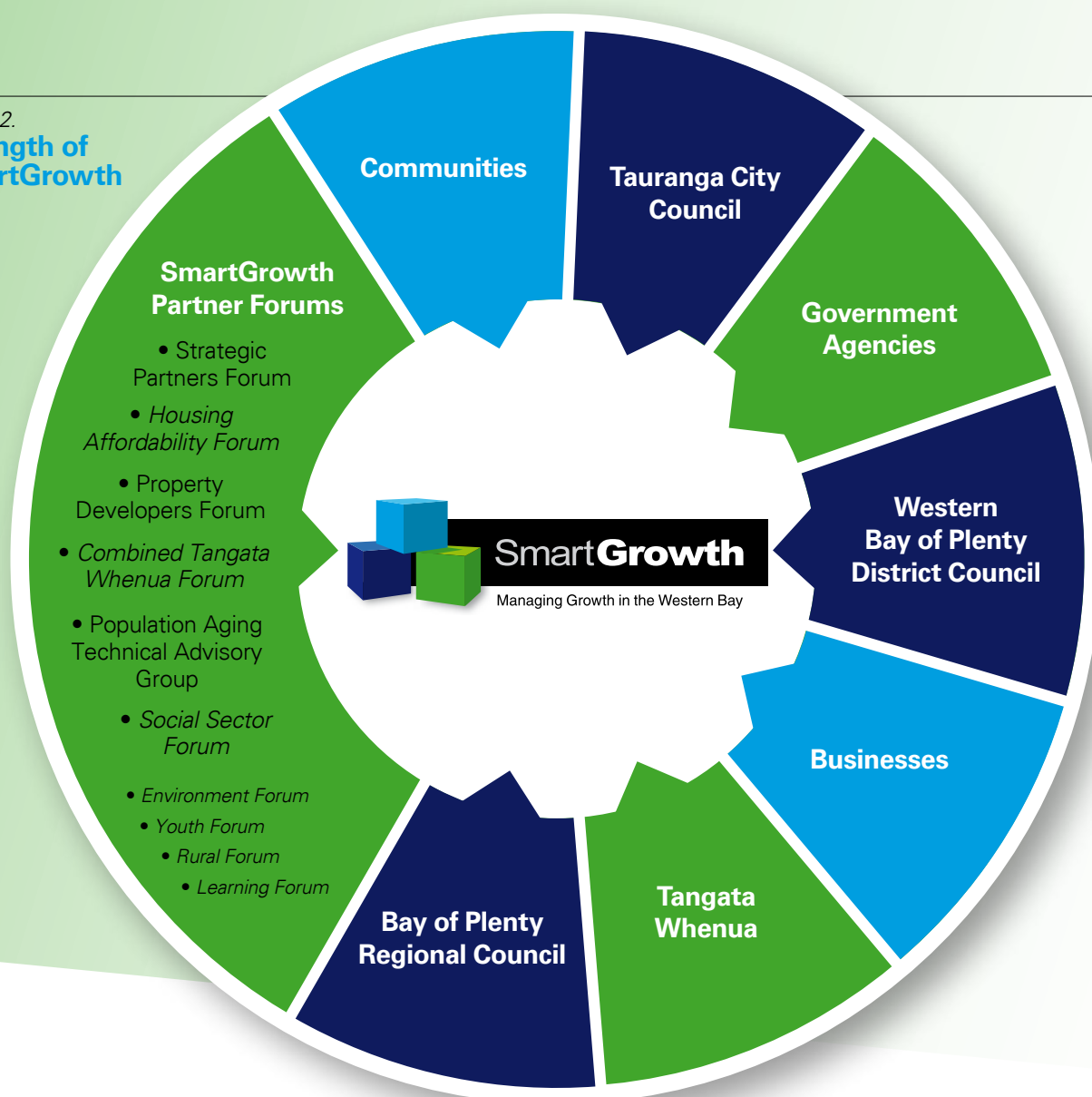
The key aspects of a spatial plan include:

- a shared vision and direction which is progressed by everyone involved working collaboratively on an agreed implementation plan
- collaborative thinking across agencies and boundaries and across the spectrum of environmental, cultural, community and economic interests
- a strong evidence base and sharing of common data between agencies
- strong engagement with and representation from community
- integrated long term planning for land-use, infrastructure and funding
- effective engagement with Government
- avoiding duplication of effort and making the best use of resources
- implementing the clear input from the well-informed SmartGrowth Partner Forum advisory groups.
- long-term investment certainty in land and services for both the public and private sectors to support growth and development

The SmartGrowth maps illustrate sub-regional features and show the linkages between the SmartGrowth sub-region, the wider Bay of Plenty region as well as adjacent upper North Island regions. The SmartGrowth Strategy will help to inform and be part of wider regional and Upper North Island spatial planning initiatives.

The purpose of SmartGrowth is to provide a unified vision, direction and voice for the future of the western

Figure 2.
**Strength of
SmartGrowth**



Bay through strong leadership and commitment on behalf of the people of the sub-region.

SmartGrowth is a collaboration between Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council and tangata whenua, working in partnership with central Government (particularly the NZTA), businesses, education groups, industry and the community.

The 'SmartGrowth Partnership' refers to an alliance between local and territorial authorities and tangata whenua. However SmartGrowth is wider than local

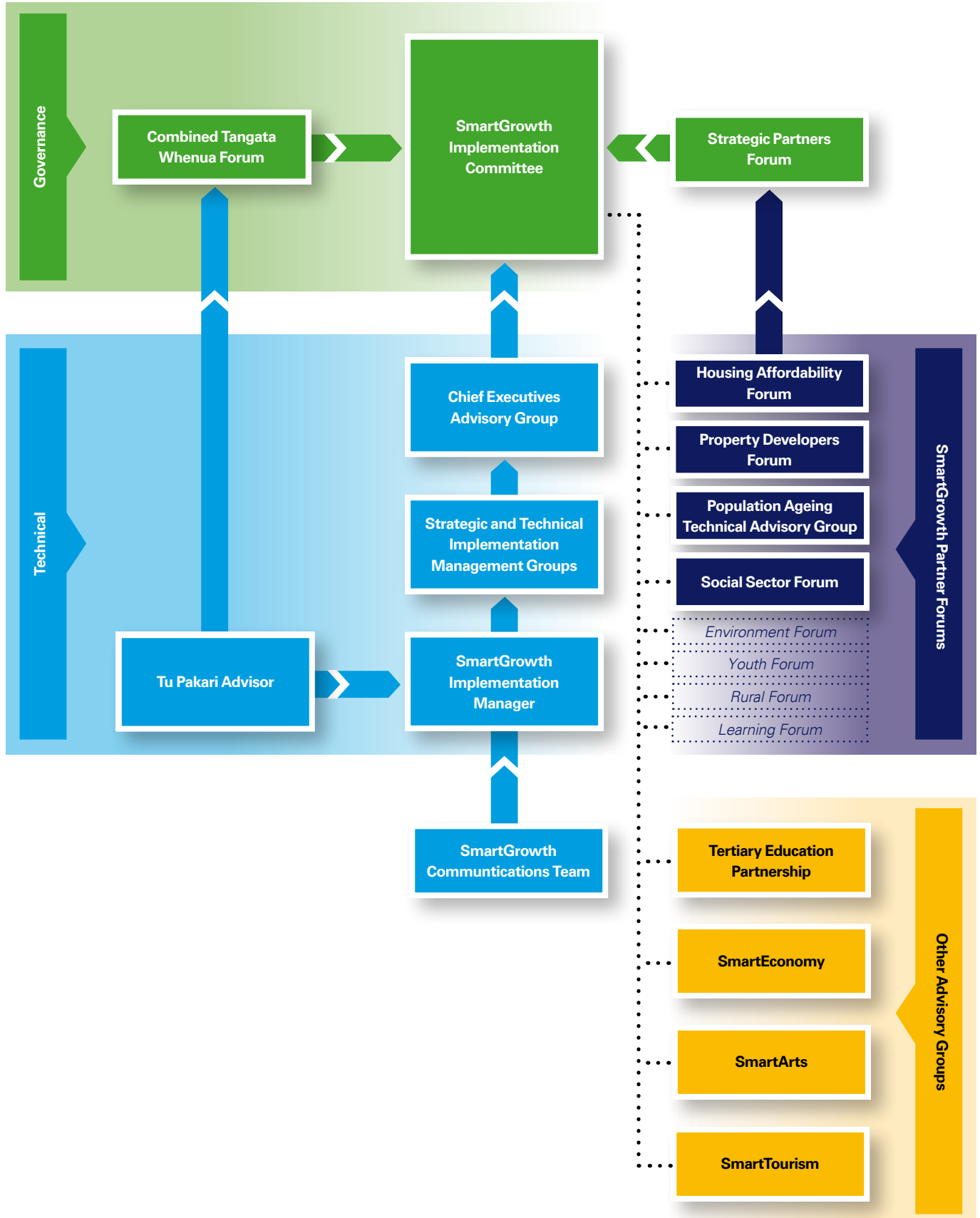
government. The strength of the Strategy is in large part due to the proactive role of community and strategic partners. The partnership is heavily dependent on a range of Government and non-Government agencies and community groups to help with implementation. Figure 2 provides an overview of all of the different groups that contribute to the strength of the SmartGrowth Strategy and its implementation. The SmartGrowth governance and management structure is illustrated in Figure 3.

The Settlement Pattern is an important component of the SmartGrowth Strategy.

It provides a blueprint for growth and development which identifies the existing and future location of residential and business land and considers the mix of land-use, transportation and other infrastructure in an integrated manner.

The original SmartGrowth Strategy focused on the philosophy of "live, work and play" in order to create liveable communities and emphasise the need for a balanced approach to growth management within each corridor and subsequently across the sub-region. The concept of "learn" has been added to the updated Strategy to emphasise the importance of education and lifelong learning to individuals and the

Figure 3.
SmartGrowth Governance, Advisory and Management Structure



community. This change is reflected in the vision and the implementation plan.

The SmartGrowth Strategy is a component of a wider Bay of Plenty regional framework which has an emphasis on natural resource use, economic development, energy management and transport planning.

3.2 The SmartGrowth Pillars

SmartGrowth has been founded on 5 key pillars which underpin the Strategy and its implementation. These are outlined below.

1. Partnership

The SmartGrowth Strategy has fostered a unique approach based on developing good relationships, building trust, and advancing a new way of working together. As positive relationships have developed, this has led to the formation of the SmartGrowth partnership, recognised for the strength of collaboration between the councils, tangata whenua, strategic community partners and Government agencies, particularly NZTA. Collaboration, trust, confidence and mutual respect are the hallmarks of SmartGrowth. This partnership includes active engagement with people and communities to ensure their aspirations are reflected in the growth of the region.

The SmartGrowth partnership is:

- Voluntary - to enable local authorities and the community work together to achieve mutually beneficial goals while retaining independence and autonomy.
- Wider than local government – to encourage the contribution of strategic community partners and central Government agencies, and recognise the degree of significance the community plays in planning for the future.
- Built on relationships – to recognise that relationships are built on trust, confidence and mutual respect. This means taking time to work through and resolve issues.

The SmartGrowth partnership is also

unique in that it is an early example of a partnership between local authorities and tangata whenua. Several mechanisms are in place to ensure active tangata whenua engagement and participation in SmartGrowth at the governance and management and operational levels of the partnership.

2. Collaborative Leadership

Collaborative leadership is about recognising that the western Bay community needs to plan together as a sub-region, rather than as separate authorities and districts. SmartGrowth provides a collaborative leadership approach to the management of key issues facing the western Bay. This benefits the community by increasing efficiencies in how we plan for growth and resolve the challenges we face. Working together from one blueprint also enables our community to punch above its weight in attracting central Government investment and to have a collective voice to Government and others on key issues.

3. Integration

An integrated approach to planning is a fundamental component of the SmartGrowth Strategy. The success of the SmartGrowth Strategy to date has in part been due to anchoring the Strategy's strategic direction and implementation actions in key policy and strategic planning instruments throughout partner organisations.

The basis of this approach is that land use should be contemporaneous with the provision of infrastructure, and with timely and equitable funding. This helps to anticipate growth, coordinate development and ensure that infrastructure and facilities are developed in an effective and affordable manner.

SmartGrowth partners have a formal commitment to Strategy implementation which has so far resulted in implementation through the Regional Policy Statement, District and City Plans, Long Term Plans, the Regional Land

Transport Strategy, the Regional Land Transport Programme and various other strategies and studies.

The benefits of an integrated planning approach include:

- Enables consideration of the most efficient use of public resources so that infrastructure costs over the long term across the whole of the Settlement Pattern can be kept as low as possible by planning for and providing infrastructure in a logical, sequenced manner.
- Integration of land use and infrastructure planning aims to ensure the optimisation of infrastructure investment.
- Enables growth impacts, risks and the cost of development to be identified early.
- Ensures all the SmartGrowth partners are making decisions using a common set of sound and agreed data.
- A comprehensive sub-regional picture of existing infrastructure services and future demands is essential for prudent asset management and budgeting.
- A collaborative sub-regional approach to planning for and providing infrastructure will become increasingly important as we explore collective and alternative approaches to funding.

4. Evidence-Based

SmartGrowth takes an evidence-based approach to strategy development and implementation. Appendix 3 details the significant amount of research underpinning both the 2004 Strategy and the Update and providing a solid platform for strategy development and implementation.

5. Live, learn, work AND play approach

The concept of live, learn, work AND play is anchored in the SmartGrowth Strategy and Settlement Pattern and emphasises the need for balance within the management of growth. It has relevance at different levels:

- At the sub-regional level, it articulates the vision for the western Bay of Plenty



to be a great place to live, learn, work AND play. The aspiration for the sub-region is to be recognised as a location without having to forego any of the these integral components.

- In terms of its practical application, the concept ensures the provision of land and services for housing, business, education, rural production, community activities and recreation and emphasises the interrelationships between these activities.
- At the local level it aspires to provide opportunities for people to meet most of their daily needs within their own communities and promote community cohesion. It supports the design of neighbourhoods and communities in a way which promotes social interaction, connectivity, access, a strong sense of place and sufficient housing choice to cater for a range of ages, incomes and household sizes.

3.3

Evolution of SmartGrowth

SmartGrowth – The first decade

The focus of the SmartGrowth strategy during the first decade included:

- Identifying opportunities to live, work AND play in order to ensure a balanced approach to growth management through identifying sufficient quantities of residential and industrial land within the Settlement Pattern
- Providing Government with land use certainty, particularly for transport investment, education facilities and other infrastructure and services.
- Anchoring the Settlement Pattern, for example through the Regional Policy Statement, district and city plans, the Regional Land Transport Strategy and Programme.
- Progressing the establishment of tertiary education facilities in the sub-region.
- Understanding the need for alignment of development with infrastructure planning and investment.
- Establishing key transport infrastructure, eg the Tauranga Eastern Link.

- Encouraging more development to locate away from the coast given the sensitivity of this environment and issues around natural hazards.
- Promoting a more compact urban form by establishing urban limits, encouraging higher density in greenfield subdivisions and identifying potential areas for residential intensification to occur.
- Providing a platform for a collaborative approach to managing growth across the sub-region

Lessons Learnt

The project has gained a lot of experience in growth management, strategy development and implementation since the inception of the original SmartGrowth Strategy in the late 1990's. Some of the lessons learnt from the first Strategy, include the importance of:

A. Responding to changing circumstances

- An ability to be flexible and adaptable to changing circumstances.
- Aligning both current and planned infrastructure investment with growth, taking account of potential changes in population growth and rates of development against forecasts.
- Building triggers into the Strategy which serve as early warning signals if things are not progressing according to plan.
- Adapting for changing demographics including the ageing population.

B. Natural hazard risk

- Integrating natural hazard management into our thinking about the Settlement Pattern.

C. The economics of development

- Carefully considering the economics of development before selecting and investing in growth areas.
- An awareness of the significant effects that the economy can have

on growth rates, development feasibility and infrastructure investment.

- Aligning land use, infrastructure and funding and the need to better align infrastructure capacity with development.
- The need to explore alternative funding approaches.
- Greater emphasis on improving housing affordability to enhance workforce and community wellbeing.

D. Thinking bigger than the western Bay

- The role of western Bay of Plenty in the Bay of Plenty context and the Bay of Plenty region in the wider Upper North Island context.

E. Relationships

- Partnerships and collaboration with the community and key stakeholders.
- Maintaining strong relationships with implementation partners.
- Effective engagement with Central Government.
- Increased community engagement and involvement on key issues including intensification given that there has previously been some community resistance to higher densities in some areas and achieving higher densities in greenfield areas can be difficult.
- Tangata whenua involvement in governance and implementation.
- The need for a wider spatial planning approach which recognises all of the well-beings rather than focussing solely on growth management.

F. Implementation

- Maintaining efficient and effective governance structures.
- Anchoring the Strategy under the Resource Management Act 1991 to provide a legal mandate for the Settlement Pattern.
- Anchoring the Strategy within the culture of organisations.

Figure 4.

The Evolution of SmartGrowth

- Taking a pragmatic approach where possible by ensuring actions are realistic and achievable and that there is real commitment amongst partners to their implementation.

SmartGrowth - The next decade

The original 2004 Strategy had a primary focus on providing a robust framework for future land-use and growth management. The 2013 Update takes a broader approach. The vision, issues and implementation plan set out in this Strategy are based around six interest areas or components of the SmartGrowth vision, which cover the range of social, cultural, environmental and economic well-being's. The interest areas are:

1. Strengthen visionary leadership and collaboration
2. Sustain and improve the environment
3. Build the community
4. Grow a sustainable economy
5. Recognise tangata whenua cultural identity and change
6. Integrated planning and the Settlement Pattern

Giving consideration to social, economic, cultural and environmental outcomes clearly recognises a wider land use planning and growth management perspective which is influenced by and impacts on the economy, environment and social and cultural wellbeing of communities. Spatial planning enables all of

these elements to be considered together in an integrated manner. This approach maximises the benefits and reduces the negative impacts of land use planning on the economy, the environment and social and cultural wellbeing.

This approach enables the Strategy to:

- Recognise and build on a partnership approach with the community by providing leadership and advocacy on issues which may extend outside of the traditional scope of local government
- Take a more comprehensive approach to issues and advocacy across the spectrum of well-beings on a sub-regional basis
- Enable a better understanding of the communities which make up the western Bay of Plenty and their key issues.
- Play a role in contributing to meeting the needs of future generation in the western Bay of Plenty
- Promote a sense of place and a sense of pride in our place
- Build on the relationships with and between the SmartGrowth Partner Forums

This more comprehensive approach to strategic planning means that partnerships with communities, the community sector and central Government agencies are vital to the success of SmartGrowth. It is about sharing a commitment to achieving the outcomes that will make the western Bay

of Plenty a great place to live, learn, work and play.

In response to both the lessons learnt during the first phase of Strategy implementation and the desire of the community and the SmartGrowth Implementation Committee for SmartGrowth to take a broader approach, the focus of the next phase of SmartGrowth over the next decade (2013-2023) will be around the broad action areas in figure 5.

Several of the actions within the Implementation Plan have been identified as priorities for SmartGrowth. Completion of these actions is considered essential if the SmartGrowth Strategy is to be successfully implemented. The SmartGrowth partners are required to develop and agree a detailed 3 yearly implementation and funding plan in accordance with action 711. Actions contained within this implementation and funding plan will be drawn from actions identified as priorities. Appendix 4 contains a list of priority actions across all 6 interest areas.

Figure 5.

The focus of the SmartGrowth Spatial Plan

3.4

The SmartGrowth Value Proposition

The following section sets out the needs and expectations of various interest groups in terms of planning for and managing growth and the value of the SmartGrowth Strategy in responding to these needs.

Needs and Expectations**A. Community and Ratepayers**

- Expect local government to show visionary and committed leadership and take a proactive approach to growth management by ensuring that physical, economic, cultural and social factors have been taken into consideration rather than leaving it for the development community to determine priorities and shape the future of the sub-region.
- Expect local government to plan ahead for well-located sites and facilities to meet the needs of the community.
- Expect a level of partnership and involvement in decisions that affect the future of the sub-region and their communities including active participation in planning.
- Expect local government is planning in a streamlined and efficient way.
- Need a degree of flexibility to respond to changing circumstances that impact on the sub-region as a whole

B. Land Developers, service providers, business and industry

- Need certainty over the form and location of development.
- Need cost effective infrastructure.

C. Tangata whenua

- Expect that the potential impact of growth on the environment in its broadest sense, including tangata whenua values, will be protected at a high level by establishing and implementing an agreed Settlement Pattern.
- Expect to be able to develop tangata whenua lands.

D. Central Government

- Expect clear signals from the sub-region as a whole, about the form and location of development as future demand patterns will provide an opportunity to examine the most cost effective service delivery options.
- Need to ensure the most efficient use of public resources so that infrastructure costs over the long term can be kept as low as possible and public investment in infrastructure is optimised.
- Expect local government to explore collective and alternative approaches to funding and co-investment.

E. Local Government

- Need to show leadership and be proactive
- Need to take a more integrated spatial approach to considering and addressing issues
- Need to ensure the infrastructure required to deliver the Settlement Pattern is provided in the most efficient and affordable way so that infrastructure costs and development contributions are kept as low as possible to enable growth to continue.
- Need to plan for land use, infrastructure and funding in an integrated, sub-regional way that transcends both political and administrative boundaries to optimise of infrastructure investment and its efficient, effective and safe use.
- For asset management purposes, need to have a comprehensive picture of existing services and likely future demands.
- Is required legally to identify, for at least the next 10 years, the impacts of future development on Councils' budgets.
- Need quality information to meet (as a minimum) the requirements of Section 32 of the Resource Management Act 1991 and to underpin and defend any specific

growth implementation measures, as Councils proceed to implement these.

- Need to welcome and enable the contribution of other non-government agencies in the future of the sub-region
- Need to think about planning for the environmental, cultural, economic and social factors that contribute to community wellbeing and aligning needs and implementation across agencies

F. Inter-Regional Stakeholders

- Better linkages between regions promote collaboration on key cross boundary issues and a wider Upper North Island approach to economic development
- Working together and using shared services to improve efficiency and effectiveness

What SmartGrowth delivers

In response to the needs and expectations set out above, SmartGrowth is a vehicle for the western Bay of Plenty to:

- Address issues collaboratively and present one strong, united voice outside the western Bay, including to central Government and adjoining districts and regions.
- Advocate collectively on agreed issues and directions gaining a strength that is greater than the sum of the individual parts, including advocacy for a range of matters beyond the traditional role of local authorities.
- Use a single framework and blueprint that transcends jurisdictional boundaries and is implemented through regional, city and district planning documents and through community groups and non-government agencies; promoting more streamlined and efficient planning processes and decision making.
- Obtain quality evidence to inform decision making and ensure central Government, non-government agencies, local authorities and

community groups all have access to uniform data to plan and act collectively

- Establish an integrated and agreed growth management framework for the western Bay, facilitating the efficient and effective provision of infrastructure and providing certainty for public and private investment.
- Establish strong partnerships with

tangata whenua through the Combined Tangata whenua Forum and enable tangible involvement in decision making.

- Establish strong partnerships with the community through the SmartGrowth Partners network which ensures involvement with the Strategy implementation, monitoring and reviews.

- Contribute to a better understanding of the social needs of the communities within the western Bay and align with key central Government priorities in the social arena.
- Assist with creating linkages to neighbouring sub-regions and regions.



4. Background

4.1

Past Approaches to Growth Management

The western Bay of Plenty sub-region has a history of rapid population growth since the 1950s. Impacts from growth resulted in local government taking an increasingly proactive approach to managing growth. The most significant of these were:

- Formation of a Regional Planning Authority for the Bay of Plenty in 1963 to cope with growth issues.
- The Local Government Commission in 1968 setting a general direction for growth known as “The Eastern Option”.
- The Papamoa Urban Growth Cell within which planning took place in the mid-1970s.
- Central Government in the mid-1980s undertook a comprehensive sub-regional Urban Development Study in collaboration with local councils (Te Puke Borough, Mt Maunganui Borough, Tauranga County and Tauranga City).
- The Local Government Commission 1989 Final Reorganisation Scheme, which put in place new Local Government boundaries and functions.
- The Tauranga District Council in 1990 initiating the Tauranga Urban Growth Study for the period through to 2001. This had a focus only on land within the Tauranga District and particularly land that had been in the former County.
- The Western Bay of Plenty District Council in 1991 developed it’s “Towards 2000” growth strategy.
- The Tauranga District Council and the Western Bay of Plenty District Council in 1994 collaborated on a sub-regional



industrial growth study. The Regional Council also participated in this project.

While progressive for their time, these initiatives did not take a sufficiently long-term, cross boundary view of growth issues and failed to place adequate emphasis on the relationships needed for successful implementation.

The SmartGrowth project was initiated in 2000 when it was recognised that the work underlying existing strategies was becoming outdated, and weaknesses

were beginning to show.

The SmartGrowth Strategy was a cohesive, sub-regional response to the pressures of growth on rural land, the natural and cultural environment, roads and other infrastructure, amenities, facilities, planning regimes and relationships between local authorities.

A joint committee was formed in 2001 comprising representatives from each of the local authorities and tangata whenua with the purpose of drafting a sub-regional

growth management plan. The Strategy was officially launched by the Prime Minister in May 2004 and subsequently adopted by the partners, being Councils and tangata whenua. The SmartGrowth Implementation Committee was established in 2004 as a joint governance committee comprising 3 representatives each from Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council and tangata whenua, and an Independent Chair.



4.2

SmartGrowth Reviews 2007 and 2010

An action review was completed in 2007 in order to ensure that the actions contained in the implementation plan were still relevant and able to contribute to delivering on the vision and overall principles in each area of the Strategy. A review of the form and function of the SmartGrowth implementation structure was completed in 2010 to ensure it remained fit for purpose.

4.3

SmartGrowth Update 2013

The strategy was comprehensively reviewed in 2012/13 to ensure the information base remains sound and the long term plan is kept current. The SmartGrowth Implementation Committee resolved to take an extended four well-beings approach to the 2013 Update to broaden the Strategy from being primarily a growth management plan to one that addresses the relationship between growth and the social, cultural environmental and economic well-beings. The Updated Strategy interprets the four wellbeing across a spectrum of six interest areas.

The 2013 update comprehensively considered the Strategy's strategic direction, issues, principles, and implementation methods, including all of the actions. The triggers initiating the

2013 Update include:

- Significant time had passed since the last Strategy action update.
- Changes in Government policy and legislation.
- A substantial slowing of growth and development in the western Bay of Plenty as a result of the economic slowdown began impacting on our national economy in 2008.
- The economics of development are becoming increasingly difficult.
- A growing importance of considering the wider Upper North Island growth area.
- A desire by the SmartGrowth partners to take a wider approach to the Strategy in terms of growing the economy, sustaining the environment, recognising cultural identity and building the community.

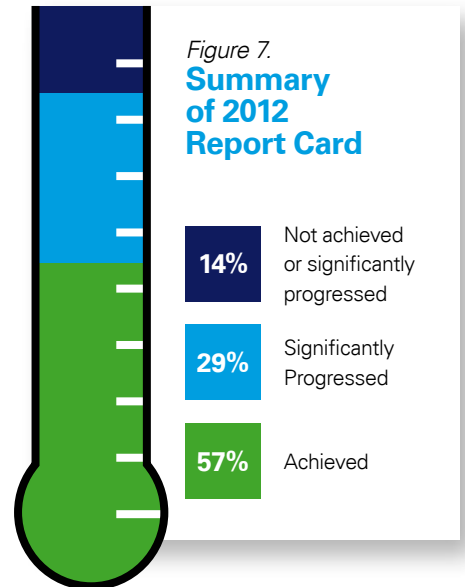
4.4

2013 Strategy Update Process

The project plan for the 2013 SmartGrowth Update was adopted by the SmartGrowth Implementation Committee in November 2011 and was subsequently ratified by each of the 3 partner Councils in early 2012.

The phases of the 2013 SmartGrowth Update project are summarised in *Figure 6*.

The 2013 Update of the SmartGrowth Strategy was informed by three main work programmes:



1. Report Card
2. Community Engagement Programme
3. Research Programme

A. Report Card

As part of the 2013 Strategy Update the inaugural SmartGrowth Report Card was completed to monitor progress on Strategy implementation between 2004 and 2012.

The Report Card is an audit of all the actions contained in the original SmartGrowth Strategy. All specific project actions in the Strategy were scored against the progress made on implementation. The Report Card was a

Figure 6.

Phases of the 2013 SmartGrowth Update Project

key input into the SmartGrowth Update by identifying completed action from the 2004 strategy along with action where on-going efforts are required.

Overall, the 2012 Report Card illustrated a high level of commitment to SmartGrowth by the implementation partners with over 85% of actions either achieved or significantly progressed (*Figure 7*.)

The Report Card was completed in collaboration with implementation partners (staff and governance) and SmartGrowth Partner Forums.

B. Community Engagement

A comprehensive two phase community consultation and engagement programme was undertaken to inform the update of the SmartGrowth Strategy.

Phase 1 involved conversations with the community and using the feedback to inform the content of the Draft SmartGrowth Strategy 2013. During this phase over 40 community meetings were held over a three month period centred around the members and wider networks of groups affiliated to the SmartGrowth Partner Forums including:

- Strategic Partners Forum
- Housing Affordability Forum
- Population Ageing Technical Advisory Group
- Combined Tangata whenua Forum
- Property Developers Forum
- Social Sector Forum

The feedback received from the community engagement assisted with the identification of issues and the development of principles and actions to respond to those issues.

Phase 2 of the community engagement programme consisted of formal submissions and hearings on the draft Strategy.

C. Research Programme

A comprehensive research programme

was undertaken to inform the 2013 Strategy. A Research Working Group was established to oversee this process. An External Reference Panel which included representatives from the health sector, the development community, planning specialists and an economist was also established in order to peer review the research, provide input and identify challenges for implementation.

New research was undertaken in the following areas;

- Growth management key issues
- Business Land
- Residential Land
- Residential intensification
- Housing affordability
- Social and community wellbeing
- Population ageing
- Development viability
- Infrastructure
- Transport
- Tangata whenua aspirations
- Tsunami hazard

SmartGrowth 2013 was also informed by the 2013 updates of both the Smart Arts and Smart Economy Strategies.

In addition to the new research, the 2013 Update was also informed by the substantial amount of research which underpinned the 2004 Strategy. Where necessary, implementation updates were prepared to revise previous reports. SmartGrowth 2013 is also informed by various reports prepared independently by the partner Councils since adopting SmartGrowth in 2004.

Research reports are listed in Appendix 3. The full reports are available on the SmartGrowth website: www.smartgrowthbop.org.nz

4.5

Legislative Mandates

SmartGrowth seeks to provide a consistent knowledge base and vision for the SmartGrowth partners and other agencies to plan for, and sustainably manage, growth in an integrated manner. In doing this, processes have been

designed to be consistent with the key planning statutes: the Local Government Act 2002, the Resource Management Act 1991 and the Land Transport Management Act 2003. This will support the partner Councils in achieving compliance obligations during implementation.

These three statutes are important to the SmartGrowth Strategy in the following ways:

- The Local Government Act 2002 sets out the purpose of local government, which, as a result of the 2012 amendments, emphasises local decision making on behalf of communities, meeting the current and future needs of communities for good quality local infrastructure, local public services and performance of regulatory functions in a way that is most cost effective for households and businesses. The Act also identifies key principles and provides for important implementation tools such as long-term plans, development contributions policies, annual plans and reports, triennial agreements and the authority to establish joint governance committees. It also outlines consultation and decision-making processes which were used for the 2013 Strategy Update.
- The Resource Management Act 1991 is concerned with the sustainable management of natural and physical resources. The purpose of the Act confirms the importance of sustainability in the environmental sense as well as in its broader purpose of social, economic, and cultural well-being. To enable sustainable management, the Act provides key implementation tools which are important to SmartGrowth e.g. Regional Policy Statements and regional plans at the regional level, and district plans at the local level.
- The Land Transport Management Act 2003 (LTMA) governs the way the New Zealand land transport system is developed, managed and funded. The purpose of the Act is to contribute



to the aim of achieving an affordable, integrated, safe, responsive, and sustainable land transport system. The LTMA also provides important implementation tools such as the Government Policy Statement on land transport funding, national and regional land transport programmes, regional land transport strategies, tolling and public-private partnerships.

The 2013 Strategy Update was undertaken at a time of significant legislative change which may necessitate subsequent amendments to the Strategy. It is important that the Strategy is flexible enough to align with legislative changes. As a long term spatial plan, it is necessary for the SmartGrowth Strategy to be broadly based. The Strategy is wide enough to cover the purpose and principles of the three key planning statutes and to respond to any change as a result of legislative reform.

5. Operating Environment

5.1 International Trends

There are a number of international trends that the SmartGrowth Strategy needs to be aware of. Decisions are made globally which affect New Zealand and the western Bay of Plenty sub-region. These are large-scale international influences that in the most part are beyond our control. The SmartGrowth Strategy assumes that the trends identified in this section will continue, and that the Strategy and its implementation will need to be flexible in order to be able to respond and adapt to these changes. The types of global trends and impacts which the SmartGrowth Strategy needs to be cognisant of are:

- Increased economic volatility

- Finite resources and increased difficulty accessing resources (especially land, water and energy)
- Price and availability of fuel
- Climate change
- Increasingly urbanised populations
- Unaffordable housing
- Science and technological advances and changes
- Global insecurities around economic instability and inequalities, food and resource shortages as well as political situations
- Ongoing globalisation
- Increasing awareness of natural hazard risk due to major natural disasters and extreme weather events
- Significant demographic changes driven by worldwide population ageing which

is characterised by a dramatic projected worldwide increase in population growth in people over 65 years coupled with a decline in other lower age groups. By 2031, the population of over 65 year olds is projected to increase by 98 million while all other age cohorts combined are projected to decline by 41 million. This is expected to drive increasing international competition to attract young employees.

The trends and impacts noted above are becoming an increasing concern for communities world-wide. The SmartGrowth Strategy needs to be resilient, adaptive and responsive to emerging issues, challenges and changing trends. This will be achieved



through the action framework contained in Parts B and C of this Strategy, in particular monitoring and review.

5.2 National Context

The most recent estimate of the New Zealand population, released by Statistics NZ in 2012, was 4.4 million. Projections covering the period 2011-2061 suggest that figure will increase to 5.4 million by 2036 and reach 6 million by 2061.

New Zealand's population grew at an average rate of 1.3% a year between 1951 and 2012. The growth rate has generally been slowing as fertility rates have fallen and the population age structure has changed. Population growth averaged 2.2% during the 1950s but only 0.7% during the 1980s. Growth averaged 1.2% in the decade ending 2012.

Slower population growth is predicted over the next 10-40 years, with growth predicted to occur as follows:

- 0.9% during the 2010s
- 0.8% during the 2020s
- 0.6% during the 2030s
- 0.5% during the 2040s
- 0.4% during the 2050s.

There is roughly a 1 in 6 chance that the population will be declining by 2061.

Future population in New Zealand, like the majority of the developed world will be ageing driven as opposed to the youth driven growth of the past. The 2011 median scenario projections released by Statistics NZ indicate:

- Population growth will slow as New Zealand's population ages.
- The gap between the number of births and deaths will narrow.
- There is roughly a 1 in 3 chance that deaths could exceed births in 2061.
- The population aged 65+ (600,000 in 2012) will increase to 1.2 million in 2036 and 1.5 million in 2061.
- The proportion of the population aged 65+ (14 % in 2012) will increase to

23% in 2036 and 26% in 2061.

Declining birth rates, longer life expectancy, net migration loss of young people and net migration gains of retirees all contribute to the process of population ageing which is characterised by more elderly than children, more deaths than births, and ultimately a natural decline in population numbers. In New Zealand, the shift to natural decline is not expected to occur nationally until the second half of the Century. However, the crossover is already occurring in three Territorial Authorities (Waitaki, Thames Coromandel, and Horowhenua) and is projected to be the case in 22 Territorial Authorities (30%) by 2031. New Zealand is not alone in the phenomenon of population ageing and there will be increased competition amongst developed countries to attract and retain young people including skilled migrants¹.

Other issues facing New Zealand as a whole that may have a bearing on the SmartGrowth Strategy include:

- The effects of economic conditions and increasing debt levels.
- Improving economic productivity.
- A focus on the wider Upper North Island land use and transport influences.
- Significant ongoing funding challenges for local government, particularly in growth areas and also for transportation.
- A number of social issues in part related economic conditions such as a lack of economic confidence, reduced job opportunities, increased housing costs, and income inequality.
- A very uneven spread of future growth across New Zealand with the majority of growth expected in Auckland and Waikato, Bay of Plenty, Canterbury and Wellington also predicted to experience growth to a lesser extent.

5.3 Upper North Island Context

The significance of the Upper North

Island is becoming increasingly important from a national perspective as evidenced by the following:

- The three regions of Auckland, Waikato and Bay of Plenty are expected to grow at a greater rate than the rest of the country. By 2031 it is expected that together they may account for 53% of New Zealand's population.
- The three regions are responsible for the production and attraction of over half of all road and rail freight in New Zealand. The forecast growth in freight traffic generated in the Waikato region is expected to double by 2031. The majority of this freight traffic is between the Waikato and Auckland.
- Auckland, Waikato, and the Bay of Plenty currently generate over 45% of the nation's gross domestic product, this is likely to continue to grow and is projected to account for half of New Zealand's total economic activity by 2025.
- The significant role played by the Port of Tauranga, the Ports of Auckland and their associated freight hubs.
- There is high growth forecast in retail trade for the Auckland, Waikato and Bay of Plenty regions.
- The integration of economic activity between Auckland, Tauranga and Hamilton is likely to increase as transport corridor improvements are completed and travel times reduced.
- In addition to transport linkages, there are also spatial linkages between land and infrastructure required to support social and economic wellbeing in the western Bay of Plenty sub-region, the wider Bay of Plenty region and the adjacent upper North Island Regions.

Key issues for the Upper North Island include a lack of shared information and resources, no clear Upper North Island port strategy or Coastal Shipping Strategy, serious rail capacity issues for the Auckland rail corridor, a lack of inter-regional collaboration on key decisions, lag infrastructure and a lack of funding. Various initiatives are currently underway to address these issues. Such initiatives include the establishment of a joint Bay

¹ Jackson, N, 2007. Population ageing in a nutshell: a phenomenon in four dimensions. *People & Place* 15(2): 12-21.

of Plenty / Waikato State Highway 1/29 Working Group as well as work being undertaken by the Upper North Island Strategic Alliance.

5.4 Regional Context

The Bay of Plenty region is New Zealand's fifth most populated area. The region encompasses 12,486 square kilometres and in 2001 had a population of 240,000. By 2006 the population had increased to 257,379. About 80% of the region's population live in urban areas.

There are marked differences across the region in measures of social, economic and cultural well-being.

Key issues for the Bay of Plenty region include:

- Reconciling urban growth needs with impacts on the natural environment, in particular productive rural land, natural hazards and harbours and lakes.
- Integrating land use planning with sub-regional, regional and national transport systems and investment eg through the Regional Land Transport Strategy, Regional Land Transport Programme

and National Land Transport Programme to achieve optimisation of investment and the efficient, effective and safe use of the network.

- Understanding the contribution the Bay of Plenty region makes to the rest of New Zealand, including its regional and national economic drivers and the provision of infrastructure.
- Understanding the contribution of the wider Bay of Plenty region to the western Bay sub-region particularly in terms of securing the supply chain for exports through the Port of Tauranga and establishing regional catchment frameworks for environmental management.
- Providing opportunities for recreation, parks and other facilities on a regional scale
- Providing a breadth of quality educational opportunities for people of all ages including an expansion of research capacity and capability in the region.
- Increasing the knowledge capacity of the region through access to lifelong learning.

Major environmental issues facing the region include the deterioration of water quality, loss of wetlands, and growing pressure on the marine environment

from recreation, aquaculture, coastal development and sedimentation.

Key factors contributing to the demographic structure of the region include;

- The Bay of Plenty is currently the third 'oldest' region in New Zealand, and is a significant 'age driven growth' region. At 2013, 16% of the regional population are over 65 years as compared to 13% nationally. However over the next 20 years, 90% of the growth projected for the Bay of Plenty region will be in the 65 plus age group. By 2031, 25% of the regional population will be over 65 as compared to 21% nationally.
- 25% of the population is Maori and approximately 1/3 of all children aged under the age of 19 are Maori.

5.5 The western Bay of Plenty Context

To understand a place it's important to understand its history, people, geography, climate and economic base which all contribute to making the western Bay of Plenty what it is today.



Captain Cook recognised the fertility of the land when he named the area the Bay of Plenty. The stunning natural environment of the western Bay of Plenty (or Tauranga Moana) including the Tauranga harbour, estuaries and forests over nearly 2300km² has sustained tangata whenua from the earliest times to the present generation who have benefited from the great temperate climate and soil for horticulture, in particular kiwifruit and avocados.

The sub-region has a long history of human settlement. Tangata whenua of the western Bay of Plenty - Mai Nga Kuri a Whareki Otamarakau, have occupied the area for dozens of generations. Great migration waka were attracted to this area, its fertile soils, rich sea resources and forests. Early Ngamarama kin groups, Tainui, Te Arawa, Takitimu and Mataatua descent groups all came to Tauranga Moana and made this their home. They constructed huge pa, villages, camps, gardens, burial grounds, utilised fishing and shellfish gathering areas and explored great forests.

The western Bay of Plenty has had its fair share of tribulations with intertribal wars between 1819 and 1821, 1832 and 1845 and land wars between Maori and the Crown during 1863/64 and 1866/67 resulting in significant tracts of land confiscated from Maori. Depression in the 1880's and 1930's contributed to hardship and lack of population growth amongst Maori. Today, there are some 15,000 resident tangata whenua members, 24 marae at least seven iwi and more than 25 hapu.

Since the arrival of tangata whenua many centuries ago, followed by the first European settlers in the 1820, our environment and the opportunities it affords has attracted people from within New Zealand and around the world to Tauranga Moana or the western Bay of Plenty.

Tauranga is the only city in the western Bay with smaller settlements at Te Puke, Katikati, Waihi Beach, Omokoroa, Maketu Pukehina, Te Puna and Paengaroa.

Tauranga was named after the harbour, meaning a resting place or anchorage for canoes.

The sub-region has been an area of rapid population growth since 1950. In 2006 the population was 149,900 a 13% increase from the previous census in 2001. The population data from the 2013 Census will not be available until early 2014, however Statistics New Zealand released some provisional figures in 2011 which provide a useful bridge between the 2006 census and the 2013 census. This data indicates that the sub-regional population is 161,500, an increase of around 8% since 2006. While population growth has slowed since the mid-2000s, the sub-region is still experiencing growth.

SmartGrowth partner Councils have collectively adjusted the original SmartGrowth projections to reflect the slowing of growth and development in the sub-region. These revised projections provide for a long term population of 275,000 at 2051 and will be reviewed once the census data is available in 2014. Population projections and demographics are discussed in more detail in section 14 of the Strategy.

The subregion has some specific characteristics in terms of its demographic makeup including;

- An ageing population and decreasing size of households
- As a sunbelt destination, the sub-region has a significantly older population than the national average
- Labour force participation rates, average incomes and spending are lower than the national average
- Historically, a significant proportion of growth has been from net national migration with natural increase having a small influence
- A reasonable amount of 'churn' ie moving to and from the sub-region
- Different demographic patterns of fertility and mortality for Māori compared to non-Māori resulting in a relatively youthful Māori population as

compared to non-Maori.

- Seasonal increases in population due to horticultural workers and holiday makers

Tauranga Moana is one of New Zealand's largest natural harbours and is home to the country's biggest port, the Port of Tauranga. The harbour and Port of Tauranga have encouraged burgeoning export focused industries, as well as attracting increasing numbers of international cruise ships. The iconic Mauao (Mt Maunganui), an extinct volcanic cone, stands alone at the southern entrance to the harbour dominating the surrounding landscape. These outstanding natural features have made the western Bay of Plenty a very popular tourist destination as well as attracting many people who have made the western Bay their home.

The boundary of the sub-region extends from Waihi Beach to Otamarakau (east of Pukehina) and is bounded by the Kaimai Range to the west and the Pacific Ocean to the East. The landform is rolling to steep with extensive coastal plains. The total area of the sub-region is 2289 km².

There are a number of challenges facing the western Bay of Plenty as set out in the next section in the context of the six SmartGrowth interest areas:

1. Strengthen visionary leadership collaboration;
2. Sustain and improve the environment;
3. Build the community;
4. Grow a sustainable economy;
5. Recognise tangata whenua cultural identity and change;
6. Integrated planning and the Settlement Pattern.

There is a limit to the extent to which a Strategy like SmartGrowth can directly address some of the issues outlined. However, there are a number of areas that it can give effect to through Strategy implementation, working with other groups and taking on an advocacy role.

5.6

Strengthen Visionary Leadership and Collaboration

While SmartGrowth has been successful at establishing a strong partnership approach, there is a need to strengthen the relationship with the implementation partners, the community and with Central Government. In the past, there has also been limited opportunity for on-going cooperation with surrounding sub-regions or other regions, especially the Upper North Island, on matters of mutual interest. SmartGrowth has achieved some significant gains in terms of anchoring policy at district and regional level as well as positive engagement with central Government around new infrastructure for transport and education within the sub-region. We need to ensure continued alignment both within the partnership and between key documents and that we retain a degree of flexibility in how these policies are applied so that we can adapt to changing circumstances. There are limited funding tools available for Strategy implementation and the SmartGrowth Partnership has to find new and innovative ways of funding its implementation projects.

Part B contains the issues, principles and detailed actions required to ensure we have a strong partnership, collaborative leadership and provide effective advocacy.

5.7

Sustain and improve the environment

A key challenge for the SmartGrowth Strategy is reconciling urban growth needs with impacts on the natural environment. Ecological areas need to be protected and enhanced. Coastal land is under pressure from development which has to be balanced against the need to protect the unmodified coastal landscape. Water quality is an ongoing issue for the sub-region's harbours and estuaries. Water quantity is also an emerging issue with competing uses for water leading to the need to better understand future water availability, demand and allocation.

The Strategy also identifies the need to improve the way we monitor the state of the environment across the sub-region and how we address critical issues which have the potential to impact on environmental wellbeing and amenity such as waste disposal and pollution.

Part B contains the issues, principles and detailed actions required to ensure that we work together to protect and enhance our distinctive natural environment.

Natural hazard management is also a key issue for the Strategy. The suitability of land for urban development has to be assessed against the risk of natural hazards. Like many other areas in New Zealand, the history of residential development in our sub-region has resulted in significant tracts of coastal land being utilised for urban development. Coastal land, by its nature is at risk from coastal hazards including tsunami. Part C of the Strategy considers the risk of natural hazards on the Settlement Pattern and advocates for a precautionary approach to natural hazard management.

5.8

Build the community

There are increasing pressures on social infrastructure in the sub-region at all levels, particularly services such as healthcare and education which need to keep pace with growth and changing demographics. In the past, growth management has placed little emphasis on the need to provide additional community services and facilities to match the rate of growth. Changing demographics, particularly an ageing population, introduces a range of issues and opportunities, such as addressing housing needs of an older population, adapting to having older people in the workplace and ensuring that older people have access to services and facilities. The community increasingly wants to be involved in decisions which affect them and are dissatisfied with the existing opportunities to influence decision making.

The availability of high-quality open space and leisure opportunities are key indicators of the quality of life that a community enjoys. Open space can be used as a method for managing urban form. The securing of land through purchase is key to ensuring that amenity, open space and leisure opportunities are provided and can also help protect ecological areas and define urban boundaries. However, securing land for open space, sport facilities and recreation has become a significant challenge over the last few years given the cost of land and the fiscal challenges facing local authorities. Each local authority sets a level of service for recreation (both passive and active) through their respective Long Term Plan processes. At present these have a heavy focus on maintaining existing amenities, sometimes to a reduced level of service.

It is important that existing open space and recreation areas are protected, that future provision is well planned for and keeps pace with growth and that there is continued and collaborative planning and thinking around open space, sport and recreation despite current financial constraints. The future provision of access to the harbour and ocean for active and passive marine-based recreation also needs to be planned for to meet the needs of the future population.

Part B contains the issues, principles and detailed actions required to ensure we work proactively and in partnership with the community, to make western Bay active, vibrant, connected, caring, healthy and safe.

5.9

Grow a sustainable economy

The sub-region is faced with a number of economic challenges, particularly following the economic slowdown, and it is important to adapt to the new environment. The sub-regional economy is relatively low skill and low wage. The ageing population also presents challenges and opportunities to the sub-

regional economy. Affordable housing is another area of concern as wage rates struggle to keep pace with house prices. Making the sub-region an attractive place for people to live, learn, work and play is an area that requires ongoing effort if we are to grow the sub-regional economy. We need to create an enabling business environment, attract relevant skill sets, build on our sub-regional strengths and grow our tertiary education capacity.

The Tauranga Central Business District is the commercial, civic and cultural heart of the sub-region with an emphasis on specialty shopping, entertainment, cultural facilities, residential living, tertiary education and employment. Ongoing effort is required to promote a vibrant City Centre. A well connected CBD and waterfront that provides for interaction with the harbour will enhance access and economic activity. Key cultural facilities also need to be developed and enhanced within the CBD to provide important social and cultural activities for the community to enjoy.

Town centres such as Katikati and

Te Puke are principal service centres providing social and cultural facilities. Community initiatives are underway to further enhance these centres. There are also a number of smaller townships and communities in the western Bay of Plenty sub-region that play an important role in terms of providing local facilities and services.

The major towns in the western Bay of Plenty sub-region face a number of challenges as well as opportunities. These include:

- Conflict between heavy traffic and town centres where major highways bisect communities.
- The effect of major infrastructure projects, for example the transformation of Te Puke once the Tauranga Eastern Link has been completed.
- Loss of retailing opportunities if town centres aren't strengthened.
- The impact of large format retailing.
- The challenge of maintaining distinctive town centres to preserve and enhance the unique character of our communities.

There are also challenges around establishing viable town and neighbourhood centres for new growth areas given the impact of the economic slowdown.

The detailed actions required to promote these aims are contained in SmartEconomy – the sub-regional economic development strategy. SmartGrowth encourages a wider perspective on the meaning of a sustainable economy and contains the key actions required to anchor, support and enable the implementation of SmartEconomy to ensure our economy is thriving, growing, diverse and sustainable.

5.10

Arts and Cultural initiatives

We place a lot of value on the arts as a way to express ourselves, our identity and our belonging. There is a strong desire to create vibrant places and lifestyles that are both valued by locals and play a role in attracting human capital, businesses and industry to our sub-region. International research on urban regeneration



identifies cultural amenity as one of the fundamental cornerstones of attracting human capital. Other factors include lifestyle, environmental quality, cultural amenity and natural/outdoor amenity.

The SmartArts Strategy sets the overall strategic direction for arts development within the sub-region, and outlines the key issues and priorities for action. SmartArts adds an arts flavor to the broader SmartGrowth Strategy, by ensuring a clear strategy is in place to ensure creative expression is a successful contributor to the quality of life in the western Bay of Plenty 2051. SmartArts aims to:

- ensure our sub-region is recognised as a thriving creative environment, through exploring and experimenting in the arts
- provide access (places and spaces) and support services that promote innovation in the arts through smart planning
- promote creative thinking to underpin economic, social, environmental and cultural outcomes that leave a legacy for future generations.

While the detailed actions required to promote these aims are contained in the SmartArts Strategy, SmartGrowth contains the key actions required to anchor, support and enable the implementation of SmartArts.

5.11

The Rural Resource

The sub-region's productive rural land resource is a major contributor to the Bay of Plenty regional economy. The horticulture industry contributes more than 19% or \$1.5 billion to the Bay of Plenty regional economy's gross domestic product. More than 80% of kiwifruit (New Zealand's largest horticultural export value product), 74% of the avocado crop and 30% of the national citrus crop is grown in the Bay of Plenty region. In 2009 46% of employment in the Western Bay of Plenty District was in primary industries.

Rural areas need to be managed to provide continuing rural production, especially for horticulture given its significance to the sub-region. The region's productive land resources continue to be under some pressure from urban development.

In order to protect the rural land resource, SmartGrowth concentrates development in Tauranga City and in key towns and centres of the Western Bay District. Land which has been identified as highly versatile for food and fibre production has been avoided where practicable. During the development of the 2004 Settlement Pattern a more compact urban form was preferred by the community as a way of protecting productive rural land from continued urban development. Consultation undertaken for the 2013 Update reconfirmed the value placed by the community on the protection of productive rural land.

5.12

Recognise tangata whenua cultural identity and change

Tangata whenua culture and identity is more threatened by growth than any other culture and has unique needs that must be taken into account when managing growth. The history of growth and development in the sub-region has involved the loss of land and resources, social marginalisation and long standing grievances. These pressures on tangata whenua resources will continue as population growth and related urban development evolves. Significant progress has been made on the issue of developing Maori land for Maori housing, however there is still work to be done. SmartGrowth also needs to be cognisant of the changing landscape in terms of iwi lands and resources post Treaty Settlements.

Part B contains the issues, principles and detailed actions required to ensure we realise economic and social opportunities for tangata whenua while protecting cultural identity.

5.13

Integrated planning and the Settlement Pattern

The SmartGrowth sub-regional Settlement Pattern is a cornerstone of the Strategy. The SmartGrowth Settlement Pattern makes provision for sustainable urban and rural development of the sub-region, specifically for the next 20 years and generally for the next 50 years. It identifies indicative 50-year land supply needs and provides for its potential release and development according to the demand for land and the ability to service land with appropriate and affordable infrastructure.

The Settlement Pattern is underpinned by the desire to achieve a more compact urban form. Development is concentrated in key growth areas and corridors in order to achieve infrastructure efficiencies, avoid productive rural land and protect important natural areas.

The value of the Settlement Pattern as an integrated, long term blueprint for development is in sending clear and unambiguous signals to the market and providing investment certainty. Failure to do so will create uncertainty and place undesirable speculative pressure on land prices affecting, amongst other things, the ability to use land for productive purposes, the protection of the natural and cultural environment and the efficient delivery of infrastructure.

The 2004 Settlement Pattern and the urban limits which define its boundaries, have since been anchored in the Regional Policy Statement (RPS) and the City and District Plans.

Providing development certainty and reducing investment risk, can raise concerns about the ability of a long term Strategy like SmartGrowth to retain a degree of nimbleness to respond to a changing environment. For this reason SmartGrowth 2013 places more emphasis on regular monitoring of the operating environment and reconciling

these trends against the key assumptions upon which the Settlement Pattern is based.

SmartGrowth 2013 also places a significant amount of emphasis on achieving a Settlement Pattern that is achievable and commercially viable to develop. Development feasibility is about making sure that the SmartGrowth Settlement Pattern can be implemented on the ground and that the conditions are right for development to occur, ie that development is commercially and financially viable for the private sector to undertake.

The emphasis of the original 2004 Settlement Pattern was on ensuring sufficient land supply for industry and housing without any detailed consideration of development viability. Conditions were very different at that time with stronger growth rates, speculative development and some remaining capacity within infrastructure networks.

Part C of this Strategy details the work undertaken during the 2013 Update to better understand the challenges to full implementation of the 2004 Settlement Pattern and the further work required to consolidate it.

Integrating land use, infrastructure and funding is an on-going challenge. A key issue for the Strategy is ensuring that land is located in the right places so that there is optimal and cost effective infrastructure provision. The costs associated with servicing new urban growth areas with appropriate infrastructure are high. Rates of development have also been declining which is partly because of the economic slowdown. The Strategy faces the issue of making sure that development is commercially viable given current economic conditions. SmartGrowth aims to achieve a more compact urban form and to reduce impacts on productive rural land. However, implementing residential intensification is an on-going challenge that will require leadership and the

active involvement of the SmartGrowth partners.

The Strategy also aims to ensure that efficient and effective transport networks are in place and are integrated with the land use pattern. Of particular importance, is the continued efficient movement of freight to and from the Port of Tauranga given the significant increase in freight volumes projected.

The sub-region is heavily reliant on travel by private vehicle and has low rates for public transport and walking and cycling for commuter trips. This increases congestion, energy use and emissions and compromises route efficiency. There has been significant investment in the public transport mode to date. However, If public transport funding levels remain static, it will be increasingly difficult to maintain the current level of service let alone respond to growth. It is vitally important that the public transport mode is sustained and grown in order to build on the investment already made and provide a reasonable service for the community.

Part C contains the issues, principles and detailed actions required to ensure we all work from the same long term planning blueprint which incorporates planning for land use, transport and other infrastructure in an efficient and affordable way.







Western Bay - a great place to **live, learn, work AND play**

Part
B

**Implementation
Plan**

6. Introduction

SmartGrowth puts a strong emphasis on implementation through the actions that are set out in the Implementation Plan. These actions take the Strategy beyond a broad statement of ideals to a pragmatic work programme where progress can be gauged against agreed measures of success.

The Implementation Plan reflects the 6 interest areas in the 2013 Strategy. The actions contained in the Implementation Plan are intended to enable tangible progress against the desired outcomes for each of the 6 interest areas. Each interest area contains a desired outcome and together the suite of outcomes

are intended to give effect to the SmartGrowth vision of making the western Bay a great place to live, learn, work AND play.

The Implementation Plan for the interest area of 'Integrated planning and the Settlement Pattern' is contained in Part C.



Desired Outcomes & Action Focus Areas *(Continued)*

Interest Area 1	Strengthen Visionary Leadership and Collaboration
Desired Outcome:	We have visionary, collaborative leadership, a strong partnership and provide effective advocacy.
Action Focus Areas:	<ul style="list-style-type: none"> a. Strengthen relationships with the community b. Strengthen and maintain relationships between implementation partners c. Strengthen our relationship with central Government d. Strengthen our relationships with the upper North Island e. Strengthen our relationships with the wider Bay of Plenty f. Align the implementation toolkit g. Provide guidance h. Investigate collaborative funding options i. Greater accountability, reporting and review
Interest Area 2	Sustain and improve the environment
Desired Outcome:	We work together to protect and enhance our distinctive natural environment.
Action Focus Areas:	<ul style="list-style-type: none"> a. Promote sustainable use of resources b. Protect restore and maintain the amenity of our unique environment c. Environmental Monitoring
Interest Area 3	Build the community
Desired Outcome:	We work proactively and in partnership with the community to make western Bay active, vibrant, connected, caring, healthy and safe.
Action Focus Areas:	<ul style="list-style-type: none"> a. Build and value partnership with the community b. Plan for infrastructure to support communities c. Consider the implications and opportunities of an ageing population d. Provide tertiary education opportunities e. Promote arts and cultural initiatives f. Provide transport to connect communities
Interest Area 4	Grow a sustainable economy
Desired Outcome:	Our economy is thriving, growing, diverse and sustainable.
Action Focus Areas:	<ul style="list-style-type: none"> a. Create an enabling business environment b. Strengthen connections c. Encourage a thriving city centre d. Consider the implications and opportunities of changing demographics on the economy e. Improve housing affordability
Interest Area 5	Recognise tangata whenua cultural identity and change
Desired Outcome:	We realise economic and social opportunities for tangata whenua while protecting cultural identity.
Action Focus Areas:	<ul style="list-style-type: none"> a. Recognise tangata whenua interests and values b. Provide for the use of tangata whenua lands and waters c. Plan for changing Maori demographics
Interest Area 6	Integrated Planning and the Settlement Pattern
Desired Outcome:	We all work from the same long term planning blueprint which incorporates planning for land use, transport and other infrastructure in an efficient and affordable way.
Action Focus Areas:	<ul style="list-style-type: none"> a. Demographic analysis/modelling b. Residential land c. Business land d. Managing the risk of natural hazards on the settlement pattern e. Strategic transport f. Cost effective infrastructure

Action Table Interpretation

Actions	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	

The Implementation Plan sets out what needs to be done to achieve the SmartGrowth vision. Indicative resourcing requirements and timeframes have been identified so that SmartGrowth Partners and other agencies involved in implementation can consider (through their respective funding processes) what is achievable within the capacity of their organisation's resources and competing demands. A more detailed 3 year implementation and funding plan will be developed, agreed and updated annually. This detailed plan will input into Partner Councils Annual Plan funding rounds and will also include assessment and identification of projects that may be funded through the SmartGrowth budget.

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	completed 1 year after adoption
<i>Short</i>	completed 3 years after adoption
<i>Medium</i>	completed 5 years after adoption
<i>Long</i>	completed 5+ years after adoption

Lead agencies

The lead agency is the organisation responsible for initiating and leading the delivery of the action. The lead agency does not provide unilateral policy direction. Policy direction will result from the lead and support agencies working collaboratively.

The actions which reference the SmartGrowth Partnership as the lead agency will be delivered in collaboration with the 4 principle SmartGrowth partners. Resourcing and monitoring the delivery of these actions will be the responsibility of the collaborative

structures within the SmartGrowth framework including at governance, Chief Executive, management level. Practical delivery will be driven by the SmartGrowth office through the Implementation Manager, Strategic Advisor and the Independent Chair

Support Agencies

The support Agency can be one or more organisations that will help the lead agency deliver the Action. Lead agencies will consult closely with support agencies during the implementation of actions.

While inclusion of projects in the SmartGrowth Strategy indicates the significance of the project to the sub-region, it does not commit to funding through the Regional Infrastructure Fund where the BOPRC is identified as either a lead or support agency.

Toolkit for Implementation

The SmartGrowth Strategy has been, and will continue to be, implemented through the key mechanisms as set out in the toolkit illustrated on facing page.

The SmartGrowth Strategy Toolkit

- National Policy Statements
- Regional Policy Statements and Regional Plans
- District Plans
- Urban Design Strategies
- Comprehensive Development Plans, Structure Plans, Neighbourhood & Town Centre Plans, Iwi & Hapu Management Plans, Papakainga Toolkit
- Codes of Practice
- National Infrastructure Plan, Government Policy Statement, National Land Transport Plan
- Regional Land Transport Strategy
- Regional Land Transport Plan
- Transport Corridor Strategies
- Local Transport Strategies
- Government Economic Agenda
- Bay of Connections
- Smart Economy, Smart Tourism, Smart Arts
- Long Term Plans including Development Contributions Policies
- Annual Plans and Annual Reports
- Asset Management Plans
- Joint Governance Committee
- Combined Tangata whenua Forum
- Triennial Agreement
- Memorandum of Understanding
- Tauranga Urban Network Strategy
- SmartGrowth Partner Forums





7. Strengthen Visionary Leadership and Collaboration

7.1 Desired Outcome

"We have visionary, collaborative leadership, a strong partnership and provide effective advocacy".

7.2 Background

SmartGrowth has made significant progress on strengthening relationships, collaboration and leadership since adoption 2004. This progress has set the scene in recent years for a strong governance framework that supports SmartGrowth implementation as well as an integrated planning approach that is embedded in all aspects of SmartGrowth implementation and across the Strategy partners. Appendix 10 of the Strategy contains a copy of the 'SmartGrowth Way'. This document describes the approach to collaboration agreed by each of the SmartGrowth Implementation Partners. It contains detail of the types of commitments, actions and behaviours integral to working together in the SmartGrowth Partnership.

The Strategic Partner Forum has been maintained and provides on-going collaborative input to Strategy implementation, in addition to specific advisory forums in the areas of tangata whenua, population ageing, housing affordability, property development and the social/community sector. Future forums are proposed for the environment, rural and youth sectors.

There is still work to be done particularly around continued advocacy, exploring alternative funding approaches and strengthening our relationship with central Government and between implementation partners, aligning the implementation toolkit and providing greater accountability and reporting to Strategic and community partners.

7.3 Issues

A. The need to strengthen relationships

SmartGrowth engages with and seeks advice from a range of community and stakeholder groups. This is achieved through the Strategic Partners Forum, the Population Ageing Technical Advisory Group, the Combined Tangata Whenua Forum, the Housing Affordability Forum, the Property Developers Forum and the Social Sector Forum. However there is a need to ensure that the community is better engaged and has a stronger role in SmartGrowth decision making.

Regional and inter-regional linkages are addressed to a certain extent through the SmartGrowth corridor approach. However, there is a need to explicitly address the role of the western Bay of Plenty in the Upper North Island growth area. Inter-regional connectivity between the Bay of Plenty and its neighbours is key in terms of economic development, transport and the region's position in the Upper North Island. Current approaches to long term planning are focusing on the combined areas of Northland, Auckland, Bay of Plenty and Waikato regions. An Upper North Island Strategic Alliance (UNISA) agreement has been signed by these Regional Councils and the major cities. In total, these areas make up more than half of New Zealand's population and GDP. Most of New Zealand's future population growth will also be in these areas. Collaboration with our neighbours and the Upper North Island could result in greater efficiencies through mutually beneficial planning approaches as well as opportunities for shared services. The establishment of the joint Bay of Plenty/ Waikato working group on State Highway 29 is an example of inter-regional collaboration which could result in greater efficiencies and mutually beneficial transport planning and investment outcomes.

Central Government invest significant social expenditure into the western Bay

of Plenty sub-region. An established Settlement Pattern provides a reliable framework for investment in infrastructure, strengthened links between SmartGrowth and central Government in the social domain (eg health, education, police and social development) are required in order to influence central Government funding and resources.

B. Broadening and aligning the implementation toolkit

The SmartGrowth Strategy has a strong focus on implementation. The success of the Strategy to date is in large part due to the approach taken to anchoring key principles in policy documents and through a focus on how SmartGrowth is governed and managed. There has been a significant emphasis on the use of a wide range of implementation tools. The SmartGrowth Strategy has been anchored in the Bay of Plenty Regional Policy Statement, District Plans, the Regional Land Transport Strategy and Programme and Long Term Plans. We need to ensure that planning processes are efficient and as streamlined as possible.

While it is important to ensure that key SmartGrowth Strategy principles are embedded in policy documents, we also need to have a degree of flexibility in order to adapt to changing circumstances. SmartGrowth will need to continue to use a range of implementation tools with an increased focus on providing information and guidance, improving efficiencies and considering alternative sources of funding. Changes in government legislation and policy may affect the implementation tools available to the sub-region.

Possible tools that could be used by SmartGrowth are as follows (note that a number of these are already in use by the SmartGrowth partners):

- Provision of information and guidance.
- Policy and strategic planning tools (the Regional Policy Statement, the Regional Land Transport Strategy, District Plans, and other strategic documents).

- Programmes and plans (the Long-Term Plan, the Regional Land Transport Programme, Regional Plans).
- Funding sources (financial and development contributions, rates, incentives and pricing).
- Provision of infrastructure and Services, including significant Government investment through transport, education and health services funding.
- Community and stakeholder engagement, including engagement with central Government.
- Input into national-level documents and legislation.
- Implementation arrangements (governance, terms of reference, exploring public-private partnerships).
- Shared or collaborative delivery between all SmartGrowth Partners.

C. Investigate collaborative funding options

One of the critical challenges for successful growth management is for the partners to have access to funds provide the infrastructure to implement the Strategy in a timely manner. Providing serviced land for activities is inherently linked to funding. Therefore it is important that the Strategy consider a range of funding options in order to ensure that the Settlement Pattern can continue to be implemented and that other Strategy actions can be given effect to. Collaborative funding approaches and sources of funding is a key part of successful Strategy implementation and the ability to finance initiatives and projects.

D. Providing greater accountability, reporting and review

Community feedback suggested that there is room for improvement in terms of the level of commitment and accountability throughout all levels of organisations involved in delivering the SmartGrowth vision. Accountability and performance measures are required to illustrate the level of commitment to resourcing and achieving actions

at all levels of SmartGrowth including governance, management, technical and SmartGrowth Partner Forums.

Ongoing monitoring is also required, not just on actions but also on progress towards goals, emerging issues, challenges and perceptions within the community. A Report Card was produced as part of the SmartGrowth Update, to monitor Strategy implementation between 2004 and 2012. Whilst this information is useful in terms of identifying progress and lack of progress on implementing Strategy actions, it does not assist in measuring progress towards achieving the strategy vision. It is difficult to measure progress made towards achieving the vision in the absence of agreed performance measures and monitoring indicators for each section of the Strategy. Development of performance measures has been highlighted through the Report Card as an area where on-going effort is required.

7.4 Principles

- I. Sub-regional leaders show commitment to agreed SmartGrowth outcomes and actions including by supporting funding requirements where possible.
- II. The Strategy and its implementation is anchored within the partner council organisations on an ongoing basis as well as ensuring there is consistency and alignment between planning documents.
- III. There is a strong partnership approach with both the community and central Government for SmartGrowth Implementation and the responsibility for implementation is expanded beyond partner councils.
- IV. Opportunities for cooperation within the region, with surrounding regions and with the Upper North Island Strategic Alliance are maximised.
- V. There is a degree of flexibility in the SmartGrowth policy approach in order to adapt to changing circumstances.

- VI. New approaches are taken to funding including the use of innovative and collaborative funding methods.
- VII. SmartGrowth proactively advocates for all the key issues facing the western Bay.

Actions: **Strengthen Visionary Leadership and Collaboration**

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

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<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

7A. Strengthen relationships with the community	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
1. SmartGrowth Partner Forums <ul style="list-style-type: none"> a) Undertake an immediate review of the structure and role of the Partner Forums including; <ul style="list-style-type: none"> • Mechanisms to enable the Partner Forums connect to each other and contribute to decision-making • The role of the Strategic Partners Forum as the umbrella Forum with representation from all individual forums • Appropriate membership of Partner Forums which is representative and inclusive across the sub-region • Resourcing of Partner Forums particularly in terms of their ability to lead and support SmartGrowth actions • The involvement of staff from Partner Councils and support agencies in Partner Forums • The commitment from Partner Councils and other agencies to utilise the SmartGrowth Forums when implementing SmartGrowth actions b) Undertake periodic review (aligned to each election cycle) of the SmartGrowth Partner Forums to reconfirm membership, Terms of Reference and role, to ensure effectiveness, engagement, awareness and ability to participate in SmartGrowth decision making. c) Establish formal SmartGrowth Environment Forum and Rural Forums d) Investigate the need and form of a future Learning Forum/s e) Investigate the most appropriate mechanism for SmartGrowth to engage with youth either by establishing a formal SmartGrowth Youth Forum and/ or by increasing their representation on existing partner Forums 	SGP SGPF	<i>Urgent and ongoing</i>			Partner Forum input is strengthened Terms of Reference agreed for Youth Forum, Environment Forum and Rural Forum.

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7B. Strengthen and maintain relationships between implementation partners	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Memorandum of Agreement Triennially update the existing SmartGrowth Strategy Memorandum of Agreement which establishes principles and the approach to the implementation of the SmartGrowth Strategy including: <ul style="list-style-type: none"> • Agreement included in partner Councils Long Term Plans not to adopt policies or take actions which are inconsistent with the outcomes sought by SmartGrowth without full negotiation and acceptance by all the partners. • Consistent data relating to spatial planning and growth management shall be used across the Partner Councils. Any change to the base data which effects the strategy needs to be confirmed with IMG and monitored for any changes over time. 	SGP	Urgent	###		Memorandum of Agreement is updated every 3 years shortly after local body elections. Agreement included in Long Term Plans of all partner councils.
2. Strengthening the SmartGrowth Partnership Maintain and improve the relationship with full partner Councils with regular briefings across governance and management levels of the partnership including: <ul style="list-style-type: none"> • Establishing within each organisation a formal process for informing and reporting back to each partner Council on important SmartGrowth matters. • Full briefings of new Councils to occur on SmartGrowth after any election including on the expectation that the SmartGrowth Strategy articulates community expectations and should be properly considered in their planning. • Ensure SmartGrowth inductions are held for new staff from each partner organisation as appropriate • Regular combined council elected members informal meetings • Continue to ensure that there are standing agenda items, especially at IMG, for individual Council matters that other partners should be aware of such as the development of strategic documents, plan changes and significant resource consents. • Consider establishing cross council technical groups which meet as necessary (ie infrastructure, policy, consenting) 	SGP	Urgent and Ongoing			Full partner Councils are more informed and supportive of SmartGrowth
3. Strengthen relationships with infrastructure providers Work with the providers of sub-regional infrastructure (including community infrastructure) to promote alignment in strategic planning and ensure sufficient capacity is available in a timely manner to deliver the Settlement Pattern, in particular; <ul style="list-style-type: none"> • Network utility providers including power and telecommunications. • Providers of community infrastructure services including health and education. 	SGP SGPF CGA Utility Providers	Ongoing			Providers of infrastructure required to implement the Settlement Pattern are aware of requirements well in advance of need to deliver.

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7C. Strengthen our relationship with central Government	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Focus on shared outcome areas Promote the link between SmartGrowth actions and central Government outcome areas through regular engagement with government agencies at governance, management and technical level to: <ul style="list-style-type: none"> Identify shared areas of interest and targets Monitor progress towards targets Complete a needs identification exercise to identify the investment required in urban growth areas and other relevant areas in the sub-region and investigate collaborative options for infrastructure (including community infrastructure) delivery with partner councils, central Government and other agencies Establish and agree the evidence base required for co-investment with central Government Investigate establishing a formal Memorandum of Agreement with other agencies such as the District Health Board to enable progress on sharing and aligning outcome areas. 	SGP SGPF CGA COBOP BOPDHB TTOHPS	Urgent	###		Implementation of SmartGrowth actions align with and progress Central Government outcome areas. Agreement on shared targets informed by benchmarks from elsewhere, eg the adopted Auckland Plan which could include educational achievement, youth unemployment, reported crime, housing affordability.
2. Bay of Plenty/Waikato Policy Office <ul style="list-style-type: none"> Investigate and advocate for the establishment of a joint Waikato/Bay of Plenty Central Government Policy Office to better integrate the policy advice and delivery of government programmes and services and to ensure the most effective use of central and local government resources. To leverage off the wider contribution of the wider Waikato/Bay of Plenty supply chain to the national economy. 	SGP RDC WDC ODC KDC SGPF FP SGPF Key Sector Groups PDF	Short			Formal central Government vehicle established to engage with FutureProof and SmartGrowth partnerships
3. Integration with the District Health Board <ol style="list-style-type: none"> In collaboration with the DHB, identify; <ol style="list-style-type: none"> the top health issues for the sub-region and investigate how these can be influenced by SmartGrowth potential alignments between SmartGrowth outcomes/actions and the role of the District Health Board in contributing to our communities economic and social wellbeing Make recommendations annually to the DHB with the aim of integrating the DHB Annual Plan into the achievement of SmartGrowth outcomes 	SGP, DHB PATAG SSF	Short			Investigation complete, recommendations made to governance. Annual SmartGrowth submissions made to DHB.

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7D. Strengthen our relationships with the upper North Island	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Participate in the Upper North Island Strategic Alliance a) Ensure on-going participation, monitoring, contribution and response to UNISA governance and work programmes to provide a united voice for the western Bay of Plenty, promote economic growth and work alongside other UNISA Councils to achieve an integrated approach across the regions particularly in relation to the issues of; <ul style="list-style-type: none"> • Integrated planning • Transport connections, • The role of the Ports • Developing shared approaches for working together b) Advocate for UNISA work programme to be expanded to include; <ul style="list-style-type: none"> • The development of an Upper North Island Rail Strategy which aligns with the Upper North Island Freight Story and the future Upper North Island Freight Plan. • The potential for the Upper North Island to collaborate on initiatives to increase the affordability of housing (eg by promoting an economy of scale through the bulk buying of construction materials etc). 	TCC BOPRC	Ongoing			Continued input into UNISA work programmes and governance
2. Spatial Planning Identify the sub-regional contribution to any future regional spatial plan initiatives including: <ul style="list-style-type: none"> • Vision, key issues, collaborative arrangements and advocacy issues • Inter-regional linkages • Transport and other infrastructure (including inter-regional connections) • Land-use patterns • Natural environment and significant open spaces • Tertiary education and health care facilities • Activities that have the potential to improve environmental, cultural, economic and social well-beings • Funding 	SGP BOPRC SGPF	Medium			Sub-regional contribution to regional spatial plan identified and agreed
3. Engagement between SmartGrowth and Future Proof Establish a formal engagement process between SmartGrowth and Future Proof to facilitate a coordinated approach to implementation between the two sub-regions. This could include joint Implementation Management Group meetings as well as joint meetings at the governance level and where appropriate, joint submissions and shared research.	SGP FP	On-going			Regular information sharing, coordinated advocacy, shared evidence
7E. Strengthen our relationships with the wider Bay of Plenty					
1. Formal framework for engagement Establish a formal framework to ensure continued engagement with other Councils within the Bay of Plenty region throughout Strategy implementation including regular reporting of UNISA initiatives to Rotorua District Council.	SGP RDC KDC WDC ODC	Short			Formal framework established and regular engagement occurring

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7E. Strengthen our relationships with the wider Bay of Plenty (Continued)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Rotorua District <ul style="list-style-type: none"> Identify current and explore future links between the western Bay of Plenty and Rotorua/Taupo basin with a focus on the economic benefits of collaboration. Contribute relevant information to the development of a Rotorua spatial plan to ensure that cross sub-regional matters are considered and aligned where possible between sub-regional spatial plans and can flow into a regional spatial plan. 	SGP RDC BoC	Short			Greater collaboration on regional decision-making
7F. Align the implementation toolkit					
1. Sub-regional policy alignment <ol style="list-style-type: none"> Investigate the potential for a sub-regional statutory plan combining regional, district and city plan provisions for the western Bay (including provision for joint governance arrangements) that is able to integrate with a wider regional plan where appropriate. Investigate alignment issues between SmartGrowth direction and subsequent interpretation into other policy documents including RPS, District and City Plans, Asset Management Plans, Long Term Plans and Annual Plans. Ensure that the review of sub-regional planning instruments aligns with the hierarchy of implementation and follows, rather than precedes a review of SmartGrowth. Advocate for legislative changes to central Government to assist with greater integration and linkages across key planning statutes (LGA, LTMA and RMA) and to promote development and implementation of sub-regional plans. Hold annual operations and governance workshops and promote on-going engagement to achieve greater alignment of strategies and work programmes 	SGP SGPF	Short	###		Investigation complete, recommendations made to governance
2. SmartGrowth Commissioner Training Establish a SmartGrowth training component for RMA commissioners to ensure decision making on resource consents is supported by a broader understanding of sub-regional aspirations.	SGP	Short			Commissioner training available and utilised
7G. Provide guidance					
1. Providing incentives for compliance <ul style="list-style-type: none"> Establish a SmartGrowth endorsement which could be used to show support for completed projects which align with SmartGrowth principles (could apply to property developments, community projects, infrastructure projects) Agree on a checklist or criteria process for endorsement 	SGP SGPF	Short			Criteria agreed Endorsement established, used and promoted

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7G. Provide guidance (Continued)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Promote SmartGrowth as an Information Portal Provide opportunities for research information/data relevant to WBOP from perspective of all government agencies and community organisations so that agencies and funding providers have access to the same data and demographics	SGP SGPF COBOP BOPDHB TEP P1 SAAG TBOP BoC	Short			Information accessible on upgraded website Website promoted
7H. Investigate collaborative funding options					
1. Unlock the potential for joined-up community investment In collaboration with the private sector and taking a regional perspective, establish a consensus building group to; <ul style="list-style-type: none"> Oversee and input into an inter-regional, regional and sub-regional infrastructure (including community infrastructure) needs versus funding shortfall analysis for the next 50 years, across the breadth of the Strategy Report back on potential national, regional and sub-regional funding sources across the public and private sector Identify specific actions needed at the sub-regional, regional and inter-regional level to close the gap between funding needs and provisions Identify the economic impacts along with the risks and consequences, if these actions are not implemented. Develop and agree a process and framework linking into sub-regional spatial planning initiatives 	SGP SGPF CoC P1 RDC RSPLG Other Bay of Plenty Councils as appropriate	Ongoing			Identification of inter-regional and sub-regional projects, the likely capital needs and a potential range of funding sources
2. Better business case approach to fund identified projects Effectively interact with Government through its Better Business Case approach in order to negotiate key Government funded projects for the Bay of Plenty and to prioritise investment from a Central Government perspective.	SGP SGPF CoC P1 RDC	Ongoing			Projects are clearly identified and either single source Government funded or multiple source funded including Government
3. Closing the funding gap <ul style="list-style-type: none"> Each member of the SmartGrowth partnership to formally identify the specific actions it will commit to from the "consensus building group" analysis Identify specific reporting measures which indicate the effectiveness of the actions Identify the potential for use of iwi investment in infrastructure investment Assess specific community infrastructure projects that lend themselves to alternative funding approaches Assess potential methods to leverage off existing investment and/or potential to lower levels of service to reduce the cost of infrastructure. 	SGP iwi SGPF CoC P1 RDC	Medium	###	***	A clear statement of the SmartGrowth partners role in closing the funding gap

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

7I. Greater accountability, reporting and review	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Resourcing Implementation a) Implementation Partners to ensure sufficient resources are available to deliver the annual implementation programme through the following mechanism; <ul style="list-style-type: none"> • A 3 yearly implementation and funding plan (which is updated annually) will be developed and agreed. This detailed plan will input into Partner Councils Annual Plan funding rounds and will also include assessment and identification of projects that may be funded through the SmartGrowth budget. • SGIC will consider annually (prior to Annual Plan/Long Term Plan funding rounds) the 3 yearly implementation plan and associated resourcing requirements and will provide appropriate recommendations back to Partner Councils for consideration • Partner Councils will clearly identify instances and reasons where SmartGrowth actions are not being resourced in Annual Plan/Long Term Plan funding rounds. b) Partner Councils will ensure that an independent SmartGrowth Implementation Manager is resourced to; <ul style="list-style-type: none"> • Monitor the translation of SmartGrowth direction into the policy of each of the Implementation Partners • Undertake engagement with the community and improve communications and engagement with SmartGrowth Partners • Support the SmartGrowth Partner Forums • Drive and monitor and report on progress on the implementation plan 	SGP SGPF	Ongoing	###	***	Strategy actions adequately resourced
2. Regular Performance Monitoring and Reporting a) Ensure sufficient resources are available to complete a Report Card every three years (prior to Local Government elections) in collaboration with all SmartGrowth Partners and Partner Forums to monitor; <ul style="list-style-type: none"> • Progress on implementation and resourcing of Strategy actions against their measures of success • Effectiveness of communication of key messages and perception of SmartGrowth within the community • Performance of SmartGrowth Implementation Partners and Partner Forums at all levels • Progress of SmartGrowth related actions in Smart Economy, Smart Tourism and Smart Arts • The operating environment against the key SmartGrowth assumptions. If necessary, this review of the operating environment could trigger a review of SmartGrowth Strategic direction and/or Strategy actions, including how they have been interpreted into subsequent planning documents. b) Publish the Report Card triennially in association with the proposed implementation plan for the upcoming 3 years.	SGP SGPF SEAG TBOP SAAG	Short			Report Card completed and published every 3 years

Actions: **Strengthen Visionary Leadership and Collaboration** (Continued)

71. Greater accountability, reporting and review (Continued)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
3. Connecting SmartGrowth with SmartArts, SmartTourism and SmartEconomy Maintain an alignment between the SmartGrowth Strategy and SmartEconomy, Smart Tourism and SmartArts when any of the strategies are changed or reviewed.	SGP SEAG, P1 TBOP, SAAG CT	Ongoing			Strategic alignment maintained between SmartGrowth and other strategies
4. Strategy Review Commence a strategic review of the Strategy in 2019 (following the 2018 census) or update at any time that in the judgement of the SmartGrowth partners there is a substantial change in the operating environment which may affect the assumptions that underlie the Strategy (including significant amendment to relevant legislation).	SGP SGPF	Long	###	***	Strategic review of Strategy occurs in 2019 or updates undertaken when determined as being required
5. Risk Management Adopt and implement a formal risk management strategy including formal frameworks for managing the following: <ul style="list-style-type: none"> • Inadequate resourcing for implementation • Uncoordinated and conflicting council strategies • Conflicts between BOPRC, TCC and WBOPDC • Differing opinion across the Partnership including the SmartGrowth Partner Forums • Significant alteration to the funding base for key infrastructure • Lack of community support impacting strategy implementation • Changes in national legislation and policy • Changes in the operating environment • Deviation from population projections 	SGP SGPF Other implementation agencies	Ongoing			Risk Management Strategy prepared and adopted by SGIC



Photos courtesy of Ross Brown, Vision Media.



8. Sustain and Improve the Environment

8.1 Desired Outcome

“We work together to protect and enhance our distinctive natural environment”.

8.2 Background

The SmartGrowth partners have undertaken a number of pieces of research and other assessments of environmental matters since the inception of the Strategy. These pieces of work have set the scene in recent years for natural environmental protection and enhancement to be embedded in strategies, policies, plans and work programmes. The information available has enabled the Regional Policy Statement and the Tauranga City Plan and Western Bay of Plenty District Plan reviews to give effect to key environmental outcomes identified in the SmartGrowth Strategy. Views and visual corridors for coastal landscapes have been protected, water quality improvement programmes have been put in place, and there have been significant efforts to protect biodiversity and encourage restoration through the work of Coast Care and Estuary Care programmes and to reduce sedimentation of the harbour through catchment management. A water quality monitoring programme is undertaken by the Bay of Plenty Regional Council as part of its NERMN programme (Natural Environment Regional Monitoring Network).

There is still work to be done on establishing groundwater availability and assessing water demand, establishing monitoring indicators, providing incentives for biodiversity protection on private land, and focussing on energy efficiency.

8.3 Issues

A. The need to promote sustainable energy and resource use

There is a strong relationship between urban form and energy consumption. Growth and development increase the demand for energy, including electricity. Given the considerable demand for energy, the sub-region needs to promote sustainable energy and resource use. SmartGrowth supports the implementation of the Bay of Plenty Waste and Resource Efficiency Strategy which takes a collaborative approach to waste management with a vision of working together for a resource efficient region. Resource efficiency covers a wide range of activities from waste avoidance through to disposal.

B. The need to protect, restore and maintain the unique amenity of the western Bay environment

In the marine environment, a number of significant features combine to create the unique and spectacular amenity which draws people to live, learn, work and play in the western Bay from headlands to the harbour, wetlands, estuaries, surf breaks and beaches. There are also a number of competing uses including water sports and recreation, tourism, commercial shipping, commercial and recreational fishing and research. These uses need to be balanced so that the amenity of the western Bay is protected and it remains a great place to live, learn, work and play.

On land, managing the effects of growth and development on the environment is a key issue for the Strategy. The current SmartGrowth Settlement Pattern provides an overarching framework to sustainably manage growth. Within this framework development is contained within a series of urban limits which reduce market pressures for new development in undeveloped areas, promote a more compact urban form

and reduce the impacts of uncoordinated growth on the environment.

C. The need to protect and enhance Tauranga Moana (Tauranga Harbour)

The declining water quality of Tauranga Harbour (Te Awanui) is one of the most important issues for the sub-region to address in the next 10 years. Historically, land-use within the Tauranga Harbour catchment has increased rates of sedimentation which has resulted in shallower navigation channels, degraded habitats (such as sea grass, shellfish beds and spawning sites), degraded water quality and mauri and has altered the harbour environment to favour rapid mangrove growth. Mangrove proliferation has resulted in a reduction in amenity and reduced access to the harbour in many areas.

Managing these impacts requires a catchment based approach which recognises the inter-relationship between land-use activities and their cumulative adverse effects in waterways and ultimately the marine environment.

D. Managing competing uses for water

Competing uses for water in the sub-region affect both water quality and quantity. There is a need to better understand future water demand against available water resources. Taking an integrated and sustainable approach to long-term land use and water supply and distribution is an essential component for implementing any land use strategy.

Water quality is an on-going issue for the sub-region's harbours and estuaries. SmartGrowth is challenged to ensure that the remaining areas of high natural character values in Tauranga harbour are protected through avoiding land use or development that contribute to water quality degradation, especially through sedimentation. SmartGrowth needs to find ways of improving water quality where possible.

E. The need to protect and enhance biodiversity

There is a scarcity of indigenous ecosystems particularly in the coastal plain and harbour edge. It is important that existing ecosystems are protected and that degraded areas are restored. Greater ecological protection is required, especially through key ecological corridors and linkages along rivers and streams.

F. Adapting to the impacts of climate change

A challenge for the SmartGrowth Strategy is to remain adaptable and resilient to changing circumstances, particularly those around the impact of global warming and climate change. Many of the Strategy's desired outcomes and actions are aligned with reducing the subregions carbon footprint such as a compact urban form, improved roads, less congestion, increased rail freight and improved walking and cycling infrastructure. However climate change could potentially result in more intense rainfall and flooding for the sub-region which may require more focused adaptation methods. While SmartGrowth has no mandate to formally commit to carbon footprint reductions, the Strategy needs to ensure that it can respond to these challenges.

G. The need to build environmental capacity in the community

There is an increasing reliance on the efforts of volunteers in our community to facilitate social and environmental outcomes. Significant areas of our unique environment are being actively restored through the efforts of volunteers in particular through established Coast Care, Land Care and Estuary Care groups. These groups have made significant progress restoring degraded areas including coastal dunes, Esk Street Reserve (Merivale), Uretara Stream and the Kopurererua Valley and cleaning up the beaches of the western Bay following the Rena disaster.

Under the Care Group model Councils provide administrative support and materials and the community donates their labour. On-going effort is required to provide administrative support, recognition and incentives to the restorative efforts of the community.

I. The need to monitor the state of the sub-region's environment

It is important that there is a sound platform of information on which to base environmental policy development. We need to understand the state of the sub-region's environment through regular monitoring and reporting. This allows us to have up to date information and to respond to issues that may emerge over time.

8.4 Principles

- I. Significant indigenous habitats and ecosystems are maintained, enhanced and restored.
- II. Energy efficiency and sustainable resource use is promoted.
- III. Future use of water is planned for while maintaining water quality and promoting efficient use.
- IV. Potential climate change impacts are accounted for.
- VI. SmartGrowth supports the implementation of the Regional Waste and Resource Efficiency Strategy.

Actions: Sustain and Improve the Environment

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	Completed 1 year after adoption
<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

8A. Promote sustainable use of resources	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Low resource use for building and renovation <ul style="list-style-type: none"> Develop sub-regional aspirational goal for low energy use Develop best practice guidelines for building and renovation to cover low resource use and resource storage including opportunities to preserve water, to achieve the aspirational goal Implement the guidelines through education and awareness Prepare user friendly cost benefit analysis/tool for householders to assess low resource technology during building process Investigate incentive opportunities. 	SBN ECCA TCC WBOPDC	<i>Short</i>			Guidelines developed and implemented Assessment tool developed, promoted and widely used
2. Water availability and demand Building on the Water Sustainability Strategy, complete an assessment of likely future water demand against available water resource including an assessment of competing uses	BOPRC	<i>Short</i>	###		Assessment completed and recommendations adopted as appropriate
8B. Protect, restore and maintain the amenity of our unique environment					
1. Marine legislation Advocate central Government for oceans policy to be completed	SGP	<i>Ongoing</i>			Oceans policy entrenched
2. Biodiversity on private land Develop ways to provide ongoing advice, support and resources and other measures to protect biodiversity on private land	BOPRC TCC WBOPDC	<i>Ongoing</i>			Increased amount of biodiversity protection on private land
3. Recreational Fishing Reserve Investigate opportunities and issues associated with inshore recreational fishing reserve (commercial fishing exclusion zone)	BOPRC Tourism BOP P1 CTWF CFCT	<i>Medium</i>			Feasibility study completed. Recommendation made
4. Regional Coastal Park Conduct a sub-regional stocktake of recreational facilities on DOC and council land to determine whether a regional coastal park is and camping ground is likely to be required during the SmartGrowth time horizon.	BOPRC TCC WBOPDC	<i>Short</i>		***	Investigation complete and recommendations adopted where appropriate

Actions: **Sustain and Improve the Environment** (Continued)

8B. Protect, restore and maintain the unique amenity of the western Bay environment (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
5. Tauranga Moana (harbour) and its catchments <ul style="list-style-type: none"> In partnership with tangata whenua, finalise and implement a new Mountains to Sea Plan for Tauranga Moana (arising from Treaty Settlement legislation when enacted) Implement the Tauranga Harbour Programme with a focus on sustainable land use and maintaining and improving water quality Investigate the need for a marine spatial plan for Tauranga Harbour to assess and balance recreational use, commercial use, ecological preservation and cultural significance 	BOPRC SGPF	Short			A Mountains to sea plan, or equivalent, has been approved. The Tauranga Harbour Integrated Management Strategy is reviewed and actions undertaken in accordance with strategy requirements. Scientific monitoring shows no overall decrease in the quality of Tauranga Harbour.
6. Environmental community capacity building Empower the community through information and coordination to identify and act on initiatives to improve the environment. Current examples of these initiatives include Estuary Care, Coast Care and Kaimai Catchment Forum	BOPRC SGPF	Short			The length of open-coast under active "care" group management does not decrease and levels of engagement with all care groups remains the same or increases.
7. Improving Water Quality In collaboration with industry, landowners and other relevant agencies and in response to central Governments Freshwater Reform process and priorities, investigate opportunities to improve water quality across the sub-region.	BOPRC SGP SGPF FF Hort NZ CTWF Dairy NZ,	Urgent			Opportunities investigated and recommendations made to governance
8. Kaimai Catchments Project Support Kaimai catchments project with government and stakeholder agencies, including land use, pest management, and ecological restoration work.	BOPRC SGPF	Short			Kaimai Catchments Forum formed and providing broad advice to the relevant agencies.
9. Environmental Restoration of the Kaituna River Progressively review and implement the Kaituna River and Ongatoto/Maketu Estuary Strategy with partner agencies, iwi, and community groups.	BOPRC CTWF	Ongoing			Key strategy outcomes are progressed as per the strategy.
10. Climate Change implications for the western Bay Undertake a literature review to identify impact and opportunities of climate change on our sub-region (including implications for horticulture and infrastructure ie stormwater network).	SGP EF	Short			Literature review complete. Recommendations made to governance
8C. Environmental monitoring					
1. Agreed indicators Investigate collective approaches to how the partner councils can deliver on required national indicators and RMA monitoring requirements	SGP	Ongoing		***	Monitoring indicators are agreed and used to measure progress against vision for sustaining the environment
2. SmartGrowth Environment Forum Establish the SmartGrowth Environment Forum and facilitate outcomes arising from it particularly around setting environmental aspirations for the sub-region and identification and implementation of desired projects highlighted by the community.	SGP EVH				Forum established, Terms of Reference agreed





9. Build the Community

9.1 Desired Outcome

“We work proactively and in partnership with the community to make western Bay active, vibrant, connected, caring, healthy and safe”

9.2 Background

Continuing to improve the quality of life of residents can be achieved by partnering with the community. Since the inception of SmartGrowth has seen a range of community facilities and projects delivered. Specific SmartGrowth Partner Forums have been established to deliver advice on population ageing, housing affordability, property development and issues concerning tangata whenua and the social sector issues. Progress has also been made on providing tertiary education opportunities in the western Bay.

There is still work to be done particularly around partnering with the community, planning for social infrastructure, establishing a sub-regional tertiary facility, working with central Government in the social services area, getting better urban design outcomes, adapting to an ageing population and recognising the role of arts and culture in creating vibrant communities.

9.3 New Research Informing the Update

The following new research has been undertaken to inform the 2013 update of the SmartGrowth Strategy:

- i) *Maximising the social benefits of land use planning to build communities and support economic growth in the western Bay of Plenty.*

This research report explores ways in which SmartGrowth can maximize the social benefits of land use planning to build communities and support economic

growth. It informs actions around how SmartGrowth could be more effective in building the community in the areas of:

- Community governance and engagement
- Working with central Government
- The social economy and community sector
- Social infrastructure and public space
- Housing
- Good design
- Transportation
- Cultural diversity

- i) *The Implications and Opportunities of an Ageing Population in the western Bay of Plenty Sub-region.*

This research report analyses the significance of the ageing demographic for our sub-region and the implications and opportunities of population ageing on health, housing, employment and transportation in the western Bay of Plenty. It informs actions around how SmartGrowth can better plan for population ageing in the areas of:

- Collaboration, integration and governance
- Economy and employment
- Liveable communities.

9.4 Issues

A. Planning for infrastructure to support communities

The term ‘social infrastructure’ covers a wide range of facilities and services including schools, health, emergency and social services, social housing, open space, parks and recreation facilities as well as churches, arts and cultural facilities. Social infrastructure contributes to people’s sense of identity and belonging, their social networks and general wellbeing. It is vital that social infrastructure keeps pace with the changing demographic needs along with other essential infrastructure, to both attract and retain people to the western Bay.

Social infrastructure is mainly provided

by local and central Government, although other organisations such as churches, service and community groups also make significant contributions in this area. Funding sources are often limited for these types of projects. It is important to ensure that planning for social infrastructure is considered in a collaborative and strategic manner.

B. The need for good design to create and support live-able communities

Design of housing, buildings, neighbourhoods and communities can help create and support live-able communities. Aspects such as the size, scale, density and layout of a city or neighbourhood through to the design of public spaces, buildings, streets and homes can directly help or hinder social interaction and the wellbeing of residents. Housing designs which accommodate a range of ages assist in promoting ageing in place and providing a mix of demographics within the community. Neighbourhoods which limit social interaction can also discourage walking, reduce safety, increase social isolation and negatively impact on health. There is often a lack of a strong identity or sense of place in suburbs, especially in new growth areas, as well as a lack of choice in the types of housing available that are suitable for a range of ages, incomes and household sizes. There can be poor connectivity and walking and cycling opportunities within and between neighbourhoods.

Community well-being can be improved by improving connectivity and access to services, schools, jobs, recreational opportunities, walking and cycle ways and physical activities, as well as by providing high quality urban design.

C. The need to partner with the community sector and central Government

At an individual community level, communities have strongly indicated that

they want to be more involved in planning decisions and that the current system of community engagement does not always enable their views to be adequately addressed. It is vital to encourage input from communities at the front end of planning through mechanisms such as the SmartGrowth Partner Forums and community plans. Where community plans have been developed in conjunction with individual communities it is important to recognise this community effort and ensure that these views influence planning decisions.

At the community sector level, the New Zealand social economy/community sector is a multi-billion dollar industry contributing significantly to the GDP. There are hundreds of local, not-for-profit community organisations including Churches, service groups and support groups that contribute to improving the quality of life of western Bay residents in a range of ways. Many of these organisations rely on volunteer input. In order to continue to deliver these services to the community, it is essential that we encourage, support and recognise the contributions of volunteers and continue to build the capacity of the community.

Central Government invest significant social expenditure into the western Bay of Plenty. An established Settlement Pattern provides a reliable framework for investment in infrastructure. Strengthened links between SmartGrowth and central Government in the social domain (e.g. health, education, police and social development) are required in order to influence central Government funding and resources and encourage co-investment.

D. Limited tertiary education opportunities in the Bay of Plenty region

While private training establishments and Maori tertiary institutions such as Te Wananga o Aotearoa and Te Wananga o Awanuiarangi have responded to the growing educational needs of the

community who are up-skilling and returning to the workforce, tertiary education is still under-provided in the Bay of Plenty region. This is a major factor in the lower representation of young adults in the local population. There is strong community desire to improve tertiary services for all, but in particular to attract and retain young people to the region.

Tertiary education plays a major role in both building a community and growing a sustainable economy through the ability to retain local students, offer retraining opportunities, retrain older workers, attract students nationally and internationally, and offer a strong applied research base allied to local industry and commerce.

The on-going development of the tertiary campus continues to be progressed to provide a comprehensive, seamless range of tertiary provision including:

- Teaching and learning.
- Research and consultancy.
- Centres of research excellence.
- Technology import and transfer.
- Community satellites in the region.
- Co-location of providers and support agencies

There is growing demand to recognise and provide for lifelong learning opportunities in the sub-region. Tertiary education should provide education for a range of situations and to suit a variety of needs. Opportunities should exist for learning to take place on an on-going basis. Lifelong learning also extends to collective learning by various sectors and their decision makers in order to address the changing political, economic and social environment that we are in. Taking a lifelong learning approach has a number of social and economic benefits, including contributing to the knowledge economy.

E. Limited arts and cultural facilities and initiatives

The arts and culture contribute to creating a vibrant, thriving, innovative economy and sub-region. However community feedback suggests that

there is currently a lack of recognition, opportunity, resources and facilities to encourage participation in the arts. It is becoming increasingly recognised that arts and cultural facilities have strong ties to growing a sustainable economy by creating an environment that is interesting, stimulating, diverse and unique in order to attract and retain talented people, businesses and support the continued development of communities.

F. Implications and opportunities of an ageing population

The western Bay of Plenty sub-region is recognised as having a significantly higher number of people aged 65 and over. The sub-region is facing an imminent shift in the ratio of young to old, such that there will be more people aged 65+ than children aged between 0-14 years in around 2016.

As a result the sub-region is facing a number of challenges as well as opportunities with an ageing population:

- Internationally, many of those concerned with population ageing have assumed that as people age, they will want smaller houses which can be built at higher densities. Research to date shows that this may not be occurring to the extent anticipated since older people often want to remain in their current accommodation.
- Given changing economic circumstances, reduced population growth, as well as people living longer, there are likely to be greater numbers of older people in the workforce than in past generations.
- As the costs of health services increase, there is a focus on designing future communities in such a manner that people are enabled to remain living in their own homes and communities safely, independently and comfortably. This approach will include the need to carefully consider the infrastructure, including technology, required to support ageing in place.
- An ageing population could also have a significant impact on the working

population and on young people in particular. The main working-age population (15-64 year old group) will probably contract after 2020. Potentially, the increasing number of retired people will place a growing demand on resources funded largely by the working population. There are also likely to be labour shortages and a shortage of skilled workers. It will be important that older workers are retained as labour productivity growth may be insufficient to offset the decrease in workforce numbers. This will involve specific retraining requirements and workplace adaptability if older people remain in the workforce longer. The value of older volunteer workers to the social sector will also need to be recognised and supported.

- It is certain that global, national and regional population ageing will have a significant influence on the social and economic climate within the sub-region.

An ageing population also means that careful thought needs to be given to how our communities are planned and how accessible they are. There is a need to provide for an age-friendly city through approaches such as ensuring that social infrastructure and facilities are located in close proximity to housing. They also need a well-connected public transport system that takes into account the location of retirement villages, marae and papakainga housing, key facilities and services. SmartGrowth recognises that by promoting an age-friendly environment, we are also increasing accessibility for a broad range of people on a spectrum of ages and abilities.

G. The need to embrace cultural diversity

Cultural diversity contributes to building strong communities by broadening peoples understanding and tolerance of different cultural values and beliefs which is increasingly important in a globalised world.

While the population of the western Bay of Plenty sub-region is predominantly European and Maori it is becoming increasingly ethnically diverse with 16% of all residents born overseas. Currently there are around 145 different nationalities residing in the sub-region with migrants most commonly coming from the UK and increasing numbers from Asia. There has been little work done to date on reflecting the increasing cultural diversity of the sub-region.

While the demographic data from the 2013 census will provide a more detailed picture with regard to populations living in the Bay of Plenty, we know that there are increasing numbers arriving in the region from India, China and South America as well as from the more traditional contributing countries such as the UK and South Africa. The Bay of Plenty region is home to the largest Indian population outside Auckland. There is likely to be a rise in the number of migrants to fill workforce gaps in the provision of health and social support services of older people.

H. The need to provide transport that assists with connecting and building strong communities

In the Bay of Plenty, there has been an increase in commuting to work by private vehicle from 84.8% ten years ago to 89.5% now. This is compounded by the development of lifestyle blocks, out of town retail centres and low density residential developments with no local services.

Continued focus is required on providing for alternative forms of transport such as walk ways, cycle ways and public transport to reduce vehicle congestion, improve physical health, reduce vehicle emissions and increase social interaction. As recognised in the Regional Land Transport Strategy, relatively low cost investment in improved facilities on key walking and cycling routes has achieved significant increases in walking and cycling trips.

Investments in transportation infrastructure can yield important community and social benefits as well as support economic growth. They can increase mobility and access, provide a greater choice of travel modes, improve safety, enhance the visual appearance of our communities, cities, and natural landscapes, and increase community cohesion. In short, transportation investments can improve the quality of life. This does need to be balanced with the fact that transport infrastructure, particularly roads, can also introduce social barriers and community severance issues. These matters need to be carefully factored in to transport planning.

Shared residential streets which are designed and operated to allow for drivers, pedestrians and cyclists as well as encouraging the use of alternative forms of public transport to service the transport disadvantaged are also important considerations.

I. The need to continue to plan for parks, open space and recreational needs

The availability of high quality open space and leisure opportunities are key indicators of the quality of life that a community enjoys. Acquiring land for open space, sport facilities and recreation has become a significant challenge given the cost of land and the fiscal restraints facing local authorities. At present there is a heavy focus on maintaining existing amenities, sometimes to a reduced level of service. Despite these challenges it is important that local authorities and communities continue to plan for parks and open space given their contribution to quality of life.

Challenges to providing an integrated system of public open space that provides for continued access to and enjoyment of the unique characteristics of the sub-regional environment include;

- The high cost of maintaining sport and recreation facilities is balanced against the quality of life these provide

- The constraints around providing these facilities in high density areas
- Current provisions for sports and leisure facilities within Tauranga City Council and Western Bay of Plenty District Council long-term plans
- Identification of funding sources and lead agencies to ensure long-term plans are translated into actions

A key part of the sub-regional recreational and leisure environment is the marine and water based environment that surrounds the area in the form of the ocean, beaches, harbours, and rivers. Access to these areas for water based recreation is limited, particularly deep water access for non-powered recreational craft, and the planning and provision of access and accompanying facilities such as marinas and boat ramps is important to meet the recreational needs of both current growth and future growth of the sub-region. Currently issues around access to the harbour for recreation are provided for through the Coastal Reserve Management Plans of TCC and WBOPDC.

J. Recognising the need for social housing

Social housing is the provision of assistance with housing to those who cannot otherwise meet their own housing needs. This assistance can either be 'in kind', through to the provision of a dwelling, or 'in cash' through the transfer of subsidies. The issue of social housing is distinct from the more generic issue of housing affordability. Housing affordability is defined as a situation which reflects accepted United Nations global benchmarks, where no more than 1/3 of total household income is used to pay either rental or ownership costs. There are a suite of actions in the Growing the Economy section of the Strategy which focus on improving housing affordability. In New Zealand social housing is primarily delivered by central Government, to a much lesser extent local councils, Maori Trusts and community housing trusts also provide social housing. The SmartGrowth

focus on social housing has largely been around the provision of elder housing and Papakainga (housing on multiply owned Maori land).

K. The need to address the social determinants of health

The major contribution to overall health comes from the social determinants of health. This includes income level, having safe and secure employment, good housing conditions, high education achievement (including health literacy), having a secure cultural identity, engagement in the local community and social justice and equity.

The social determinants of health in the live, learn, work and play settings can be expressed through the four well-beings – social, economic, environmental and cultural. While the health sector is most easily placed within the social wellbeing, it sees itself as being connected to all four well-beings.

- The social wellbeing recognises the health sector's role as a provider of general wellness through preventative measures and treatment, as well as personal and family/whānau health and disability services;
- The environmental wellbeing recognises that health and wellness can be achieved only in a clean and supportive natural and built environment;
- The cultural wellbeing recognises that good health arises from a strong cultural identity at a personal and social level, and active participation in one's own cultural practices;
- The economic wellbeing through the maintenance of a healthy and productive workforce.

The social determinants of health have an impact throughout the course of a person's life. For instance children's health can be severely impacted by poverty and poor housing conditions. The prevalence of common respiratory infections can be reduced through the reduction of household crowding and by

ensuring homes are warm and dry. All children deserve the best start in life.

The western Bay offers many opportunities for leisure in the natural environment in the bush, at our beaches, or in parks and reserves. It is essential that growth is managed so that it improves our ability to enjoy open spaces, and to engage in everyday physical activity such as walking and cycling. Building an environment which facilitates physical activity as part of everyday life will benefit the health of the population as well as the environment.

9.5 Principles

- I. SmartGrowth supports the implementation of Smart Arts – the sub-regional arts Strategy.
- II. SmartGrowth supports the implementation of Smart Tourism – the sub-regional tourism Strategy.
- III. Recognition that the arts and culture play an important role in promoting a diverse, vibrant and creative local community and thriving economy.
- IV Urban green spaces should be recognised and provided for into the future as an important feature of a community.
- V. A safe and healthy local environment with a well-designed network of streets and public green spaces.
- VI. A well-integrated mix of homes (including Papakainga) of different types and tenures to support a range of household sizes, ages and income levels.
- VII. Effective engagement and participation by local people, groups and businesses is encouraged in planning, design and long-term stewardship of their community.
- VIII. Access to local services for all age groups, including education, training and employment, health care and community facilities.
- IX. There are strong partnerships with and support for the community and voluntary sector and collaboration with central Government in order

- to better implement social and community development needs.
- X. Effective use of existing community facilities and services and collaborative integrated social infrastructure planning to cater for present and future population needs.
- XI. A sense of place well-connected to its surroundings
- XII. The community embraces cultural diversity
- XIII. SmartGrowth supports the Bay of Plenty Tertiary Partnership, enhanced provision of tertiary programmes and tertiary campus within the CBD which provides a supportive environment for innovation and creative thinking to thrive.
- XIV. The region values knowledge by providing lifelong learning pathways and training opportunities for all sectors of the community.
- XV. SmartGrowth Implementation Partners will support the building of capability and capacity within the community by encouraging initiatives identified by the community.
- XVI. SmartGrowth recognises the need for social housing and the need to support social housing providers.
- XVII. SmartGrowth facilitates the effective management and protection of historic heritage.
- XVIII. SmartGrowth supports and facilitates the outcomes arising from the Age-Friendly City Strategy.



Actions: **Build the Community**

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	Completed 1 year after adoption
<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

9A. Build and value partnership with the community	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Community partnership and engagement guidelines Develop community partnership best practice guidelines and a toolkit for engaging and partnering with the community based on successful examples from elsewhere and the following key principles: <ul style="list-style-type: none"> • Involve the public at the beginning of the development of review of plans, strategies • Efforts are made to involve all population groups in the community including young people, older people and other ethnicities • Community determination of priorities • SmartGrowth role is facilitator, enabler and partner in the process • Drawing on the competence and capacity of communities • Promoting community ownership and responsibility for determining the future of the community • Recognising that there are a range of approaches to community engagement, which can be used comprehensively or targeted to specific issues • Mutual trust and respect based on shared knowledge • Recognising the changing spectrum of cultural diversity • Recognising the benefits of place-based community engagement The toolkit will include: <ol style="list-style-type: none"> a) Social infrastructure planning framework and guidelines, urban design guidelines, community partnership guidelines to raise awareness and provide consistency in working with communities and design planning. b) A SmartGrowth 'Building Communities' web page to communicate principles, best practice examples and ideas to stakeholders. 	SGP SGPF SSIT DHB	<i>Short</i>			Adoption of best practice guidelines and toolkit

Actions: **Build the Community** (Continued)

9A. Build and value partnership with the community (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Ongoing communication and engagement with the community a) Develop and implement a SmartGrowth communication and engagement strategy to ensure that communications effort is applied during strategy implementation to raise community support and awareness of SmartGrowth principles and key actions and clearly articulate the reasons behind the SmartGrowth principles and set out the consequences of not actively pursuing them for the sub-region. b) Ensure that sufficient effort and resources are applied to the on-going implementation of the SmartGrowth Communications Strategy to build and maintain a high level of engagement, public support and acceptance of the Strategy, its vision and objectives and to provide consistent messaging over an extended period of time to effect change.	SGP SGPF	Urgent and ongoing			Community awareness and understanding of SmartGrowth is improved and maintained
3. Effectiveness in the social sector <ul style="list-style-type: none"> Build collaboration with the social sector and facilitate the assessment of potential for shared services between different social sector groups to achieve long-term sustainable outcomes. Build on existing social services mapping to inform future work on improving long term sustainable outcomes. 	SSF SSIT	Short			Assessment completed and recommendations made.
4. Better understand and meet the needs of western Bay communities Continue to foster, and support the undertaking of local research to better understand and address the social needs of western Bay of Plenty communities, focusing on future generations (children, young people and their families from low incomes) and the impact of technological trends, changing population demographics and cultural diversity on existing communities to inform investment/ co-investment opportunities and policy development with central Government and the implementation of SmartGrowth.	WBOPDC TTOPHS SSF P1 BOPRC TCC PATAG SGPF SSIT	Short and ongoing			Local research completed to benchmark community needs
5. Facilitating awareness of cultural diversity Investigate the potential to improve awareness of cultural diversity in the western Bay through mechanisms such as welcoming ceremonies, and education about biculturalism for new migrants.	TRMC SS NN SGP SSF SPF CTWF CoC				Investigation complete, recommendations made to governance
9B. Plan for infrastructure to support communities	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Social Infrastructure Planning Guidelines <ul style="list-style-type: none"> Ensure social infrastructure planning guidelines are consistently applied in structure planning to improve and develop liveable communities. Ensure the needs of western bay communities research resulting from action 9A4 informs structure planning to improve and develop active, vibrant, connected, caring, healthy and safe communities 	WBOPDC TCC	Ongoing			Use of social infrastructure planning guidelines evident in structure plans.

Actions: **Build the Community** (Continued)

9B. Planning for infrastructure to support communities (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Planning for Future Open Space <ul style="list-style-type: none"> In conjunction with the Settlement Pattern review, investigate future open space needs and opportunities for common service delivery and equitable funding, while recognising the challenges faced given the currently constrained financial environment. Consider the provision of marine recreation facilities (boats ramps and marinas) in future reviews of Partner Councils Reserve Management Plans. 	SGP BOPRC	Ongoing			Future open space needs and opportunities identified and included in relevant plans.
3. Public spaces to improve social connection Based on the community needs research directed by action B4, investigate new public spaces such as parks, pocket parks and pedestrian precincts to support social connection, improve the vibrancy of communities and enhance leisure opportunities.	TCC WBOPDC SGPF	Medium		***	Investigation complete. Recommendation made to governance.
9C. Consider the implications and opportunities of an ageing population					
1. Demographic analysis Assess the demographic make-up of western Bay communities and actively plan for the needs of older people through age-friendly assessment processes in policies, programmes and community development plans and reviews.	SGP NZTA BOPDHB PATAG	Ongoing	###		Evidence of demographic change analyses and influence on current policies can be produced
2. Universal design housing <ol style="list-style-type: none"> Work with Lifemark to review recent NZ data on cost and market assessment of universal design housing as the basis for developing a factsheet to promote universal design housing. Take the lead in bringing together local housing providers, the social sector forum, social care services, the health sector and the voluntary sector to identify the barriers and recommend policies to ensure well-designed, affordable homes, having regard to the ethos of Lifetime Homes (universal design), Lifetime Neighbourhoods and the desire of people to age-in-place 	PATAG WBOPDC SGPF TCC Lifemark Homes Accreditation	Short	###		Policy approaches developed Factsheet developed
3. Promote Intergenerational, Live-able Communities Recognise the importance of building live-able communities for people of all ages by: <ol style="list-style-type: none"> Engaging the DHB, relevant Government agencies and social sector organisations in a think tank to identify impacts of demographic change on housing, health, business and communities and to identify innovative and collaborative approaches Ensuring that best practice community engagement guidelines incorporate age-friendly community engagement processes with mature and older people in high ageing communities throughout the sub-region 	PATAG SGP SGPF	Short			Think tank established and utilised. Community engagement guidelines are age friendly.

Actions: **Build the Community** (Continued)

9D. Provide tertiary education opportunities	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Support the Tertiary Partnership Advocate for and support the tertiary partnership including continued collaboration between tertiary providers (including BOP Clinical School) both sub-regionally and throughout the wider Bay of Plenty region	TEP SGP P1 BoC SGPF WBOPTEPF DHB RDC	Ongoing			Tertiary partnership is recognised and supported by SmartGrowth partners and forums.
2. Establish a Regional Tertiary Facility Support the establishment of a tertiary and research facility located in Tauranga City and connected to a network throughout the region, to increase provision of programmes relating to key regional and sub-regional strengths and needs across business and community sectors to support the economy. This includes building on existing facilities such as the clinical school.	TEP SGPF SGP P1 BoC WBOPTEPF DHB RDC SGPF	Urgent and Ongoing		***	Sub-regional tertiary and research facility established
3. Tertiary Education and Population Ageing <ul style="list-style-type: none"> Through the tertiary partnership, explore ways in which demographic analysis could be expanded to provide for needs and opportunities arising from the unique ageing demographic of the sub-region Ensure training and development programmes give consideration to the impact of population ageing on the local economy 	TEP BOPDHB SGPF	Medium			Tertiary programmes can demonstrate consideration for population ageing impacts on the sub-region
4. Tertiary Education and Maori With support from Iwi Maori improve the participation of Maori youth in tertiary education that supports local industry, particularly the sciences	TEP SGPF WBOPTEPF	Long			Rates of Maori youth participation in tertiary education improve
5. Lifelong Learning Investigate opportunities for lifelong learning to meet diverse and changing community learning needs and expectations. This includes investigating the development of a private training establishment model to promote lifelong learning and could also include other tertiary education opportunities.	SGP TEP PATAG WBOPTEPF SGPF	Ongoing			Education programmes established which provide opportunities for lifelong learning.
6. Review of Bay of Plenty Tertiary Education Action Plan Through the sub-regions economic development agencies and the Bay of Plenty Tertiary Partnership, support the review and on-going updating of the Bay of Plenty Tertiary Education Action Plan so that it remains relevant in defining the tertiary education needs of both the sub-region and wider region and encourage tertiary education institution support for its implementation.	BOPTESG P1 Toi EDA Grow Rotorua Taupō EDA Tertiary Partner Institutions SGP SGPF Other tertiary institutions DHB WBTPF	Urgent			Tertiary Education Action Plan reviewed with wider engagement and input from support agencies.

Actions: **Build the Community** (Continued)

9E. Promote arts and cultural initiatives	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Future Arts and Cultural Facilities Advocate for and support the development of key facilities that support arts and cultural outcomes within the sub-region	SGP TMMT P1 CT SAAG CCAG	Ongoing			New facilities established to support arts and culture
2. Tauranga Museum Continue to advocate for and support the Tauranga Moana Museum Trust in progressing the establishment and operation of a museum in Tauranga. Tauranga City Councils current policy position is to support the TMMT in respect of land and the consenting process. No other direct funding by council is proposed.	TMMT TCC WBOPDC CT SAAG P1	Ongoing			Museum established
3. Developing the Arts Support initiatives that promote the arts to assist in developing the social and economic wellbeing of the western Bay of Plenty	SAAG CT SGP	Ongoing			Evidence of active support for initiatives to promote the arts
4. The Value of the arts to the Economy Better understand the potential economic benefits of arts to the western Bay including by investigating the return on investment in arts and cultural facilities achieved by leading NZ arts centres.	P1 CT SAAG SGP CNZ	Medium			Investigation complete. Recommendations made.
5. Sub-regional Events Trust Support the development of an Events Trust funding and distribution model to enhance and grow the potential of events to the sub-region.	TBOP SGP SAAG CCAG CT SBOP, P1 CoC TCV MST	Short			Sub-regional events Trust established
6. Sub-regional Events Strategy Support the development of a sub-regional events strategy to grow both the community and economic benefits of festivals and events.	TBOP SGP SAAG CCAG CT SBOP P1 CoC TCV MST	Medium			Sub-regional events strategy completed

Actions: **Build the Community** (Continued)

9F. Provide transport to connect communities	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Promote and provide for walking and cycling a) Continue with planned implementation of walking and cycling routes by seeking opportunities to provide routes for walking, cycling and mobility scooters integrated with the provision of roads and other infrastructure. b) Investigate new cycling commuter routes and prioritise their development. c) Investigate and support opportunities to connect existing walking and cycling routes for recreational use throughout the sub-region.	TCC WBOPDC NZTA SGPF RLTS BOPDHB TTOPHS	Ongoing		***	Identification of specific actions and agreed programmes as part of the Regional Walking and Cycling Strategy 2009 and the Tauranga Transport Strategy 2012-2022 Key cycling commuter routes are identified and prioritised in a timely manner The new routes form part of structure plans for new development areas
2. Public Transport a) Continue to advocate for public transport funding and infrastructure. b) Plan for public transport infrastructure in new growth areas (greenfields and intensification) through structure plan process. c) Encourage the use of public transport to optimise investment including by installing Real Time Information systems, promote frequency of services and investigating methods to support the use of public transport with walking and cycling such as by providing cycle racks on buses. d) Actively progress greater levels of disability friendly public transport within the subregion.	SGP NZTA	Ongoing			Effective advocacy which ensures that public transport funding is sufficient to maintain and enhance services. Public transport is provided to growth areas in a timely manner in order to influence travel behaviour.



10. Grow a Sustainable Economy

10.1 Desired Outcome

“Our economy is thriving, growing, diverse and sustainable”.

10.2 Background

The economy of the Western Bay of Plenty sub-region has experienced a sharp decline over the last few years as a result of the Global Financial Crisis. This has particularly impacted on the retail and residential construction sectors, with the latter declining 12% alone in the 2009/10 year. The sub-region's real GDP per capita declined at a significantly faster rate than at the national level over the period from September 2007 to September 2010, declining 7% compared to the national decrease of 3.7%.

The Western Bay of Plenty District's economy is underpinned by the agricultural and horticultural sectors and is strongly intertwined with Tauranga city's economy, which provides most of the sub-region's manufacturing and services. The Western Bay sub-region's economy is almost three times more reliant on agriculture and horticulture for its economic output than New Zealand as a whole.

Significant industry sectors in the wider Bay of Plenty region have a primary production focus (horticulture, agriculture, and forestry). Secondary production industries include wood processing (in particular pulp and paper in the south and east of the Bay of Plenty), food processing and manufacturing.

Population-driven expansion of the construction sector has underpinned growth in the wholesale and retail trades and in business and professional services. The important drivers of growth within the sub-region are population growth, improvements in hard and soft infrastructure, and increases in the

productivity of exporting sectors through improved technologies and higher levels of mechanisation.

Sectors with a competitive advantage in the western Bay of Plenty include the marine sector (which incorporates the Port of Tauranga with its deep water access and current and planned marine precincts); food production and manufacturing; horticultural and value-add processing; and ICT businesses specialising in control systems and the development of industry-related technologies. The professional services, retail, health and human services, fisheries and construction sectors are all substantial employers. With the exception of the retail sector, the western Bay sub-region has experienced growth across all its main industries, much of which has been achieved through growth in existing businesses.

Of concern was the outbreak in late 2010 of the kiwifruit vine killing disease, Psa. As at August 2013, Psa has been confirmed on 2,243 orchards, largely in the Te Puke area. The outlook for the industry is uncertain at this stage, and the threat of the spread of Psa is of real concern to a region where nearly 20% of total GDP is generated by the kiwifruit sector. However, the release of new cultivars, particularly the new G3 variety, offers hope for the industry. If it proves to be more tolerant than other varieties to Psa, we will see production per hectare rise markedly compared to the Hort16A variety.

The sub-region's environment, soils and climate are clearly not only attractive for agricultural production, but they also act as a magnet for people wishing to enjoy a relaxed, outdoor lifestyle, either in a city environment or through having an opportunity to retain a rural or small town atmosphere. Between 1998 and 2006, the sub-region's population grew by nearly 30%, which was well above the national average.

At the inception of SmartGrowth in 2004, the following issues were identified as barriers to economic growth:

- Shortage of business land;
- Issues with transportation infrastructure;
- Insufficient cultural, artistic and recreational opportunities;
- Unstable power supply;
- Insufficient tourism infrastructure to grow this market (international hotel and convention centre);
- The need to attract skilled and unskilled people in most industry sectors.

Over the first decade of SmartGrowth significant progress has been made on these issues;

Business Land (industrial and commercial)

Around 236.5ha of developable land has since been zoned at Tauriko in the Western Corridor and 410ha in the Eastern Corridor. At the time of updating the SmartGrowth Strategy there is approximately 600ha of industrial land which is zoned and undeveloped.

In terms of commercial land SmartGrowth supports a 'centres-based' approach to commercial areas, preferring to concentrate business activity closer to the CBD. While this approach has been reinforced in the Tauranga City Plan, it will take some time before the results are evident.

Cultural, Artistic and Recreational Opportunities

Despite strong emphasis in the Smart Economy strategy on the importance of physical and cultural assets to economic development in the attraction of human capital, the sub-region still suffers from a lack of arts and cultural amenities compared to other cities in New Zealand. In the modern economy, businesses are attracted to places with high human capital, and human capital is attracted to

places that can offer a good quality of life, particularly in relation to arts, cultural and recreational opportunities.

Power Supply

A strategy and implementation plan was developed to address issues around electricity security and capacity of supply and the region's short and long term growth needs. As a result, there has been a significant improvement in security of supply and capacity, particularly in rural communities. In addition, in 2011 a cross-region energy strategy was developed by representatives from the business community and regional economic development agencies, led by the Bay of Plenty Regional Council's Bay of Connections. The Bay of Plenty is potentially one of the most energy-rich regions in the country, particularly in the areas of geothermal, hydro-power, solar and biomass. The strategy estimates that over the next 15 years the region could attract up to \$4 billion in investment in sustainable energy development and generate more than 15% of the country's energy requirements and 10% of its liquid transport fuels. An action plan has been developed to implement the strategy through an industry-led forum.

Tourism Infrastructure (International Hotel and Convention Centre)

The \$41 million TECT Arena at Baypark opened in August 2011, providing a state-of-the-art venue for sporting events, conferences, concerts and entertainment.

There have been several attempts to progress the development of an international hotel in the City Centre in recent years. At the time of updating this strategy negotiations are underway between council and a commercial consortium.

Attraction of Skilled and Unskilled People

The Global Financial Crisis and resultant economic downturn from early 2008 has

seen skill shortages reduced in most sectors in the sub-region, with the exception of ICT and specialised manufacturing. The Bay of Plenty District Health Board has been proactive in addressing current and future shortages in the health sector. In 2010 the Bay of Plenty Clinical School was formally recognised as a division of the University of Auckland campus. As a result, University of Auckland medical students are increasingly choosing to undertake their year five and six programme of study in the Bay of Plenty.

10.3

New Research informing the Update

The following new research has been undertaken to inform the 2012/13 update of the SmartGrowth Strategy:

i) Industrial Land Study

A review of industrial land demand for the sub-region was undertaken in light of economic and industrial development since the first projections were made in the 2004 Strategy.

ii) Commercial Land Study

A review of commercial retail and office was also completed and confirms that the emphasis of a 'centres-based' approach remains appropriate for the foreseeable needs of the sub-region's commercial economy.

The research into industrial and commercial land and its implications on the Settlement Pattern is outlined in more detail in Part C of this Strategy.

iii) 2012/13 Smart Economy Review

The Update has been informed by the 2012/13 review of the Smart Economy Strategy. The Smart Economy review identified the following 2-5 year priority issues:

- Tertiary education and research
- Innovation and business parks
- Growth of the export sector
- City centre development

- Broadband uptake
- Maori economic development

iv) *The Implications and Opportunities of an Ageing Population in the western Bay of Plenty Sub-region.*

This research report analyses the significance of the ageing demographic for our sub-region and the implications and opportunities of population ageing on health, housing, employment and transportation in the western Bay of Plenty. It informs actions around how SmartGrowth can better plan for population ageing in the areas of:

- Collaboration, integration and governance
- Economy and employment
- Liveable communities.

10.4

Issues

A. The implications of changing demographics

The median age in New Zealand has now risen to 37 years and will rise rapidly over the next 20 years. The main working-age population (15-64 year old group) will probably contract after 2020. It is clear that a 'business as usual' approach over the next ten years will not be a mandate to continuing prosperity and community wellbeing. A shift is required to address the changing economic climate; to meet the ageing-in-place requirements of a maturing population, the challenge of workforce demands and providing for the diverse care needs of the burgeoning numbers of older-old. Potentially, the increasing number of retired people will place a growing demand on resources funded largely by the working population. There are also likely to be labour shortages (particularly in health and elder care sectors) and international competition within the labour force market. Changing demographics and population ageing also trigger a need to better understand the future housing requirements of the population.

Sustaining the economy in the face of changing demographics and population ageing will require increased recognition of the contribution of mature and older people in the paid workforce, and adaptation to their unique needs. The impact of an ageing population on the economy also presents a number of opportunities, including:

- Educating employers on challenges and opportunities around an ageing population;
- Key industries that will be able to leverage off a mature market (eg emergency solutions, housing efficiency / conveniences, financial services, tourism and leisure);
- The sub-region positioning itself in terms of innovation in urban design, housing, education, training, financial services, home renovation and maintenance, product and health care innovation, technology, leisure, tourism and social services;
- Proactively transferring knowledge and skill across generations;
- Understanding the impact of changing demographics with regard to future housing needs.

At odds with the general trend of an ageing population is the growing number of Maori youth. New Zealand's Maori population is relatively youthful compared with the total New Zealand population. In fact, 44% of the total population under 15 years in the Bay of Plenty and Taupo, are Maori. This demographic needs to be carefully considered in terms of the sub-regional economy and workforce.

B. The need to think bigger than the western Bay of Plenty

The sub-regional economy is part of a wider regional, Upper North Island and national economy. These influences need to be taken into account in any forward thinking on the sub-regional economy. A deepening economy is likely as a result of: growing economies of scale and scope; a focus on the wealth generating capacity of specialist sectors; the growing influence of the Port of Tauranga; the growing

integration of the Bay of Plenty into a wider Upper North Island economy; the likelihood that investment in the sub-region will complement and build on investment elsewhere in the Upper North Island. It is important that these factors are viewed from the perspective of strengthening links in the eastern Bay of Plenty and Rotoura as well as the north and the west.

C. The need to move from a low skill/low wage economy to a high skill/high income environment

While further research and analysis of employment and employment trends in particular around potential employment and growth opportunities would be useful, previous research has shown that the western Bay of Plenty economy is relatively low skill and low wage in its make-up. The sub-region needs to be able to attract and retain skilled workers. Lifting the skill and income levels within the sub-region will play an integral part in reducing social inequality. A high skill, high income western Bay of Plenty is likely to have a much higher proportion of professional and technical workers, be more reliant on trade in knowledge and information than on physical goods and have a heavy reliance on technology.

It is becoming increasingly recognised that if a region wants to attract people and custom for businesses and more broadly wants to grow the economy it needs to create an environment that is interesting, stimulating, diverse and unique to attract residents. A thriving economy requires a range of social and cultural features that will attract talented people to the region. These include arts and cultural infrastructure, high quality recreation and leisure facilities, and a vibrant city centre.

Tertiary education and associated research facilities are also a key catalyst for increasing the desirability of investment in higher skill and higher wage business activities in the sub-region.

D. The need to diversify and focus on our strengths

Sustainable economic development may require moving up the value chain by adding significant value to primary products rather than supplying basic commodities. Diversification will reduce our dependence on a relatively narrow range of sectors, as well as reducing our reliance on natural resources and minimising our waste output to the environment. This may mean that future activities will have different locational requirements to present industries.

Focusing on our strengths also requires taking a wider regional perspective across the whole of the supply chain and being aware of the need to protect and enhance supply chain corridors both inside the subregion and beyond.

E. The need for integration and linkages between strategies

There is a fundamental link between SmartGrowth and other statutory and non-statutory strategies, plans and policies, in assisting economic development such as Smart Economy (the sub-regional economic development strategy), Bay of Connections (the regional economic development strategy) and Smart Tourism (sub-regional tourism strategy). A distinction has been made between actions which sit in Smart Economy and those which belong in SmartGrowth. The actions housed in SmartGrowth are intended to be those which require collaboration in terms of funding or implementation, have land-use or infrastructure implications or require advocacy to central Government.

Tourism is a key element of business in the sub-region. There is a need, as noted in the Smart Tourism strategy, to provide for major tourism related and event infrastructure development, manage conflict between tourism growth and environmental, social and cultural values and to assist in sustaining a skilled workforce, together with identification of destination development opportunities.

We also need to take a wider regional perspective in terms of the opportunities to grow tourism by taking a collaborative approach across sub-regional boundaries.

F. The need to make housing more affordable

While housing is more affordable in many towns across the sub-region such as Katikati, Te Puke and Paengaroa, Tauranga City was rated by Demographia in 2012 as one of the least affordable areas for buying property in New Zealand. Housing Affordability is defined as a situation which reflects accepted United Nations global benchmarks, where no more than 1/3 of total household income is used to pay either rental or ownership costs. The 2012 Demographia survey assessed the average house price at 5.9 times higher than the average annual income.

This has implications for peoples social and economic wellbeing and for the local economy in attracting new businesses and employment and housing the sub-regional workforce.

Historically SmartGrowth's role in housing affordability has centred on ensuring sufficient land supply and infrastructure is provided in an efficient and affordable manner. However during the update process there was a strong message from the community to increase focus on housing affordability by taking a strong advocacy, leadership and facilitation role and actively working with central Government agencies, third-sector groups, the development and construction sector and the financial sector to increase the supply of affordable housing in the sub-region.

G. The emerging Maori economy

The Maori asset base in the sub-region has been estimated at \$1.817 billion and Tauranga contributes 22% to the total Maori GDP in the wider Bay of Plenty and Taupo. There are currently a range of local iwi Treaty of Waitangi claims which have either been settled or are close to settlement. The net effect of

these settlements will be to transfer over \$200 million worth of assets to Maori ownership within the sub-regional economy through the transfer of Crown lands, income-generating leases over other Crown assets (ie schools) and cash assets. These settlements will empower local iwi to make a major contribution to the sub-regional economy.

The SmartGrowth Update needs to recognise and make provision for Treaty settlement outcomes and generally for Maori economic development. Given the nature of the settlements, these are unlikely to significantly influence the future SmartGrowth land use pattern, though they will make a very important contribution to Maori economic development. In addition to the sub-regional Treaty settlements there are significant Maori developments in the wider region relating to fisheries, agriculture, aquaculture, geothermal energy and forestry development.

H. The need to encourage thriving community and city centres

The Tauranga Central Business District remains the commercial, civic and cultural heart of the sub-region with an emphasis on specialty shopping, entertainment, cultural facilities, residential living, tertiary education and employment.

Town centres such as Katikati, Te Puke and Waihi Beach and Paengaroa continue in their service roles and provide social and cultural centres for their communities.

There is a need to encourage thriving city and community centres which include facilities, activities and events to turn the western Bay of Plenty's lifestyle advantages into a competitive advantage for the sub-region's economy. Significant economic spin-offs can result from investment in lifestyle – from building facilities to hosting major events, to manufacturing lifestyle products. Research highlights that competitive cities are cities that can attract skilled people and investment by offering the

lifestyle that that talented people seek. This means retaining the sub-region's high quality natural amenities and adding to them a diverse range of recreational, cultural and artistic attractions to enhance the lifestyle the sub-region can offer.

I: The need to recognise the contribution of the rural sector to the economy

The productive rural sector is a major contributor to the Bay of Plenty regional economy. The main sectors for the Bay of Plenty are horticulture, agriculture and forestry. The horticulture industry is substantial in the western Bay of Plenty, particularly kiwifruit and avocado. The rural production sector provides a large amount of employment in the sub-region and contributes significantly to regional GDP.

The productive rural sector underpins both our local and national economies and it is important that it continues to thrive and expand sustainably into the future. Particular emphasis is being given in the rural production sector to high value items, research and development. Key resources required for continued growth include access to clean freshwater for frost protection and irrigation purposes, avoiding fragmentation of rural land for purposes other than rural production, an efficient post-harvest system, provision for rural industry, and a high quality transport network linking the industry to the Port of Tauranga.

10.5 Principles

- I. SmartGrowth supports the implementation of Smart Economy – the sub-regional economic development Strategy, and Bay of Connections – the regional economic development strategy.
- II. Economic development within the sub-region focuses on increasing the annual average income levels and reducing social inequality.
- III. The provision of quality tertiary education services in the sub-region is increased.

- IV. Adequate business land is provided in the right locations and brought to market in a timely manner within each growth corridor to suit changing needs in order to support the economy.
- V. The opportunities presented by an ageing population are maximised.
- VI. The Tauranga CBD remains the commercial, civic and cultural heart of the sub-region and is considered as the priority location choice for key sub-regional community infrastructure and anchor projects. Other town centres such as Katikati and Te Puke continue in their service roles and provide social and cultural centres for the community.
- VII. A network of other commercial centres meets the needs of people and communities.
- VIII. Treaty Settlements add value to the sub-regional economy and existing assets of Maori
- IX. The contribution of the rural sector to the western Bay economy is valued.
- X. SmartGrowth encourages and supports the rural economy to expand sustainably.
- XI. Actively maintain the existing productive land in order to maximise the potential of the rural sector
- XII. Employment training opportunities will be encouraged and supported
- XIII. Support the establishment of business and innovation parks that align to the sub-regions competitive advantages including;
 - Titanium Industry Development Association
- Bay of Plenty District Health Board Clinical School
- Coastal Marine Field Station
- Newnham Park Innovation Centre
- Planned Harbour Central Marine Precinct
- Planned Comvita Campus
- XIV. SmartGrowth Implementation Partners will support the building of capability and capacity within the community by encouraging economic development initiatives identified by the community



Actions: **Grow a Sustainable Economy**

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	Completed 1 year after adoption
<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

10A. Create an Enabling Business Environment	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Business Friendly Processes <ul style="list-style-type: none"> In conjunction with the private sector and economic development agencies, undertake a stocktake of potential barriers to economic development, relating to Council processes from the perspective of both new and existing businesses. Adopt the common set of metrics for the assessment of business friendly Councils originating from the Core Cities initiative Recognise and support the Core Cities China Engagement Strategy to leverage mayoral relationships and better coordinate activity across New Zealand 	P1 TCC CoC WBOPDC BOPLASS	<i>Urgent</i>			Project complete, recommendations result in change to Council processes. Measures adopted by SmartGrowth partnership.
2. Business and Innovation Parks <ul style="list-style-type: none"> Support the establishment of business and innovation parks that align to the sub-region's competitive advantages including support for the establishment of the harbour central marine precinct initiative to develop state of the art marine business park on Council owned land beside the harbour bridge. 	SGP P1 BoC	<i>Ongoing</i>		***	Innovation park established
3. Marine Centre of Excellence <p>Support and advocate for the continued development of the Coastal Marine Field Station, including the Intercoast programme into a marine centre of excellence, including:</p> <ul style="list-style-type: none"> Investigate opportunities to provide on-going support for a PHD and Post Doctorate scholarship programme Advocate for and support the establishment of a high tech molecular containment facility (aquarium) to enable opportunities for the commercialisation of marine species 	TEP SGP P1 BoC	<i>Ongoing</i>		***	Internationally recognised Marine Centre of Excellence established including a containment facility and PHD programme
4. Planning Environment <p>Investigate amendments to the regulatory planning framework required to facilitate aquaculture opportunities including farming of experimental species to proof of concept stage and land-based aquaculture.</p>	BOPRC TCC WBOPDC	<i>Medium</i>	###		Assessment completed and recommendations made
5. Events <ul style="list-style-type: none"> Provide an enabling environment for events Investigate a more user friendly regulatory framework for events including a partnership approach to reducing compliance costs 	TCC WBOPDC SAAG CCAG CoC	<i>Short</i>	###		Investigation of regulatory framework for events completed and recommendations made to provide enabling environment

Actions: **Grow a Sustainable Economy** (Continued)

10B. Strengthen connections	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Bay of Connections Strengthen links between SmartGrowth and Bay of Connections including all sector strategies to identify sub-regional sector issues and opportunities and promote information sharing and the use of consistent information.	SGP BoC	Ongoing			Formal links established between Bay of Connections and SmartGrowth
2. SmartGrowth Partner Forums Establish formal links to the SmartGrowth Partner Forums for the purposes of identifying and recognising the contribution of the social/community sector, rural sector, property development sector, as well as youth, housing affordability, population ageing and the environment to the regional and sub-regional economy.	SGPF P1 BoC SGP	Urgent			Social Sector Forum set up as formal SmartGrowth partner forum
3. Tourism <ul style="list-style-type: none"> Establish formal links between SmartGrowth and Tourism Bay of Plenty including monitoring and reporting against tourism strategy implementation to SmartGrowth governance group Support the improvement of tourism related infrastructure including visitor accommodation and attractions Complete a review of the Smart Tourism strategy. 	SGP TBOP CoC P1	Urgent			Formal links established between Bay of Connections and Tourism Bay of Plenty
4. Economic Development Forum Host an economic development forum every three years with central Government to discuss priorities and identify issues which align to governments economic growth agenda.	SGP P1 BoC CoC	Ongoing			Economic development forum with central Government occurs
5. Maori Economic Development <ul style="list-style-type: none"> Review actions from the Bay of Connections Maori Economic Development Strategy and enable relevant and appropriate outcomes to be progressed through SmartGrowth. In conjunction with the private sector and economic development agencies, undertake a stocktake of potential barriers to Maori economic development, relating to Council processes. 	P1 SGP BoC CTWF CoC	Urgent		***	Outcomes from Bay of Connections strategy supported by SmartGrowth
6. Treaty Settlement Forum Establish a Treaty Settlements Forum upon the completion of all sub-regional Treaty of Watiangi Settlements	CTWF SGP	Medium			Treaty Settlements Forum established
10C. Encourage a thriving city centre					
1. Key Anchor Projects Identify and support the implementation of key anchor projects within the city centre strategy (including waterfront upgrade, international hotel, tertiary facility, conference centre museum and marine precinct) central city housing, and recognise that these projects are some of the key anchor projects which require forward investment to stimulate other investment and growth and vitality of the sub-region.	TCC, SGP P1 CCAG SGPF	Urgent and ongoing		***	Each key anchor project is supported by SmartGrowth partnership

Actions: **Grow a Sustainable Economy** (Continued)

10C. Encourage a thriving city centre (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Earthquake Strengthening Consider incentives to ensure that earthquake strengthening work is completed to support the city centre as the commercial and cultural hub.	TCC P1	Short		***	Incentives have been investigated and recommendations made
10D. Consider the implications and opportunities of changing demographics on the economy					
1. Research sub-regional workforce implications of population ageing <ul style="list-style-type: none"> Invest in research to identify business opportunities and analyse workforce implications arising from population ageing in the sub-region Implications arising from research are picked up where relevant by economic development agencies and strategies Consider establishing an ageing innovation cluster if appropriate Consider what would make the western Bay an attractive place for youth to study and stay. 	PATAG SGP P1 BoC SSF BOPDHB	Short		***	Research undertaken and recommendations made
2. The value of migrants to the economy Assess the value of migrants to the western Bay economy and recommend actions to facilitate filling the gaps in the workforce resulting from an ageing population with migrants	SGP P1 COC TRMC NN SS SSF SPF	Short			Assessment complete, recommendations made to governance
3. Business Succession Planning Initiate a project to encourage succession planning of businesses contributing to the sub-regional economy to transfer of skills to the younger generation, and teach business owners about their responsibility to share the knowledge across the generations.	CoC SGPF P1 SGP	Short			Toolkit developed, engagement with businesses and industry underway
10E. Improve housing affordability					
1. Availability of Land Investigate the role of Council and other agencies in facilitating the availability of property and land for housing affordability projects including: <ul style="list-style-type: none"> Regularly assess partner Council's property portfolios for properties that could be made available for housing affordability projects. Provide specific opportunities for the development community or third sector housing groups to advocate/ initiate suitable housing projects using this land. Work with Housing NZ, Ministry of Innovation and Employment and other agencies to identify suitable blocks of land which could be made available for affordable housing projects. 	WBOPDC TCC BOPRC HAF CTWF HNZ BOPDBH JAG Maori Trustees	Short		***	Investigation and annual assessment of property portfolio completed. Identification and release of suitable land for housing affordability projects when feasible.

Actions: **Grow a Sustainable Economy** (Continued)

10E. Improve housing affordability (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Development of Treaty Settlement Land Support the development of business cases, operational plans and their implementation to develop post Treaty of Waitangi Settlement land or undeveloped land for the purpose of quality affordable residential development.	JAG HAF CTWF SGP Maori Trustees	Medium			Input from HAF and SmartGrowth partners into business cases, plans and implementation of land for housing and use of HNZC properties.
3. Auckland Housing Action Plan Closely monitor the progress of initiatives in the Auckland Housing Action Plan including inclusionary zoning, betterment levy, initiatives to improve the quality of rental stock and assess the relevance of these initiatives.	HAF TCC WBOPDC	Ongoing			6 monthly report of progress of Auckland Housing Action Plan in relation to SmartGrowth. Promotion of successful initiatives from the Auckland Housing Action Plan in the following year i.e. 2014.
4. Planning Frameworks Investigate opportunities to provide a planning framework that enables more housing affordability projects that meet specific criteria for density, bulk and scale i.e. permitted controlled activity	WBOPDC TCC HAF PDF	Medium	###		Planning frameworks reviewed and recommendations made
5. Housing Affordability Pilot Project Facilitate the delivery of pilot project to provide a practical, best practice example of sustainable, affordable, quality housing to raise awareness amongst the housing sector and the public. The pilot project will; <ul style="list-style-type: none"> • Establish and agree with partner Councils, a framework for the delivery of affordable housing projects (including potential incentives/benefits to developers) • Provide an opportunity to have a conversation about the levels of intervention councils are prepared to promote housing affordability including the use of Council land. • Include a literature review of interventions that have occurred elsewhere in NZ and internationally • Include a definition of housing affordability for the western Bay. 	HAF SGP PDF SSF CoC Maori Trustees JAG	Urgent			Project plan complete, framework agreed and expressions of interest received.
6. Advocate for housing affordability Work with the local government sector to jointly lobbying central Government to: <ul style="list-style-type: none"> • Provide financial levers such as tax incentives and/or subsidies to encourage a greater flow of capital investment into affordable housing projects • Continue seeking regional and national funding opportunities for affordable housing • Facilitate/advocate central Government intervention into housing affordability • Consider alternate options, technologies and delivery mechanisms for the funding and delivery of infrastructure. 	SGP WBOPDC HAF JAG Local government sector e.g. FP Maori Trustees	Urgent			Submissions/meeting with central Government in relation to financial levers, funding opportunities and interventions to increase housing affordability. Central Government investment into affordable housing. Funding for affordable housing obtained.
7. Research - Covenants Undertake a research project to assess the effect of private covenants on housing affordability and the delivery of affordable housing within subdivisions, and what methods may be applied to address any adverse effect of such covenants.	TCC HAF	Short			Report on the effect of private covenants on housing affordability completed.

Actions: **Grow a Sustainable Economy** (Continued)

10E. Improve housing affordability (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
8. Share information Provide and facilitate the sharing of innovation and good practice in design and construction to increase supply, quality, choice and affordability, in particular: <ul style="list-style-type: none"> • Collaborative designs¹, reuse designs², smaller dwelling designs³ and lifetime design⁴ • Encourage and promote innovation in good design and construction • Promoting economies of scale in design and construction • Promoting advocacy for the affordable provision of telecommunications and utilities. 	WBOPDC HAF PDF CTWF PDF Maori Trustees	Short			Good design guidelines and market developed and, published. Good design and market demand research promoted.
9. Monitoring income levels Investigate the costs and benefits of establishing a programme to measure and monitor average income levels and the availability of full time permanent work in the sub-region.	SGP P1 CoC SGPF WINZ	Urgent			Investigation complete. Recommendation made to governance

¹ Design collaboration is a group activity in which design professionals or design teams work collaboratively with different disciplines and areas of study by sharing their expertise and responsibilities through the design process to reach a goal of obtaining a successful design solution together. Shin, D. Design Collaboration – University-Industry Partnerships in New Product Development. USA

² Reuse designs allows previously developed housing designs to be shared to reduce the costs of building affordable housing in the design phase.

³ Smaller dwelling designs that make effective use of smaller spaces which increase their acceptability of smaller dwellings to the market.

⁴ Lifetime design supports the changing needs of individuals and families at different stages of life by incorporating 16 design criteria to ordinary homes that can be universally applied to new homes at minimal cost. Life time Homes www.lifetimehomes.org.uk.





11. Recognise tangata whenua cultural identity and change

11.1 **Desired Outcome**

“We realise economic and social opportunities for tangata whenua while protecting cultural identity”.

11.2 **Background**

A number of pieces of research and assessment around Tangata whenua areas of priority and concern have been completed since 2004. These pieces of work have set the scene for a number of programmes and activities that have embedded tangata whenua values and aspirations in strategies, policies, plans and work programmes. The wealth of information available and accessible in cultural heritage resources has been used to inform both Councils and the community in making decisions about the protection of heritage values. Significant view shafts are protected and a cultural heritage strategy has been initiated. Significant progress has been made through the Combined Tangata whenua Forum (CTWF) on Maori engagement and participation at governance level during the implementation of the Strategy. CTWF has also made significant gains around promoting the highlighting the importance of water management and championing many other issues identified throughout the SmartGrowth Strategy such as affordable housing on Maori land, integrated approaches to landscapes and heritage protection, and building capacity for co-management relationships with iwi.

There is still work to be done particularly around issues like the sub-regional cultural heritage database, gaining a better understanding of iwi demographics and facilitation of papakainga housing on Maori land.

11.3 **New Research informing the Update**

The following new research has been undertaken to inform the 2013 update of the SmartGrowth Strategy:

i) Development of Maori land and Post Treaty Land use Issues

This research report was prepared by the Tu Pakari Advisor to SmartGrowth and sets the scene for a significant change in iwi participation across the environmental, economic, cultural and social spectrum as a result of more than 25 Treaty settlements being completed over the 10 years following the update. The settlements represent more than \$200m of assets, commercial and cultural rights, with much of the asset worth being in property within the western Bay of Plenty. The research informs actions around anticipating the changes arising from the range of co-governance and co-management regimes for water, public lands and new relationships with government agencies and post Treaty settlement groups which are likely to establish as a result of settlements. The research also assesses the potential of traditional industries such as agriculture, forestry, fishing, horticulture, health, education to be further advanced and supplemented by new impetus into energy, agriculture, aquaculture and cultural tourism.

ii) Tangata whenua Aspirational Plan 2012 - Horahia o mata ki a Meremere Tuahiahi

The Aspirational Plan was prepared by the Combined Tangata whenua Forum to assist their members to respond in a meaningful and consistent manner to a range of proposals, activities, policy directions and strategies and plans in the western Bay of Plenty. The plan was developed in two stages. The first was an intensive and interactive facilitated workshop of Combined Tangata Whenua Forum members on the 10th September 2012. The second stage was a review of key iwi strategic documents, iwi

management plans and feedback from iwi and hapū members. This plan was adopted by the CTWF in 2012.

11.4 **Issues**

A. The need to recognise tangata whenua interests and values

There will often be tensions between European property rights and tangata whenua values. This is especially true in the western Bay of Plenty where past growth and development has taken place at significant cost to tangata whenua. This includes the loss of land, authority and self-governance, and other natural and cultural resources to accommodate infrastructure development and public facilities. Also, because of topography and coastal amenity, many sites of cultural value are located in growth areas where there are limited options for accommodating future growth.

The customary relationships and practises of tangata whenua as kaitiaki over their land, waahi tapu and other taonga is recognised and provided for within the district plans. SmartGrowth acknowledges that only Maori and in particular tangata whenua can determine these relationships, and the relationship of their culture and traditions, with their ancestral lands, water, sites, waahi tapu and other taonga.

B. The need to provide for the use of tangata whenua lands and waters

There remains a myriad of barriers to building on multiply-owned Maori land including access to finance, land administration and infrastructure services. Some success has been achieved through a range of pilots and Papakainga programmes. Most of the progress has come from collaborations between councils, government agencies, Maori NGOs, and land trusts which has resulted in the completion of a comprehensive Papakainga toolkit.

Treaty Settlements involve a range of redress, some of which is financial and commercial. The impending Treaty Settlements will provide tangata whenua with resources to meet their social, economic, environmental and cultural aspirations. The balance between resource protection and resource development will evolve over time. There will be a range of new entities representing interests of iwi, new co-governance and co-management regimes as well as the transfer of a large number of commercial and cultural properties. The changing economic and social landscape of the sub-region post the Treaty Settlements needs to be carefully considered.

Treaty of Waitangi Settlement redress can provide investment to existing plans to develop and create new opportunities, particularly on acquired lands. There may be obvious land development opportunities and subsequent zoning implications. Further work is required to better understand tangata whenua land use aspirations as a result of Treaty settlements. New marae and community development is expected as part of the post-settlement aspirations of iwi in the western Bay of Plenty.

C. The need to understand and plan for changing Maori demographics

Population forecasts show a trebling of the Maori population in the sub-region over the next 50 years. This growth will lead to an increased need to provide housing, employment and social services. Resources such as kaimoana, marae, and urupa will be subject to increasing demands. New Zealand's Maori population is also relatively youthful compared with the total New Zealand population. Although the Maori population will age in the future, it will remain a relatively young in comparison with non-Maori population. This will have economical (workforce) and social implications for the western Bay.

The 2006 Census identified a great number of Maori who do not have a direct affiliation to the area through whakapapa (genealogy) however acknowledge their Maori ethnicity. These populations may have special aspirations and values similar to tangata whenua but may be expressed in different ways such as housing preferences, education, relationships with natural resources, employment and economic opportunities. Tangata whenua have a responsibility to ensure the values of manaakitanga (hospitality) and hononga (relationships) are afforded to Maori living in the sub-region. Understanding the make-up of the Maori population will be an important component of providing the right mix of infrastructure and opportunities in the future.

11.5 Principles

- I. Maori have the ability and capacity to evolve and express their unique culture, traditions and ways of doing things according to their cultural preferences.
- II. Tangata whenua are enabled in the use of their lands and waters to the fullest extent practicable to meet the needs of their people and wider community.
- III. The active protection of Maori interests including.
 - a. Ancestral lands, forests, waters, sites, wahi tapu, fisheries and taonga of significance to ensure the mauri, wairua and tapu of resources is sustained for future generations.
 - b. Tangata whenua participation in all levels of governance and management is an outcome of shared decision-making, collaborative relationships, recognition of the mana and rangatiratanga of iwi and hapu, and the special role of tangata whenua as kaitiaki.

Actions: **Recognise tangata whenua cultural identity and change**

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	Completed 1 year after adoption
<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

11A. Recognise tangata whenua interests and values	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Cultural Heritage Database – Project Plan <ul style="list-style-type: none"> Complete project plan Investigate potential use of alternative mechanisms to protect cultural heritage such as covenants, heritage protection orders and financial incentives 	BOPRC TCC WBOPDC CTWF	<i>Short</i>			Project plan adopted
2. Cultural Heritage Database – Project Implementation <ul style="list-style-type: none"> Complete database set up Populate database with current information Initiate identification and recording programme for new sites Implement database for agreed purpose as set out in project plan 	BOPRC TCC WBOPDC CTWF	<i>Short</i>	###		As agreed in project plan
3. Iwi/hapu Management Plans (IMPs) <ul style="list-style-type: none"> Continue to update and host sub-regional IMP database Ensure all IMPs are accessible online Continue to provide funding/resources for the development of IMPs Promote specific identification of cultural resources and their significance, spatial extent and policy response as a result of IMPs 	CTWF BOPRC WBOPDC TCC	<i>Ongoing</i>			IMPs lodged for all iwi in sub-region (12) and completed at the rate of 1 per year
4. Sub-regional tangata whenua consultation policy for resource consent processing <ul style="list-style-type: none"> Compare and contrast current partner council policies Develop and agree a single sub-regional policy in line with iwi management plans Use and maintain a combined sub-regional contact database for consultation purposes 	CTWF BOPRC WBOPDC TCC	<i>Short</i>			Single policy adopted
5. Representation and co-governance arrangements resulting from TOW settlements <ul style="list-style-type: none"> Manage and maintain sub-regional contact database of Post Treaty Settlement Groups Promote discussion on Maori representation on partner Councils through Maori seats 	CTWF BOPRC TCC WBOPDC	<i>Urgent</i>		***	Database is established and maintained
6. New technologies for water infrastructure <p>Ensure that consideration be given to new technology relating to water infrastructure, including technology which aligns with tangata whenua values such as kaitiakitanga, mauri, tapu, and waahi tapu at the very early stages of resource consent application for water or wastewater infrastructure particular in relation to Katikati and Te Puke upgrades.</p>	WBOPDC CTWF TCC BOPRC	<i>Short</i>			Tangata whenua values are taken into account at consent preparation stage for water and wastewater infrastructure

Actions: **Recognise tangata whenua cultural identity and change** (Continued)

11A. Recognise tangata whenua interests and values (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
7. Cultural Awareness Facilitate cultural awareness and support cultural awareness training opportunities specific to the western Bay, for local government, business and other organisations and communities across the sub-region including the provision of generic information about Treaty of Waitangi settlements.	CTWF SGP	Short			Material developed and disseminated through SmartGrowth Partners
11B. Provide for the use of tangata whenua lands and waters	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Facilitate of Papakainga development <ul style="list-style-type: none"> Provide on-going recognition and support (which may include direct funding) to Joint Agency Group Enabling low impact urban design requirements that are suitable to Papakainga developments Provide assistance with relationship building and approaches to funding providers Enable Papakainga settlements to include some small scale commercial/retail activity and other community facilities. 	JAG MHF WBOPDC BOPRC TCC HNZ TPK MLT	Urgent			Training programme continues Papakainga developments approved at a rate of 2 per year
2. Land use aspirations resulting from Treaty settlements not currently provided for <ul style="list-style-type: none"> Tangata whenua undertake feasibility and design for new marae in historic settlements not currently provided for through compatible zoning Tangata whenua undertake sub-regional scoping exercise to identify and evaluate planning issues associated with potential business developments arising from TOW settlements, not currently provided for through compatible zoning Partner Councils identify required planning response and undertake plan changes to support development where appropriate 	CTWF WBOPDC TCC BOPRC NZTA	Short	###		Plan changes have been implemented to support development where appropriate
3. Investigate the potential for iconic cultural tourism opportunities <ul style="list-style-type: none"> Identify opportunities, undertake feasibility and prepare business cases for a range of cultural tourism ventures that have iconic or sizeable attributes Review new concept and business cases for cultural tourism ventures from third parties 	Iwi CTWF TBOP BOPRC P1	Medium			Feasibility study completed. Recommendation made
11C. Plan for changing Maori demographics					
1. Maori Demographics Prepare a report from 2013 census data (and document methodology used) that relates to tangata whenua iwi and Maori in the areas of housing, employment, education and income (among others) for the purpose of developing a base platform from which to compare future demographics trends and community needs.	CTWF	Short			Report prepared and base data established







Western Bay - a great place to **live, learn, work AND play**

Part
C

Settlement
Pattern

12. The SmartGrowth Settlement Pattern

12.1 Introduction

This section of the document sets out the approach of SmartGrowth 2013 to key issues related to integrated planning and the Settlement Pattern. The key components of this section are;

- The SmartGrowth Settlement Pattern
- SmartGrowth corridors
- Growth projections and demographic analysis
- Staged development of the Settlement Pattern
- Residential land
- Business land
- Sub-regional infrastructure
- Transport

Actions required to implement the approach of the Updated Strategy to each of the key issues are contained in the implementation plan in section 21.

The Settlement Pattern is a 'blueprint' that sets out how, where and when development will occur within the sub-region and ensures that implications of infrastructure and funding can be worked through early, in an integrated manner.

The SmartGrowth Settlement Pattern provides certainty by sending clear and unambiguous signals to the market on long-term growth and development of the sub-region by identifying;

- urban limits
- transport and growth corridors
- employment areas
- urban growth areas
- increased residential density targets for greenfield subdivisions
- intensification opportunities

The Settlement Pattern promotes a more compact urban footprint and protects productive rural land for the foreseeable future under the current growth rates.

12.2 Background

Three growth scenario alternatives were consulted on as part of the development

of the original SmartGrowth Strategy. Broadly described they were as follows:

Status Quo: A continuation of the policy approach where a mix of intensification and expansion are provided.

Lower Density: A continuation of past trends of low-density suburban development and urban expansion, with intensification limited to market led initiatives.

Higher Density: A modification on the current policy approach that seeks to significantly increase the intensity of development, with limited urban expansion.

The three growth scenario alternatives were evaluated and the high-density alternative ranked the strongest. The evaluation criteria used helped shape the identification of sites for future development (greenfields and intensification) through incorporating the development constraints and opportunities specific to the western Bay of Plenty sub-region. This preference for a more compact urban form underpins the original 2004 SmartGrowth Strategy Settlement Pattern.

12.3 The Settlement Pattern Review

Postponing the 2011 Census has had implications for the SmartGrowth Update. It has not been possible to undertake a comprehensive review of the 2003 Settlement Pattern based on the most up-to-date demographic analysis during the 2013 SmartGrowth Update. Instead a comprehensive review of the Settlement Pattern is directed by a priority action in the implementation plan. Upon completion of the project, relevant sections of the SmartGrowth strategy will be updated to reflect the confirmed Settlement Pattern.

For residential Urban Growth Areas the Settlement Pattern review will;

- Identify new Urban Growth Areas

required to accommodate the projected population

- Confirm existing Urban Growth Areas
- Confirm the amount of growth allocated to Urban Growth Areas
- Confirm the sequencing of development of Urban Growth Areas
- Confirm the infrastructure triggers required for development of Urban Growth Areas
- Confirm projections for residential intensification

For industrial land the Settlement Pattern review will;

- Assess the amount of industrial land required at Wairakei and Ōmokoroa
- Assess the infrastructure servicing and funding requirements for Rangiuru
- Assess the balance of industrial land provided throughout the Settlement Pattern based on the confirmed Urban Growth Areas and identify whether any new industrial land is required

12.4 Key Changes to the Settlement Pattern

SmartGrowth 2013 has made four key changes to the 2003 Settlement Pattern based on available evidence;

1. Welcome Bay South has been removed from the Settlement Pattern as a future Urban Growth Area
2. Additional land at Belk Road has been added to the Settlement Pattern for future industrial use as an extension to the Tauriko Business Estate
3. Three areas not currently in the Settlement Pattern have been identified as requiring strategic assessment through the Settlement Pattern Review. These are;
 - i. Tauriko west
 - ii. Te Puna
 - iii. Paengaroa
4. Projections for residential intensification have been removed from the Strategy and replaced with a comprehensive work programme for Residential Intensification (see appendix 5). The Residential Intensification work programme

outlines the work required to develop robust, evidence-based estimates for the likely quantity, form and location of intensification for incorporation into the Strategy.



13. SmartGrowth Corridors

13.1 Sub-regional corridors

The physical setting of the sub-region is such that a “corridor” pattern of development has emerged. This corridor pattern links the western Bay of Plenty sub-region with its neighbours, in particular heading east towards Whakatane and south towards Rotorua. The SmartGrowth Strategy takes a wider spatial view in order to better integrate land use and infrastructure. The Strategy also promotes wider Bay of Plenty economic development outcomes through better intra-regional linkages.

13.2 Spatial Corridors

SmartGrowth takes a corridor approach to the integration of infrastructure, land-use and funding. These corridors extend beyond the boundaries of the western Bay and align with the transport activity packages and associated funding requirements into the Regional Land Transport Strategy (RLTS) 2011, which also takes a corridor approach to transportation across the region.

From a spatial planning perspective it is important to remember the strong links between the western Bay of Plenty sub-region and the wider Bay of Plenty region. For example all the rivers have headwaters outside the Western Bay. All the key transport routes extend beyond the sub-region to Gisborne, the central North Island, the Waikato, Auckland and the Coromandel. See Map 3 for a depiction of the corridors and spatial linkages between western Bay of Plenty and its neighbours.

For the western Bay of Plenty sub-region large-scale transport activities have been packaged together as part of the Northern, Eastern, Southern and Western Corridors. A package for the Tauranga urban network is also included which covers the transport requirements for the Central Corridor. The corridors in the RLTS directly link to the corridors used in the

SmartGrowth Settlement Pattern.

The corridors are separated into five key geographic areas:

1. North of Tauranga including Omokoroa and Katikati
2. East of Tauranga towards Whakatane and Rotorua
3. South of Tauranga linking Pyes Pa Road to Rotorua
4. West of Tauranga linking the Bay of Plenty with the Waikato.
5. Central Tauranga covering the inner city urban area.

A. Northern Corridor

The Northern corridor links the western Bay of Plenty north to Coromandel and Auckland. It includes the urban areas of Bethlehem, Omokoroa, Katikati and Waihi Beach. Other components of this corridor include;

- Business land at Katikati, Omokoroa and Te Puna
- Additional residential development at Omokoroa, Katikati and Waihi Beach
- Tourism links through the Goodness Highway
- The designated Tauranga Northern Arterial and 4-laning to Omokoroa
- Special consideration of harbour impacts from development

The Tauranga Northern Corridor Strategy was developed in 2009. This document represents an integrated land use and transportation strategy for the Northern Corridor. Since 2009 there have been a number of influences (e.g. growth location and yields; change in land use, road safety) which have served as a catalyst to initiate a review of the corridor strategy. The NZTA, WBOPDC, TCC and the BOPRC are now working collaboratively on a review of the Northern Corridor within the broader SH2 corridor between Pokeno and Tauranga. It is intended for this strategy to update the strategic context, investment priorities and outcomes to achieve integrated planning and optimise the of transport network.

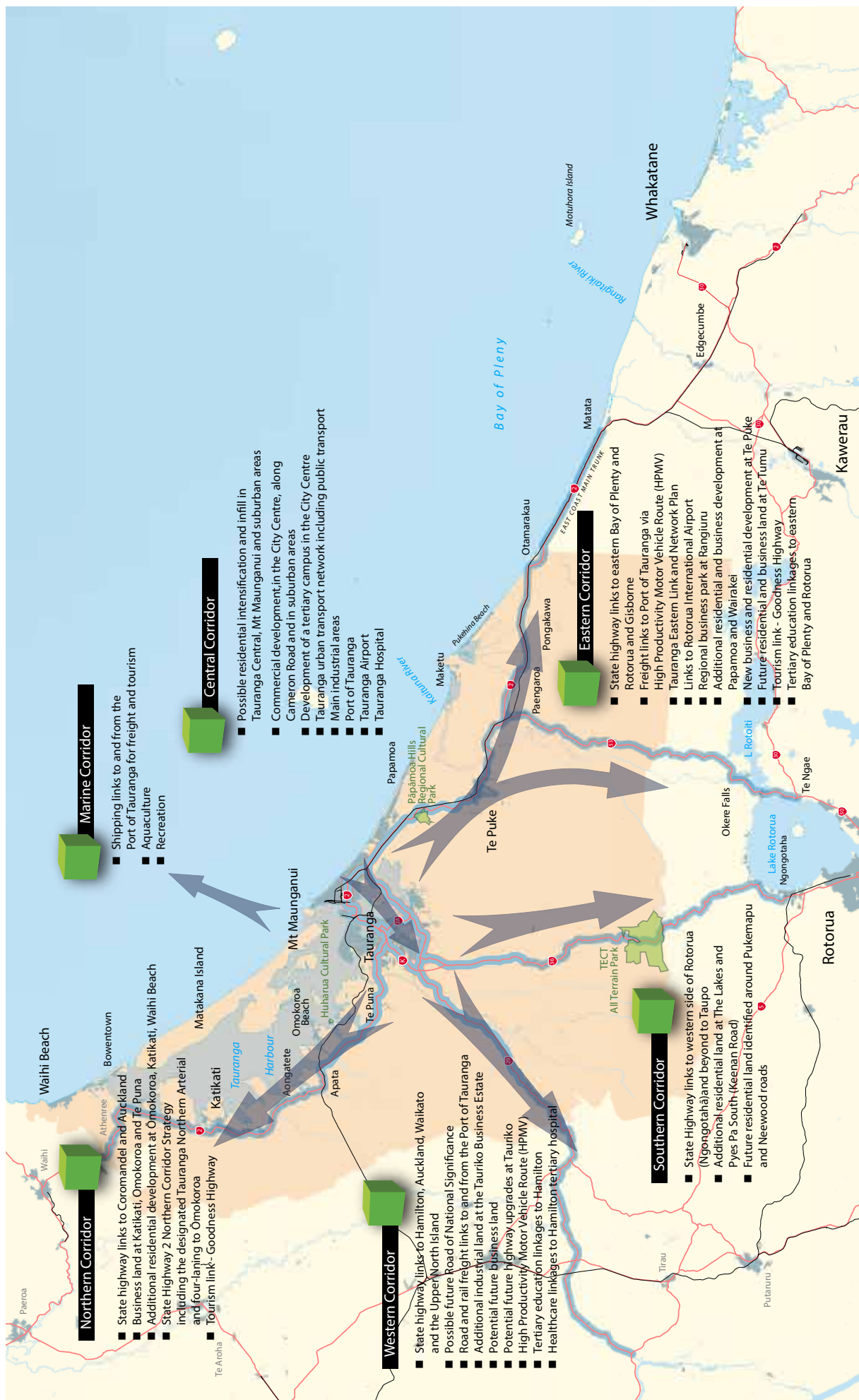
B. Eastern Corridor

The Eastern Corridor links the western Bay of Plenty with the eastern Bay of Plenty and Rotorua and includes the urban areas of Papamoa, Wairakei and Te Puke. State Highway 2 (to the east) provides significant economic and social links between the western Bay of Plenty and Rotorua. There are also synergies between the export Port of Tauranga and the agriculture and forestry originating from the Taupo and Rotorua areas. Export timber volumes are expected to increase from 6.8 million cubic metres per annum to 12 million cubic metres per annum in the near future and are likely to be sustained at these high levels for some time into the future.

Other components of this corridor include:

- State highway links to eastern Bay of Plenty, Rotorua and Gisborne
- Freight links to Port of Tauranga via High Productivity Motor Vehicle Route (HPMV)
- East Coast Main Trunk railway which is a key freight link enabling access to the Port of Tauranga for timber exports from within and beyond the subregion.
- The Rotorua Airport which is developing as an international airport for trans-Tasman tourism links
- Regional business park at Rangioru
- Additional residential and business development at Wairakei
- New business and residential development at Te Puke
- Future Waiari water treatment plant
- Future residential and business land at Te Tumu and associated transport infrastructure including the Papamoa East Interchange and the Kaituna Link from the eastern end of Te Tumu to Rangioru/ Tauranga Eastern Link/ SH2
- Tourism links through the Goodness Highway
- Tertiary education links to eastern Bay of Plenty and Rotorua

The Tauranga Eastern Link (TEL) Network Plan 2011 has been developed for the Eastern Corridor. This Network Plan outlines the considerable investment that



Map 3
Regional Context and SmartGrowth Corridors

both central and local government, as well as private developers and landowners, have committed to and aligned, to ensure certainty of development and the subsequent prudent provision and funding of infrastructure. The network plan includes:

- an outline of the strategic context that supports the planning and delivery of the TEL, within a wider regional framework
- details of the integration of land use, transport and investment to ensure optimisation of the TEL, including the integration with the local transport network, land use and associated infrastructure
- a summary of key issues, risks and opportunities, including the action(s) being undertaken or proposed to take advantage of or address these.

C. The Southern Corridor

The Southern Corridor reinforces the links between the western Bay of Plenty and Rotorua with access provided by State Highway 36 to Ngongotaha on the western side of Rotorua and beyond to Taupo.

Other components of this corridor include:

- The Lakes provides significant amounts of zoned residential land in this corridor
- Future residential land (identified in the Settlement Pattern but not yet zoned) at Pukemapu and Neewood roads has been identified as requiring further assessment in terms of its suitability for residential land.
- Currently no Corridor Strategy exists for the Southern Corridor. Development of a strategy and a package of interventions has been identified in the Implementation Plan as a priority action.
- Tertiary education links to Hamilton
- Healthcare links to Hamilton tertiary hospital

D. Western Corridor

The western corridor links the sub-region

to Hamilton, Auckland and the Waikato and the Upper North Island via the Kaimai ranges. The Government Policy Statement on Land Transport Investment 2012 signals that the Hamilton to Tauranga route may be considered for a future Road of National Significance.

The Tauriko Business Estate provides significant amounts of industrial land in this corridor. Additional business land at Belk Road has been included in the Settlement Pattern through the SmartGrowth update in order to extend the capacity of the Tauriko Business Estate. An investigation into the need for and cost of providing more business land in this corridor in the future will be undertaken through the Settlement Pattern review.

Other components of this corridor include:

- Nationally significant State Highway freight links to the Waikato.
- East Coast Main Trunk rail freight links to and from the Port of Tauranga through the Kaimai Tunnel
- An investigation into potential highway upgrades at Tauriko which will, if they proceed, separate or reduce conflicts between local traffic and the inter-regional highway connections between the Waikato region and Tauranga.
- There is currently no Corridor Strategy for the Western Corridor. Development of a strategy and a package of interventions has been identified in the Implementation Plan as a priority action.

E. Central Corridor

The Central Corridor includes the Tauranga City isthmus and the Mount Maunganui peninsular. Components of the Central Corridor include;

- Possible intensification and infill areas in the Tauranga Central and Mount Maunganui urban growth areas
- Commercial development along Cameron Road and in the City Centre
- Development of a tertiary campus in the City Centre
- Tauranga urban transport network

including public transport and connections to key identified national and regionally strategic destinations such as the Port of Tauranga (see Tauranga Urban Network Study as summarised in Part C).

- East Coast Main Trunk railway connecting the Port of Tauranga's Mt Maunganui and Sulphur Point terminals.
- Tauranga airport
- Tauranga hospital

14. Growth Projections and Demographic Analysis

14.1

Revised SmartGrowth Population Projections for the western Bay

The sub-region has been an area of rapid population growth since 1950. In 2006 the population was 149,900 a 13% increase from the previous census in 2001. The population data from the 2013 Census will not be available until early 2014. However in 2011 the District and City Council adjusted the original SmartGrowth population projections for their 2012-22 Long Term Plans to reflect the recent slowing of growth and development in the sub-region. Revised SmartGrowth projections to the year 2051 provide for a long term population of 275,000 compared to approximately 285,000 forecast in both the 2007 and 2010 SmartGrowth population projections. The revised figure of 275,000 has been used as the basis for SmartGrowth 2013 Update and will be reviewed once the census data is available in 2014.

In 2011, Statistics NZ released some provisional figures which provide a useful bridge between the 2006 census figures and the 2013 census. The Statistics NZ estimate of the sub-regional population was 161,500. This figure is within 1% of the revised SmartGrowth estimate of 160,100. Sub-regional analysis of demographic projections based on data from the 2013 Census will be available in 2014. Once this project is completed, relevant sections of the strategy can be updated.

14.2

Demographic drivers

It is well established through previous demographic work by the University of Waikato that the dominant driver for population growth in the sub-region over many years has been in-migration, primarily from other parts of New Zealand with some from overseas. This has often been referred to as 'sunbelt' migration. Natural increase has not been a strong

part of the sub-regions population growth. Migration decisions or choices are generally driven by people's personal circumstances; including a change of employment, retirement and the location of family or friends. In some cases the economic pull of Auckland could be a strong influence. As such it is difficult to accurately assess the reasons why inward migration is likely to have slowed in the last 5 years. There is likely to be a high correlation between the global financial crisis and associated downturn in the property market nationally, decision making on migration and the obvious downturn in population growth. The results of the 2013 census are needed to confirm the estimated demographic changes over the last 7 years since the 2006 census.

The question is whether recent, lower growth rates are likely to be short term or longer term for the western Bay of Plenty sub-region. There is no reason to assume, at this stage, that migration should not continue to play an important part in driving population growth, albeit possibly at a slower rate than the last 20-30 years. The general ageing of New Zealand's population is likely to influence retirement-type decisions. The market is actively responding to these signals with significant investment in new retirement/lifestyle complexes.

Economic influences such as investment in new tertiary education facilities and added-value export production, associated with the very efficient Port of Tauranga, are likely to be important in migration decision making. The SmartGrowth Demographic Project (See action 20A1) is a key piece of new research to be commissioned to assess the 'push' and 'pull' of demographic drivers for the sub-region. Through this project, new population projections will be prepared using the 2013 Census as the base.

Populations are ageing all over the world and the western Bay of Plenty is no exception. As a 'sunbelt' destination, the

region has a higher ratio of older people than the national average. Labour force participation rates, average incomes and spending area also lower than the national average. Overall the sub-region is facing an imminent shift in the dependency ratio of young to old, such that the number of 65+ year olds to children (0-14 years), will cross over at around 2017.

This demographic shift to a more mature population will affect work environments, retail focus, transport systems, housing provision and recreational activity. While demographic analysis at a sub-regional level may inform some sub-regional policies such as housing and economic investment, territorial authority decision making will need to 'drill down' to reflect the diversity of their own demographic profile. Similarly this will affect planning for liveable communities and the provision of aging-in-place infrastructure, health and social care service provision.

Within the sub-region, the population profiles for the individual territorial local authorities show distinct differences in particular;

- Within the Western Bay of Plenty District, the population is ageing more rapidly in part because the district includes naturally occurring retirement communities such as Waihi Beach, Katikati, Omokoroa and Maketu.
- Tauranga City has a higher birth rate which can be largely attributed to Maori fertility.

Table 1 "Population Projections" sets out the current 2011 SmartGrowth population and total dwelling projections. Total dwellings is defined as occupied plus unoccupied dwellings. These projections have been adjusted in response to changes in the global and national economies and recent actual development trends in the sub-region. This information will be updated following the 2013 Census.

(Table 1)

Population Projections

Population Projections for Tauranga City and Western Bay District

		2011 (base)	2031	2051	2011-2051
Western Bay of Plenty District	Population	45,380	59,718	74,147	28,767
	Total Dwellings	19,782	26,257	32,722	12,940
Tauranga City	Population	114,720	157,110	199,430	84,710
	Total Dwellings	48,783	70,017	91,469	42,686

Population Projections for western Bay of Plenty sub-region

		2011 (base)	2031	2051	2011-2051
Western Bay of Plenty Subregion	Population	160,100	216,828	273,577	113,477
	Total Dwellings	68,565	96,274	124,191	55,626

14.3

Revised approach to development triggers

Experience gained from the previous Strategy has resulted in moving away from the previous approach which combined population numbers and specific dates to act as triggers for development and sequencing. SmartGrowth 2013 endorses specific population thresholds/milestones as development triggers rather than specific dates. This approach offers greater certainty about when new development areas and/or investment in supporting infrastructure will occur, and enables flexibility to responding to changing circumstances such as unforeseen slower or faster growth. This revised approach will rely on the continuation of regular development uptake monitoring.

14.4

Capacity of the Settlement Pattern long term

Despite the lower population assumption at 2051, there still may be insufficient land within the current SmartGrowth Settlement Pattern to accommodate

275,000 people. This is because of the cumulative impact of:

- Development on the ground will achieve lower densities (number of houses per hectare) than originally forecast in large urban growth areas like Wairakei and Te Tumu.
- A staged (stepped) approach over the next 25 years towards the RPS target of 15 lots / per hectare for the new urban growth areas being adopted in the Tauranga City Plan. It is estimated that a total of about 5,000 less people will be accommodated in these areas as a result.
- Less residential intensification (extensive site redevelopment) is taking place in Tauranga City than was factored into the 2004 Settlement Pattern calculations.

14.5

Capacity of Identified Urban Growth Areas

Whilst it can't be ruled out that more land may be required towards 2051 to accommodate the forecasted population of 275,000 people; there is currently sufficient capacity within the identified Urban Growth Areas for at least the

next 20 years based on the previous 10 year average development rate. These capacity calculations are based on desk top calculations using current data. The capacity of the Settlement Pattern is likely to change as a result of the Settlement Pattern Review project which will result in confirmation of the Settlement Pattern and a subsequent update to the Strategy.

The SmartGrowth Update has identified that there is no immediate pressure to zone additional urban land. The focus of the updated strategy is instead on consolidation and effective delivery of the existing Settlement Pattern as a priority over identification of new Urban Growth Areas.

15. Staged Development of the Settlement Pattern

15.1

Background

SmartGrowth takes a staged approach to land use and infrastructure which includes the use of urban limits as a planning tool to identify where urban development is expected to take place.

The sub-region like many other cities and regions has identified certain areas where urban development will be supported and other areas where it is not. Identification of these areas in the SmartGrowth Strategy has informed the RPS and the City and District Plans.

The sub-region's sequencing/urban limits policy and maps identify land that can be developed for urban purposes now as well as land that is anticipated to be re-zoned for urban development in the future as far out as 2051. Not all readily developable land in the sub-region has been identified for urban development in the short or long term. The reason for this is that sufficient other land has been identified to meet the anticipated growth of the sub-region, or in some cases other resource management considerations are given prominence, including the provision of infrastructure.

Urban development outside of the urban limits is not prohibited however there are a number of stringent criteria that would have to be satisfied for it to occur. These are set out in the Regional Policy Statement and will flow into District and City plans where necessary.

15.2

Reasons for Staging Development

SmartGrowth aims to coordinate new urban development with the provision of infrastructure and funding. A key part of taking this approach is the use of urban limits in order to encourage orderly and staged development which integrates with infrastructure.

Concerns are sometimes raised about

the impact of staged development on affordable housing. This is not the case in the sub-region where there is sufficient zoned and serviced land to meet over 20 years of demand (as at 2013), as well as land beyond that identified for future development along with related existing or planned infrastructure. The respective Councils also have capital works programmes that provide for the timely servicing of this land to allow development to proceed.

Staging development and applying urban limits as a strategic planning tool provides certainty to both the public and private sector for capital investment and strategic long-term decision-making. When the long term supply of urban land is reasonably identified and certain, land use, transport, infrastructure and funding can be better aligned. There are a number of other reasons for staging development and using urban limits as a planning and growth management tool. These include:

- To ensure infrastructure investment by Councils and other parties is not compromised by growth occurring in areas where it was not expected i.e. aligning land use, infrastructure and funding and ensuring logical growth sequencing. This includes the development/financial contribution funded infrastructure that Councils provide. Like the private sector, Councils need a degree of certainty when making investment decisions.
- To support planning and development to be undertaken in an integrated way that aligns land-use and infrastructure investment (e.g. urban growth in the Eastern Corridor supports the optimisation of the investment in the Tauranga Eastern Link).
- To prevent urban development from adversely impacting on the function of the transport network.
- To protect the productive, economic capacity of rural land located in the

western Bay of Plenty sub-region. Most of this land is located in the WBOP District and is in various rural land uses with horticulture being the most prominent.

- To protect natural features and landscapes, including the coastline and the harbour from inappropriate development. This is a matter of national importance in the RMA 1991 and is also required under the NZ Coastal Policy Statement.
- To promote urban sustainability, particularly in regard to greenhouse gas emissions from transport. These are thought to be reduced through a more compact urban form due to shorter travel distances and greater use of public transport. This aim is likely to be more influential in larger scale cities. Associated with this are social and health benefits of compact living compared to urban sprawl. While the benefits of a more compact urban form are noted here, the aim of this approach is not to force a greater level of residential intensification.
- To minimise reverse sensitivity issues associated with urban development occurring in areas where incompatible rural or industrial land uses also exist.
- To assist in securing funding for transport projects in the sub-region and obtaining NZTA endorsement for SmartGrowth's Transport Corridor Strategies. The NZTA Board papers which supported both the Eastern Corridor and Northern Corridor Strategies and approved funding for the Tauranga Eastern Link, made reference to the importance of achieving the SmartGrowth Settlement Pattern, including through the use of urban limits, and the risks to these projects of not having urban limits in place.
- For industrial development, staging which identifies long term land needs can ensure that the future receiving environment can take into account the long term change in land use and

avoid intensification or development of sensitive activities, including rural residential activities. Staging also allows decisions on large scale infrastructure to be made with certainty. For example, road corridors can be planned, designed and developed with reasonable knowledge of activities that may be located alongside.

- Staging the development of infrastructure can enable the investigation of alternate infrastructure technologies and/or delivery mechanisms which could have the potential to reduce and/or delay infrastructure spending. In terms of staged infrastructure development, it is important that ultimate infrastructure requirements can be provided for and appropriately funded. Thus consideration should be given to cashflow, capacity, the full cost of development and the desired long-term function.

If urban limits were removed it is unlikely that the situation in regard to the amount of land available for urban development would actually change very much due to the constraints imposed by the high cost of infrastructure servicing (including the available debt capacity of local authorities) which in effect create a de facto urban limit. Therefore the requirement to roll-out infrastructure in a logical, sequenced manner effectively creates limits to when and where urban growth can occur. Whether urban limits are drawn on a map

or not they will always exist (although maybe not quite to the same regulatory extent) due to financial and other constraints associated with the servicing of greenfield land on or beyond the urban fringe.

15.3 **The impact of urban expansion on productive rural land**

Rural production is a key driver of the sub-regional economy. Industries like kiwifruit, dairy and avocados contribute a significant amount of wealth and employment both directly and in the downstream processing, value adding and servicing sectors.

Urban expansion permanently reduces the amount of rural land that is available. A reduction in the amount of productive rural land because of urban expansion may to some extent be offset by increased productivity resulting in higher yields off the land and urban based production activities. However, continued demand for food and increasing food prices highlights the importance of productive rural land as an important strategic resource for the sub-region and the national economy.

Rural residential/lifestyle blocks can also result in productive rural land moving to unproductive uses and pressures on rural services and rural production through reverse sensitivity tensions. Both WBOPDC and TCC have in recent years

put more stringent controls on this type of subdivision with a general aim of enabling it to occur in rural areas where land is less productive such as the Minden.

The initial SmartGrowth Settlement Pattern attempted to strike a balance between urban expansion and the protection of productive rural land which involved 70-75% of residential urban growth being delivered through greenfield expansion and 25-30% through infill and intensification development, primarily in Tauranga City.

Balancing these two competing planning objectives continues to be an issue for SmartGrowth 2013 in an environment where the uptake of intensification and increased housing densities has been significantly lower than anticipated by the initial strategy. The amount of additional rural land that may be needed for urban expansion, over and above the current Settlement Pattern, depends on such variables as growth rates, development density (yields) as well as housing and business demand. As an action in the implementation plan these variables will be reassessed using information from the 2013 Census, through the Settlement Pattern Review.



16. Residential Land

16.1 Background

The original 2004 SmartGrowth Strategy identifies Growth Management Areas for residential development. Residential development is categorised into five broad types;

1. Greenfield residential development
2. Intensification areas
3. General intensification
4. Infill development
5. Papakaia

A significant amount of work on residential development and the growth management areas, now called Urban Growth Areas (UGA's) has been undertaken for SmartGrowth 2013. This work has found that there is significant capacity available in the identified UGAs, either zoned or within the current Settlement Pattern, to accommodate forecast residential growth into the medium to long term. This work has also outlined a number of challenges to the full development of Urban Growth Areas identified in the 2004 Strategy.

16.2 Research informing the Update

Research undertaken as part of the review of residential land supply for SmartGrowth 2013 consists of separate reports on sub-regional infrastructure capacity, transport as well as development viability reports on Omokoroa, Te Puke and Te Tumu and the implications of tsunami risk to the Settlement Pattern.

The research assesses the potential challenges to full implementation of planned development of Urban Growth Areas in relation to:

- Development viability
- Transport
- Capacity of water and wastewater infrastructure
- Risk from tsunami

SmartGrowth 2013 categorises residential

urban growth areas as generations one through to four (as described in detail below). Figure 8 broadly illustrates the location of each generation within the Settlement Pattern. The scope of the research includes all four generations of Urban Growth Areas (including already zoned and substantially developed land through to land identified in the SmartGrowth Settlement Pattern and the RPS for urban development but as yet largely undeveloped).

16.3 Generations of Growth

Generation 1 Growth Areas

Generation 1 UGAs were well established before the amalgamation of Mount Maunganui and Tauranga Councils into Tauranga City Council and the creation of Western Bay of Plenty District Council in 1989. They cover the older, established residential areas of Tauranga, Mount Maunganui, Te Puke, Omokoroa, Katikati, Waihi Beach.

Generation 2 Growth Areas

Generation 2 UGAs were established/zoned after amalgamation in the early 1990's but prior to the initiation of SmartGrowth in the early 2000s and include:

- Papamoa
- Welcome Bay
- Ohauiti
- Pyes Pa East
- Bethlehem Central and North
- Katikati (Shrewsbury Park, Highfields)
- Te Puke (Village Heights)
- Waihi Beach (Koutunui Road, Browns farm)

The Generation 2 UGAs aimed to cater for the foreseeable growth estimates of each district council (as at the early 1990's) through a mix of new greenfield areas and infill/intensification. Each Council assessed their needs independently to each other and without reference to wider, sub-regional growth or infrastructure considerations.

These areas relied heavily upon the efficient use or expansion of the infrastructure that was either existing or planned at that time. Examples of this type of development include infill, reticulating Papamoa sewage back to Te Maunga, extending Katikati reticulation, building Takitimu Drive and relying on the planned strategic road network including projects like Route J to 15th Avenue.

Generation 3 Growth Areas

Generation 3 UGAs have emerged from a mix of public and private plan changes through the 2000's responding to growth trends and generally aligned to SmartGrowth thinking. They include:

- Bethlehem West and North-West
- Pyes Pa West (The Lakes)
- Wairakei
- Katikati (Middlebrooke, Park Road)
- Omokoroa (Stage 1-East of Railway)
- Te Puke (McCloughlin Drive)
- Waihi Beach (Athenree, Sea Breeze, Hanlen Ave, Citrus Ave).

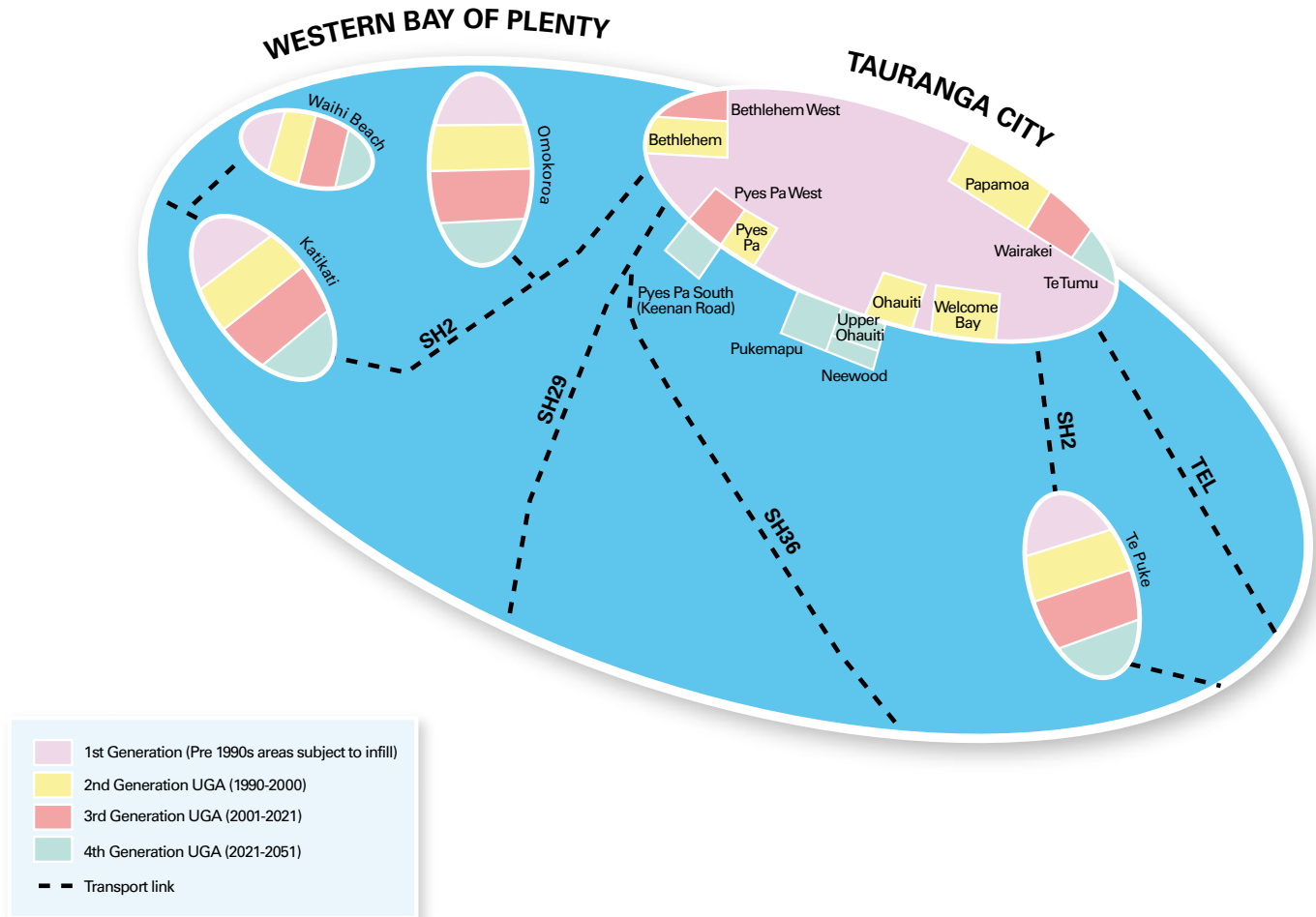
Generation 4 Growth Areas

Generation 4 UGA's are within the current urban limits and are logical geographic extensions to the existing urban areas. While they are identified in the SmartGrowth Settlement Pattern and the RPS they are yet to be zoned. The majority of this land is within the WBOP District apart from Te Tumu and Pyes Pa South (Keenan Road). They include:

- Te Tumu
- Upper Ohauiti
- Neewood/ Pukemapu
- Pyes Pa South (Keenan Road)
- Omokoroa (Stage 2-SH2 to the railway)
- Te Puke (Cannel Farm South, Dudley Vercoe North)
- Katikati (Busby Road)
- Waihi Beach (Wilson Farm, Three Mile Creek-Emmerton Road)

Development of Generation 4 UGAs is dependent on meeting RPS staging criteria and completing plan change and structure plan processes. The timing of Generation 4 UGAs is dependent upon

Figure 8.
Identified Residential Urban Growth Areas of Western Bay of Plenty Sub-Region



a number of complex factors including downstream growth rates in zoned UGA's, housing demand and affordability, development density, the ability to fund infrastructure and future sub-regional growth rates and population changes.

The viability, sequencing and amount of growth able to be accommodated in each of these UGAs will be assessed through the Settlement Pattern Review project which may result in significant changes to the Settlement Pattern. Upon completion of the project, relevant sections of the SmartGrowth strategy will be updated to reflect the confirmed Settlement Pattern.

16.4 Capacity within zoned Urban Growth Areas

Table 2 provides a summary of the estimated yield and remaining capacity up to 2051 and shows that the Generation 2 and third Generation 3 UGAs still have capacity for approximately 15,000 dwellings. Based on an average uptake rate of greenfield subdivision over the past 5 years (approximately 472 lots per year) there is an estimated 30 years available capacity. When a 10 year average is applied (which recognises the mix of higher and slower development rates)

the average estimated uptake rate of greenfield subdivision lots is 677 per year which represents an estimated 22 years of available capacity. The capacity illustrated in table 2 is based on the 2012 Development Trends Report for the sub-region and is likely to change as a result of the Settlement Pattern Review project. Changes resulting from the 2012 Tauranga City Council Plan mediations relating to density provisions are not reflected in the 2012 Development Trends Report.

(Table 2)

Capacity within Zoned Urban Growth Areas

Zoned Areas	Estimated Dwelling Yield/ Capacity (up to 2051)	Estimated Dwelling Capacity remaining (at June 2012)	Estimated % Capacity remaining (at June 2012)
Second Generation UGA's			
Bethlehem	3,543	1,108	31%
Pyes Pa East	2,363	360	15%
Ohauti	1,680	500	30%
Welcome Bay	2,052	585	29%
Papamoa	11,153	2,251	20%
Waihi Beach	3,284	666	20%
Total	24,075	5,470	23%
Third Generation UGA's			
Wairakei	3,285	3,285	100%
Bethlehem West	790	560	71%
Pyes Pa West	2,926	2,717	93%
Waihi Beach	979	929	95%
Katikati	2,481	571	23%
Te Puke	3,156	906	29%
Omokoroa (Stage 1)	2,161	1,017	47%
Total	15,778	9,985	63%

Data relates to completed dwellings taken from the Development Trends Report 2012

The 2004 SmartGrowth Strategy projected that Generation 4 Urban Growth Areas would have the capacity to absorb approximately 25,000 dwellings however research undertaken for the SmartGrowth Update indicates that there are significant barriers to achieving the projected development capacity in some of the planned Generation 4 UGAs. Issues relating to development feasibility, transport and infrastructure require further consideration as outlined below. Actions have been identified in the implementation plan to ensure that this further assessment is undertaken and the Settlement Pattern is consolidated.

16.5

Challenges to full development of Identified Urban Growth Areas

Comprehensive assessment of all Urban Growth Areas identified in the 2004 Strategy was initiated as part of the 2013 Update. This work included sophisticated modelling of development viability, transport and other infrastructure. While this work raises some challenges to the full development of identified Urban Growth Areas (as set out below) it also allows SmartGrowth to respond in a proactive manner so that a sustainable Settlement Pattern can be achieved in the long term.

Development viability challenges

Development viability analysis was completed as part of the 2013 Update to analyse the cost drivers involved in opening up new urban areas and assess whether development would be feasible given these costs. This analysis has enabled SmartGrowth 2013 to take a more market orientated assessment of growth management. Understanding what can be profitably delivered by the development community will assist in ultimately achieving a sustainable Settlement Pattern in the long term.

Development viability modelling of Generation 3 and 4 UGAs indicates there are challenges in getting viable

development within Wairakei and Rangiuru (business land), Te Puke and Omokoroa (residential land) Te Tumu economic modelling results are more positive.

Transport network challenges

SmartGrowth 2013 has been informed by the Tauranga Urban Network Study (TUNS). This research integrates the strategic thinking between the agreed, long term land use pattern and future transport needs, performance and form so that the transport system is 'optimised' (in accordance with the vision of the Regional Land Transport Strategy). An optimised transport system considers:

- Land use and transport integration
- Demand management
- Freight management
- Road improvements (includes safety)
- Sustainable transport infrastructure

The optimized transport system is closely aligned to the intervention hierarchy which promotes an approach to land use and transport planning that considers low-cost, land use and demand focused interventions before investing in additional infrastructure.

TUNS concludes that Tauranga has a well-defined urban road network that plays a variety of roles for inter-regional and local traffic, however continuing economic and population growth will increasingly affect levels of service on arterial routes throughout the city. As a result of the coastal geography, the transport network has a series of constraints and arterial routes are required to carry all types of traffic. Residential growth, business and freight activity cumulatively builds pressure within these corridors and will impact on the ability of those routes to fulfill their functions safely, efficiently and effectively.

Traffic modelling to 2031 completed as part of TUNS indicates that full development of identified UGAs would present challenges with declining levels of service and/or capacity issues in the following areas:

Generation 1 and 2

- Access to the Port of Tauranga along Route K, SH2, Hewletts Road, Mirieles Road/Marsh Street and Matapihi Rail Bridge

Generation 3

- Along SH 2 at Wairoa Bridge and Bethlehem
- Appropriate connectivity of SH2 to Omokoroa
- SH29/Route K roundabout
- SH36/Taurikura Drive roundabout

Generation 4

- Western Corridor: The requirement for State Highway 29 to efficiently and safely perform its identified function as a nationally strategic high volume freight route means that consideration will need to be given to these issues prior to enabling additional urban zoning in this corridor. The NZTA currently has the Tauriko Upgrade investigation project underway which is helping to progress this matter.
- The development of Te Tumu and Papamoa East will require the package of interventions listed in the Tauranga Eastern Link Network Plan including the Papamoa East Interchange and possible future Kaituna Link.
- Full development of Urban Growth Areas in the northern corridor anticipates the package of interventions included in the Tauranga Northern Corridor Strategy.

TUNS along with the Tauranga Transportation Strategy, and the Northern Corridor Strategy and Eastern Corridor Strategy, outline possible interventions that respond to the cumulative effects of urban and rural growth in the sub-regional transport network. Transport interventions to respond to the cumulative impacts of growth along SmartGrowth corridors will be competing with other national transport projects for funding.

Water and wastewater Infrastructure Challenges

Generations 1 and 2

Development is occurring in the Generation 1 and 2 UGA's steadily without major constraints and proceeding to their planned capacity.

Generation 3

The forecasted take up of Generation 3 areas creates a demand for significant new capital investment by the two territorial authorities and the NZTA. Much of this is now either built or included within the respective 10 Year Plans and beyond:

- Pyes Pa West, Bethlehem West, Omokoroa Stage 1 and more recently Wairakei have all created a demand to extend and upgrade water and wastewater services through downstream areas. For example, the Southern Pipeline project is linked to the allocation of growth in this southern part of Tauranga and freeing up capacity in the west; the Waiari water scheme to serve the coast, the new sewer pipeline from Omokoroa into the Chapel Street plant.
- The Tauranga Eastern Link, Pyes Pa bypass and the Harbour Link.
- Proposed Tauranga Northern Link and Tauriko Upgrade investigation projects.

Generation 3 infrastructure capacity issues include:

- Wairakei: There is a 1000 household threshold relating to existing trunk wastewater capacity and Papamoa Beach Road capacity. Beyond this threshold Te Okuroa Drive has to be constructed into Wairakei, new pump stations have to be constructed and new water trunks provided to service additional development.
- Katikati: Constraints related to capacity of wastewater pipeline.

Generation 4

The Generation 4 UGA's have further servicing needs, some of which will

enable recent public projects to be used more efficiently, while others such as Katikati, Pyes Pa South (Kennan Road), Upper Ohauiti, Neewood and Pukemapu present further challenges around the provision of water and wastewater infrastructure and transport network upgrades. Achieving viable road network performance to support the Pyes Pa south, Upper Ohauiti, Neewood and Pukemapu areas will also be challenging.

Further analysis of these issues is required as part of the implementation of SmartGrowth. Actions linked to further investigation of these issues can be found in the Implementation Plan and results of these actions will inform the Settlement Pattern Review.

Further consideration of the long term UGA at Welcome Bay South (Kaitemako Road) suggests that the topography and fragmented land ownership may significantly affect the potential development yield from this area. This area has been removed from the SmartGrowth Settlement Pattern.

16.6

Managing the risk of natural hazards on the Settlement Pattern.

Due to the coastal geography of our sub-region, much of our residential land lies within the coastal environment and as a consequence is potentially at risk of coastal hazards. About 40,000 additional people could be accommodated on the coast at Papamoa extending east into Wairakei and Te Tumu over the next 50 years.

As part of the SmartGrowth Update, the Bay of Plenty Regional Council commissioned two reports through the Institute of Geological and Nuclear Sciences (GNS) to better understand the potential risk posed by tsunami to the current Settlement Pattern as well as the approach that should be adopted toward managing this risk.

Compared with other hazards, tsunami are much riskier than earthquakes (based on estimates of deaths). Comparison of the risk of tsunami and volcanic hazards has not been undertaken; however, warning systems would enable fatalities to be minimised in most volcanic events.

Risk posed by volcanic eruption and earthquakes (shaking) to the Settlement Pattern is not spatially differentiated and any mitigation would apply across the whole sub-region. There are few (if any) fault lines within the Settlement Pattern and an evenly spread volcanic risk means that these hazards do not influence where development should occur within the Settlement Pattern. The shaking hazard is addressed by engineering and the Building Act.

The impact on the Settlement Pattern of liquefaction arising from earthquakes has also been investigated through the SmartGrowth Update.

Tsunami

The GNS research was focused on the risks of tsunami to the identified Urban Growth Areas of Papamoa, Wairakei and Te Tumu. Wairakei and Te Tumu are the primary focus of the report as they are largely or wholly undeveloped for urban settlement. The GNS modeling undertaken during the SmartGrowth update was to assist with decisions around strategic land use, primarily for the purpose of assessing whether or not SmartGrowth could have confidence in confirming Te Tumu as a future Urban Growth Area in the Settlement Pattern (ie that mitigation of the risk to an acceptable level was possible). At this level an assessment of the risk has been undertaken for Te Tumu and as a consequence Te Tumu has been retained in the Settlement Pattern. Reassessment of risk levels for Te Tumu will not be undertaken from a strategic land use perspective, however there will be an opportunity through the RMA process to reassess the level of risk prior to development of Te Tumu.

The modelling categorizes the level of risk from 12 different earthquake scenarios and finds that the scenarios that present the highest level of risk to our Settlement Pattern originate from the Kermadec Trench. The Kermadec Trench runs from off the tip of East Cape up to near Samoa - a distance of approximately 1000km. While the other tsunami sources may have an impact on our beaches and harbours, they are not considered a threat to land behind the foredunes. The GNS report acknowledges that there is uncertainty with regard to magnitude of earthquakes modelled that could be experienced from the Kermadec Trench and the resultant findings in the GNS research reports have been determined on a conservative and precautionary basis. The level of tsunami risk arising from an earthquake in the Kermadec Trench may alter over time as scientific investigation, knowledge and analysis improves.

A tsunami from the Kermadec Trench would take less than one hour travel time to the nearest coastline. This timeframe is too short for formal warning and effective evacuation. While some natural signals may be able to be detected, effective evacuation will be dependent on the preparation and implementation of an entire evacuation strategy. Ongoing community engagement, sustained tsunami education and evacuation training is required to ensure appropriate evacuation response to natural signals so that individuals act to reduce their own risk.

Future (Undeveloped) Urban Growth Areas

The reports found that, assuming no evacuation or mitigation, the study areas of Papamoa, Wairakei and Te Tumu would be subject to levels of risk from tsunami that could exceed community risk expectation levels. The second

report, relating only to Te Tumu, included evacuation. It found that, by incorporating emergency management measures and including mitigation into land use planning (for example by the use of retaining higher areas of land and or multi-storey buildings for vertical evacuation) an acceptable level of risk could be achieved to enable future development of the currently undeveloped Te Tumu area.

It is anticipated that any future modelling undertaken prior to the development of the Te Tumu area for residential purposes (at structure plan stage) would recognise a comprehensive package of transport and building design interventions in determining how development can proceed in a way that sufficiently achieves the requirements of the Regional Policy Statement and the City Plan with regard to natural hazard risk.



Established Urban Growth Areas

For existing developed urban areas, a key aim should be to manage future development and subdivision within an agreed 'tolerable' risk profile and to reduce risk where practicable.

Reducing risk in developed areas is largely focused on emergency management work through such education programmes as 'Tsunami Survive'. The aim of this programme is to raise awareness and understanding of tsunami so that people are better informed and can take personal responsibility for action in a catastrophic emergency event.

Part of the current settlement strategy for accommodating future urban growth in the sub-region is to facilitate residential intensification opportunities in established urban areas some of which are in highly desirable coastal locations. This creates a tension between strategic land use planning and hazard management policy that needs to be carefully considered.

While intensification has the effect of putting more people in coastal areas at risk of tsunami, intensification involving multi-storied buildings and related structural design requirements could provide opportunities for vertical evacuation and therefore could be

undertaken without increasing risk and could even reduce risk.

Other Natural Hazards

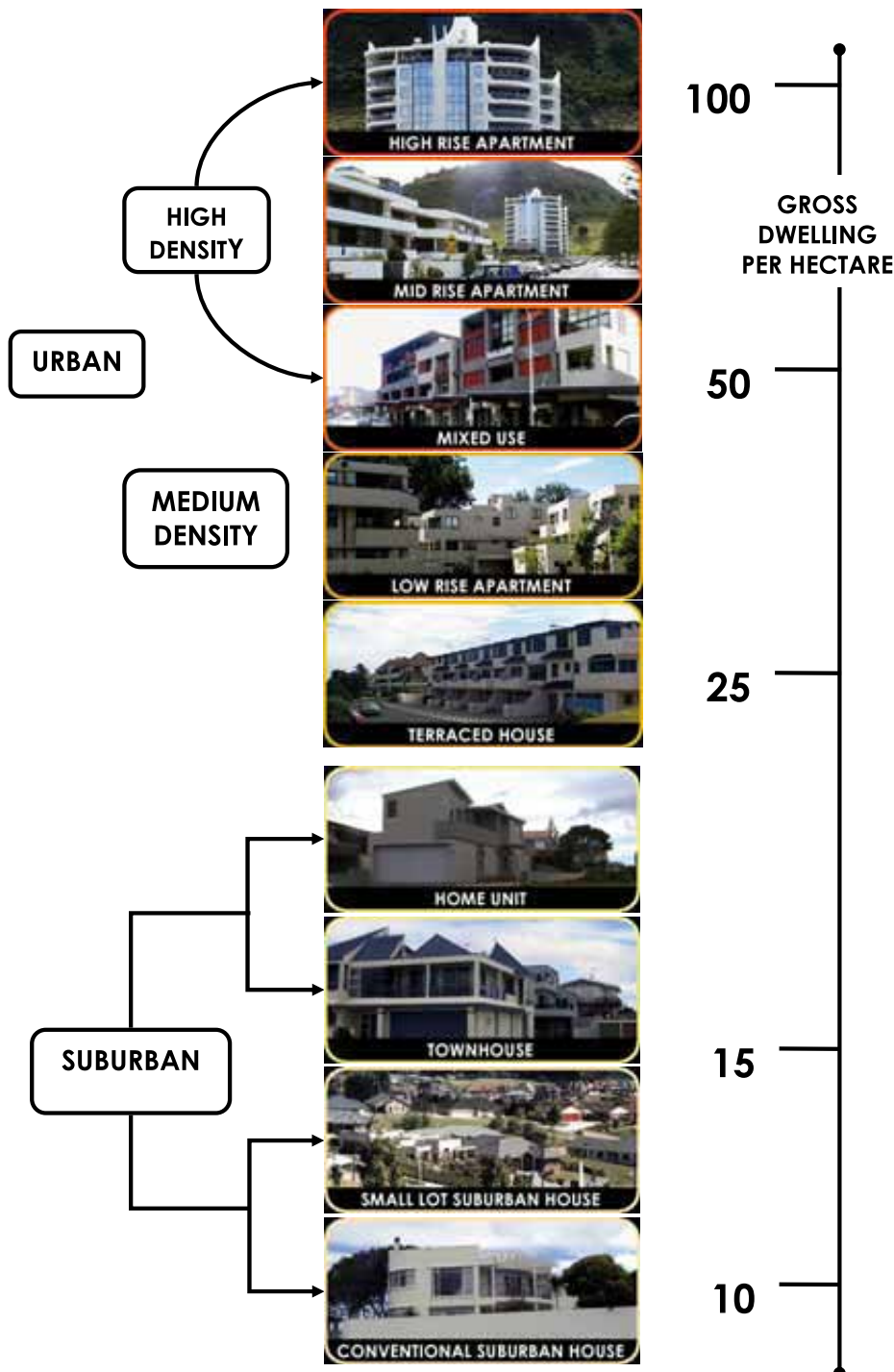
An assessment of liquefaction risk across the western Bay has previously been commissioned by Tauranga City Council resulting in 2 reports:

- i. A sub-regional assessment of liquefaction risk undertaken in 2003
- ii. A Papamoa specific assessment of liquefaction risk undertaken in 2006.

To inform SmartGrowth 2013, these reports were reviewed by GNS Science for an opinion as to whether this



Illustrations of Residential Development Types in the Western bay of Plenty



information remains best practice given the knowledge that has been gained since the Canterbury earthquakes and what actions need to be taken to manage liquefaction risk on the Settlement Pattern. The following recommendations from GNS will be considered in the development of a Natural Hazard Framework for the subregion as directed by the implementation plan;

- Updating the regional liquefaction hazard map taking into account seismic hazard and using up-to-date geological data
- Future (undeveloped) Urban Growth Areas – Undertake detailed assessment of liquefaction hazard prior to structure planning so that liquefaction risk can be quantified and mitigated through the subdivision earthworks processes, including utilising contemporary ground engineering building design solutions.
- Established Urban Growth Areas – Undertake detailed assessment of liquefaction hazard in those areas identified as at risk in the regional assessment with a view to ensuring that risk mitigation is taken into consideration when infrastructure is being maintained and/or renewed.

Several high intensity rainfall events in the last few years have led to flooding of property in low lying areas of settlement in parts of the sub-region. Flooding is a natural hazard that has implications for the Settlement Pattern, particularly in established Urban Growth Areas within Tauranga City and throughout the western Bay but in particular at Waihi Beach. Tauranga City Council and Western Bay District Council are both initiating major stormwater projects to identify the scale and location of the issues to inform both immediate mitigations and long-term solutions. These projects will incorporate extensive stormwater modeling which will in turn inform the Settlement Pattern Review.

Further analysis of these issues is required as part of the implementation of SmartGrowth and will inform the

Settlement Pattern Review. Actions linked to the further investigation of natural hazards with implications on the Settlement Pattern can be found in the implementation plan.

16.7 Residential Infill and Intensification

Background

Tauranga and the wider Western bay of Plenty sub-region are popular areas which have experienced high population growth over a long period of time well above the national average. Population growth is projected to continue into the future. As population grows more houses are required. One way of delivering more houses is through residential intensification and infill which both result in increased residential densities (a greater number of dwellings per hectare).

While both residential intensification and infill result in increased residential densities (a greater number of dwellings per hectare), they are two different forms of development. Infill is characterised by dividing a large section into two or more smaller sites while residential intensification means the comprehensive redevelopment of a property (or two or more neighbouring properties) that usually involves the replacement of any existing house(s) with new dwellings. This form of development is characterised by an increase in densities (although not always by an increase in height) and units are typically attached to each other resulting in housing types such as duplexes, townhouses, terraced housing and apartments. Most of the residential intensification that has occurred in Tauranga has been in the northern part of Mt Maunganui, especially in the area around the Main Beach, Pilot Bay and the main shopping area. There are also some examples in other parts of the city such as in the City Centre and in areas with high amenity for example sea and harbour views.

Residential intensification is different to infill development. Infill development refers to a situation where an existing property is subdivided into two (or more) sections with a minimum section size (excluding the driveway) of 325m² in accordance with the proposed Tauranga City Plan. With infill development the existing house is usually retained and a new house is built on the vacant section that is created (usually at the back of the existing house). Infill development results in higher densities but not to the same extent as residential intensification. Recent research indicates that there are still reasonable opportunities within Tauranga City for infill development and that this can make a continued contribution to accommodating the city's growth.

In the original SmartGrowth Strategy, residential intensification was anticipated to accommodate approximately 19% of the sub-region's population growth out to 2051. Development trends between 1996 and 2012 indicate that residential intensification has been accommodating about 5-6% of the sub-region's growth. If a low level of residential intensification continues into the future, accommodating Tauranga's projected population growth would require the city to spread out further than the SmartGrowth Strategy previously anticipated. This would have effects such as the loss of more productive rural land and the need for Tauranga City Council and/or Western Bay of Plenty District Council to spend more on infrastructure to service new suburbs with consequential impacts on rates and Council debt. Projected levels of intensification have also been factored into financial modelling undertaken for large infrastructure projects such as the southern pipeline. On the other hand, residential intensification has effects such as construction activity and in some cases increased traffic movement occurring in established suburbs next to existing houses, and cumulative changes to the character and scale of existing suburbs over a long period of time as well as the loss of private outdoor space between buildings (e.g. backyards).

A substantial research project on residential infill and intensification was undertaken in 2012 to inform the update of the SmartGrowth Strategy. The report titled *Prospects for Residential Infill and Intensification in Tauranga City (November 2012)* documents this research. The overall conclusion of the research was that the previous SmartGrowth intensification projections for residential intensification to 2051 were unlikely to be deliverable for a number of reasons, the most prominent of these being:

- The large difference between actual residential intensification development trends and the much higher target projections previously contained in SmartGrowth
- The high cost of delivering residential intensification projects and resulting commercial viability and project risk issues for developers
- The absence of the drivers of residential intensification in Tauranga that exist in large cities like Auckland such as severe traffic congestion, long commuting times and distances.
- The lack of any substantial 'brownfield' redevelopment sites in Tauranga. As a result, delivery of intensification in Tauranga is primarily reliant on more difficult and contentious redevelopment of the suburban residential environment or the potential redevelopment of valued community amenities like a racecourse or a golf course.
- Medium and high density living are still relatively unfamiliar to most New Zealanders.

Despite these conclusions the research found that the potential amount of future residential intensification development in Tauranga could be higher than historic trends. For more intensification to occur, more enabling City Plan provisions in the Suburban Residential Zone (i.e. existing residential suburbs) would be required. A more enabling planning framework in the suburbs would probably involve allowing moderate sized, low rise, residential intensification projects (maybe up to 10 or 12 dwellings and two or three stories) to be built across substantial parts of the

Suburban Residential Zone, with some opportunities for medium to large scale developments in more limited areas where they could be appropriately located or respond to market demand. Under this type of planning framework the research undertaken suggests that it is likely that most residential intensification projects would occur in areas where property values are reasonably high e.g. close to the harbour and the coast, where expansive views (especially water views) exist and amongst areas of high quality housing / amenity.

The report also concluded that more active involvement and leadership by Tauranga City Council and other SmartGrowth Partners would also assist the delivery of residential intensification, possibly through joint venture arrangements, the provision of land for development and practical demonstration of positive examples and benefits of intensification.

SmartGrowth Update approach to Intensification

Instead of adjusting the residential intensification growth projections in the SmartGrowth Strategy downward through the 2013 SmartGrowth Update, it was decided that further work was required in order to determine what the revised projections should be. As a result, SmartGrowth 2013 is silent on projections/estimates for residential intensification in the future, noting that these are still to be confirmed.

SmartGrowth's interim policy position on the delivery of residential intensification is to explore a more enabling planning framework in the suburbs of Tauranga through the completion of the work programme. The work programme has been developed to provide structure to the further research and analysis required to determine new residential intensification projections/estimates for inclusion in the Strategy in the future. The Implementation Plan contains an action directing the completion of this work programme.

Following the completion of the work programme outline below future decisions on the contribution of residential intensification in the SmartGrowth Strategy will be aligned with further refinement of the Settlement Pattern as the result of new 2013 Census-based population projections.

The Intensification Work Programme

The proposed work programme is made up of a number of different workstreams and will be led by Tauranga City Council with support from the other SmartGrowth Partners, relevant SmartGrowth Forums and, in some cases, other organisations and stakeholders.

The work programme outlined below has been drafted on the assumption that the City Plan could be amended to provide a more enabling planning framework which would provide more opportunity for developers to deliver residential intensification. However commitment to initiation of the work programme does not translate to a commitment to a change the City Plan. The work programme ensures that opportunities for discussion with the community and other SmartGrowth partners on these issues, will be actively pursued before any decisions are made.

The full work programme is contained in appendix 5. The key elements of the work programme are:

Phase One

- Further work to determine where intensification would most likely occur from a market-led and commercial viability perspective which would involve partnership with the development community.
- Further work to understand the planning provisions necessary to enable/encourage intensification and clarify the role of SmartGrowth Partners in delivering intensification

Phase Two

- Further work to determine infrastructure constraints and identify opportunities to make use of spare infrastructure capacity and assist in funding projects like the Southern Pipeline and investment in the local road network.
- High level community engagement through the SmartGrowth Partner Forums on the costs and benefits of intensification and comparison with other growth options
- Reporting to TCC and SGIC for direction on whether to continue with the work programme and/or whether any modifications to it are required.

Phase Three

- Consider constraints to intensification posed by natural hazards and potential infill development
- Prepare an issues discussion document and draft planning provisions which strike a balance between retaining suburban character and amenity whilst enabling commercially viable redevelopment to proceed with a minimum of risk and red tape.
- Undertake community engagement on the issues discussion document
- Reporting to TCC and SGIC for direction on whether to continue with the work programme and/or whether any modifications to it are required.
- A formal plan change process (or series of plan changes) to amend the Tauranga City Plan to provide further opportunity for residential intensification
- Future revision of the SmartGrowth Strategy to include revised growth projections/estimates (not binding targets or minimums) for residential intensification.

On-going:

- A continued 'watching brief' on the operating environment including emerging government policy and residential intensification provisions in the Auckland Unitary Plan.

16.8

Identification of future Urban Growth Areas (Generation 5)

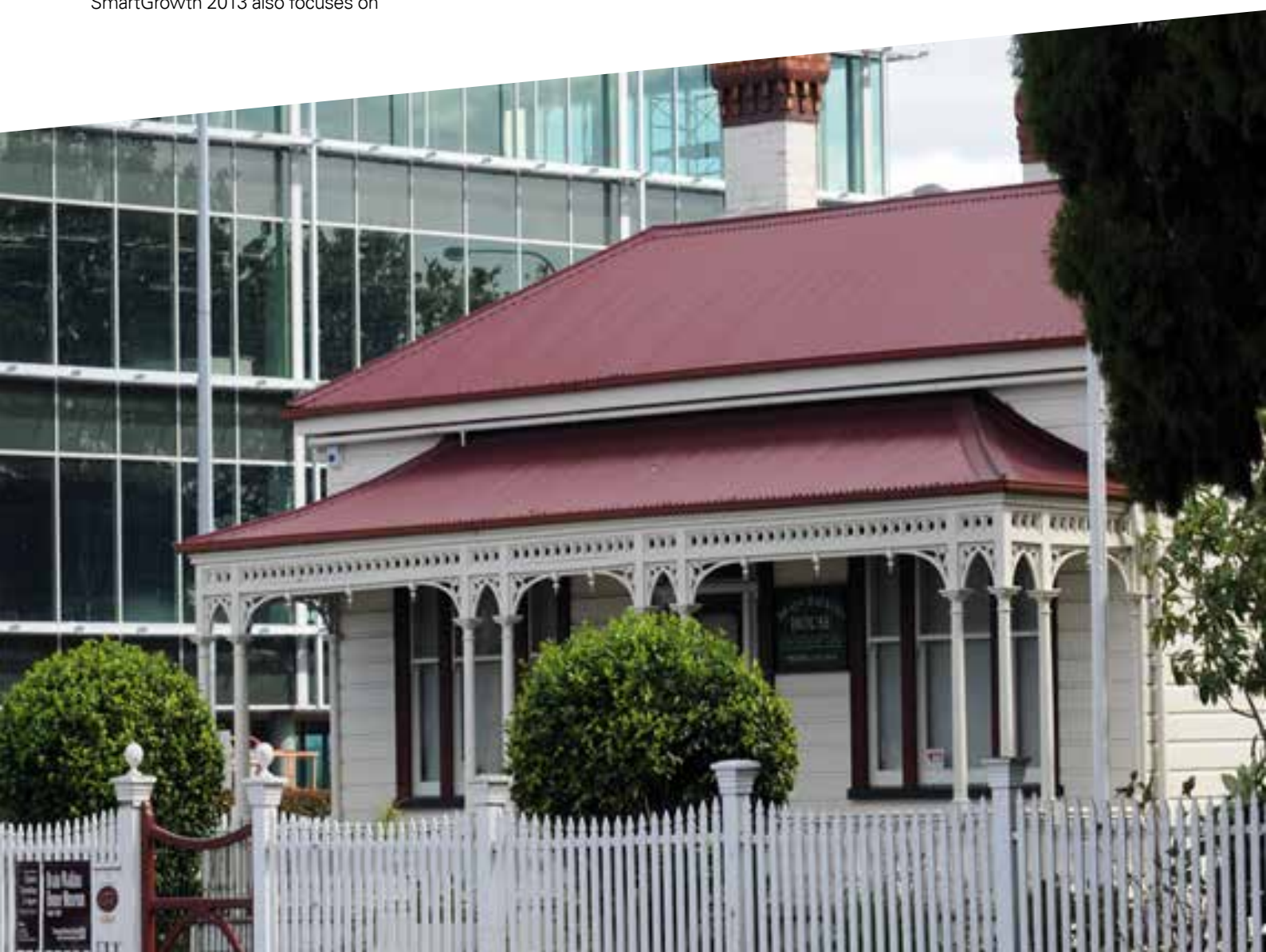
Initially the original project plan for the 2013 SmartGrowth Update anticipated the Census would be held in 2011 and included the identification of additional Generation 5 UGAs as part of the update project. However the findings in relation to existing growth capacity indicate that the sub-region has an estimated 30 plus years of urban land supply planned, and there is no urgency to zone or identify additional greenfield land in the short term.

Coupled with the challenges raised in this section around implementation of the existing Settlement Pattern, SmartGrowth 2013 also focuses on

consolidating the existing Settlement Pattern prior to identifying additional land.

An action has been included in the Implementation Plan to ensure that future decisions on generation 5 greenfield Urban Growth Areas aligns with and takes into account further detailed work in the following areas:

- The 2013 Census-based population projections
- The agreed contribution of residential intensification in the Updated SmartGrowth Strategy following the intensification work programme and community consultation
- Further assessment to refine and consolidate some Urban Growth Areas identified in the Settlement Pattern, as identified in action 21 B1.



17. Business Land

17.1

Background

The original SmartGrowth Strategy identified a need for an additional 800ha of business land out to 2051. As a result, this land was included in the Settlement Pattern and zoned at Omokoroa, Te Puke, Tauriko, Rangiuru and Katikati. Some areas of business land have not yet been developed due to the economic downturn and a subsequent slowing of growth in the western Bay of Plenty.

17.2

Research Informing the Update

A review of industrial land was undertaken for SmartGrowth 2013. Research into industrial land consists of separate reports on long term

requirements, suitability for high load bearing activities, financial viability and the supply of commercial land for office and retail activities.

17.3

Financial viability of industrial development

The term financial viability refers to whether development would be sufficiently profitable for the developer/ landowner to be willing to undertake and for project finance to be secured.

An assessment of the financial viability of undeveloped industrial land at Rangiuru, Wairakei and Te Puke was undertaken to inform the SmartGrowth Update. Modelling indicates that there are significant challenges around the financial viability of industrial land in all three

areas primarily because of high costs associated with the level of infrastructure required to provide fully serviced business parks.

SmartGrowth 2013 takes the longer term view that development of currently undeveloped industrial land would support the optimisation of infrastructure investment already made by SmartGrowth partners including central Government. Growing cities need to provide opportunities for economic development and employment growth regardless of market cycles. Therefore industrial land identified in the previous Strategy but as yet undeveloped, has been retained in SmartGrowth 2013.

Recognition has been given to the serious development feasibility challenges which exist. Consideration has been given to



reducing costs through actions in the implementation plan directed at assessing alternative infrastructure funding options and reducing levels of service to lower infrastructure costs. The amount of business land allocated at Wairakei and Omokoroa will also be reassessed as part of the Settlement Pattern Review.

17.4 **Long term requirements for Industrial land**

McDermott Consultants assessed the long term requirements for industrial land to inform SmartGrowth 2013. The purpose of this report was to identify the likely long-term demand for various types of industrial land uses within the sub-region and the implications of this on the quantum, general location and economic viability of additional land that should be identified within the SmartGrowth Strategy for industrial purposes.

The report concluded that looking towards 2051 more land is likely to be required in the Western Corridor given that the desirability of this location in terms of its proximity to Hamilton and Auckland are likely to result in the only vacant land in this corridor at the Tauriko Business Park being fully developed well before the end of the 2051 SmartGrowth time horizon. This recommendation is also supported by the fact that Tauriko is the only significant industrial area on the Tauranga side of the harbour and the Settlement Pattern needs to provide a balance between residential and business land in accordance with the live, work, play philosophy. Other factors supporting additional business land in the western corridor include its strategic location in terms of access to the Port of Tauranga, and promotion of economic links to the Waikato and Upper North Island.

Through the 2013 Update, 50 ha of industrial land has been added to the Settlement Pattern south of Belk Road as an extension to the Tauriko Business Estate. The site directly adjoins and is a

logical extension of the existing business land area at Tauriko which promotes cost effective servicing. The strategic location alongside State Highway 29 is within the area being actively investigated for the Tauriko Upgrade project. Long term land use certainty at this site will assist in decision making required for transport infrastructure investment. A significant amount of evidence has been accumulated through various planning processes to support this decision including an assessment of site suitability for industrial land in 2009, a preliminary structure plan prepared through the District Plan review process in 2009 and through a submission to the Proposed Regional Policy Statement in 2011. The Settlement Pattern Review will assess whether any additional industrial land is required. Providing additional industrial land will require an assessment of the likely infrastructure development costs and constraints as well as an assessment of market uptake rates for industrial land.

The McDermott report also recommended that development and financial contributions for industrial land (especially in the Eastern Corridor) should be reviewed on an on-going basis to determine whether growth-related infrastructure costs can be reduced through alternative infrastructure delivery options or reduced levels of service in a manner that ensures infrastructure is still 'fit for purpose' and cost effective from a whole of life cost perspective.

The final recommendation of the McDermott report was that some (limited) flexibility needs to be built into the SmartGrowth Strategy (and subsequently into related planning documents like the Regional Policy Statement, City and District Plans) to provide for large scale industrial activities that genuinely cannot be satisfactorily located in industrial zones through either rezoning or resource consent processes on a project by project basis when the need can be demonstrated and the effects satisfactorily managed. These

recommendations have been picked up as actions in the implementation plan.

17.5 **Assessment of land availability for industrial building with high floor loads**

An assessment of land availability for industrial buildings with high floor loads in the western Bay of Plenty was undertaken by Coffey Geotechnics. The report assesses all industrial zoned land in the Settlement Pattern and categorises each parcel of land in terms of its development complexity (ie whether it could be made suitable for heavy building loads following easy, moderate or substantial ground improvement works, or with structural solutions).

The report concludes that from a geotechnical point of view, there is a significant amount of readily developable industrial land in the identified Settlement Pattern which is suitable for heavy load buildings. Of the total area of industrial land, approximately 785 ha (or 48%) was considered to be readily developable at the time of writing (i.e. the land is currently 'vacant' or 'partially vacant', is of suitable size and of 'easy' or 'medium' development complexity). The term readily developable land is intended to mean industrial zoned land which is either vacant or partially vacant and classified in the Coffey Geotechnics report as either relatively easy or medium in terms of development difficulty from a geotechnical perspective. Readily developable land from a geotechnical perspective does not necessarily mean the land is currently available to the market for development.

This geotechnical assessment of the identified industrial land confirms the recommendation in the McDermott report that additional industrial land will be required as current supply is consumed rather than because existing land supply is inadequate from a geotechnical perspective.

17.6

The approach to commercial activities

An assessment of the SmartGrowth approach to commercial land was provided for the update by Property Economics.

The report found that the 'centres-based' policy approach outlined in SmartGrowth and implemented through the two district plan reviews (WBOPDC and TCC) is appropriate and prudent given existing market supply and demand dynamics, and having regard to emerging trends in retail and office development.

Based on revised SmartGrowth population projections, the existing, consented and proposed 'in-zone' retail floorspace is more than enough to accommodate predicted future retail provision.

The report recommends that the strategic planning focus should remain on improving the role and function of the well-established centres network rather than duplicating the retail offerings with new currently unidentified centres.

In the WBOP District this means continued consolidation of the centres at Te Puke, Katikati and emerging Omokoroa. Within Tauranga City, there is

potential for additional local convenience retail activity in suburbs where the existing provision is considered light; for example Welcome Bay and Papamoa East. Higher-order comparison retail should be channelled into the existing centre network for maximum benefit. This includes proactive promotion of the Tauranga CBD as the commercial, civic and cultural 'heart' of the sub-region.

In terms of the provision of commercial office space there is an increasing fluidity emerging in the office market. Continuing drive towards efficiencies, cooperative sharing of floor-space and technological trends will fundamentally change the way workers use office space. It is important that additional office development (new or upgraded) is located within defined commercial areas to complement retail activity and improve the economic and social wellbeing of centres as a whole. To help this, district and city plan provisions should not be too prescriptive or onerous as to make development in appropriate zones unrealistic or unviable.



18. Sub-Regional Infrastructure

18.1

Location and Alignment of Sub-regional Infrastructure in relation to Corridors

It is important that infrastructure investment by public agencies delivers value-for-money and is optimised. This need has been heightened as the result of the Global Financial Crisis for a number of reasons, such as:

- Significantly less money is available to invest in additional new infrastructure in the foreseeable future. Related to this is the expectation that existing investment in infrastructure is optimised to defer the need for investment in new infrastructure.
- There are significant pressures on public agencies to reduce debt rather than take on additional debt (which is often associated with infrastructure investment)
- The amount of growth and development activity has contracted sharply within the sub-region (as well as nationally and internationally). This puts pressure on the funding models for "lead" infrastructure which rely on continued growth to provide sufficient revenue streams to repay project debt (e.g. through development/ financial contributions or tolls).

Key Infrastructure Investments of SmartGrowth Partners

The SmartGrowth Partners have made significant infrastructure investments in recent years not only to accommodate growth as projections change but also

to provide infrastructure capacity and environmental improvements.

Geographically speaking, it is evident that there is misalignment in where the infrastructure investment identified above has occurred to date. This poses a challenge to maximising the use of the capacity it provides in the next 10 to 15 years.

There are various reasons for this situation and it is important to note that:

- There are sufficient amounts of zoned land which is (or is programmed to be) serviced that provides opportunities for growth to continue in each corridor.
- Construction of the Tauranga Eastern Link (TEL) was brought forward (possibly by around 10 years) because of the region's overwhelming acceptance of the road being partly toll funded.
- In the case of Omokoroa and the Southern Pipeline, existing trunk infrastructure had run out of capacity and investment in 'lead' infrastructure was required to allow growth in these areas to continue.
- The local effects of the Global Financial Crisis have had a detrimental impact on local growth rates and hence the rate of take up of infrastructure capacity.

If there were measures that could be put in place to maximise the use of a particular infrastructure investment by channeling more growth into the area it services, this could have negative impacts on infrastructure investments made by the other SmartGrowth Partners in the form of:

- Reducing growth in the utilisation of these other Partners infrastructure investments;
- Compromising the funding models of these other infrastructure investments;
- Requiring further infrastructure investment to accommodate increased growth in particular areas.

SmartGrowth Update approach to alignment of infrastructure investment

SmartGrowth 2013 confirms that growth will continue as planned in all 5 strategic corridors. In light of the fact that the land has already been zoned, the amount of growth that takes place in each of these corridors within the next 10 to 15 years is fundamentally dependent on decisions that will be made by developers in response to current and anticipated market conditions.

While the infrastructure investments are not currently fully geographically aligned, overall they do align with the 50 year SmartGrowth vision in the sense that they are all required to service the growth of the sub-region out to 2051.

As part of the ongoing work to refine and align infrastructure investment with growth, the SmartGrowth partners will continue to research and consider alternate technologies and delivery mechanisms for key infrastructure, particularly water and wastewater.

(Table 3)

Key Infrastructure Investments of SmartGrowth Partners

Partner	Project	Corridor
NZTA	Tauranga Eastern Link	Eastern Corridor
TCC	Southern Pipeline	Central, Southern, Western and Northern Corridors
TCC	Route K	Southern and Western Corridors
WBOPDC	Omokoroa roading and wastewater infrastructure	Northern Corridor

19. Transport

19.1 Background

Significant investment has been made in the sub-region's transportation infrastructure since 2004 as part of the strategic roading network. This investment has supported and enabled growth and has helped to make Tauranga and the western Bay of Plenty easier to move around, providing significant competitive advantages. These efficiencies also add to the strong case for Port of Tauranga to become the country's main import/export port. Other key transportation projects completed or significantly underway include the second harbour bridge, Tauranga Eastern Link, Route K, Hewletts Road flyover, four laning of Hewletts Road through to Takitimu Drive, Pyes Pa bypass, Welcome

Bay/Maungatapu roundabout, four laning at Bethlehem, investment in public transport and bus lanes on main routes.

Recent Central Government investment into the East Coast Main Trunk (ECMT) rail line has improved the carrying capacity and safety of the ECMT which runs between Waikato and the Bay of Plenty, in particular to the Port of Tauranga.

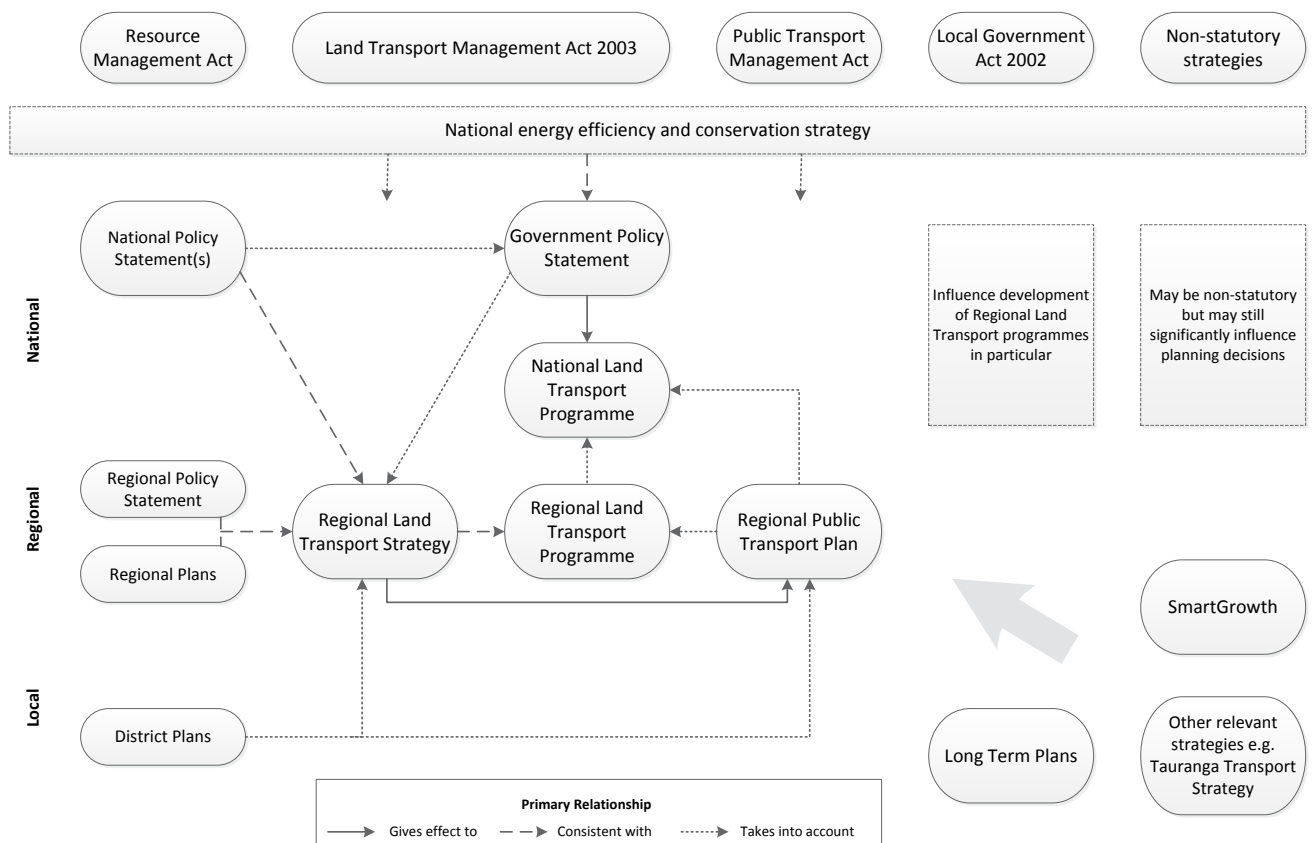
Upgrades to rail line in the form of two new passing loops have doubled rail capacity between Tauranga and Hamilton to ensure the ECMT can continue to meet increasing customer demand for additional rail freight services. The number of freight train services running between Auckland and Tauranga has also increased significantly over recent years in response to customer demand.

SmartGrowth takes a spatial corridor approach to land use and infrastructure planning, especially transport. These corridors have formed the basis for transport activities throughout the sub-region. The corridors align with and have helped to inform the strategic packages of activities identified in the Bay of Plenty Regional Land Transport Strategy.

The Bay of Plenty Regional Land Transport Strategy envisages an important and growing role for rail in the sub-region and identifies opportunities and key policies in order to increase the use of rail. The initiatives identified in the RLTS should also now focus on linking up with the Upper North Island Freight Story initiative and the Upper North Island Freight Plan which is to be developed in the near future.

Figure 9.

Transport policy hierarchy





19.2

Statutory and policy environment for transport

A number of national, regional and local documents influence transport policy in the sub-region. Figure 9 illustrates the hierarchy of national, regional and local policy documents currently in place, but which were prepared prior to the Land Transport Management Amendment Act 2013.

The statutory and policy context for transport is subject to ongoing change. The following summarises some of the key statutes and policies based on the latest information available when the Strategy was being reviewed. Land Transport Management Act (LTMA)

The LTMA is the key statute that guides transport policy development and implementation in New Zealand. The Land Transport Management Amendment Act (LTMAA) enacted in June 2013 has significant implications for national, regional and local transport policy. The purpose of the LTMA 2013 is to contribute to an effective, efficient, and safe land transport system in the public interest.

Government Policy Statement on Land Transport Funding (GPS)

The current GPS was issued in July 2011 and covers the financial period from 2012/13 – 2017/18 with indicative figures for 2018/19 – 2021/22. The GPS is in effect from 1 July 2012 – 30 June 2015.

The GPS includes the following overarching goal for transport: An effective, efficient, safe, secure, accessible and resilient transport system that supports the growth of our country's economy in order to deliver greater prosperity, security and opportunities for all New Zealanders.

The three priority focus areas in the GPS are:

1. economic growth and productivity;
2. value for money; and
3. road safety.

The GPS states that continuing to progress the seven Roads of National Significance (RONS) is a critical part of the Government's economic growth and productivity priority. The GPS identifies

an additional four routes that may be considered as future RONS. These have high volumes of traffic and are important for freight movements including port access. The routes are:

1. Hamilton to Tauranga
2. Cambridge to Taupo
3. Napier to Hastings
4. State Highway 1 north and south of the current Christchurch motorway projects.

GPS 2012 also recognises that the following can make a contribution to economic growth and productivity outcomes:

- quality investments in public transport;
- improving the local road network;
- investing in walking and cycling;
- considering networks from a national perspective; and
- integrated planning.

The National Infrastructure Plan (NIP)

The NIP was released in July 2011 and outlines the Government's intentions for infrastructure development over a 20 year timeframe. The Plan sets out seven specific goals for transport infrastructure, all of which have relevance for investment in land transport from the National Land Transport Fund. These goals are to achieve:

- A long term strategic approach to transport planning which maximises the potential synergies between regional planning and central Government strategies.
- A flexible and resilient transport system that offers greater accessibility and can respond to changing patterns in demand by maintaining and developing the capacity of the network.
- Improved operational management practice and the use of demand management tools especially in urban areas experiencing significant growth.
- A network of priority roads that will improve journey time and reliability, and ease severe congestion, boosting the growth potential of key economic areas and improving transport efficiency, road safety and access to markets.

- A continued reduction in deaths and serious injuries that occur on the network.
- A public transport system that is robust and effective and offers a range of user options that will attract a greater percentage of long term users.
- A rail system that enables the efficient movement of freight and complements other modes of passenger transport and freight movement.
- Sea and air ports that are linked to the overall transport network to support efficient nationwide movement of passengers, domestic goods and exports and imports and are able to respond to technological changes and changing international safety and security standards.

Connecting New Zealand 2011

Connecting New Zealand was released in 2011. Connecting New Zealand confirms the Government's three focus areas for transport as economic growth/ productivity, value for money and road safety.

New Zealand Energy Efficiency and Conservation Strategy 2011 – 2016 (NZECS)

The New Zealand Energy Efficiency and Conservation Strategy was developed alongside the New Zealand Energy Strategy. The NZECS outlines the Government's priorities to make improvements in energy efficiency, energy conservation and renewable energy. It sets the following objective and targets for the transport sector:

Objective:

A more energy efficient transport system, with a greater diversity of fuels and renewable energy technologies.

Target:

By 2016: The efficiency of light vehicles entering the fleet has further improved from 2010 levels.

Safer Journeys – New Zealand's Road Safety Strategy 2010-2020

Safer Journeys is the national strategy to guide improvements in road safety over the period 2010 - 2020. The Safer Journeys vision is:

A safe road system increasingly free of death and serious injury.

To support the vision, Safer Journeys takes a safe system approach to road safety. This means working across all elements of the road system (roads, speeds, vehicles and road use) and recognising that everybody has responsibility for road safety.

Safer Journeys also identifies the issues that are priorities for road safety in New Zealand and actions to address them. The first priority areas are:

- Increasing the safety of young drivers.
- Reducing alcohol / drug impaired driving.
- Safe roads and roadsides.
- Increasing the safety of motorcycling.

National Land Transport Programme 2012-15 (NLTP)

The NLTP contains the land transport activities that the NZ Transport Agency anticipates funding over the period of the programme.

The Bay of Plenty component of the programme focuses on investment that will support the key economic drivers in the region through:

- maintaining the existing network;
- improving inter and intra-regional freight movement efficiency; and
- improving network security and resilience.

The NLTP also invests in activities designed to:

- support implementation of the Safe System approach;
- decrease road fatalities and serious injuries; and
- increase public transport mode choice and network efficiency.

Figure 10.

Optimised Transport System

Intervention Hierarchy	Optimised Transport System
Integrated planning	Land use and transport integration
Demand management	Demand management
Best use of existing network	Freight management
New infrastructure	Road improvements (includes safety) Sustainable transport improvements

Key projects from the sub-region that have been included in the NLTP are:

1. Tauranga Eastern Link;
2. Maunganui-Girven Intersection;
3. Hairini Link Stage 4;
4. Public transport investment;
5. Freight efficiency improvements on the strategic routes to the Port; and
6. Safety improvements on the SH2 corridor north and the SH29 corridor across the Kaimais.

Regional Land Transport Strategy (RLTS)

The Regional Land Transport Strategy (RLTS) sets the direction for the Bay of Plenty's transport system for the next 30 years. The vision of the RLTS is:

Best transport systems for a growing economy and a safe and vibrant Bay lifestyle.

This vision is supported by the following outcomes:

Economic development

The transport system is integrated with well planned development, enabling the efficient and reliable movement of people and goods to, from and throughout the region. The transport system supports economic development by providing user options, applying efficient pricing mechanisms and prioritising higher value trips.

Safety and personal security

Deaths and serious injuries on the

region's roads are reduced. People understand and contribute to a safety culture that is supported by a safe system approach to road safety. Transport corridors and public spaces are safe and secure environments to use and people feel safe using them.

Environmental sustainability

The transport system is flexible, robust and resilient to external influences. People choose the best way to travel to improve energy efficiency and reduce reliance on non-renewable resources. Political leadership and support is shown at all levels, supporting funding for the infrastructure required for all modes to be safe and easy ways to travel.

Land use and transport integration

Long term planning ensures that transport corridors are protected and well designed transport infrastructure supports economic development. Regional growth patterns and urban form reduce travel demand, support public transport and encourage walking and cycling.

Access and mobility

Communities have access to a reliable transport system that provides them with a range of travel choices to meet their social, economic, health and cultural needs.

Public health

The transport system minimises the health damaging effects of transport for all members of society. A wider choice of transport options allows all individuals

to make the social connections and travel choices that contribute to their health and wellbeing.

The preferred strategic option in the RLTS is an Optimised Transport System. The Optimised Transport System means considering a hierarchy of interventions to optimise the performance of the region's land transport system (Figure xx).

The RLTS is to be replaced by a Regional Land Transport Plan by June 2015.

Bay of Plenty Regional Land Transport Programme 2012/13 – 2014/15 (RLTP)

The RLTP seeks funding from the National Land Transport Fund for the activities it contains. Consequently, the RLTP:

- Identifies the region's investment priorities for transport;
- Lists the region's proposed land transport activities for the period 2012/13 – 2014/15 and prioritises them;
- Provides a ten year financial forecast of anticipated revenue and expenditure for the region's land transport activities.

The region's transport investment priorities are:

- Regional transport infrastructure maintenance.
- Western Bay of Plenty growth.
- Eastern Bay of Plenty route security.
- Rotorua growth.

The region's top ten capital improvement activities in descending order of priority are:

1. Maunganui Girven Road Intersection.
2. Rotorua Eastern Arterial.
3. Victoria Street Arterial.
4. Tauriko Upgrade.
5. Safety Retrofit – Bay of Plenty.
6. Katikati Bypass.
7. Rotorua Transportation Centre.
8. Tauranga Northern Link.
9. Hairini Stage 3 and 4.
10. Domain Road Four-Laning.

The RLTP is to be replaced by a Regional Land Transport Plan by June 2015.

Bay of Plenty Regional Public Transport Plan 2012 (RPTP)

The RPTP was developed to give effect to the public transport components of the RLTS.

Public transport objectives

The RPTP sets out the following objectives for public transport in the region:

- Networks and services – reliable and integrated public transport services that go where people want to go.
- Fares, ticketing and information – fares, ticketing and information systems that attract and retain customers while covering a reasonable proportion of operating costs.
- Infrastructure – high quality and accessible public transport infrastructure that supports safe and comfortable travel.

Public transport services

The RPTP identifies the following public transport service layers:

- Regional Strategic corridors - along which a number of Urban Connector services converge to create enhanced levels of service for public transport users.
- Urban Connector routes - provide the levels of service that are necessary for public transport to be a viable option for commuting and other daily travel needs.
- Rural Connector routes - provide access to essential community goods and services, and connections to Regional Strategic corridors and Urban Connector routes.

Targeted services in the Bay of Plenty include Total Mobility services and ferry services. Targeted school services are a potential future option following the transitioning of school children in Tauranga from Ministry of Education funded school transport services.

Public transport investment priorities

The investment priorities for public transport in the RPTP are:

- Maintain service levels.
- Deliver target peak time service levels.
- Deliver target off-peak service levels and targeted services.

Tauranga Transport Strategy 2012 – 2042 (TTS)

The Tauranga Transport Strategy 2012-2042 is currently being reviewed. The draft TTS identifies, describes and prioritises the actions required to deliver the city vision of a place that is easy and safe to move around, and a place that is built to fit our hills, harbour and coast over the next 30 years.

Objectives for the transport network in Tauranga are:

- Efficient: Economic Growth and Productivity
- Effective: Land use and Transport Integration, Environmental Sustainability, Access and Mobility.
- Safe: Safety and Personal Security, Public Health

The draft TTS identifies the following key transport issues for Tauranga:

- Growth
- Safety
- Network resilience
- The role and demand for non-car travel
- Access, severance and mobility

The draft TTS then considers strategic responses in nine key implementation areas to respond to the identified issues:

- Safety
- Asset Management
- Travel Demand Management
- Public Transport
- Walking and Cycling
- Access and Mobility
- Parking
- Rail
- Road Network

These are subsequently integrated into five packages of activities:

- Ring Road North – South Western Corridor

- Ring Road North – North Western Corridor
- Ring Road North – Eastern Corridor
- Ring Road South Corridor
- Internal Peninsular Corridor.

19.3

Transport infrastructure within SmartGrowth Corridors

The SmartGrowth Central Corridor

The Tauranga Urban Network Study (TUNS) has identified three distinct sub-corridors within the central corridor, each performing different functions for a variety of road users. These are illustrated in figure 11.

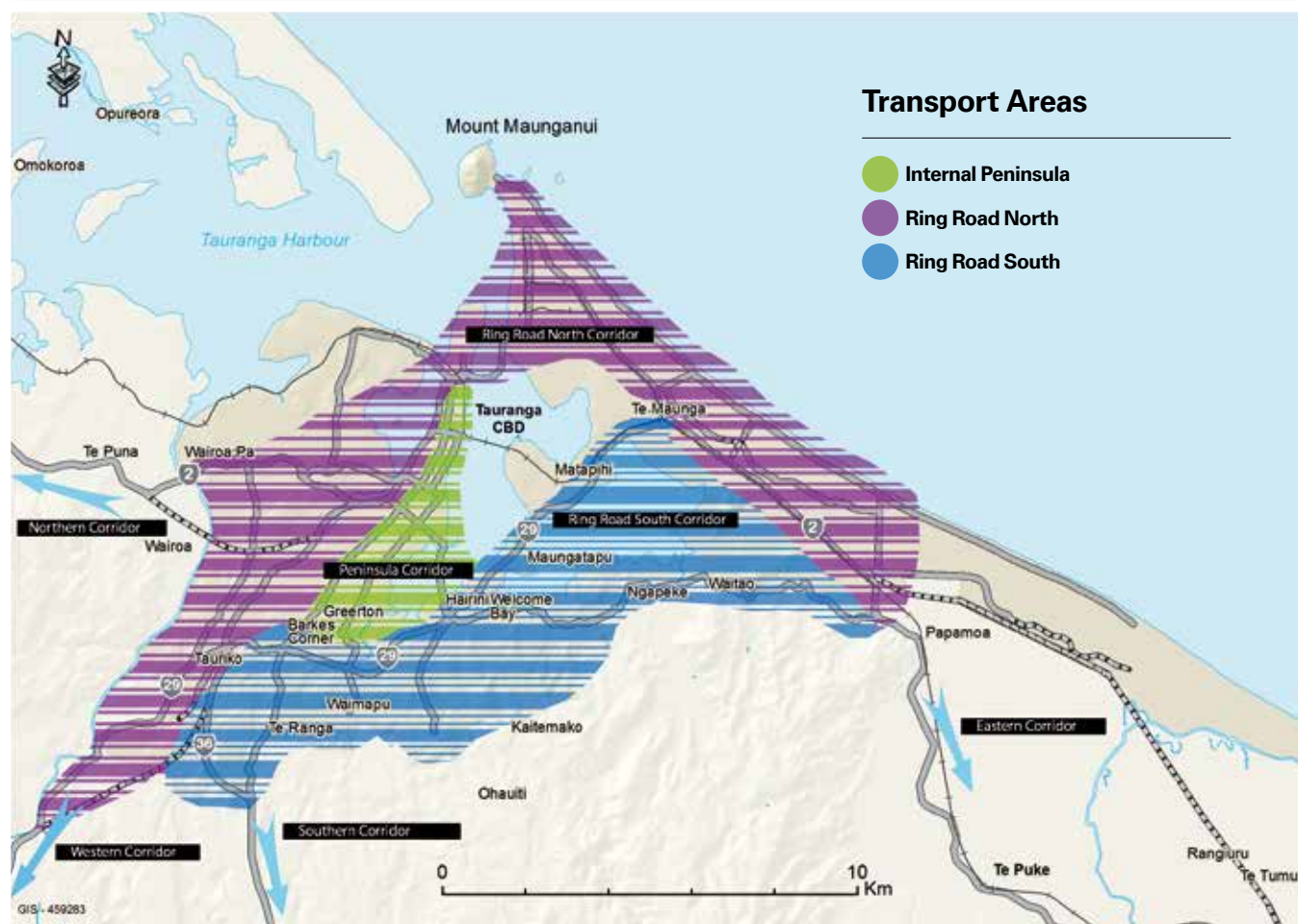
1. The Ring Road North

A key current and future function of the Ring Road North Corridor is to provide road freight access to the Port of Tauranga for import and export of primary products:

- To/from the Waikato via State Highway (SH) 29, 'Route K' and SH2
- To/from the Coromandel and Hauraki Plains via SH2 (through Bethlehem)
- To/from the central North Island (e.g. Taupo) via SH2 (to Paengaroa) and SH33.
- To/from the Eastern Bay of Plenty via SH2 and its major primary industry processing centres at Kawerau, Edgumbe, Whakatane other provincial freight generators and links to Gisborne and the East Coast.

The Government Policy Statement on Land Transport Funding (GPS) puts a high priority on improving freight efficiency across New Zealand. As the country's largest export port by volume, it is essential to ensure that this corridor operates as efficiently as possible, enabling freight operators to transport goods to market. Linked to this, the role of the East Coast Main Trunk railway line in reducing truck trips to the Port and supporting efficient access to Auckland and the Waikato is recognised and supported.

Figure 11.

Transport Areas within the Central Corridor

Competing with the key freight function in this corridor is regional demand for private vehicle access to the city centre and through the city from Tauranga's peri-urban (e.g. Bethlehem, Otumoetai, Papamoa) and rural hinterland (e.g. Katikati, Te Puna and Omokoroa). The same section of corridor also provides for tourist trips along the Pacific Coast Highway – another major contributor to the regional and national economy.

II. The Ring Road South

The increasing function of this corridor is to provide for intra-regional and city-wide

access to employment and commercial centres for developing residential areas alongside and south of State Highway 29 over the next 30 years. The constrained physical geography of this corridor focuses travel demand along and across SH29, between the SH29/Route K intersection and the SH2/29 intersection at Te Maunga.

A second function which will again increase over time is to provide an alternative route for through traffic to relieve the Ring Road North Corridor and enable the continuation of high quality access to the Port and City Centre.

III. The Peninsula

The Peninsula Corridor provides for a wide variety of traffic functions, typical of an urban arterial network in New Zealand. Intra-regional freight, tourist, commercial, commuter and other private traffic functions are 'in the mix' across the peninsula and are added to by the convergence of city-bound trips from the Ring Road North and South Corridors.

Enabling good connections between the Peninsula and Ring Road North Corridors will assist with continuing to separate shorter and longer distance trips in coming years.

The SmartGrowth Eastern Corridor

The Tauranga Eastern Link (TEL) Network Plan (2011) has been developed for the Eastern Corridor. This Network Plan outlines the considerable investment that both central and local government, as well as the private developers and landowners, have committed to and aligned, to ensure certainty of development and the subsequent prudent provision and funding of infrastructure. The network plan includes:

- An outline of the strategic context that supports the planning and delivery of the TEL, within a wider regional framework.
- Details of the integration of land use, transport and investment to ensure optimisation of the TEL, including the integration with the local transport network, land use and associated infrastructure.
- A summary of key issues, risks and opportunities, including the action(s) being undertaken or proposed to take advantage of or address these.

The SmartGrowth Northern Corridor

The Tauranga Northern Corridor Strategy was developed in 2009 to provide an integrated land use and transport picture for the Northern Corridor. Since then there have been a number of influences (eg growth location and yields, change in land use, road safety) which have served as a catalyst to initiate a review of the corridor strategy. The Northern Corridor will be reviewed within the broader SH2 corridor reviewed between Pokeno and Tauranga.

The RLTS contains a strategic package for this corridor which includes addressing safety issues on SH2 in the short term, supporting growth in local commuter movements through capacity improvements in the longer term, while recognising the role that SH2 will continue to play in providing for intra-regional freight movements. The East Coast Main Trunk rail line will require continued capacity improvements as it plays an increasingly important role in the movement of inter and intra-regional freight.

The SmartGrowth Western and Southern Corridors

A Strategy is still to be developed for these two corridors. Once this work has been completed a package of activities will be developed to support residential and industrial development, address safety and route security issues, and ensure efficiency to support the movement of freight and people.

19.4

The role of western Bay as a nationally significant freight transit centre

The Port of Tauranga

Activities that occur within Tauranga City (currently New Zealand's sixth largest city with an estimated population of 115,700 in 2011) and the wider western Bay of Plenty sub-region contribute significantly to the nation as a whole. The Port of Tauranga is one of New Zealand's major international gateways to the global economy. In 2011, the Port handled approximately 15.4 million tonnes of imports and exports. This is 78% more international cargo than its nearest competitor.

Predominant flows to and from the Port of Tauranga include:

- Manufactured and containerised goods between Auckland and Tauranga. A significant portion of these goods are delivered via the Metroport inland port in Onehunga which transfers customs-bonded freight via daily scheduled rail services (currently 6 return services per day).
- Timber and logs, mainly from eastern Bay of Plenty, Rotorua and the central North Island
- Kiwifruit from the Western Bay of Plenty coastal plain
- Dairy from the upper North Island, predominantly the Waikato region
- Liquids, liquefied gases and liquid fuels from the upper and central North Island.

Split across two sites, the POT handles a significant proportion of New Zealand's

imports and exports as shown in Table 4.

There is significant potential for increases in the volume of port related freight trips across the arterial network to 2041. Some insight into this can be gained from the recent UNISA Port Study report which provides details of current and future freight handling scenarios.

Container throughput is expected to grow by between 2.4% and 3.1% per annum over the period to 2041 (cumulatively 100% to 143%). Bulk goods throughput such as logs, forestry products etc. is expected to grow by between 1.6% and 2.3% per annum over the period to 2021 (cumulatively 58% to 91%).

Freight

The wider Bay of Plenty region has the highest heavy vehicle weight intensity on roads in the country (214.8 thousand tonnes/km compared with the New Zealand average of 106.5). In terms of the regional split of freight movements, the Bay of Plenty Regional Freight Study 2010 showed that approximately 54% of total freight moved was within the Bay of Plenty Region, 35% was within the Upper North Island area and the remaining proportion (11%) was within external regions. See Table 5.

The Regional Land Transport Strategy and supporting research anticipates a significant increase in total freight flows by 2040. This increase is currently estimated at around 60%. See Table 6.

The Rail Network

A key element of the freight supply chain is the East Coast Main Trunk rail line (ECMT). The ECMT runs parallel with SH2 from Apata, looping to the north through Bethlehem to access the Sulphur Point container terminal. The route then continues through the city centre along the Strand, crosses the Matapihi Bridge to access the Mount Maunganui wharves, Mount Maunganui industrial area with a connection to Kawerau and Murapura.

Table 4.

Port of Tauranga Throughput Volumes 2012¹

		Percent of national (2012)
Export	Weight	30
	Value	27
Import	Weight	18
	Value	11

Table .

Bay of Plenty Regional Freight Flows 2006/7¹

Area	Total	Rail		Coastal Shipping		Road	
	M tonnes	M tonnes	Mode Split	M tonnes	Mode Split	M tonnes	Mode Split
Internal	17.4	1.4	8%	0.0	0%	16.0	92%
UNI Regions	11.2	3.3	29%	0.5	4%	7.4	66%
External Regions	3.2	0.2	6%	0.1	3%	2.9	92%
Total	31.8	4.8	15.2%	0.6	1.7%	26.4	83.0%

Table 6.

Forecasts of growth in Freight Traffic to 2040¹

Year	Total	Rail		Coastal Shipping		Road	
	M tonnes	M tonnes	Modal share	M tonnes	Modal share	M tonnes	Modal share
2006-07	31.8	4.8	15%	0.6	2%	26.4	83%
NFDS to 2031	48.6	6.9	14%	1.3	3%	40.4	83%
2040	52.0	7.3	14%	1.5	3%	43.2	83%

¹This information is from the draft Tauranga Urban Network Strategy 2013 which is yet to be approved.

The rail network services the transportation of bulk freight between primary producers such as the dairy and timber industries. It also provides a critical network for large volume containerised import/export haulage between the Port of Tauranga and distribution hubs including the Auckland Metroport and Hamilton Crawford Street inland port. 2006/7 data used in the 2010 Upper North Island Freight Study and the Bay of Plenty Regional Freight Study indicates 11.1 million tonnes of freight was moved between the regions of the Upper North Island. 30% of this was moved by rail.

With over a third of New Zealand's rail traffic, the region's rail network is the

most densely utilised sector of the national rail network. In 2010, some 40% (approximately 5 million tonnes) of freight through Port of Tauranga was carried by rail. The UNISA investigation indicated that growth of throughput processed by the POT could significantly increase the total rail freight movements by 2041. This increase is currently estimated at around 75%, subject to their being available capacity on the line. Key elements of the rail network may suffer from congestion in the future as it is predominantly single track. The dedicated rail line from POT to the North Island Main Trunk line seems likely to reach capacity before 2041. This growth will be managed incrementally by Kiwirail through additional passing

loops, better signalling and potentially double tracking if required. Significant investment is being made as part of the Kiwirail Turnaround Plan to improve freight efficiency and increase load handling capacity and service frequency between Hamilton and Tauranga.

Previous studies have also raised concern about the capacity of the rail connections to Murupara and Kawerau to manage projected log traffic. It is expected that these issues will be resolved commercially between the interested parties e.g. through deployment of increased rolling stock, passing loops and improved signalling¹.

19.5

SmartGrowth aspirations for strategic transport infrastructure

Road Network

Given the international gateway role played by the Port of Tauranga, investment in more efficient freight management is likely to generate significant downstream economic benefits for the upper North Island. Therefore, investment should focus on developing a freight priority network comprising the strategic routes servicing the Port of Tauranga. This needs to be aligned with the main freight demands and support high productivity vehicles. Development of the network should include actively looking for opportunities to better integrate with rail and coastal shipping through land use zoning and network management measures that seek to minimise conflicts between freight vehicles and other traffic.

State Highway 29 – Tauriko Bypass and Future Road of National Significance

The SH1/29 link between Hamilton and Tauranga has also been identified in the Government Policy Statement on Land Transport Funding 2012/13-2021/22 (GPS 2012) as a possible future Road of National Significance recognising the important inter-regional function performed by this route. Freight volumes on this route are forecast to increase significantly over the life of the strategy, particularly when the Waikato Expressway (SH1) provides a more efficient link between Auckland and Hamilton. Therefore, the continued upgrading of this route is essential to maintain safe and efficient inter-regional access. Development of SH1/29 as a RONS is also supported by RLTS policy 3: promote, develop and protect SH1 and SH29 as the strategic long term corridor connecting Auckland and the Waikato with the Bay of Plenty.

Connectivity

Improved inter-regional connections, particularly to Hamilton and Auckland, will allow firms and workers in the Bay of Plenty to interact more effectively with those in the other centres. The Tauranga Northern Link is an important connection for the sub-regional and regional economy and provides a connection for tourism, manufacturing and primary export sectors to the Port of Tauranga including forestry and aquaculture and horticulture. An improved transport network in the northern corridor will also improve sub-regional connectivity with the northern Urban Growth Areas of Omokoroa, Katikati, and Waihi Beach.

In terms of improving connectivity to future (undeveloped) Urban Growth Areas, the Tauranga Eastern Link Network Plan defines packages of activities that include state highways and the local road network to optimise the TEL and maximise the benefits of investment and provide connections to future Urban Growth Areas such as the Kaituna Link and the Papamoa East Interchange. The Papamoa East Interchange has been designated as part of the TEL and relies on Tauranga City Council funding through development contributions. The Kaituna Link has not been designated or investigated and the expectation is that this infrastructure would be provided by the developer.

Rail Network

Investment in the rail network should focus on supporting the inter and intra-regional movement of products to and from the Port of Tauranga to ensure there is sufficient capacity to meet projected freight demand increases, and possible changes in the pattern of demand resulting from the introduction of larger ships. Capacity increases will be required on the East Coast Main Trunk line, and to transport logs and forestry products from Kawerau and Murupara. Improvements will involve extensions to

passing loops, additional rolling stock, and expanded loading and storage facilities. Longer term, investment may be required to support development of inland ports or freight hubs which are likely to have a greater role in the future rail system.

The East Coast Main Trunk (ECMT) rail line provides a major link for freight movement between Auckland, Hamilton and Tauranga and further east to Kawerau and Murupara. The ECMT is critical to inter and intra-regional movements between major industries and the Port of Tauranga and risks to its resilience are nationally and regionally significant. 40% of the freight moving to and from the Port of Tauranga moves by rail and volumes are forecast to increase significantly. Continued investment in improvements such as passing loops and potentially double tracking will be required to provide route security and ensure provision of adequate freight moving capacity is maintained.

Passenger Rail

Passenger rail may also have a role to play in providing for the inter-regional movement of people between major centres in the upper North Island. There are also possible longer term opportunities for commuter rail in the western Bay of Plenty sub-region. However, for such investment to be cost effective, passenger rail would need to be supported by the development of higher density residential nodes around rail corridors.

Public transport

Investment should be focused on the improvement of urban services and infrastructure. The continued expansion of service sectors and movement towards higher value added activities in the regional economy will increase passenger flows in the larger urban centres. There will also be increased access requirements as the urban population ages. High quality urban bus networks

will play a critical role in improving urban accessibility while maintaining urban amenity, enabling better use of existing road network capacity. Bus services will need to be supported by the development of quality terminals and interchanges, bus priority measures into central locations, integrated ticketing and park and rides.

Walking and cycling

Investment should focus on the delivery of strategic urban cycle networks in Tauranga. The integration of existing networks with high quality connections to new urban growth areas should also be encouraged. In terms of walking, priority should be given to pedestrian improvements that support key activity centres, such as town centres, complement increases in public transport, or integrate with new urban growth areas. Measures should be provided to maximise the safety of vulnerable road users.

20. Infrastructure Funding

20.1 Background

The costs associated with servicing new greenfield urban growth areas with appropriate infrastructure are high. These costs put significant financial pressure on TCC, WBOPDC and NZTA, and flow on to developers and home builders in the form of comparatively high development/ financial contributions (although these costs vary relative to the costs of servicing particular areas).

In most cases the development of specific areas in the western Bay of Plenty sub-region is reliant on improvements to the transportation network, including the state highway network and important urban arterials. There are limited funds available to NZTA and Councils for improvement projects. Alternative funding mechanisms therefore need to be identified and implemented to fund certain projects where investment in the transportation network is required.

20.2 Investment Approach

In recent years the western Bay of Plenty has made significant progress toward the development of a high quality transport network. Ongoing investment is required to anticipate future needs as well as improving the network as current and new growth areas occur.

To achieve value for money from the existing transport investments there is a need to adopt a variety of transport planning approaches particularly:

- integrated land use and transport planning to deliver the 'Live, Learn, Work AND Play' philosophy across mixed use growth areas
- managing traffic demand by providing improved mode choice, encouraging more efficient trip making and providing alternatives to travel
- optimising use of the existing network by allocating and sharing road space between users according to appropriate priorities.

20.3 Funding Options

The standard approach by TCC and WBOPDC to fund growth related infrastructure is to raise debt and repay it through the collection of development contributions or financial contributions. The main other funding sources available at present are general rates (including volumetric water charges) and targeted rates.

Reliance on debt and development / financial contributions may not be sustainable in the future. This is due to the high contribution amounts payable in new urban growth areas which reflect the high cost of infrastructure required to service these greenfield areas. This approach has significant financial risks for councils in relation to high cost 'lead' infrastructure projects due to the possibility of future growth rates being significantly lower than expected. This could result in a situation where interest costs on projected debt exceed the amount of contributions being collected.

There is a growing need for financial modelling and value engineering with regard to the provision of infrastructure, particularly where it is debt funded by Council's and includes the cost of capital, which is passed onto the consumer in the form of development / financial contributions.

Less reliance on development / financial contributions would result in increased rates to fill the funding shortfall. However there is significant pressure from central Government and ratepayers in general to keep rates increases low.

Targeted rates are one way in which costs could be funded more directly from those that benefit or create the need for expenditure, rather than the costs being spread across all ratepayers. A targeted rate would allow costs to be spread over a number of years rather than being paid in one large upfront instalment as is the case with a development / financial

contributions. One of the downsides of targeted rates is that overall cost is much higher than a development contribution because debt is repaid much more slowly with greater interest costs on project debt incurred that have to be funded.

Regardless of which funding source is used for growth-related infrastructure, they all rely initially on debt funding. Again, there is significant pressure from central Government and ratepayers in general to reduce council debt burdens. This does not necessarily sit well with the infrastructure investment required to accommodate population growth or central Government's emerging view that councils should be opening up more land supply for urban development (given the additional infrastructure servicing costs this would necessarily entail).

Alternative funding options for growth related infrastructure and new capital projects could also include:

- Regional wealth
- Zero or low interest loans by the Government
- Central Government grants and subsidies
- Public / private partnerships
- Tolling / congestion charges
- Tax increment financing
- Value uplift / betterment levy
- Regional income or payroll tax
- Regional GST / sales tax
- Regional fuel tax and road user charge / diesel levy
- Visitor taxes
- Airport departure tax.

Central Government support is crucial to the implementation of most of these alternative funding options because they would require new legislation. However the Government and its agencies have shown no inclination in recent years to address the funding issues faced by councils in higher growth areas like the western Bay sub-region.



20.4

**SmartGrowth Update
approach to infrastructure
funding**

Further work will be delivered through implementation of strategy actions to ensure that a sensible and achievable funding plan is in place to deliver the infrastructure that will be required to implement the Settlement Pattern.

Minimising the cost of infrastructure should be an important aim of any council to address the funding challenges associated with growth-related infrastructure. Maximising the use and return on existing network infrastructure investment is also fundamental to assisting these funding challenges. SmartGrowth 2013 directs a reassessment of infrastructure requirements and costs to determine whether growth-related infrastructure

costs can be reduced through alternative infrastructure delivery options or reduced levels of service in a manner that ensures infrastructure is still 'fit for purpose' and cost effective from a whole of life cost perspective.

The Implementation Plan also contains actions focused on further investigation of collaborative funding options including:

- Establishing a consensus building group to complete a gap analysis between projects and potential funding sources
- Interacting with Government through its Better Business Case approach in order to negotiate key Government funded projects for the Bay of Plenty and to prioritise investment from a Central Government perspective.





This section of the document provides the implementation plan for the 'Integrated Planning and the Settlement Pattern' component of the SmartGrowth Strategy contained in Part C.

Western Bay - a great place to **live, learn, work AND play**

Part
C

Settlement Pattern
Implementation Plan



21. Settlement Pattern Implementation Plan

21.1 Desired Outcome

“We all work from the same long term planning blueprint which incorporates planning for land use, transport and other infrastructure in an efficient, and affordable way”.

21.2 Issues

A. The need to provide certainty whilst being responsive to changing circumstances

Development of a strategy for sustainable growth management requires leadership at a number of levels. A component of this is to provide a clear signal to the community on long term expectations for the scale and extent of urban development into the future. The original 2004 Settlement Pattern has been anchored through the identification of urban limits, development sequencing and target densities to be achieved over time and has been implemented through the Bay of Plenty Regional Policy Statement, District Plans and the Regional Land Transport Strategy. It is important that the Strategy continues to provide certainty to the market but is pragmatic enough to respond to changing circumstances in a timely manner.

B. The need to consolidate the Settlement Pattern

Scrutiny of the Settlement Pattern through a development feasibility lens identifies that there is still work to be done on refining the longer term Settlement Pattern to ensure that infrastructure can be provided to service growth areas in a cost effective manner and that areas are economically viable to develop.

C. The cost of forward funding infrastructure

All urban development whether it be residential, commercial or industrial

requires water, wastewater, stormwater and roading infrastructure. To service such large new urban growth areas the necessary infrastructure comes at considerable cost. In many instances these costs include:

- Significant costs to get water and wastewater pipes to the boundary of a growth area which is usually at the edge of an urban settlement.
- Significant lead infrastructure that needs to be built at or near the start of a long-term development project.
- Major costs to connect the new urban growth area to the State Highway / strategic arterial roading network.

These costs generally fall on councils to fund via loans, rates, development contributions and other funding sources, because councils are the logical coordinator of such bulk services. Councils only have so much fiscal capacity to incur these sorts of costs. Generally decisions have to be made to focus growth into a relatively small set of defined areas or logical stages to ensure that Councils can maintain a sound financial position and that infrastructure is used efficiently. Because there is only a finite amount of growth, if significantly more land is serviced than there is demand for, significant unused capacity will exist in infrastructure networks for a long period of time which still has to be paid for. The amount of growth and development activity has contracted sharply within the sub-region (as well as nationally and internationally). This puts pressure on the funding models for “lead” infrastructure which rely on continued growth to provide sufficient revenue streams to repay project debt (e.g. through development and financial contributions or tolls).

Aligning infrastructure investment and growth with funding will require consideration of alternate technologies and staged delivery mechanisms for key infrastructure particularly roads, water and wastewater.

D. The need to encourage a more compact urban form

Promoting residential intensification has proved to be a challenge in the sub-region and residential infill and intensification have not been delivered to the levels anticipated in the original SmartGrowth Strategy. Some reasons for this include:

- The ‘leaky homes’ crisis which has particularly tarnished the image of medium and high density residential products
- Recent falls in apartment valuations, in some cases below replacement cost
- The unavailability of finance for developers due to the collapse of most finance companies
- Risk adverse mortgage lending criteria by banks for multi-unit housing (although there are recent signs that banks are starting to ease criteria for this type of lending)
- Construction and land cost increases
- Reduced availability of development sites (e.g. most of the readily developable sites in the High Density Residential Zone at Mount Maunganui North have already been developed (especially the defined area where high rise development is permitted).
- Medium and high density living are still relatively unfamiliar to most New Zealanders

Residential intensification is most likely to take the form of small to moderate scale development rather than medium to large scale developments. This means that the most prominent intensification development form is likely to be small houses/duplexes on small sections or attached townhouses/terraced housing rather than apartment development. This implies a larger number of projects and the need to allow intensification to occur across all or most of the existing urban area in order to provide a sufficient number of suitable development sites to deliver a meaningful amount of development.

There is some potential for Councils or central Government to provide a leadership / investment role in the provision of residential intensification. The first step to achieving more residential intensification is to put in place an enabling planning framework that is aligned with market drivers.

E. Continued implementation of transport infrastructure

The sub-region has put in place some significant transport projects over the last ten years. This includes Harbour Link, Route K and the construction of the Tauranga Eastern Link. The sub-region is still facing a number of challenges when it comes to transport. These largely revolve around:

- A constrained funding environment, particularly for alternative modes of transport.
- Our traditional reliance on private vehicle use and relatively low rates of commuting via public transport, walking and cycling.
- Meeting the projected increase in freight levels, especially given the Bay of Plenty's role in the Upper North Island growth area.
- Ensuring that there is efficient access to the Port of Tauranga.
- Ensuring that transport infrastructure and services meet growth needs and that there is good integration between transport and the Settlement Pattern.
- Ensuring that land use is well planned and avoids adverse effects on strategic road and rail routes, including the potential for reverse sensitivity.
- The high cost of providing for access from existing and proposed UGAs to strategic roads and State Highways and a contribution to maintaining the existing levels of service in the corridor.
- Ensuring investment in transport infrastructure is optimised and appropriately staged.

F. Managing the risk of natural hazards on the Settlement Pattern

During the life of the existing SmartGrowth Strategy, there has been a much greater awareness of natural hazards by the community. This awareness is driven by:

- The impacts of global warming/ climate change i.e. more intense rainfall and potentially more flooding.
- The Canterbury earthquakes
- International earthquakes and tsunamis eg Fukushima earthquake and tsunami in Japan in 2011.
- An increasing awareness of the need for Civil Defence.

21.6.1

It is important, particularly for the Settlement Pattern review, to identify those natural hazards (including tsunami and liquefaction) that may have implications on the Settlement Pattern and understand the level of risk and the mitigation measures required to enable development of the Settlement Pattern to proceed.

21.3

Principles

- I. A more compact urban form and opportunities for "live, learn, work AND play" are actively promoted.
- II. New settlements start when agreed population thresholds have been reached and land supply is monitored and actively managed.
- III. Defined urban limits are maintained.
- IV. Business land is provided for a range of activities along with the ability to adapt to changing circumstances over time.
- V. Continual efforts are made to improve the transport system, including the road network, rail, public transport, walking and cycling.
- VI. A diverse range of innovative, safe, efficient and effective infrastructure and funding solutions are encouraged.

VII. Areas severely constrained by hazard effects are mitigated or avoided and the community is kept well informed of hazard risks.

VIII. The transport system is optimised in association with other infrastructure networks.

Actions: Integrated Planning and the Settlement Pattern

Funding Key

	Action identified as a priority
	Able to be resourced using partner staff resources or within existing work programmes
	Not able to be resourced within existing SmartGrowth budget commitment. Requires additional resources
	Priority action which requires additional resources
	Potential for partner funding/resources outside SmartGrowth partnership
***	Investigation may result in consequential cost to implement recommendations
###	Implications for partner councils strategic policy work programmes

Timeframes

<i>Urgent</i>	Completed 1 year after adoption
<i>Short</i>	Completed 3 years after adoption
<i>Medium</i>	Completed 5 years after adoption
<i>Long</i>	Completed 5+ years after adoption

21A. Demographic Analysis/Modelling	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Sub-regional demographic analysis <ul style="list-style-type: none"> Undertake a detailed demographic update using 2013 census data (including population and household projections) at both the sub-regional and Territorial Authority level. 	SGP CGA TTOPHS SGPF CNG FP	<i>Urgent</i>			Report prepared and base data established
2. Migrant and seasonal workers Collate existing information to assess the scale of migrant and seasonal workers on communities within the subregion	SGP BOC P1 CoC SGPF				Project completed. Estimates established and agreed
3. Consider future housing needs Undertake research to assess housing needs including supply and demand to cater for changing demographics.	SGP SGPF	<i>Short</i>			Research project completed.
4. Consider future employment needs Investigate and scope project to research current employment trends and potential future employment needs particularly with regard to changing demographics to provide data to inform to inform land use and transport modelling.	SGP P1 CoC SGPF DHB	<i>Urgent</i>			Investigation complete. Recommendation made to governance
5. Ongoing improvement of transport modelling <ol style="list-style-type: none"> Upgrade sub-regional Traffic Prediction Model taking into account demographic analysis and consideration of employment needs following the 2013 Census and provide for on-going refinement of assumptions on land use data. Explore the potential to integrate the sub-regional WBOP transport model with: <ol style="list-style-type: none"> The broader regional and inter-regional models including the Waikato Regional Transport Model The potential for shared services in terms of the provision and operation of the model. Ownership of the model and skilled capacity building within the partners 	TCC NZTA WBOPDC BOPRC SGPF FP	<i>Short</i>	###		The sub-regional Traffic Prediction Model has been updated and is able to be used to forecast the transport effects of the 2013 Census as well as the anticipated changes in land use arising from the SmartGrowth Update.

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21B. Residential land (Urban Growth Areas)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
<p>1. Assess Identified and Possible Future Urban Growth Areas</p> <p>Assess the following identified and possible future Urban Growth Areas (identified on maps 3-6) to inform the Settlement Pattern review;</p> <p>a) Omokoroa Further consider development feasibility of Omokoroa Stage 2 including assessment of other opportunities to utilise existing infrastructure such as the development of Te Puna. Any consideration of Te Puna will require strategic investigation and be undertaken in consultation with tangata whenua.</p> <p>b) Katikati Review the amount of long-term growth allocated to Katikati, having regard to the wastewater system capacity constraints of the current system.</p> <p>c) Upper Ohauti, Neewood and Pukemapu Further consider the amount and timing of growth allocated to Upper Ohauti, Neewood and Pukemapu Urban Growth Areas in regard to transport effects, development feasibility and infrastructure compared to other possible options in the Western Corridor (Tauriko west)</p> <p>d) Waihi Beach Further consider whether the amount of long-term growth currently allocated to Waihi Beach is realistic having regard to demographic change and housing demand.</p> <p>e) Pyes Pa South (Keenan Road) Further consider the amount of growth and the timing and optimal sequencing of development of this growth area.</p> <p>f) Te Puke Further consider development feasibility and growth allocation of this growth area.</p> <p>f) Te Tumu Further consider the staging, timing and optimal sequencing of development of this growth area.</p> <p>f) Paengaroa Undertake a strategic assessment of this area as a possible future UGA to be confirmed through the Settlement Pattern review.</p> <p>f) Tauriko West Undertake a strategic assessment of the area between SH29 and the Wairoa River taking into account the Wairoa River Strategy and in consultation with tangata whenua.</p>	SGP	Short	###		An agreed and adopted Settlement Pattern which takes into account servicing alternatives and costings, potential future capacity and constraints and 2013 Census data and forward housing demand forecasts

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21B. Residential land (Urban Growth Areas) (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Confirm Residential intensification approach Complete the tasks outlined in the Residential Intensification Work Programme to enable the SmartGrowth Strategy to be updated in the future to include revised residential intensification growth projections/estimates and details on the likely form and location of residential intensification. The context for this work is: <ul style="list-style-type: none"> • Intensification needs to be market led • Intensification is delivered by developers. The role of the SmartGrowth partner Councils is to provide the planning framework for intensification • While the SmartGrowth partnership cannot force intensification to occur, it can be encouraged through a range of mechanisms. • If the amount of intensification is to increase, this could be a reasonably slow process over a number of decades unless development conditions improve. • Given the multi-faceted challenges of delivering residential intensification a more flexible approach to residential intensification projections may be required, possibly by including both evidence based and aspirational projections (noting that the 2007 SmartGrowth Strategy target may not be achieved). • The views of potentially affected communities are important and will be considered 	TCC WBOPDC BOPRC SGPF	<i>Short</i> (The project will be initiated in the short timeframe but not completed.)			Revised intensification estimates/projections incorporated into the SmartGrowth Strategy through the next review.
3. Timing and methodology for identification of future residential land Based on the 2013 Census data and the outcomes of the Settlement Pattern Review, agree on an appropriate timetable and methodology to identify 5th Generation UGAs. The methodology should ensure that the assessment of possible Future Urban Growth Areas (generation 5) includes evaluation of health and social benefits and constraints in terms of: <ul style="list-style-type: none"> • Live/work/play philosophy • Transport and access • Community infrastructure • Implications for neighbouring communities • Cultural • Financial 	SGP Powerco and other utility providers	<i>Short</i>			Methodology and timetable have been adopted and implemented.
21C Business land					
1. Rangiuru Business Park infrastructure Determine whether a limited water and wastewater servicing option is appropriate for the Rangiuru Business Park given implications on land uptake, desirability, marketability and land values in the Business Park.	WBOPDC Rangiuru Landowners	<i>Urgent</i>			Investigation of alternative site-based servicing options are completed and costed to inform a decision on whether a conventional servicing or self-contained (water and wastewater) is adopted

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21C Business land (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Assess infrastructure funding options <ul style="list-style-type: none"> Determine who will fund the debt associated with infrastructure for currently undeveloped business land Investigate what interventions would be necessary to progress business land development from a wider economic development perspective 	WBOPDC TCC Landowners	Urgent		***	Funding and debt management framework agreed which underpins future infrastructure investment in a timely way manner
3. Provide limited flexibility for industrial development Investigate and agree ways to provide limited flexibility into the RPS and District Plans in order to provide for industrial activities that genuinely cannot be satisfactorily located in industrial zones whilst preventing uncontrolled ad-hoc development. Consider the following criteria for inclusion in an assessment of genuine need for a rural location: <ul style="list-style-type: none"> in proximity to raw materials (e.g. aggregate processing); near to a primary production market (e.g. fertiliser depot); to provide space for large scale land uses (e.g. dairy factory); to achieve separation or buffering for environmental protection (e.g. meat works) Activities that cannot demonstrate a spatial requirement for a rural location should not be considered under these criteria.	BOPRC WBOPDC TCC	Short	###	***	The RPS and District Plans have been changed to provide limited flexibility for industrial activities to locate out of zone in specific circumstances
4. Assess cost of Infrastructure associated with business land Undertake an assessment of the likely infrastructure development costs or constraints (eg State Highway 29/ Tauriko upgrade) associated with providing additional business land in the Western Corridor that is suitable for heavy load and/or large footprint industrial buildings.	WBOPDC TCC NZTA Powerco and other utility providers WRC	Short	###		Agreement reached on a future land use pattern and the infrastructure necessary to support the land use pattern without compromising the inter-regional function of State Highway 29
5. Assess business land uptake rates Investigate the need to provide additional business land in the Settlement Pattern taking into account the results of annual monitoring of growth and uptake rates in the sub-region and the supply of business land in the Upper North Island.	WBOPDC TCC NZTA	Medium	###		Investigation complete, recommendations made
21D. Managing the risk of natural hazards on the Settlement Pattern					
1. Collaborate on Natural Hazard Management Collaborate in respect of; <ul style="list-style-type: none"> Gathering, using and releasing information and technical data relating to natural hazard risk to the Settlement Pattern Communication of this risk to communities Understanding and implementing the roles, responsibilities and process for assessing risk and undertaking consequential action Facilitate a consistent approach across the region by collaborating and sharing information with other districts facing similar issues through the Natural Hazards Forum Advocacy to central Government on natural hazard management. 	SGP CDEM	Short and ongoing			Research on tsunami risk is gathered and used collaborative manner

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21D. Managing the risk of natural hazards on the Settlement Pattern (Continued)	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
2. Engage with the community on Natural Hazard Risk <ul style="list-style-type: none"> Engage with communities to assist in defining acceptable, risk levels and mitigation Include natural hazard risk awareness in the long-term SmartGrowth Communications Strategy 	SGP CDEM TCC WBOPDC CDEM SPG	Short and ongoing			Significant communication with at-risk communities occurs around the concept of tsunami risk
3. Natural Hazards Framework <ul style="list-style-type: none"> Identify the hazards that need to be assessed at a sub-regional level that have implications on the Settlement Pattern and are influenced by the Settlement Pattern (including tsunami and liquefaction) For each of the hazards identified, agree the level of risk (likelihood and consequence) to be incorporated into risk management through the statutory planning framework. 	SGP CDEM	Urgent			Natural hazards framework established. Agreed levels of risk (likelihood and consequence) established for each hazard
4. Mitigation of tsunami risk in established Urban Growth Areas Identify potential mitigation solutions required for each established Urban Growth Area to establish a network of safe evacuation options for at risk areas where evacuation options outside the inundation area do not exist, including: <ul style="list-style-type: none"> Local vertical evacuation solutions, in the natural and built environment Providing on-going support of the 'Tsunami Survive' education and communication programme Assessing the potential for dune restoration and protection to reduce the risk from tsunami in at risk areas 	TCC WBOPDC BOPRC CDEM	Short			Potential mitigation solutions for developed UGAs are identified and recommendations made
5. Planning Provisions to mitigate tsunami risk in future (undeveloped) UGAs Ensure that planning provisions for future (undeveloped) urban growth areas; <ul style="list-style-type: none"> Include provisions for the assessment of a range of potential tsunami mitigation measures (including, where necessary, identified areas of avoidance) which reduce the risk to, or maintain it at, an acceptable level Identify potential mitigation solutions required for each undeveloped UGA to establish a network of safe evacuation options for at risk areas where evacuation options outside of the inundation area do not exist, including potential for dune restoration and protection to reduce the risk from tsunami in at risk areas Review the range of potential mitigation solutions for Te Tumu, following the reassessment of the Te Tumu tsunami risk, taking into consideration the opportunity for evacuation via the transport interventions that will be required in order for development to proceed and the use of vertical evacuation solutions. 	TCC WBOPDC BOPRC CDEM	Medium			Potential mitigation solutions for undeveloped UGAs are identified and recommendations made

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21E. Strategic transport	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Road freight Investigate and progress required network and safety improvements to maintain and improve efficient movement of freight to the Port of Tauranga including; <ul style="list-style-type: none"> • SH2 • SH29 • Route K • Merrilees Road • Totara Street • The potential for interregional collaboration to achieve efficient movement of freight ie through joint Bay of Plenty/Waikato working group on State Highway 29. 	TCC NZTA POTL KR Major Road Freight Operators SGPF	Ongoing			Existing and future network issues for the next 30 years are identified. Agreement has been reached on the most effective way of progressing anticipated projects
2. Rail Freight <ul style="list-style-type: none"> • Identify the capital works (including those in KiwiRail's Infrastructure and Engineering Business Plan and Asset Management Plan) necessary to support the significant increase in projected freight to and from the Port of Tauranga identified in the National Freight Demand Study and any other supporting reports • Investigate the capacity of the Kaimai rail tunnel and route security issues particularly in the event of the Kaimai tunnel being disabled (including the potential for a new tunnel) • Continue to investigate and plan for crossing loops and double-tracking to the Kaimai Tunnel portals over the long term • Support research into the current percentage distribution of freight transported by rail and how this can be increased 	SGP FLAG NZTA POTL FP KR	Short		***	Existing and future network issues for the next 30 years are identified. Agreement has been reached on the most effective way of progressing anticipated projects
3. Transport Interventions – Eastern Corridor Maintain, refine and implement the package of interventions in the Eastern Corridor Strategy and Tauranga Eastern Link Network Plan to ensure they are optimized and appropriately staged.	TCC WBOPDC NZTA SGPF RTC	Ongoing			All of the interventions are identified, programmed and funded Alignment maintained between the SmartGrowth Settlement Pattern and the NZTA funding framework
4. Transport interventions – Northern Corridor Maintain, refine and implement the package of interventions in the Northern Corridor Strategy to ensure they are optimised and appropriately staged.	TCC WBOPDC NZTA SGPF RTC	Ongoing			All of the interventions are identified, programmed and funded Alignment maintained between the SmartGrowth Settlement Pattern and the NZTA funding framework
5. Transport Interventions – Southern Corridor Develop a strategy and package of interventions for the southern corridor building on existing analysis.	TCC WBOPDC NZTA SGPF RTC	Ongoing			Strategies developed for the Southern and Western Corridors All of the identified interventions are agreed, programmed and funded
6. Transport Interventions – Western Corridor <ul style="list-style-type: none"> • Develop a strategy and package of interventions for the western corridor building on existing analysis. • Investigate the potential future road of national significance between Hamilton and Tauranga as identified in the GPS 2012. 	TCC WBOPDC NZTA SGPF RTC	Ongoing			Strategies developed for the Southern and Western Corridors All of the identified interventions are agreed, programmed and funded

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21F. Cost effective infrastructure	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Assess alternative infrastructure technologies and delivery mechanisms Establish an infrastructure think-tank in conjunction with the private sector, to determine and review the most cost effective means of providing infrastructure and whether growth-related infrastructure costs can be reduced and staged through alternative technologies and infrastructure delivery options/mechanisms or reduced levels of service in a manner that ensures infrastructure is still 'fit for purpose' and cost effective from a whole of life cost perspective.	SGP NZTA PDF	Ongoing			Evidence through a regulatory impact assessment that the regulatory standards in the relevant Infrastructure Development Codes are fit for purpose and cost effective from a development feasibility perspective
2. Sub-regional infrastructure overview <ul style="list-style-type: none"> Continue gathering sub-regional picture of infrastructure to inform the Settlement Pattern review Update relevant sections of the strategy following the Settlement Pattern review 	SGP	Short			Completed sub-regional analysis of infrastructure capacity and constraints for wastewater, water and utilities in relation to the Settlement Pattern.

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21G. Review and Consolidate the Settlement Pattern	Lead Agency Support agencies	Resourcing			Measure of success
		Time	Staff	\$\$\$	
1. Settlement Pattern Review <ol style="list-style-type: none"> Develop and agree a project plan for the Settlement Pattern review project Undertake a review of the Settlement Pattern in accordance with the project plan Upon completion of the project, update relevant sections of the SmartGrowth strategy to reflect the confirmed Settlement Pattern. <p>The following principles will guide the development of the project plan;</p> <ul style="list-style-type: none"> • Taking a corridor approach to the live, learn, work AND play philosophy which enables people to make choices based on preferences and lifestyles • Maximising and leveraging off sunk infrastructure investments • Assessment of infrastructure availability, utilisation and demand including assessment of alternative infrastructure provision • Economic viability and cost of development • The project will be undertaken with a high level of engagement with communities, primarily through the SmartGrowth Partner Forums <p>For residential Urban Growth Areas the Settlement Pattern review will;</p> <ul style="list-style-type: none"> • Identify new Urban Growth Areas and confirm existing Urban Growth Areas • Confirm the amount of growth allocated to UGAs • Confirm the sequencing of development of UGAs • Confirm the infrastructure triggers required for development of UGAs • Confirm projections for residential intensification <p>For industrial land the Settlement Pattern review will;</p> <ul style="list-style-type: none"> • Assess and confirm new industrial land if appropriate taking into account the balance of industrial land provided throughout the Settlement Pattern based on confirmed Urban Growth Areas • Assess the amount of industrial land required at Omokoroa • Assess the amount of industrial land required at Wairakei for the long term needs of the eastern corridor taking into account the short-term need to improve the alignment and timing of Te Okoroa Drive • Assess the infrastructure servicing and funding requirements for Rangiora. 	SGP SGPF	<i>Short</i> (The project will be initiated in the short timeframe but not completed.)	###		Settlement Pattern updated







Western Bay -
a great place to
**live, learn,
work AND play**

Appendices

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Appendix 1. Glossary of terms

Term	Description
Coast care	Coast Care BOP is a community action programme which aims to raise awareness of the proven importance of natural dunes for top quality beaches, improved erosion protection, and enhanced biodiversity. Coast Care groups are made up of residents and beach users who care about their beaches, and with the support of Bay of Plenty Regional Council in partnership with Tauranga City Council and Western Bay of Plenty, Whakatane, and Opotiki District Councils, and Department of Conservation, work actively to restore and protect them, for the benefit of all.
Future (undeveloped) urban growth areas	Urban Growth Areas which are identified in the Settlement Pattern but for which no structure plan has been agreed.
Governance	Strategy leadership and direction.
Greenfield	Subdivision and/or housing development of previously undeveloped, commonly rural land.
Growth management	A detailed analysis of all of the physical and environmental factors together with those economic and social factors which directly impact on the physical environment.
Hapu	Sub-tribe, usually containing a number of whanau with a common ancestor.
Hapu management plan	A plan relating to the development and protection of resources of significance to a hapu.
Infill	Subdivision and/or housing development of previously developed, or existing urban land.
Infrastructure	All permanent installations of the sub-region and includes pipe, cable/wire, roading, electricity generation, waste management, open space and community facilities contributed to and accessible to the community.
Integrated planning	Integrated planning is a process which ensure that there are effective links between land-use influences, related infrastructure and equitable funding, for delivering timely outcomes.
Intensification	An increase in the density (of dwellings, activity units, population, employment etc) over the current density of a given area.
Iwi	This term refers to a Maori tribe (Ngati Ranginui, Ngaiterangi, Ngati Pūkenga, Ngati Awa and other). Iwi usually contain a number of hapu with a common ancestor.
Kaitiakitanga	Means the exercise of guardianship by the tangata whenua of an area in accordance with their tikanga (traditional sustainable management practises) in relation to natural and physical resources; and includes the ethic of stewardship.
Mana whenua	Describes the ability to exercise “customary authority” by an Iwi and or Hapu over an identified area or site. Mana whenua can be held by more than one hapu or Iwi in relation to the same area or site.
Mauri	Is an important tenet of tikanga Maori. It is the life- force or spiritual intention that can be infused into an animate object thus making it either a representative or an indicator of spiritual, physical or cultural well- being. Mauri can also be an important system of belief associated with a physical, natural or metaphysical resource that, through karakia (prayer) and with faith, is upheld by tangata whenua.
Nga Taonga Tuku Iho	Maori cultural heritage resources.
Natural hazard	Any atmospheric or earth or water related occurrence (including earthquake, tsunami, erosion, volcanic and geothermal activity, landslip, subsidence, sedimentation, wind, drought, fire, or flooding) the action of which adversely affects or may adversely affect human life, property or other aspects of the environment
Papakāinga	Development by tangata whenua of an area on any land in the traditional rohe of tangata whenua that is developed for live work and play including but not limited to residential, social, cultural, conservation and recreation activities including but not limited to marae community zones.
Place-based community engagement	Engages the people who live, work and play in a particular place, is responsive to their specific needs and facilitates community-driven development
Population ageing	Population ageing is a phenomenon that occurs when the median age of a country or region rises due to rising life expectancy and/or declining birth rates. This results in an increasing proportion of people in the older age groups and a declining proportion of children.
Private public partnership	Partnership to provide public services jointly by the public and private sector.
Social housing	Housing provided by public and private agencies for those unable to afford market based rentals.

Appendix 1. Glossary of terms *(Continued)*

Term	Description
Social infrastructure	<p>Social infrastructure refers to the community facilities, services and networks that help individuals, families, groups and communities meet their social needs, maximise their potential for development, and enhance community wellbeing.</p> <p>Social infrastructure includes:</p> <ul style="list-style-type: none"> • Universal facilities and services such as education, training, health, welfare, social services, open space, recreation and sport, safety and emergency services, learning, religious, arts and cultural facilities, civic and democratic institutions, and community meeting places • Lifecycle-targeted facilities and services, such as those for children, young people and older people e.g. early childhood centres and retirement villages • Targeted facilities and services for groups with special needs, such as families, people with disabilities, Maori, and people from culturally diverse backgrounds e.g. te kohanga reo, hauora. <p>Social infrastructure is provided by a wide range of central, regional and local organisations.</p>
Social Sector Innovation Trust	Organisation involved in valuing, strengthening and connecting the social sector
Social Sector Network	A network of western Bay of Plenty non-government, not for profit and social enterprise organisations
Spatial plan	A high level strategy for a sub-region or region that relates to its geography and activity patterns. It is evidence based and seeks to achieve broad outcomes. It is developed and implemented through collaboration between multiple stakeholders. It provides a mechanism for agreeing priorities, actions and investment.
Sustainable development	A series of sub-regional outcomes, which are the result of a process, that takes account of all necessary environmental, ecological, economic cultural and community factors: and which uses this information to provide a sustainable future for the western Bay of Plenty and its people.
Tangata whenua	Describes the direct kinship relationship a Maori person has to a particular area. This will relate to an area where an Iwi and or hapu hold mana whenua over that area. Tangata whenua have a direct relationship with their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.
Tikanga maori	Describes Maori customary values and practices held by tangata whenua in relation to the traditional resources.
View shaft	A corridor through which a significant natural feature can be viewed.
Waahi tapu	<p>Are described as sacred sites/resources with cultural or spiritual importance for Maori and in particular the kaitiaki over the area. There are those sites that are important not just for their historical value but because they serve as reference points for direction and growth and ensure a stable cultural development.</p> <p>The removal, destruction, inappropriate development, modification and damage of waahi tapu causes great concern for Iwi / Hapu and threatens the integrity of the tribal/hapu identity, mana and growth and therefore the relationship of Maori with their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.</p>
Western Bay of Plenty sub-region	All the land within the administrative areas of the Tauranga City and the Western Bay of Plenty District and includes that part of the administrative area of Bay of Plenty Regional Council as it relates to the City and District and the relevant Coastal Marine Area.

Appendix 2. Acronyms

Abbreviations	Description
BoC	Bay of Connections
BOP	Bay of Plenty
BOPDHB	Bay of Plenty District Health Board
BOPPoly	Bay of Plenty Polytechnic
BOPRC	Bay of Plenty Regional Council
BOPTESG	Bay of Plenty Tertiary Education Steering Group
CBD	Central Business District
CGA	Central Government Agencies
CoC	Chamber of Commerce
CCAG	City Centre Action Group
CDEM	Civil Defence Emergency Management
CFCT	Customary Fish Committee Trust
COBOP	Collaboration Bay of Plenty
CTWF	Combined Tangata whenua Forum
CT	Creative Tauranga
DOC	Department of Conservation
DIA	Department of Internal Affairs
ECCA	Energy Efficiency and Conservation Authority
EVH	Envirohub
ECMT	East Coast Main Truck Rail Line
FF	Federated Farmers
FLAG	Freight Logistics Action Group
FP	FutureProof
GPS	Government Policy Statement
HPMV	High Productivity Motor Vehicle Route
HPT	Historic Places Trust
HAF	Housing Affordability Forum
HNZ	Housing New Zealand
JAG	Joint Agency Group
KR	Kiwi Rail
LTMA	Land Transport Management Act
LTP	Long Term Plan
MT	Mainstreet, Tauranga
MHF	Maori Housing Forum
MLC	Maori Land Court
MLT	Maori Land Trust
MfE	Ministry for the Environment
MOE	Ministry of Education
NERM	Natural Environment Regional Monitoring Network
NIP	National Infrastructure Plan
NLTP	National Land Transport Programme
MSD	Ministry of Social Development
NN	Newcomers Network
NZTA	New Zealand Transport Agency
ODC	Opotiki District Council
PATAG	Population Aging Technical Advisory Group

Abbreviations	Description
POTL	Port of Tauranga Ltd
PHO	Primary Health Organisation
P1	Priority One
PDF	Property Developers Forum
RCEP	Regional Coastal Environment Plan
RLTP	Regional Land Transport Plan
RLTS	Regional Land Transport Strategy
RPS	Regional Policy Statement
RSPLG	Regional Spatial Plan Leadership Group
RTC	Regional Transport Committee
RMP	Reserve Management Plan
RONs	Road of National Significance
RDC	Rotorua District Council
SS	Settlement Support
SAAG	Smart Arts Action Group
SEAG	Smart Economy Action Group
SGIC	SmartGrowth Implementation Committee
SGP	SmartGrowth Partnership
SGPF	SmartGrowth Partner Forums
SSF	Social Sector Forum
SSIT	Social Sector Innovation Trust
SSN	Social Sector Network
SBOP	Sport Bay of Plenty
SPF	Strategic Partners Forum
SBN	Sustainable Business Network
TCC	Tauranga City Council
TCV	Tauranga City Venues
TEL	Tauranga Eastern Link
TMMT	Tauranga Moana Museum Trust
TNL	Tauranga Northern Link
TRMC	Tauranga Regional Multicultural Council
TTS	Tauranga Transport Strategy
TUNS	Tauranga Urban Network Transport Strategy
TPK	Te Puni Kokiri
TEC	Tertiary Education Commission
TEP	Tertiary Education Partnership
TTOPHS	Toi Te Ora - Public Health Service
TBOP	Tourism Bay of Plenty
UoW	University of Waikato
UNISA	Upper North Island Strategic Alliance
UGA	Urban Growth Area
WRC	Waikato Regional Council
WBOP	Western Bay of Plenty
WBOPDC	Western Bay of Plenty District Council
WBOPPO	Waikato Bay of Plenty Policy Office
WBOPTEPF	Western Bay of Plenty Tertiary Education Providers Forum
WDC	Whakatane District Council

Appendix 3. Research

Building the Community		
Date	Title	Author
Current Research		
2013	Understanding and meeting the present and future social needs of western Bay of Plenty communities - Stage 1	Liz Davies, WBOPDC
2013	Smart Arts Strategy – 2013 Update	Smart Arts Action Group
2012	The Implications and Opportunities of an Ageing Population in the Western Bay of Plenty Sub-region	Rachael Davie - Policy, Planning & Community Manager WBOPDC Carole Gordon - Social Gerontologist/Consultant
2012	Maximising the social benefits of land use planning to build communities and support economic growth in the western Bay of Plenty Sub-region	Liz Davies, WBOPDC Cheryl Steiner, TCC
2012	Social Infrastructure stocktake report	Liz Davies, WBOPDC
2012	Growth management: Role of Demographic Projections	TCC/WBOPDC
2012	Smart Ageing Action Plan - Providing leadership in the development of ageing communities	BOPDHB
2012	Social Infrastructure Planning	WBOPDC, TCC
2009	Community Wellbeing Checklist	TCC, BOPDHB, WBOPDC
2009	SmartGrowth Social Infrastructure Planning Framework, guidelines and stock take for the WBOP sub-region	Liz Davies, WBOPDC, Cheryl Steiner, TCC
Reference Reports		
2006	Open Space Strategy	TCC
2012	Regional Parks Policy	BOPRC
2012	Recreation and Leisure – Extract from Long Term Plan 2012-2022	WBOPDC
2002	Growth in population and households in the western BOP: A 50 year forecast	Population Studies Centre, UoW
Tangata whenua Cultural Identity and Change		
Current Research		
2012	Post Treaty Settlement Development Perspectives of Tangata whenua	Antoine Coffin - Tu Pakari Advisor
2012	Facilitating the development of Maori Land - an update for the SmartGrowth Review (Implementation Update)	Steve Hill - Group Manager Customer Services WBOPDC
Reference Reports		
2013	Matakana-Rangiwāea hapu Management Plan	WBOPDC
2012	Nga Wawata a Te Roopu Tu Pakari	Tu Pakari
2011	Ngāti Rangitihi Iwi Environmental Management Plan – PART 1- Report 2011 - Matatā, Tarawera	Ngāti Rangitihi
2011	Ngāti Rangitihi Iwi Environmental Management Plan –Report 2011 - Matatā, Tarawera PART 2A and PART 2B	Ngāti Rangitihi
2011	Ngāti Kahu Hapū Environmental Management Plan 2011 -Tauranga, Wairoa	Ngāti Kahu
2011	Mōtītī Island Native Management Plan 2011 –Mōtītī Island	Mōtītī Island iwi
2011	Government planning and support for housing on Māori land (performance audit report)	Office of the Auditor General

Appendix 3. SmartGrowth Research (Continued)

Tangata whenua Cultural Identity and Change		
2009	Ngāti Whakaue ki Maketū Hapū Iwi Resource Management Plan 2009 – Maketū	Ngāti Whakaue ki Maketū
2008	Papakāinga Feasibility Study	Boffa Miskell
2008	Tangata whenua Literature Review	Antoine Coffin
2008	Te Awanui: Tauranga Harbour Iwi Management Plan 2008 - Tauranga	Te Awanui
2007	Engagement with Māori Land Trusts	SmartGrowth Tu Pakari Advisor
2004	Nga Taonga Tuku Iho - Pirirakau Hapu Environmental Management Plan, 2004 - Tauranga	Pirirakau
2004	Whaia te mahere taiao o Hauraki - Hauraki Iwi Environmental Plan, 2004 - Paeroa/Thames	Hauraki Iwi
2003	Marae Sightlines	Kaahuia Consultancy
2003	The Sustainable Evaluation of the Provision of Urban Infrastructure Alternatives using the Tāngata Whenua Mauri Model within the SmartGrowth Sub-region	Mahi Maioro Professionals
2003	Tāngata whenua literature review	Des Kahotea, heritage consultant
2012	Te Keteparaha Mo Ngā Papakāinga brochure	WBOPDC, TCC, BOPRC, Housing New Zealand Corporation, Te Puni Kokiri
2012	Papakāinga Toolkit	WBOPDC, TCC, BOPRC, Housing New Zealand Corporation, Te Puni Kokiri
2003	Nga Taonga Tuku Iho o nga Tipuna mai nga Kuriawharei ki Otamarakau Maori (Cultural Heritage Report)	SmartGrowth Tangata whenua Project Team
2003	Statutory Constraints on Multiple-Owned Maori Land	SmartGrowth Tangata whenua Project Team
2002	Te Whatu: Ngāiterangi Natural Resources Environment Management Manual, 2002 - Tauranga	Ngāiterangi
2001	Ngāpotiki Environmental Management Plan (Draft), 2001 - Western Bay of Plenty/Papapmoa	Ngāpotiki
1995	Ngāiterangi Iwi Resource Management Plan, 1995 - Western Bay of Plenty/ Tauranga	Ngāiterangi Iwi
1993	Ngā Aukati Taonga o Tapuika me Waitaha, 1993 - Te Puke/Maketū	Ngā Aukati Taonga o Tapuika me Waitaha,
1993	Ngāti Pūkenga Resource Management Plan, 1993 - Western Bay of Plenty	Ngāti Pūkenga
Growing a Sustainable Economy		
Current Research		
2012	Housing Affordability Strategies	Housing affordability Forum
2012	Making Housing More Affordable in the western Bay of Plenty	Antoine Coffin - Tu Pakari Advisor, Andy Ralph, Andrew Mead -TCC Housing Affordability Forum
2012	City Centre Strategy	TCC
2012	Smart Economy - Western Bay of Plenty Economic Development Strategy	Priority 1
2011	Bay of Connections Strategy	Bay of Connections
Reference Reports		
2012	Bay of Plenty Freight Logistics Strategy “The Future of Freight Logistics”	Bay of Connections
2011	Bay of Plenty Energy Strategy “Our Future From Energy”	Bay of Connections

Appendix 3. SmartGrowth Research *(Continued)*

Growing a Sustainable Economy		
2011	Bay of Plenty Forestry and Wood Processing Strategy “Are We Ready?”	Bay of Connections
2013	Bay of Plenty Aquaculture Strategy “Word Class Aquaculture”	Bay of Connections
2008	Retail commercial strategy implementation	Phil McDermott Consultants
2008	Retail and commercial strategy peer review	Phil McDermott Consultants
2002	Possible Future Economic Activity: An Economic Scan	McKinley Douglas Limited
2002	Economic Drivers and Determinants	Joanna Smith and Phil Briggs, New Zealand Institute of Economic Research
Sustaining the Environment		
Current Research		
2012	Assessment of the natural character of the Bay of Plenty coastal environment : Parts 1, 2 & 3	Boffa Miskell
2012	BOPRC Catchment Management Action Plans	BOPRC
2009	Water Sustainability Strategy Western Bay Sub-Region	BOPRC
2009	Tauranga Harbour Sedimentation Study	NIWA
Reference Reports		
2013	Matakana Whole of Island Plan	WBOPDC
2012	Rena Recovery Plan	BOPRC
2011	Tauranga City Landscape Study	Boffa Miskell
2011	Bramley Drive Landslip Hazard Assessment	Tonkin & Taylor
2010	Water Meter Report – Economic Impact of Water Meters on Tauranga Community	Peter Bahrs
2008	Indigenous Biodiversity of Tauranga City	Wildlands Consultants
2007	Mauao - Landscape management protection	Boffa Miskell
2003	Land and Ocean Discharge of Wastewater	Montgomery Watson Harza
2003	Landscapes and Natural Features	Boffa Miskell Ltd
2003	Identification of ecological constraints to development in the Western Bay of Plenty	Wildlands Consultants
Integrated Planning and the Settlement Pattern		
1. General		
Current Research		
2012	Growth Management Key Issues - Overview Report	TCC
2012	Review of Restrained Growth Paper – Implementation Update	Ken Tremaine, SmartGrowth Strategic Advisor
2011	The Effects of Urban Limits on Development	TCC
Reference Reports		
2010	Broad Approaches to Growth: Comparison of approaches past, present and future	TCC
2010	Broad Approaches to Growth: Comparison of approaches past, present and future – Powerpoint Presentation	TCC
2009	SmartGrowth Growth Management Implementation Issues	TCC

Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern		
2009	Financial Pressures on Local Government Growth Areas - Part 1	Tauranga City Council, Hamilton City Council, Queenstown Lakes District Council and Western Bay of Plenty District Council
2009	Financial Pressures on Local Government Growth Areas - Part 2	Tauranga City Council, Hamilton City Council, Queenstown Lakes District Council and Western Bay of Plenty District Council
2012	SmartGrowth Teaching Resource 2012	SmartGrowth partners in association with Indogo Pacific
2003	Restrained Growth - A review of public policy issues	Ken Tremaine, SmartGrowth Strategic Advisor
2002	Rural Issues background Report	Harrison and Grierson
2002	Contextualising Tauranga: Towards an Understanding of the Consumer City and SmartGrowth	Dr Colin McLeay, Department of Geography, The University of Waikato at Tauranga
2. Residential Land		
Current Research		
2012	Review of Identified Residential Urban Growth Areas - Overview Report	TCC
2012	Assessment of Residential Development Feasibility for the Te Tumu Urban Growth Area	TCC
2012	Assessment of Residential Development Feasibility for the Omokoroa Urban Growth Area	WBOPDC
2012	Assessment of Residential Development Feasibility for the Te Puke (McLoughlin Drive) Growth Management Area	WBOPDC
2012	Prospects for Residential Infill and Intensification in Tauranga City	TCC, WBOPDC
2012	Housing Stock and Housing Demand - Tauranga City	TCC
2012	Methodology for Housing Stock and Demand	TCC
2012	SmartGrowth Development Trends Technical Report 2012	WDBOPC, TCC
2011	Assessment of Development Feasibility for the Wairakei Urban Growth Area	TCC
2011	Residential Land Capacity and Suitability Study – Post 2041	TCC
2010	Western Bay of Plenty District Council Housing Stock and Housing Demand report	Western Bay of Plenty District Council Policy and Planning Group
Reference Reports		
2011	"The Challenges of Delivering Residential Intensification" [Article in Growth Misconduct, Avoiding Sprawl and Improving Urban Intensification in New Zealand – pp97-107]	Andy Ralph. Edited by Karen Witten, Wokje Abrahamse and Keriata Stuart. New Zealand Centre for Sustainable Cities centred at University of Otago, Wellington, 2011.
2010	City Living Zone Assessment Report	Martin Udale
2009	Housing Stock and Housing Demand	TCC
2007	Response to Proposal to Proceed with Te Tumu at 2011	TCC
2007	Peer Review of Response to Proposal to Proceed with Te Tumu at 2011	Answer Company
2003	Intensification Scenario Testing	Boffa Miskell Ltd

Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern		
2003	Development Industry Perceptions	Alan Bickers Management Services
2002	Land versatility and land capability Interpretations for the WBOP Sub-region	Landcare Research (NZ) Ltd, Hamilton
2002	Residential Intensification: Policy Paper	Hill Young Cooper in Association with TCC
2000	Tauranga Residential Intensification Study Amenity Values	Boffa Miskell Ltd and Key Research & marketing
3. Business Land		
Current Research		
2013	Land Availability for Industrial Buildings with High floor Loads in the western Bay of Plenty Sub-region	Coffey Geotechnics
2012	Rangioru Business Park Industrial Land Review	WBOPDC
2012	Business Land Overview Report	TCC
2012	Industrial Land Review	McDermott Consultants
2012	SmartGrowth Commercial Update	Property Economics
Reference Reports		
2009	Omokoroa Assessment of Commercial Land Demand	Property Economics
2008	Industrial Business Land Study	Beca
2006	Industrial Land	Phil McDermott Consultants
2003	Business Land Capacity, Tauranga Central Isthmus	SmartGrowth Environment Project Team
2002	Papamoa East Business Land Analysis	Hames Sharley
4. Natural Hazards		
Current Research		
2013	Recommendations for managing liquefaction hazards in the western Bay of Plenty	GNS Science
2013	Liquefaction Hazard in relation to the SmartGrowth Settlement Pattern (PowerPoint Presentation)	TCC
2013	Implications of tsunami risk for existing and future growth areas - Overview report	BOPRC, TCC
2012	Modelling of tsunami risk to Papamoa, Wairakei and Te Tumu assuming an altered ground level due to development of Wairakei and Te Tumu, and the implications for the SmartGrowth Strategy.	GNS Science
2012	Modelling of the evacuation rates required to achieve an acceptable level of health and safety risk in Te Tumu from the Variation to the Southern Kermadec Scenario.	GNS Science
Reference Reports		
2006	Pāpāmoa East Urban Development Part 1 Area Liquefaction Hazard, Technical report	Opus
2003	Microzoning for Earthquake Hazards for the Bay of Plenty - Study Report January 2003	Opus
5. Infrastructure		
Current Research		
2013	Southern Pipeline Project – Independent Review	Beca Ltd and IBL Solutions
2012	Tauranga Urban Network Strategy – Executive Summary	NZTA
2012	Sub-regional Infrastructure Capacity: Addressing Generation 1-4 Development	TCC

Appendix 3. SmartGrowth Research (Continued)

Integrated Planning and the Settlement Pattern		
2011	Regional Land Transport Programme, 2012-2015	BOPRC
2011	Tauranga Eastern Link Network Plan – A Road of National Significance	NZTA
2009	Tauranga Northern Corridor Strategy	NZTA
2008	Southern Pipeline – preliminary cost estimate for provision of pipe with 25 years capacity	URS
2008	Hewletts Road Corridor Access Alternatives	BECA
2006	Tauranga Eastern Corridor Strategy	NZTA
Reference Reports		
2011	Local Government Infrastructure for Growth	BERL
2011	Bay of Plenty Regional Transport Targets and Monitoring	BOPRC
2011	Regional Passenger Transport Plan	BOPRC
2010	Study of the Relationship Between an Aging Population and the Transport System in the Bay of Plenty Region	BOPRC
2010	Bay of Plenty Transport Futures Study	BOPRC
2010	Bay of Plenty Regional Transport Trends and Issues	BOPRC
2010	Analysis of Road Safety Trends	OPUS Consultants
2010	Bay of Plenty Regional Freight Study	Richard Paling Consulting
2009	Resident Perceptions of Future Growth	BOPRC
2009	WBOPDC Walking and Cycling Strategy	WBOPDC
2009	Bay of Plenty Regional Walking and Cycling Strategy	BOPRC
2008	Transport Model Greenfields versus Intensification – Growth Allocations Assessment of Strategic Impact	Beca & TCC
2007	Bay of Plenty Rail Strategy	BOPRC
2006	Bay of Plenty Regional Airport Feasibility Study	URS
2004	Sustainable Techniques for the provision of Infrastructure for Urban Development at Pāpāmoa East, Stage 3	Montgomery Watson Harza and CSIRO urban Water
2004	Transport Infrastructure Issues Report	SmartGrowth Transport Project Team
2003	Tauranga Central Area Future Development Scenarios discussion paper	SmartGrowth Transport Project team
2003	New Transport Technology	Beca Carter Hollings & Ferner Ltd
2003	Car Ownership Forecasting	Beca Carter Hollings & Ferner Ltd
2002	Bay of Plenty regional airport requirements	Bay of Plenty Regional Council
2003	SmartGrowth Refined Transport Modelling	Beca Carter Hollings and Ferner Limited
2002	Bay of Plenty regional airport requirements	Bay of Plenty Regional Council
2002	SmartGrowth Refined Transport Modelling	Beca Carter Hollings and Ferner Limited
2002	Public Transport Viability - western Bay of Plenty sub-region	Booz Allen Hamilton
2002	Bay of Plenty Regional Airport Requirements	McGregor & Company
6. Demographics		
Current Research		
2012	Growth management: Role of Demographic Projections	TCC, WBOPDC
Reference Reports		
2006	Population and Employment Projections Update	Craig Batchelar and Boffa Miskell

Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern		
2002	Researching characteristics of people moving into and out of the western Bay of Plenty and Tauranga Districts: Some Methodical issues	Population Studies Centre, Waikato University
2002	Recent Developments in population movement and Growth in the Western Bay of Plenty	Population Studies Centre, Waikato University
7. Funding		
2011	Alternative Funding Options for Growth Related Infrastructure	TCC
National Documents		
Reference Reports		
2013	Report of The Local Government Infrastructure Efficiency Expert Advisory Group	Department of Internal Affairs
2013	Upper North Island Freight Story – summary of critical issues	Upper North Island Strategic Alliance
2012	Productivity Commission - Inquiry into international freight transport services. Draft Report	NZ Productivity Commission
2012	Submissions to Draft Productivity Commission Report into Housing Affordability	SmartGrowth, Christchurch Urban Development Strategy, FutureProof, NZPI, LGNZ, Western Bay of Plenty Housing Affordability Forum
2012	Productivity Commission - Housing Affordability Inquiry Final Report	NZ Productivity Commission
2011	Draft Auckland Plan and associated technical reports	Auckland Council
2011	Government Policy Statement on Land Transport Funding	NZTA
2011	Improving the Design, Quality and Affordability of Residential Intensification in New Zealand	Prepared by City Scope Consultants for the Centre for Housing Research, Aotearoa New Zealand (CHRANZ)
2011	National Infrastructure Plan 2011	National Infrastructure Unit, The Treasury, New Zealand Government, Wellington
2010	The Value Proposition for Private Sector Investment in Local Government Infrastructure	Pricewaterhouse Coopers (PWC)

Appendix 4. Priority Actions

Several of the actions within the Implementation Plan have been identified as priorities for SmartGrowth and are highlighted in yellow throughout the Implementation Plan. Completion of these actions is considered essential if the SmartGrowth Strategy is to be successfully implemented. The SmartGrowth partners are required to develop and agree a detailed 3 yearly implementation and funding plan in accordance with action 711. Actions contained within this implementation and funding plan will be drawn from actions identified as priorities. These actions are listed below across all 6 SmartGrowth interest areas.

7. Strengthen visionary leadership and collaboration	
7A1	SmartGrowth Partner Forums
7B1	Memorandum of Agreement
7B2	Strengthening the SmartGrowth partnership
7C1	Focus on shared outcome areas
7C2	Bay of Plenty/Waikato Policy Office
7C3	Integration with the DHB
7F1	Sub-regional policy alignment
7H1	Unlock the potential for joined-up community investment
7H2	Better business case approach to fund identified projects
7H3	Closing the funding gap
7I1	Resourcing implementation
7I2	Regular performance monitoring and reporting
8. Sustain and Improve the Environment	
8A2	Water availability and demand
8B5	Tauranga Moana (harbour) and its catchments
8B7	Improving water quality
8B10	Climate change implications for the western Bay
8C2	SmartGrowth Environment Forum
9. Build the Community	
9A2	On-going communication and engagement with the community
9C2	Universal design housing
9C3	Promote inter-generational, livable communities
9D2	Establish a regional tertiary facility
9D3	Tertiary education and population ageing
9E1	Future arts and cultural facilities
9F1	Promote and provide for walking and cycling
10. Grow a sustainable economy	
10A1	Business friendly processes
10A2	Business and innovation parks
10A5	Events
10B5	Maori economic development
10C1	Key anchor projects
10D1	Research sub-regional workforce implications of population ageing
10E1	Availability of land
10E5	Housing affordability pilot project
10E6	Advocate for housing affordability

11. Recognise tangata whenua cultural identity and change	
11A1	Cultural heritage database – project plan
11A2	Cultural heritage database – project implementation
11B1	Facilitate Papakainga development
11B2	Land-use aspirations resulting from Treaty settlements not currently provided for
11C1	Maori demographics
21. Integrated Planning and the Settlement Pattern	
21A1	Sub-regional demographic analysis
21A4	Consider future employment needs
21A5	On-going improvements of transport modelling
21B1	Assess identified and possible future Urban Growth Areas
21B2	Confirm residential intensification approach
21C1	Rangiuru business park infrastructure
21C2	Assess infrastructure funding options
21C3	Provide limited flexibility for industrial development
21C4	Assess cost of infrastructure associated with business land
21C5	Assess business land uptake rates
21D2	Engagement with the community on natural hazard risk
21D3	Natural hazards framework
21D4	Mitigation of tsunami risk in established Urban Growth Areas
21E1	Road freight
21E2	Rail freight
21E3	Transport interventions – eastern corridor
21E3	Transport interventions – northern corridor
21E3	Transport interventions – southern corridor
21E3	Transport interventions – western corridor
21F1	Assess alternative infrastructure technologies and delivery mechanisms
21F2	Sub-regional infrastructure overview
21G1	Settlement Pattern Review



Appendix 5. Residential Intensification Work Programme

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
PHASE 1 – URGENT ACTIONS (completed within one year of adoption of 2013 SmartGrowth Strategy Update)				
1: Understand and Align with Market Drivers <ul style="list-style-type: none"> Work with the development community including the SmartGrowth Property Developers Forum and the local branch of the Property Council to identify areas in the city where residential intensification could realistically be a commercially viable proposition either now or in the foreseeable future. This is to include assessment of medium to high density residential development opportunities in the 'second' and 'third generation' urban growth areas, including possible sites not currently zoned for residential development. . Taking account of the value that many people/communities place on the existing suburban character and amenity, work with the development community to understand the planning framework/provisions necessary to enable residential intensification and encourage developers to consider taking on intensification projects. Understand whether the development community believes there is a role or need for the SmartGrowth Partners or TCC to play a more active role in delivering intensification such as opportunities to provide land or funding, or to partner with developers or other organisations to deliver demonstration projects. Determine whether developers would benefit from TCC making additional property data publically available through existing web based tools to enable identification of sites that might be well suited for redevelopment e.g. sites with low improvement value to capital value ratios. 	TCC	Urgent	No additional funding.	Areas identified and documented.
	Development community			Possible planning framework/provisions developed.
	TCC	Urgent	No additional funding.	Leadership options identified and assessed.
	SmartGrowth Partners Development community			
2: Infrastructure Investment <ul style="list-style-type: none"> Determine the capacity available within network infrastructure (e.g. water, wastewater, stormwater, transportation, electricity and telecommunications) and social infrastructure (e.g. parks and reserves, community facilities, schools and neighbourhood centres) to accommodate residential intensification in the different parts of Tauranga. Identify the cost of upgrading infrastructure capacity to allow the delivery of residential intensification in each part of Tauranga. Identify whether infrastructure capacity, or the inability to build additional infrastructure capacity in a cost effective manner is a 'fatal flaw' for intensification in any part of Tauranga City. <p>Note: A substantial TCC project that will answer the stormwater part of this issue commenced in 2013.</p>	TCC	Urgent	No additional funding. If additional data was provided there may be a small cost involved.	Identified information that developers would find useful. Determined whether the data will be made available. Data made publically available in an accessible and easy to use format.
	SmartGrowth Partners Development community			
	TCC	Short	No additional funding.	Available capacity identified and documented.
	Ministry of Education Powerco Telecommunication providers			Upgrade costs identified and documented.
				Infrastructure servicing 'fatal flaws' identified and documented.

Appendix 5. Residential Intensification Work Programme (Continued)

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
<ul style="list-style-type: none"> Identify areas of the city where residential intensification would assist with the funding of major projects such as the Southern Pipeline and Route K. 	TCC	Short	No additional funding.	Areas identified and documented.
3: Partner Forum Engagement on Broad Residential Growth Management Options <ul style="list-style-type: none"> Undertake high level community engagement with the SmartGrowth Partner Forums on the costs and benefits of intensification and comparison of intensification with other growth options. 	SmartGrowth Partnership	Short	No additional funding.	Information provided to SmartGrowth Partner Forums. Their views received
4: Reporting and Direction <ul style="list-style-type: none"> Report findings for items 1, 2 and 3 of the work programme to TCC for direction (including whether or not there is comfort to continue with the work programme and/or whether any modifications to the work programme are required) Report findings and seek SGIC endorsement of TCC proposed direction 	TCC	Short	No additional funding.	Agreement reached to either: <ul style="list-style-type: none"> Continue work programme or amended work programme Cease delivery of the work programme.
PHASE 3 – MEDIUM TERM ACTIONS (completed between three and five years after adoption of 2013 SmartGrowth Strategy Update)				
5: Draft Package of Planning Provisions <ul style="list-style-type: none"> Consider whether any areas in Tauranga would not be suitable for residential intensification due to natural hazards, including tsunami risk. 	TCC SmartGrowth Partnership Property Developers Forum	Medium	No additional funding.	Areas potentially affected by natural hazards identified and documented.
<ul style="list-style-type: none"> Consider how (if at all) to address the potential adverse effects of infill development on the ability of the development sector to deliver residential intensification in the long-term. 	TCC Property Developers Forum	Medium	No additional funding.	Options identified, assessed and documented for consideration.
<ul style="list-style-type: none"> Further refine planning techniques on how best to ensure good quality outcomes for neighbours and existing communities whilst still maintaining an enabling consenting framework for developers. 	TCC Property Developers Forum	Medium	No additional funding.	Options identified, assessed and documented.
<ul style="list-style-type: none"> Prepare an issues discussion document with draft planning provisions for residential intensification taking into account: <ul style="list-style-type: none"> Known community views on the matter The results of the research on residential intensification completed for the 2013 SmartGrowth Strategy Update The results of the further research on intensification as per this work programme The need for the planning framework for intensification to be broadly enabling if a reasonable amount of intensification is to be delivered The desire of SmartGrowth to deliver a more compact urban form. Ensure the discussion document outlines in a balanced way the costs and benefits of intensification and comparison of intensification to other broad growth options. 	TCC SmartGrowth Partnership SmartGrowth Partner Forums	Medium	Peer review costs	Discussion document and draft planning provisions developed and approved by TCC and then by SGIC.

Appendix 5. Residential Intensification Work Programme *(Continued)*

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
6: Community Engagement <ul style="list-style-type: none"> Prepare a community engagement strategy for the discussion document and draft planning provisions. Implement the community engagement strategy 	TCC SmartGrowth Partnership SmartGrowth Partner Forums	Medium	No additional funding. Possible additional funding required	Strategy completed and adopted by TCC. Strategy implemented. Outcomes of community engagement assessed and documented.
7: Reporting and Direction <ul style="list-style-type: none"> Report findings for items 5 and 6 of the work programme to TCC for direction (including whether or not there is comfort to continue with the work programme and/or whether any modifications to the work programme are required) Report finding and seek SGIC endorsement of TCC proposed direction 	TCC	Medium	No additional funding.	Agreement reached to either: <ul style="list-style-type: none"> Continue work programme or amended work programme Cease delivery of the work programme.
8: Plan Change to City Plan <ul style="list-style-type: none"> Subject to the outcomes of public engagement on an issues discussion document and draft planning provisions, undertake a plan change or series of plan changes to provide more opportunity for residential intensification. Following the submission and hearing stages on the proposed plan change(s), seek TCC direction on whether there is support to continue the process or whether the proposed plan change(s) should be withdrawn. 	TCC SmartGrowth Partnership SmartGrowth Partner Forums	Medium	\$25,000-\$30,000 excluding possible appeal costs	Plan change notified. Submissions received & hearings completed. TCC direction provided on whether to continue with plan change or to withdraw it. If decide to continue then decisions on plan change made. Appeals resolved (if any). Plan change made operative.
9: SmartGrowth Strategy Implications <ul style="list-style-type: none"> Undertake a revised uptake assessment for residential intensification to determine updated residential intensification growth projections/estimates taking into account the results of work completed in relation to this work programme and previous research on residential intensification for the 2013 SmartGrowth Strategy update. Note: Revised projections are likely to be closer to the 5-6% historic trend rather than the 19% previously in the SmartGrowth Strategy. Consider the potential value of having both an evidence-based realistic intensification target and a higher, more visionary target. Note: This part of the work programme is required even if decisions are made not to alter the City Plan to further enable residential intensification. 	TCC SmartGrowth Partnership Property Developers Forum	Medium	No additional funding.	Assessments undertaken and documented for political direction. Revised projections/estimates incorporated into the SmartGrowth Strategy.
<ul style="list-style-type: none"> Determine options to use and fund potential spare infrastructure capacity in infrastructure projects like the Southern Pipeline as the result of the likelihood that intensification projections will be less than the 2011 SmartGrowth projections. This may include consideration of new 'greenfield' urban growth areas. 	TCC SmartGrowth Partners	Medium	No additional funding.	Options assessed and documented for political direction.
<ul style="list-style-type: none"> Consider the cumulative effect of potentially lower residential intensification growth projections on the requirement for additional land in greenfield residential urban growth areas so that this can be factored into the future revision of the SmartGrowth Settlement Pattern. 	TCC SmartGrowth Partnership	Medium	No additional funding.	Assessment undertaken and documented.

Appendix 5. Residential Intensification Work Programme *(Continued)*

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
LONG TERM ACTIONS (completed between five and ten years after adoption of 2013 SmartGrowth Strategy Update)				
To be determined				
ONGOING ACTIONS				
City Plan Implications <ul style="list-style-type: none"> Monitor the development of the residential intensification provisions of the Auckland Unitary Plan and other planning documents in NZ to identify good practice that might be applied in Tauranga. 	TCC	Ongoing	No additional funding.	Good practice identified and assessed as to its relevance to the Tauranga / Western Bay of Plenty context.
Role of Central Government <ul style="list-style-type: none"> Better understand the role that central Government might play in assisting Tauranga to deliver residential intensification. Monitor and report on Government policy changes on housing matters, especially responses to affordable housing issue and Auckland Unitary Plan provisions. 	SmartGrowth Partnership	Ongoing	No additional funding	Government policy positions understood and funding/other opportunities maximised.
Latest Research and Practice for Residential Intensification <ul style="list-style-type: none"> Remain informed and aware of leading research and practice in delivering residential intensification, such as the Resilient Urban Futures research being undertaken by the University of Otago. 	TCC SmartGrowth Partnership	Ongoing	No additional funding	Leading research and practice identified and assessed as to its relevance to the Tauranga / Western Bay of Plenty context.

Appendix 6. Governance & Advisory Forums Terms of Reference

6.1

SmartGrowth Implementation Committee (SGIC)

Purpose:	<p>Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, a joint Committee of Tauranga City Council, Western Bay of Plenty District Council and Bay of Plenty Regional Council be retained to implement the SmartGrowth Strategy and Implementation Plan. The joint SmartGrowth Implementation Committee be delegated authority to implement the SmartGrowth Strategy and Implementation Plan in accordance with the following functions:</p> <ul style="list-style-type: none"> • Overseeing the implementation of the 2013 SmartGrowth strategy update in particular the strategy actions. • Ensuring organisation systems and resources support the strategy implementation. • Taking responsibility for progressing those actions specifically allocated to the "SmartGrowth Implementation Committee" in the strategy and making sure the implementation does occur. • Monitoring and reporting progress against milestones. • Over-viewing the management of the risks identified in implementation. • Reviewing and recommending adjustments to the strategy if circumstances change. • Identifying and resolving any consultation inconsistencies between the SmartGrowth strategies and subsequent public consultation processes of the partner Councils. • Facilitating consultation with the community. • Establishing and maintaining the SmartGrowth Partner Forums • Having an agreed Memorandum of Agreement with the Social Sector Forum to utilise that Forum. • Selecting and appointing an Independent Chairman <p>Implementing a Memorandum of Agreement be adopted by the Committee to provide a basis for developing working relationships and the resolution of any conflict.</p>
Membership:	<p>That representation be comprised of three elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairman, and three representatives to be nominated by tangata whenua.</p> <p>That an independent Chairman, to be appointed by the Committee, chair the Committee.</p> <p>That the standing membership be limited to thirteen members, but with the power to co-opt up to a maximum of three additional non-voting members from the Strategic Partner Forum or Combined Tangata whenua Forum where required to ensure the effective implementation of any part or parts of the Strategy.</p> <p>That NZTA be represented through its Regional Director as an observer with speaking rights but in a non voting capacity.</p>
Meeting frequency:	At least bi-monthly.

6.2

SGIC Independent Chairman

Key Responsibilities:	<ul style="list-style-type: none"> • Chair meetings of the SGIC Committee. • Liaise with Partner Mayors and Regional Chair, SmartGrowth Programme/Implementation Manager, Strategic Advisor, Partner staff. • Provide key advice on courses of action to progress the committee in its deliberations and outcomes. • Manage public communication processes in relation to implementation strategies that are related to governance matters. • Other responsibilities as may be decided by the SGIC. • Coordination of joint approaches to Central Government in relation to strategy issues including briefings of Ministers, MPs and officials
Key Tasks:	<ul style="list-style-type: none"> • Chair meetings of SGIC. • Chair Chief Executives Advisory Group and IMG. • Develop and manage meeting agendas in conjunction with SmartGrowth Programme/Implementation Manager. • Provide a facilitative style of Chairmanship that enables quality participation and outcomes. • Ensure that timeframes/targets set by the Committee are achievable and achieved. • Develop time lines for specific tasks and projects • Development of agendas. • Management of issues as they arise. • Communication with interested persons including public and stakeholder groups.

Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

6.2

SGIC Independent Chairman *(Continued)*

Key Tasks:	<ul style="list-style-type: none"> • Liaison with other people or groups as is appropriate. • In conjunction with SmartGrowth Programme/Implementation Manager, liaise with partner council staff. • Facilitate the provision of additional specific information and expert advice to the Committee if required. • Chair Strategic Partners Forum and other SmartGrowth Partner Forums as required. • Maintain effective working relationships with the appropriate Maori groups. • Attend the Partner Forums as necessary. • Provide key advice on matters to enable progress of the Committee in its deliberations and outcomes. • Provide specific advice to the Committee as is appropriate to facilitate successful implementation of SmartGrowth. • Manage public communication processes in relation to strategies being developed. • Prime responsibility for all public communication in relation to the governance aspects of implementation. • Special liaison with Mayor of Tauranga City Council, Mayor Western Bay of Plenty District Council and Chairperson Bay of Plenty Regional Council in relation to specific issues that may arise. • Special liaison with Chairs of SmartGrowth Partner Forums. • Have a framework that recognises political sensitivities and the communication of issues to the public. • Liaise with the SmartGrowth Programme Manager in relation to development of documents for public information. • Be aware that publications and communication may need a bi-cultural approach.
Meeting Frequency:	Not applicable

6.3

Combined Tangata whenua Forum

Key Responsibilities:	<ul style="list-style-type: none"> • Have input into the development of the SmartGrowth strategies and implementation of actions from tangata whenua perspective. • Support the implementation of the Strategy through an audit role and the provision of information and advice. • Provide timely and effective feedback on implementation actions. • Provide essential communication links to and from constituent iwi and hapu. • Provide input into the appointment of a Tu Pakari Advisor in conjunction with SGIC chair and CTWF chair. • Maintain links between Treaty settlement outcomes and strategy implementation.
Form:	<ul style="list-style-type: none"> • Membership comprising the Tauranga Moana Tangata whenua Collective (TCC) and iwi/hapu members of Maori Forum (WBOPDC). • Meet at least six times a calendar year, generally on a bi-monthly basis. • Meeting attendance funded in a manner consistent with TCC and WBOPDC Council policy. • Scope for members of the Combined Tangata whenua Forum to be seconded to the Committee if required to provide insight into specific issues. • Serviced by the Tu Pakari Advisor in respect of agendas, papers, and report preparation. • Chair appointed by CTWF.
Kia Tu Pakari ai Tatou:	<ul style="list-style-type: none"> • The CTWF will be responsible for ensuring the Rangatiratanga of the hapu and Iwi (tangata whenua values, principles, traditions and customs) are taken into account and maintained throughout the implementation of the strategy. • The CTWF provides a reference group to support the future growth related needs of hapu and Iwi.
Tangata whenua Audit:	<ul style="list-style-type: none"> • An audit on the implementation of the strategy by the CTWF will be a key monitoring function for tangata whenua in assessing the outcomes of the strategy.
Tangata whenua Leadership:	<ul style="list-style-type: none"> • The collective knowledge and experience within the CTWF provides strong leadership and direction to the SmartGrowth Implementation decisions on specific and generic actions affecting tangata whenua. • Tangata whenua will provide leadership in the implementation of some actions solely, shared as a member of the SmartGrowth Implementation Committee or as a support to other lead agencies. • Tangata whenua engagement in the implementation and monitoring will provide confidence in the growth and development processes.
Communication and Liaison with Tangata whenua:	<ul style="list-style-type: none"> • The CTWF provides a regional forum for hapu, Iwi and Maori to raise implementation issues. The use of Marae and specialist workshops has proven to be an effective communication tool in engaging tangata whenua. These internal networks and techniques should be utilised to ensure that momentum of the strategy is maintained.

Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

6.3

Combined Tangata whenua Forum *(Continued)*

Relationships:	<ul style="list-style-type: none"> CTWF participants are able to raise issues for discussion within the CTWF meetings to be taken to the SGIC and other forums by the tangata whenua representative and/or the Tu Pakari Advisor. The CTWF is able to develop issues/ recommendations that have not been solicited by the SGIC and present these to the committee.
Participation:	<ul style="list-style-type: none"> The CTWF will openly debate issues, with the opportunity for all participants to contribute. All meetings are open to whanau, hapu Iwi and Maori across the sub-region.
Autonomy:	<ul style="list-style-type: none"> The CTWF will consolidate and summarise all the knowledge and representations of the participating organisations. It is recognised that this knowledge will be based on personal/organisation values and views. It is acknowledged that the CTWF participants will not always agree on issues. Any feedback/ recommendation to the SGIC will include all of the opinions and positions of the CTWF participants. CTWF participants will be able to present, in person, their differing views to the SGIC, to ensure their position is appropriately articulated.
Communication:	<ul style="list-style-type: none"> Communication between the CTWF and the SGIC will be either a formal written report or presentation. A major focus of the communication between the two groups will be on building relationships, trust and honest interaction.
Operational Process:	<ul style="list-style-type: none"> Facilitation, Independent Chair to continue in this role. CTWF participants own the process and operation of the group so they must contribute to the running of the process. Participating organisations will support each other to ensure equal opportunity to contribute. Open invitation for members of both the CTWF and SGIC to attend each other's meetings. Alternate's representation is allowable. Alternate must come prepared for meetings and may not propose different organisational agendas to those already raised by the usual representative. The CTWF will have access to copies of all the reports sent to the SGIC.

6.4

Strategic Partners Forum

Role:	<p>Provide community governance to the SmartGrowth strategy with the broad responsibilities being:</p> <ul style="list-style-type: none"> Acting in a community audit role Providing a monitoring function to ensure the strategy and actions are met with input from partner forum members. Acting as a knowledge pool to the SGIC and to assist guiding decisions relating to implementation. The basis of this role is that the Strategic Partners are able to provide support to the SmartGrowth Governance structure in a collaborative fashion rather than in a strict audit and monitoring role. Providing sound community governance advice to the SGIC and identifying potential solutions to issues.
Relationships:	<ul style="list-style-type: none"> SPF participants are able to raise issues for discussion within the SPF meetings to be taken to the SGIC. The SPF is able to develop issues/recommendations that have not been solicited by the SGIC and present these to the committee. It is acknowledged that the SPF participants will not always agree on issues Any feedback/recommendations to the SGIC will include all of the opinions and positions of the SPF participants. SPF participants will be able to present, in person, their differing views to the SGIC, to ensure their position is appropriately articulated.
Membership:	<ul style="list-style-type: none"> Chamber of Commerce Priority One Katikati Fruitgrowers Te Puke Fruitgrowers Kiwifruit Growers Inc Federated Farmers Te Puke Fast Forward Bay of Plenty Tertiary Partnership Forest and Bird Grey Power Planning & Funding- BOPDHB EnviroHub Tauranga Bay Trust Property Council

Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

6.4 Strategic Partners Forum <i>(Continued)</i>	
Membership <i>(Continued):</i>	<ul style="list-style-type: none"> • Katikati Arts Trust • Katch Katikati • Creative Tauranga • Housing NZ Corporation • Disability Sector • Sport Bay of Plenty • Youth Sector • Te Puke EDG • Toi Te Ora • National Council of Women • Property Developers Forum • Housing Affordability Forum • Population Ageing Technical Advisory Group • Social Sector Forum • Combined Tangata Whenua Forum • Other SmartGrowth Partner Forums <p>Others as determined by existing Terms of Reference. Representation is limited to one per organisation. An alternate can be sent in the absence of the nominated representative.</p>
Communication:	<ul style="list-style-type: none"> • Communication between the SPF and the SGIC will be by both formal written report and by personal representation. • A major focus of the communication between the two groups will be on building relationships, trust and honest interaction.
Operational Process:	<ul style="list-style-type: none"> • Independent Chairman to chair the Forum. • SPF participants own the process and operation of the group so they must contribute to the running of the process. • Participating organisations will support each other to ensure equal opportunity to contribute. • Open invitation for members of both the SPF and the SGIC committee to attend each others meetings. • The SPF will receive copies of all the reports sent to the SGIC, preferred distribution method is by e-mail.
Membership Criteria:	<p>Strategic Partners Forum generally consists of organisations based on the following:</p> <ul style="list-style-type: none"> • Agencies with a national or regional/sub-regional affiliation. • Mandate to speak on behalf of sectors affected by the SmartGrowth Strategy. • Cover the sub-region, which is the scope of the strategy. • Represent the interest areas defined in the strategy being social, economic, cultural and environmental. • Have a structure in place that allows outwards and inwards communication in respect of membership.

6.5 Social Sector Forum	
Membership Criteria:	<p>The Social Sector Forum is intended to be a voice for the non-government and not for profit sector. Other organisations and government agencies are welcome to attend as participating observers.</p>
Purpose:	<p>The purpose of the Social Sector Forum (the forum) is to draw on existing experience and positively contribute to the on-going evolution and success of the SmartGrowth Strategy (the Strategy).</p> <p>The forum will provide a view that reflects the interests of social and community groups across the wider western Bay of Plenty.</p> <p>The forum will enable direct social sector industry participation in Strategy implementation and monitoring in order to provide vital sector input (in collaboration with the Strategy partners and lead agencies) into the wide range of challenges faced in the sub-region, including specific input into:</p> <ul style="list-style-type: none"> • Building the Community • Housing affordability • The contribution of the social sector to economic growth
Role:	<p>The Forum will have on-going input into Strategy development and implementation including the following specific aspects:</p> <ul style="list-style-type: none"> • Providing input and feedback in respect of partner projects relating to strategy actions • Monitoring of strategy actions. • The development of statutory and non- statutory policies by the SmartGrowth Partners that either arise from the strategy or have the potential to impact on the strategy. • SmartGrowth representations to regional and national forums and central Government. • Identifying proposed actions during Strategy review/update to respond to emerging social and community issues

Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

<p>6.5 Social Sector Forum <i>(Continued)</i></p>	
<p>Membership:</p>	<p>The forum membership is representative of the wider community within the western Bay of Plenty and currently has representation from the following organisations;</p> <ul style="list-style-type: none"> • Plunket • Settlement Support • Welcome Bay Community Centre • Relationships Aotearoa • Waiapu Anglican Services • Volunteer Centre • Seniors United to Promote Age-Friendly NZ (SUPA-NZ) • Age Concern • WBOP Mental Health trust • Alzheimers Association • Budget Advice • Housing Trust • Yoga Centre • National Council of Women • Rise Up Tauranga • Headway Bay of Plenty • Foundation for youth development • Home Instead Senior Care • Strengthening Families • Churches
<p>Other SmartGrowth Forums and the SmartGrowth Implementation Management Group (IMG) – Linkages and Reporting:</p>	<p>In order to provide transparency, a member (an alternate can be appointed) of the other SmartGrowth Forums and the IMG (as selected by those groups) will be invited to attend and participate in the Social Sector Forum meetings. The Social Sector Forum may also appoint a member to attend and contribute to the wider Strategic Partner Forum. Meeting minutes and reports from each of the SmartGrowth Partner Forums will be made available to the other forums, to IMG and to SGIC.</p>
<p>SmartGrowth Implementation Committee (SGIC) – Linkages and Reporting:</p>	<p>The forum members are able to present to the SGIC at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues. The minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair, Programme /Implementation Manager and Strategic Adviser.</p>
<p>Information Provision and Feedback:</p>	<p>Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC for decision-making. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback. This feedback will be presented to SGIC.</p>
<p>Meetings:</p>	<p>Attendance and presentations</p> <ul style="list-style-type: none"> • The Independent Chair, Programme/Implementation Manager, Strategic Advisor may attend meetings from time to time, provide written reports, advice and seek input on various matters. • SGIC members may also be invited to attend the Forum from time to time. <p>Frequency</p> <ul style="list-style-type: none"> • The Forum will meet bi-monthly, prior to the SGIC meeting to provide information and feedback on specific issues directly relating to Strategy implementation. <p>Servicing</p> <ul style="list-style-type: none"> • The Forum will be serviced by SmartGrowth through the Programme/Implementation Manager, for matters including venues, agenda circulation, minute- taking and report materials. <p>Chair</p> <ul style="list-style-type: none"> • A Chair will be appointed by the Forum.

Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

<p>6.6</p> <p>Property Developers Forum</p>	
<p>Purpose:</p>	<ul style="list-style-type: none"> • To enable direct property industry participation in the strategy review and subsequent strategy implementation in order to provide vital private sector input, in collaboration with the strategy partners and lead agencies into the wide range of challenges faced in the sub-region, including specific input into: <ul style="list-style-type: none"> • Land use and urban form, including the RPS and resulting City and District Plan responses. • Infrastructure planning, funding and implementation. • Housing affordability. • Development viability. • Economic growth.
<p>Role:</p>	<ul style="list-style-type: none"> • The Forum will have ongoing input into strategy implementation including the following specific aspects: • Providing input and feedback in respect of partner projects relating to strategy actions where such input is sought by the Implementation Management Group (IMG) projects. • Monitoring of strategy actions. • The development of statutory and non statutory policies by the SmartGrowth Partners that either arise from the strategy or have the potential to impact on the strategy. • SmartGrowth representations to regional and national forums and central Government.
<p>Membership:</p>	<p>The Property Developers Forum has representation from the following groups/industries:</p> <ul style="list-style-type: none"> • Landowners / Developers. • Land Developers and Subdividers. • Property Developers. • Residential and Commercial. • Property Industry - Management Consultancies. • Property Industry – Professional. • Planning and Engineering Consultancies. • Building Contractors. • Residential and Commercial.
<p>Operation:</p>	<ul style="list-style-type: none"> • In order to provide transparency, a member (an alternate can be appointed) of the other SmartGrowth Forums and the IMG (as selected by those groups) will be invited to attend and participate in the Property Developer Forum meetings. • For consistency, only the members nominated by each individual forum / group shall attend these meetings. These members will be able to report back to their respective forum / groups on the Property Developer Forum meetings. • A reciprocal arrangement will also apply allowing the Property Developer Forum to appoint a member (alternate can be appointed) to attend and contribute to the Strategic Partner Forum. • Meeting minutes and reports for each of the forums will be circulated to the other forums. • Implementation Committee at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues. • Minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair and Programme/Implementation Manager. • Minutes are also provided to the SmartGrowth IMG for information and for actioning of any particular matters.
<p>Information Provision and Feedback:</p>	<ul style="list-style-type: none"> • Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback.
<p>Meeting Attendance and Presentations:</p>	<ul style="list-style-type: none"> • The Independent Chair and Programme/Implementation Manager may attend meetings from time to time, provide written reports, advice and seek input on various matters. There are also a range of presentations on matters of interest to SmartGrowth implementation and to Forum members. • SGIC members may also be invited to attend the Forum from time to time.

Appendix 6. Governance & Advisory Forums Terms of Reference (Continued)

6.7

Housing Affordability Forum

Purpose:	<p>The purpose of the Housing Affordability Forum ('the forum') is to provide a mechanism for SmartGrowth to progress initiatives to improve the affordability of housing in the sub-region.</p> <p>The forum will enable direct participation into the implementation, monitoring and review of SmartGrowth, in collaboration with the strategy partners and lead agencies into the range of challenges facing the sub-region in relation to improving the affordability of housing.</p>
Role:	<p>The role of the Housing Affordability Forum ('the forum') is as follows:</p> <ul style="list-style-type: none"> • Identification of potential strategy actions across the range of key determinants that impact on housing affordability • Leading the implementation of specific strategy actions as agreed e.g. pilot project • Raise awareness and educate stakeholders and the general public • Supporting the delivery of other partner projects relating to housing affordability • Monitoring of all relevant strategy actions. • Development of policies by the SmartGrowth Partners relating to housing affordability • Making representations/submissions to local, regional and national Government in relation to housing affordability
Membership:	<p>The Housing Affordability Forum has representation from the following groups/industries/sectors:</p> <ul style="list-style-type: none"> • Development community • Local authorities (council officers and elected members) • Economic Development specialists • Planning and urban design specialists • Community Housing Trusts • Real estate sector • PATAG • Tangata whenua • Relevant central Government agency • SmartGrowth Programme/Implementation Manager
Key Principles	<p>The key principles underpinning the establishment of the Housing Affordability Forum are:</p> <ul style="list-style-type: none"> • The provision of sufficient affordable housing to provide for low to medium income residents as well as support the region's future labour force; • Acceptance that, without intervention, the market will be unable to provide adequate affordable housing; and • Recognition of the different spatial and cultural needs of residents.
Other SmartGrowth Forums and the SmartGrowth Implementation Management Group (IMG) – Linkages and Reporting:	<p>The Chair of the forum will represent the group on the SmartGrowth Strategic Partners Forum and any other SmartGrowth Forums as required.</p> <p>The minutes will be provided to the SmartGrowth IMG for information and for action as required.</p> <p>Meeting minutes and reports for each of the SmartGrowth Partner Forums will be available to the other forums.</p>
SmartGrowth Implementation Committee (SGIC) – Linkages and Reporting:	<p>The forum members are able to present to the SGIC at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues.</p> <p>The minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair, Programme /Implementation Manager and Strategic Adviser.</p>

Appendix 6. Governance & Advisory Forums Terms of Reference (Continued)

<p>6.7</p> <p>Housing Affordability Forum (Continued)</p>	
<p>Information Provision and Feedback:</p> <p>Meetings:</p>	<p>Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC for decision-making. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback.</p> <p>Attendance and Presentations The Independent Chair, Programme/Implementation Manager and Strategic Advisor may attend meetings from time to time, provide written reports, advice and seek input on various matters. SGIC members may also be invited to attend the Forum from time to time.</p> <p>Frequency The Forum will meet as required, prior to the SGIC meeting to provide information and feedback on specific issues directly relating to Strategy implementation.</p> <p>Servicing The Forum will be serviced by SmartGrowth through the Programme/Implementation Manager for matters including venues, agenda circulation, minute-taking and report materials.</p> <p>Chair A chair will be appointed by the Forum</p>
<p>6.8</p> <p>Population Ageing Technical Advisory Group</p>	
<p>Function:</p>	<ul style="list-style-type: none"> • PATAG is a collaboration between the Bay of Plenty District Health Board (BOP DHB) and SmartGrowth. It is anchored through a memorandum of understanding signed by the BOPDHB and the SmartGrowth partnership on 13 February 2008. It is a BOP DHB Technical Advisory Group. • The role of the Population Ageing Technical Advisory Group (PATAG) is to provide expert technical advice to the Bay of Plenty District Health Board and SmartGrowth regarding: policy, planning, and service development to best meet the needs of the community having regard to the impacts and opportunities arising from the ageing population, now and in the future. • These needs encompass the social, economic, cultural, and environmental determinants of health and wellbeing.
<p>Membership:</p>	<p>Membership of PATAG will have knowledge/ expertise in the four well beings and clinical expertise from the health sector. Members will be appointed by the CEO of BOPDHB and the Independent Chair of SmartGrowth. PATAG will have an opportunity to make recommendations for membership.</p> <p>Members will be appointed for their individual expertise and experience. An ability to contribute to the achievement of the objectives of PATAG will form the basis of the skills, knowledge, or experience required. The mix of skills and experience within the PATAG will be taken into account.</p>
<p>Aims:</p>	<p>BOP DHB:</p> <ul style="list-style-type: none"> • The prioritization of investment in services to ensure the health and support needs of older people are met; and • To manage the impact of our ageing population on health services and support the provision of high quality and sustainable services for all people. <p>SMARTGROWTH:</p> <ul style="list-style-type: none"> • Enhanced capacity of communities to facilitate both 'active ageing' and 'ageing in place'. • Improved access to information and research as a basis for decision making to achieve successful population ageing. <p>BOTH PARTNERS:</p> <ul style="list-style-type: none"> • Provide advice that is professionally credible, evidence based, internationally current, and locally relevant. • To encourage collaborative planning and implementation across all agencies. • Encourage innovative leadership in consideration of population ageing matters and its impact on potential impacts and opportunities.
<p>Relationships:</p>	<p>PATAG will:</p> <ul style="list-style-type: none"> • Take direction from the BOP DHB and SmartGrowth. • Be provided with management and secretarial support from the BOP DHB. • Engage as appropriate with sub-regional planning processes. • Maintain effective relationships with community providers and agencies including SmartGrowth's Strategic Partner Forum and the Combined Tangata whenua Forum. • Engage with national and regional bodies as appropriate. • Recognise the autonomy of the collaborating partners and the roles of participating individuals and organisations. • Have a "no surprises" approach and work in a collaborative and respectful manner within its membership and partners. • BOP DHB and SmartGrowth will from time to time work with PATAG to create community discussion and debate on relevant issues relating to population ageing.

Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

6.8

Population Ageing Technical Advisory Group *(Continued)*

Scope:	<ul style="list-style-type: none"> PATAG will define and analyse issues to provide future strategic direction and advice to ensure the wellbeing of the communities having regard to the impacts and opportunities arising from an ageing population. The scope of work will take into account the BOPDHB Annual Plans and Regional Plans, the SmartGrowth Strategy and Implementation Plan; and subsequent iterations of these documents.
PATAG will provide:	<ul style="list-style-type: none"> Expert advice and stakeholder group participation in issues of ageing relevant to the work of both the BOPDHB and SmartGrowth integrated planning for population ageing in the region, through collaboration, co-ordination, effective and efficient productivity. Information that will create and encourage community awareness and debate on ageing population.
PATAG will consider and provide advice on:	<ul style="list-style-type: none"> The health, wellbeing and disability needs of the ageing population in the Bay of Plenty region, funded by both Vote Health and Health and Disability Services. Social and economic issues related to wellbeing, workforce participation, skill development, retention and development. Improved coordination and responsiveness of services provided to an ageing population and their families. The impact of the four wellbeings: social, cultural, economic and environmental, as they relate to an ageing population. The related strategies and implementation programmes that at any time may be relevant to the growth and development of the region.
Operational Structures:	<ul style="list-style-type: none"> The formal structure and process will align with the established BOP DHB Technical Advisory Group and SmartGrowth structure and purpose.
It is expected that PATAG will:	<ul style="list-style-type: none"> Meet at least quarterly. Undertake work within specific working groups to progress tasks. Meet goals according to BOP DHB and Smartgrowth reporting time frames. Nominate a representative from PATAG to SmartGrowth Strategic Partners Forum.
Chairperson:	<ul style="list-style-type: none"> A Chairperson will be appointed jointly by the BOPDHB CEO and SmartGrowth Independent Chair for a specified and agreed term.
Communication:	<ul style="list-style-type: none"> The Chair of PATAG or nominee will be responsible for all communication under the agreed communication policy.
Reporting Requirements: PATAG will provide a report every 6 months to:	<ul style="list-style-type: none"> BOPDHB. SmartGrowth Implementation Committee.
Committee:	<ul style="list-style-type: none"> Other specific reports as requested.
Performance:	<p>The performance of PATAG will be reviewed by the members annually. Discussions will be held with the BOP DHB and SmartGrowth regarding:</p> <ul style="list-style-type: none"> Recommendations. Priorities. Membership. Other matters arising.

Appendix 7. Management & Technical Terms of Reference

7.1

Chief Executives Advisory Group (CEAG)

Terms of Reference:	<ul style="list-style-type: none"> Promote SmartGrowth within the culture of each of their organisations. Assess the impact on their organisations of requests for internal resources. Support the setting aside of sufficient funding to complete the Strategy. Review achievement of action milestones. Focus on inter-organisation process and document alignment. Advise SGIC where necessary. Assist with effective and consistent internal communication. Monitor the SmartGrowth budget and approve partnership budget contribution on an annual basis
Membership:	SmartGrowth Independent Chair (chair), Chief Executives and Regional Director NZTA.
Meeting frequency:	At least Bi-monthly.

7.2

Strategic Implementation Management Group (SIMG)

Membership:	<ul style="list-style-type: none"> Independent Chair (Chair) Partner Council General Managers/ Group Managers SmartGrowth Programme Manager/Implementation Manager and Strategic Advisor Tu Pakari Advisor NZTA representative Representatives from other implementation agencies
Terms of reference:	<ul style="list-style-type: none"> Take a strategic, integrated SmartGrowth partner overview on broad corporate policy and implementation challenges within both a sub-regional and where appropriate a wider regional context. Form a view on and provide guidance on the strategic issues associated with SmartGrowth Strategy implementation. Set the direction and expectations for the Technical Implementation Group. Oversee the Implementation Plan in particular the action milestones, and ensure appropriate monitoring is undertaken. Ensure that the SmartGrowth Implementation Committee is aware of these. Ensure that systems and resources are functioning effectively. Promote the SmartGrowth Strategy within the culture of each partner organisation. Assess the impact on organisations of any requests for additional resources. Support the setting aside of sufficient funding to implement and update the Strategy. Review achievement of action milestones. Advise the SmartGrowth Implementation Committee (SGIC) and the Chief Executives Advisory Group (CEAG) where necessary. Provide guidance to Programme/Implementation Manager and Strategic Adviser. Assist with effective and consistent internal communication. Ensure that a joint plan is developed and implemented for all actions to enable all partners to prioritise and resource efficiently implementation.

7.3

Technical Implementation Group (TIMG)

Terms of Reference:	<ul style="list-style-type: none"> Provide technical input into various documents and processes. Be guided by the direction set by the Strategic Implementation Management Group (SIMG). Undertake detailed Strategy implementation through specific planning instruments, eg RPS, District Plans, RLTS, RLTP, LTPs and other documents. Undertake and report on action monitoring and risk management issues via IMG and the SGIC. Maintain close links between Future Proof and any other related strategies to ensure consistent outcomes. Ensure that any related studies and investigations are drawn to the attention of IMG and the SGIC in order to avoid duplication of effort. Promote the Strategy within the culture of each SmartGrowth partner organisation. Review achievement of action milestones. Focus on inter-organisation process and document alignment. Advise the IMG and SGIC where necessary. Assist with effective and consistent internal communication.
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Appendix 7. Management & Technical Terms of Reference *(Continued)*

7.3

Technical Implementation Group *(Continued)*

Membership:	<ul style="list-style-type: none"> • SmartGrowth Programme/Implementation Manager (Chair) • Two Partner council representatives from each partner council appointed by the respective partner Strategic IMG member. • Tu Pakiri Advisor. • Two representatives from NZTA. • One representative from the SmartGrowth Communications Project Team (as required). • Strategic Adviser. • Others as co-opted from time to time and appointed by the Strategic Implementation Management Group.
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7.4

Tangata Whenua Implementation Group (TWIMG)

Purpose:	<ul style="list-style-type: none"> • Technical and management support for the implementation of Tangata whenua actions in the SmartGrowth Strategy.
Terms of Reference:	<ul style="list-style-type: none"> • Provide input into the SmartGrowth Strategy Review • Provide technical support to Chairperson of the Combined Tangata whenua Forum (CTWF) including agenda items and background papers • Discuss and formulate appropriate responses to tangata whenua issues • Monitoring and reporting on completing tangata whenua outputs
Membership:	<p>The Tangata whenua IMG is made up of representatives of the three council Maori liaison Units, chair of CTWF and the Tu Pakiri Advisor. The group will be facilitated and led by the Tu Pakiri Advisor.</p> <ul style="list-style-type: none"> • Bay of Plenty Regional Council • Tauranga City Council Takawaenga Unit • Western Bay of Plenty District Council Community Development Team • Tu Pakiri Advisor • Chairperson CTWF • SmartGrowth Programme/Implementation Manager
Meetings:	Meetings will be held quarterly

7.5

Communications Team

Role:	<ul style="list-style-type: none"> • The Communications Team is to assert SGIC, CEAG, and the Strategic IMG with maintaining high levels of awareness of strategy issues within the community and the value of the SmartGrowth brand. • The Communications Team will report to the Programme Manager.
Membership:	Communication Team to comprise of a communications representative from the SmartGrowth partner Councils, Tu Pakiri Adviser and SmartGrowth Programme Manager/Implementation Manager (Chair) .
Meeting Frequency:	As and when required .

Appendix 7. Management & Technical Terms of Reference *(Continued)*

7.6

SmartGrowth Programme/Implementation Manager

Terms of Reference:	<ul style="list-style-type: none"> • Leading and planning the implementation of the strategy and managing the resources that are employed to achieve the agreed objectives. • Day to day project management, including planning, organising and control of the physical and financial resources provided by the three Council partners for the implementation of the strategy. • Prepare tender briefs and provide the IMG with a detailed evaluation and recommendation on all proposals received. • Convene meetings of the Implementation Management Group (IMG) and CEAG. • Management of the budget for the strategy, with accounting assistance from TCC. • Report to the SGIC on key issues arising from actions and on the risk profile. • Liase between the various SmartGrowth Partner Forums, the SGIC and the IMG. • Provide support to the SmartGrowth Partner Forums. • Liaise as and when necessary with the Chairperson and members of the SGIC. • Briefing partner Councils, SmartGrowth Forums, and other agencies on implementation progress on at least an annual basis. • Facilitate forums and encourage community participation. • Promote the aims of this strategy within the context of sustainable development outcomes. • Establish and maintain administrative and information support systems and resources, including the selection and appointment of the IC. • Selecting and appointing the Tu Pakari Advisor in conjunction with the CTWF Chair and Independent Chair. • Make submissions on central and local government and other agencies policies and plans to promote alignment with SmartGrowth. • Manage the implementation of the SmartGrowth communication strategy and lead communication on issues as they arise. • Support the Independent Chair on Governance issues. • Reports to Independent Chair and CEAG .
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7.7

Tu Pakiri Adviser (TPA)

Terms of reference:	<ul style="list-style-type: none"> • Advise the SmartGrowth Programme/Implementation Manager and IMG on the planning and execution of actions, specifically those related to tangata whenua. • Participate in meetings of the IMG and CTWF. • Maintain an overview of the work of support groups and provide guidance and advice to ensure that tangata whenua issues are addressed throughout. • Communicate information relating to implementation of the strategy to tangata whenua. • Communicate issues and concerns of tangata whenua to the SmartGrowth Independent Chair and IMG. • Report to the SGIC, tangata whenua representatives on the SGIC, CTWF, and SPF on tangata whenua issues arising during the implementation of the strategy. • Undertake specific tasks assigned by the SmartGrowth Independent Chair. • Accountable to SmartGrowth Independent Chair on Management issues and to the Combined Tangata whenua Forum on leadership and direction.
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Appendix 8. SmartGrowth Implementation Committee - Memorandum of Agreement:

Establishing Principles and approach to the implementation of the SmartGrowth Strategy and Implementation Plan between Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council and the Combined Tangata whenua Forum

Section 1 - Objective

The objective of this Agreement is to:

Establish the principles and approach to implementation, monitoring and review between the parties in order to facilitate co-operation, collaboration and co-ordination of spatial planning responsibilities in the western Bay of Plenty sub-region.

Section 2 - General Principles

The parties to this Agreement:

SUPPORT the aim of SmartGrowth to provide a comprehensive sub-regional framework for spatial planning to address a wide range of key issues relative to economic, social, cultural and environmental objectives for the sub-region.

RECOGNISE AND SUPPORT the established voluntary, co-operative and co-ordinated approach (SmartGrowth) to spatial planning in the western Bay of Plenty sub-region and that such an approach between regional and local government, tangata whenua and relevant community sector groups must be continued and fostered.

ENDORSE the continued use of SmartGrowth strategies as the primary sustainable strategy for the sub-region and to be used by regional and local government and community sectors to co-operatively manage growth and spatial planning in the sub-region.

RECOGNISE that the SmartGrowth strategies provide a policy and planning framework which will guide spatial planning in the western Bay of Plenty over the next 20 years but within the context of a 50-year period.

COMMITMENT to the implementation of sub-regional approaches to the funding of growth related infrastructure that will utilise a number of funding mechanisms including utilisation of public wealth throughout the Bay of Plenty region on an equitable basis, together with appropriate sub-regional and local funding mechanisms.

The parties to the Agreement also

ACKNOWLEDGE:

The benefits of spatial planning and the need to share responsibility for such planning between the parties in consultation with key sector groups and in consultation with the sub-regional community.

The SmartGrowth Implementation Committee has been established to ensure that the approved recommendations and associated actions are taken up by each party both on an individual and collective basis as defined by the strategy.

The SmartGrowth strategy and implementation plan provides for more effective strategic planning on a regional and sub-regional basis and will facilitate co-ordination between the parties in terms of infrastructure and service provision, public works, policy development, environmental management and general planning activities.

Section 3 - SmartGrowth Approach

The parties to this Agreement will continue to support the implementation, monitoring and review of the SmartGrowth strategy.

All parties have a responsibility both collectively and individually to:

- Acknowledge the agreed outcomes of the SmartGrowth process in the development and application of policy and programmes as they affect western Bay of Plenty sub-region and commit to the implementation of outcomes as appropriate through statutory planning instruments and policy processes as well as capital works and service delivery programmes.
- Have regard to the objectives and principles contained in SmartGrowth in undertaking programmes and activities.
- Nominate representatives to participate in SmartGrowth Implementation Committee activities on the basis of providing a co-ordinated response from each party.
- Undertake co-operative and co-ordinated delivery of programmes
- Acting in accordance with the co-operative spirit of the SmartGrowth Implementation Committee and contributing to the implementation of agreed SmartGrowth outcomes.
- Promoting a co-ordinated approach to sub-regional development consistent with the agreed outcomes of SmartGrowth.
- Integrating social, economic, cultural and environmental management of their areas within a sub-regional context.
- Developing a sub-regional decision-making process amongst the parties to deal with matters of sub-regional significance which affect local communities.
- Implement the SmartGrowth Way.

Appendix 8. SmartGrowth Implementation Committee - Memorandum of Agreement *(Continued)*

Section 4 - Implementation, Monitoring and Review

The parties to this agreement: have:

- Endorsed the SmartGrowth strategy as the spatial plan for the western Bay of Plenty and each agency will have regard to in its planning, budgetary and programme activities, and infrastructure provision.
- Endorsed SmartGrowth as the basis for co-operative management of growth in the western Bay of Plenty by all local government in the sub-region, tangata whenua, relevant community sector groups and government agencies.
- Committed to participate in the implementation, monitoring and review of SmartGrowth in accordance with the arrangements outlined in the approved SmartGrowth strategy.

- Initiated action to enable the implementation of the agreed principles and priority actions contained in SmartGrowth strategy and associated implementation plan.
- Committed to not adopting policies or actions which are inconsistent with the outcomes sought by the SmartGrowth strategy, without them being negotiated with the other partners.

Section 5 - Interpretation

- Local government means the Bay of Plenty Regional Council, Tauranga City Council and Western Bay of Plenty District Council.
- SmartGrowth means the western Bay of Plenty Spatial Plan as approved by the three partner Councils and tangata whenua and supported by strategic partners.
- SmartGrowth Implementation Committee is the joint governance committee.

- WBOP sub-region means all of the land within the administrative areas of Tauranga City and the Western Bay of Plenty District and includes that part of the administrative area of the Bay of Plenty Regional Council as it relates to the two districts.

Any questions of interpretation of this agreement are to be raised with the parties to the agreement and collectively resolved.

The parties agree to act in good faith in respect of implementing this agreement. This agreement will run until the next review of the Strategy.

The parties are the Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council and the Combined Tangata whenua Forum.

This agreement takes effect on the date it is signed by all parties.

Bay of Plenty Regional Council

Chairman: **John Cronin**

Chief Executive: **Mary-Anne Macleod**

Tauranga City Council

Mayor: **Stuart Crosby**

Chief Executive: **Garry Poole**

Western Bay of Plenty District Council

Mayor: **Ross Paterson**

Chief Executive: **Glenn Snelgrove**

Combined Tangata Whenua Forum

Chairman: **Karora Te Mete (Smith)**

Dated this 30th day of August, 2013

Appendix 9. SmartGrowth Implementation Committee – Operational Protocol

Section 1 - Background

The Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council and tangata whenua have been collaborating since 2001 on the preparation of the SmartGrowth Strategy. The strategy was approved in 2004 and an Implementation Committee established. The SmartGrowth Implementation Committee, (SGIC) has a key monitoring and overview role.

Section 2 - Intentions of the Parties

The parties are committed to the implementation of SmartGrowth.

The parties will at all times seek a co-operative approach to addressing issues relating to the project.

It is the intention of the parties that implementation of the actions in the approved strategy will be achieved by co-operation and consensus.

The parties believe that this protocol is an important mechanism to build and strengthen the constructive relationships that have developed between them and provides ability for issues to be considered in a measured, effective and timely manner.

Each party is committed to acting in good faith in meeting their obligations in respect of the SGIC.

Each party will use its best endeavours to foster and implement the SmartGrowth Way contained in Appendix 11.

Section 3 - Scope of Protocol

This protocol provides for:

- The resolution of conflicting points of view that may arise during a mechanism by which any member(s) of the SGIC may request its use to ensure that any matter or issue is given fair and reasonable consideration prior to formal consideration by the SGIC.
- The process for the co-option of persons onto the SGIC.

Section 4 - Protocol Matters

Resolution of Conflicting Views.

For the purposes of conflict resolution, the following procedures will apply:

Any member(s) of the SGIC may feel that further discussion, evaluation or consideration is required prior to moving forward on a particular matter.

It is proposed that in such situations, any member(s) may request the referral of such matters for further review. It is noted that this mechanism is not for the purposes of creating any delay but solely to ensure matters have been given adequate consideration.

If any matter is referred for review, the review is to be undertaken by the SmartGrowth Implementation Manager in conjunction with the Chairman and two SGIC members. The review group is to include the member or at least one of the members who requested that a matter be reviewed. The Chairman shall select the two members of the SGIC who will participate in the review group having regard to the nature of the matter being reviewed. After consideration of the matter, the review group will report back to the SGIC on the outcome.

Requests for reviews should be made at any meeting of SGIC. The chairman should be the final arbiter of what matters are to be referred for review. Review requests must be accompanied by reasons.

Review requests are to be made without other committee members criticising the request. The ability to make such a request in a non – threatening environment is part of “this is the way we do our business” approach.

Co-option of Persons to SGIC.

The SGIC has the power to co-opt persons from time to time from either the Strategic Partners Forum or the Combined Tangata whenua Forum.

No more than three people can be co-opted at any one time and are to be non-voting members of the SGIC.

The need for co-option relates to times the SGIC is dealing with specific issues, where it is considered specialist knowledge that may exist through individuals, is required from either of the forums.

Co-option is solely at the discretion of the SGIC.

A meeting fee and travelling expenses will be paid for SGIC attendance, if attendance is not recognised as part of the employment of a co-opted member. No other fees would be payable.

Section 5 - Effective Date

This will take effect when so resolved by the Joint Committee and will remain in effect until further notice.

Section 6 - Administration

This agreement will be administered by the SGIC.

Appendix 10. The SmartGrowth Way

A partnership and collaborative approach to spatial planning and growth management with a strong emphasis on inter agency implementation, community understanding and buy-in. The “SmartGrowth Way” is an approach and methodology unique to the development and implementation of the strategy.

Background

Since the establishment of the SmartGrowth partnership in 2000 and during both strategy development and implementation, there has been the development of the SmartGrowth “Way” – an approach and methodology unique to the development and implementation of the SmartGrowth Strategy.

The SmartGrowth Way:

- > Acts as a tool to inform future Strategy implementers so that they can continue to contribute to the Strategy’s objectives and outcomes;
- > Outlines the features which contribute to the success and workings of the SmartGrowth Strategy including:
 - key commitments and actions;
 - the key success factors for the SmartGrowth partnership;
 - expectations for implementation – what the SmartGrowth Way means in practice for how the partnership and people work together;
 - the principles that bind the partnership.

Key Ingredients of the SmartGrowth Way

- **Voluntary** – a coalition of the willing between the regulators and the regulated;
- **Collaborative** - the notion that a community needs to plan together as a sub-region rather than as separate authorities;
- **Wider than local Government** - recognising the contribution of the Partner Forum agencies and the degree of significance the community plays in community, social and cultural infrastructure;
- **Partnership approach** - recognising that

collaboration means taking time to work through and resolve issues.

Key Commitments and Actions

The key approach to the SmartGrowth Strategy is summed up in the following commitments and actions:

- Parties will at all times seek a cooperative approach to addressing issues;
- Action implementation through cooperation and consensus (does mean giving some things up or compromising);
- Issues are to be considered in a measured, effective and timely manner;
- Commitment to act in good faith in meeting SmartGrowth obligations.

The way of working has involved respecting governance input and role, focussing on the relevant issues and not personalities, and taking a solution based approach when raising issues.

Key success factors of the SmartGrowth Partnership

SmartGrowth has sustained its collaborative approach for over 10 years and is still going. Key factors for the success of the SmartGrowth partnership include:

- The systematic approach to developing commitment to implementation and review of actions;
- Collaboration at all levels;
- Governance and Leadership:
 - Achieving inclusiveness;
 - Maintaining trust and a seamless dialogue on the issues;
 - Ensuring that the framework fairly represents all the Strategy partners;
 - Representatives keeping parent organisations fully informed;
 - Representatives understanding the extent and role of any implementation toolkit;
 - Involvement and commitment by Governance group providing the basis for organisational commitment;
 - Achieving “governance comfort”

with each stage and initiative before moving on to the next agreed phase or commitment.

Implementation of the SmartGrowth Way

On-going Expectations

The following expectations have been defined by Chief Executives in respect of their respective organisations at three levels of implementation;

A. Organisation Level

The need to underpin SmartGrowth at operational and strategic levels and provide consistent messages for staff (especially new staff) about SmartGrowth.

B. Partnership Level

At an operational level, the need to respect own identity and governance but work in a collaborative way for the sub-region, respecting those views.

C. Collective Level

The need to hold the vision of 50 years and champion that vision with the organisations and the community through the respective planning documents

What does this mean in practice?

- All partner Council staff will continue to collaborate. Commitment and expectation that staff will be involved in SmartGrowth. “Radical Collaboration” is a constant challenge and the effort needed with other partners is highly underestimated.
- Continuing commitment from Chief Executives and Senior Managers is required.
- An open and upfront approach to dealing with issues including working through issues as a team, putting issues on the table as soon as possible for discussion and resolution and focusing on issues not personalities;
- Chief Executive collaboration is paramount with a ‘no surprises’ approach between them and between the Chief Executives

Appendix 10. The SmartGrowth Way (Continued)

Advisory Group and the Implementation Management Group.

- Trust is fundamental to the effective working relationships. Building trust requires the identification and removal of barriers so that the right working environment can occur;
- SmartGrowth is not a statutory approach and therefore not a rule book. It needs collaboration at elected member level, Chief Executive and Implementation Management Group levels and through the staff. Implementation of actions will rely on voluntary arrangements and the use of existing tools;
- The commissioning, and sharing of consistent, accurate data on future population and other research between Council partners and western Bay of Plenty Tangata whenua;
- Integrating in-house and independent technical advice and recognising that the combination of the two approaches adds significant strength to the quality and robustness of the advice;
- Agreement from Council partners not to adopt policies or take actions which are inconsistent with the outcome sought by SmartGrowth without full negotiation and acceptance by the all partners.
- Recognition that SmartGrowth is only a third of the region and sits within and has links to the wider Bay of Plenty region
- It should not solely be about planning – it is about Smart thinking. Encourage staff to think far beyond a planning sphere and just offering planning solutions, to the partner challenges.

What does this mean at governance level?

Specifically, the following commitments and actions regarding governance are peculiar to the SmartGrowth Strategy and therefore constitute a SmartGrowth “Way” or approach:

- Governance over and within organisations, hence the approach adopted;
- Governance commitment and buy in;
- Early and continuous government engagement – predominantly through key Ministers and officials;
- Growth in the confidence of knowing what to do and how to achieve the results to progress the Strategy;
- Informing and reporting back to the governance group so that everyone is on the same page and is aware of the progresses and setbacks. This ties in with

the notion of taking governance with you so that governance is a major player in strategy development, implementation and monitoring;

- Engagement with communities and tangata whenua at governance, management and technical levels at commencement of project;
- Governance getting messages from others regionally and nationally that SmartGrowth is a good initiative;
- Having an independent chair of the governance group to avoid the perception of capture by any of the partners.
- Communities and tangata whenua expect a no surprises relationship.

What does this mean for conflict resolution?

The resolution of conflicting points of view that may arise during SmartGrowth implementation and a mechanism by which any member(s) of the SGIC may request its use to ensure that any matter or issue is given fair and reasonable consideration prior to formal consideration by the SGIC is an important approach. For the purposes of conflict resolution, the following procedures apply:

- Any members of the SGIC may feel that further discussion, evaluation or consideration is required prior to moving forward on a particular matter.
- In such situations, any member(s) may request the referral of such matters for further review. This mechanism is not for the purposes of creating any delay but solely to ensure matters have been given adequate consideration.
- If any matter is referred for review, the review is to be undertaken by the SmartGrowth Programme/Implementation Manager in conjunction with the Independent Chair and two SGIC members. The review group is to include the member or at least one of the members who requested that a matter be reviewed. The Independent Chairman selects the two members of the SGIC who will participate in the review group having regard to the nature of the matter being reviewed. After consideration of the matter, the review group will report back to the SGIC on the outcome.
- Requests for reviews can be made at any meeting of the SGIC. The Chairman shall be the final arbiter of what matters are to be referred for review. Review requests must

be accompanied by reasons.

- Review requests are to be made without other committee members criticising the request.
- The ability to make such a request in a non-threatening environment is part of ‘this is the way we do our business’ approach.

Binding Principles

The parties have agreed to:

- 1 **SUPPORT** the aim of SmartGrowth to provide a comprehensive sub-regional framework for spatial planning and growth management to address a wide range of key sub-regional issues relative to economic, social, cultural, environmental and developmental objectives for the region.
- 2 **RECOGNISE AND SUPPORT** the established voluntary, cooperative and coordinated approach (SmartGrowth) to spatial planning and growth management in the western Bay of Plenty sub-region and that such an approach between regional and local government and relevant community sector groups be continued and fostered.
- 3 **ENDORSE** the continued use of SmartGrowth as the primary spatial plan for the western Bay of Plenty sub-region to be used by the regional and local government and community sectors to cooperatively manage growth in the sub-region. The strategy is also to be promoted to central Government and agencies as the basis for engagement and action in respect of the western Bay of Plenty.
- 4 **RECOGNISE** that SmartGrowth provide a policy and planning framework which will guide spatial planning and development in the western Bay of Plenty over the next 20 years but within the context of a 50-year period.
- 5 **COMMITMENT** to the implementation of sub-regional approaches to the funding of growth related infrastructure that will utilise a number of funding mechanisms including utilisation of regional public wealth throughout the Bay of Plenty region on an equitable basis, together with appropriate sub-regional and district funding mechanisms.

Appendix 11. Acknowledgements

SmartGrowth is established and operated on a foundation of joint leadership and collaboration throughout the spectrum from governance to management and operations. SmartGrowth would like to acknowledge the valuable contribution from the following people and organisations.

Implementation Committee

Independent Chairperson

- Bill Wasley

Bay of Plenty Regional Council (BOPRC)

- Cr John Cronin (Chairperson)
- Cr Jane Nees
- Cr Paula Thompson

Tauranga City Council (TCC)

- Stuart Crosby (Mayor)
- Cr Larry Baldock
- Cr Terry Molloy

Western Bay of Plenty District Council (WBOPDC)

- Ross Paterson (Mayor)
- Cr Garry Webber
- Cr Paul Thomas

Tangata Whenua representatives

- Karora Te Mete
- Cr Raewyn Bennett
- Maru Tapsell

The SmartGrowth Partner Forums

Strategic Partners Forum

- Bill Wasley (Chair)
- Bay Trust (Terri Eggleton)
- Bay of Plenty District Health Board (Sarah Davey)
- Bay of Plenty Polytechnic (Alan Hampton)
- Housing Affordability Forum (Christine Ralph)
- Chamber of Commerce (Anne Pankhurst)
- National Council of Women (Fern Nielsen)
- Creative Tauranga (Jennifer Pearson, Tracey Rudduck-Gudsell)
- Combined Tangata Whenua Forum (Puhirake Ihaka)
- Department of Conservation (Nicky Douglas)
- Federated Farmers (Jim Coster)
- Forest and Bird Society (Eddie Orsulich)
- Katch Katikati (Jacqui Knight)
- Kiwifruit Growers Inc (Mike Chapman)

- Population Ageing Technical Advisory Group (Anna Thurnell)
- Priority One (Annie Hill)
- Property Developers Forum and Property Council (Jeff Fletcher)
- Social Sector Innovation Trust and Supa NZ (Carole Gordon)
- Sport Bay of Plenty (Wayne Werder)
- Te Puke EDG (Mark Boyle, Paul Hickson)
- Te Puke Fruitgrowers (John Garwood)
- Toi Te Ora Public Health (Phil Shoemack, Rebecca Culliford)
- EnviroHub (Mary Dillon)
- Youth Representative (Isabelle Morris)

Combined Tangata Whenua Forum

- Karora TeMete (Chair)
- Ngāi Te Rangi (Hamiora Faulkner, Reon Tuanau, Whitiara McLeod)
- Ngāi Te Ahi (Te Pio, Rangihwakaehu Walker, Tai Taikato, Parengamihi Gardiner, Iria Whiu)
- Ngāti Kahu (Ngaronoa Reweti-Ngata, Te Ruranga Te Keeti, Eddie Ngatai)
- Ngāti Māhino (TohuRipeka Te Whata)
- Nga Potiki Resource Management Unit (Colin Reeder, Matire Duncan)
- Ngāti Pūkenga (Pahu Akuhata, Rehua Smallman, Pikowai Ohia)
- Ngāti Tapu (Wiremu Hiamoe, Rapata Rangitukunoa)
- Ngāti Whakheho (Huriwaka Rewa)
- Ngāti Whakaue (Maria Horne, Moerangi Potiki, Greg Rolleston)
- Ngāi Tukairangi (Neil Te Kani)
- Ngāti Ranginui (Colin Bidois, Merewhiua Bennett)
- Ngāti Hangarau (Karora Smith, Kaa O'Brian)
- Ngāti He (Leanne Faulkner, Rangihwakaehu Walker, Tai Taikato, Parengamihi Gardiner, Iria Whiu)
- Poutakawaenga Māori (Dillon Te Kani)
- Runanga o Ngāi Tamarawaho (Morehu Ngatoko)
- Tapuika Iwi Authority (Nuia Kokiri, Reremanu Wihapi)
- Tauranga Moana Trust Board (Donna Poka, Nessie Kuka)
- Te Puni Kokiri (Lianne Gardiner)
- Te Runanga o Ngāi Te Rangi (Kihī & Maria Ngatai, Putahi Stockman, Brian Dickson)
- Te Runanga o Ngāi Te Rangi Iwi Trust (Ngaroimata Cavill)
- Te Runanga o Ngāti Kahu (Janis Smith)
- Te Waka a Ngāti Ruahine (Stanley Walker, Dudley & Hinerongo Walker)
- Waitaha (Archie Grant)
- Waitaha-a-hei (Maru Tapsell, Tame & Punohu McCausland)

- Paeahi Wanakore
- Jason Downs
- Enok & Ataraita Ngatai
- Carlton Bidois
- Puhirake Ihaka
- Tauranga City Council (Mereina Murray, Dean Flavell)
- WBOPDC (Kylie Willison)
- Bay of Plenty Regional Council (Cr Raewyn Bennett, Bob Tai, Matemoana McDonald)

Housing Affordability Forum

- Christine Ralph (Chair)
- Mark Day
- Jeff Fletcher
- Annie Hill
- Bob Thorne
- Jo Gravit
- Chris Johnstone
- Cr Rich Curach
- Andrew Mead
- Liz Davies
- Don Barnes
- Victoria Kingi
- Cr Terry Molloy
- Cr Larry Baldock

Population Ageing Technical Advisory Group

- Graeme Young (Chair)
- Tony Lawson
- Elizabeth Spellacy
- Anna Thurnell
- Don Barnes
- Annie Hill
- Liz Davies
- Mary Dillon
- Ngaire Kerse
- Lorraine Wilson
- Anne Pankhurst

Social Sector Forum

- Carole Gordon
- Adrienne von Tunzelman
- Jo Gravit
- Mark Bramley
- Mary Stewart
- Sharon Hanna
- Alan Withy
- Trish Ives
- Ash Smart
- Rosalie Crawford
- Rebecca Culliford
- Helen Gould
- Mike Mills
- Tessa McKenzie
- Kathy Webb
- Mary Dillon

Appendix 11. Acknowledgements *(Continued)*

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- Jade Hohaia
- Sue Matthews
- Alan Neilson
- Peter O'Brian
- Roger Philip
- Jean Scoular
- Judith Stein
- Denise Whitehead
- Brian Thomas

Property Developers Forum

- Jeff Fletcher (Chair)
- Aaron Collier
- Albie Mulder
- Andrew Collins
- Bill Miller
- Craig Batchelar
- Bob Clarkson
- Jim Lochhead
- Jason McClintoch
- Peter Cooney
- Grant Downing
- Scott Adams
- Steve Short
- Brian Goldstone
- David Needham
- Petr Koch
- David Page
- Tim McBride
- Colin Kemeys
- Kevin Hill
- Simon Maxwell
- Bob Thorne
- Maru Tapsell
- Mark Maystone
- Brian Schlegel
- Brian Stevenson
- Roku Mihinui

Chief Executives: Advisory Group

- Bill Wasley (Chair)
- Mary-Anne MacLeod (BOPRC)
- Glenn Snelgrove (WBOPDC)
- Garry Poole (TCC)
- Harry Wilson (NZTA)

Implementation Management Group: Management

- Bill Wasley (Chair)
- Christine Jones (TCC)
- Andy Ralph (TCC)
- Andrew Mead (TCC)
- Miriam Taris (WBOPDC)
- Steve Hill (WBOPDC)
- Philip Martelli (WBOPDC)

- Fiona McTavish (BOPRC)
- David Phizacklea (BOPRC)
- James Lowe (BOPRC)
- Jackie Read (BOPRC)
- Richard Hurn (NZTA)
- Robert Brodnax (NZTA)
- Alistair Talbot (NZTA)
- Annie Hill (P1)

SmartGrowth Advice & Support

- Justine Brennan (SmartGrowth Programme Manager)
- Ken Tremaine (SmartGrowth Strategic Advisor)
- Antoine Coffin (SmartGrowth Tu Pakari Advisor)
- Jackie Read (BOPRC)
- Communications: Bruce Fraser, Kathy Webb, Linda Tompson, Kate McCarthy

Research Working Group

- Andy Ralph
- Andrew Mead
- Alistair Talbot
- Annie Hill
- Antoine Coffin
- Christine Jones
- Doug Spittle
- Liz Davies
- Phillip Martelli
- Rachael Davie
- James Lowe
- Martin Buttler
- Lee Jordon
- Ken Tremaine
- Philip King

External Reference Panel

- Brian Pointon
- Craig Batchelar
- Jeff Fletcher
- John Duffy
- Mike Cameron

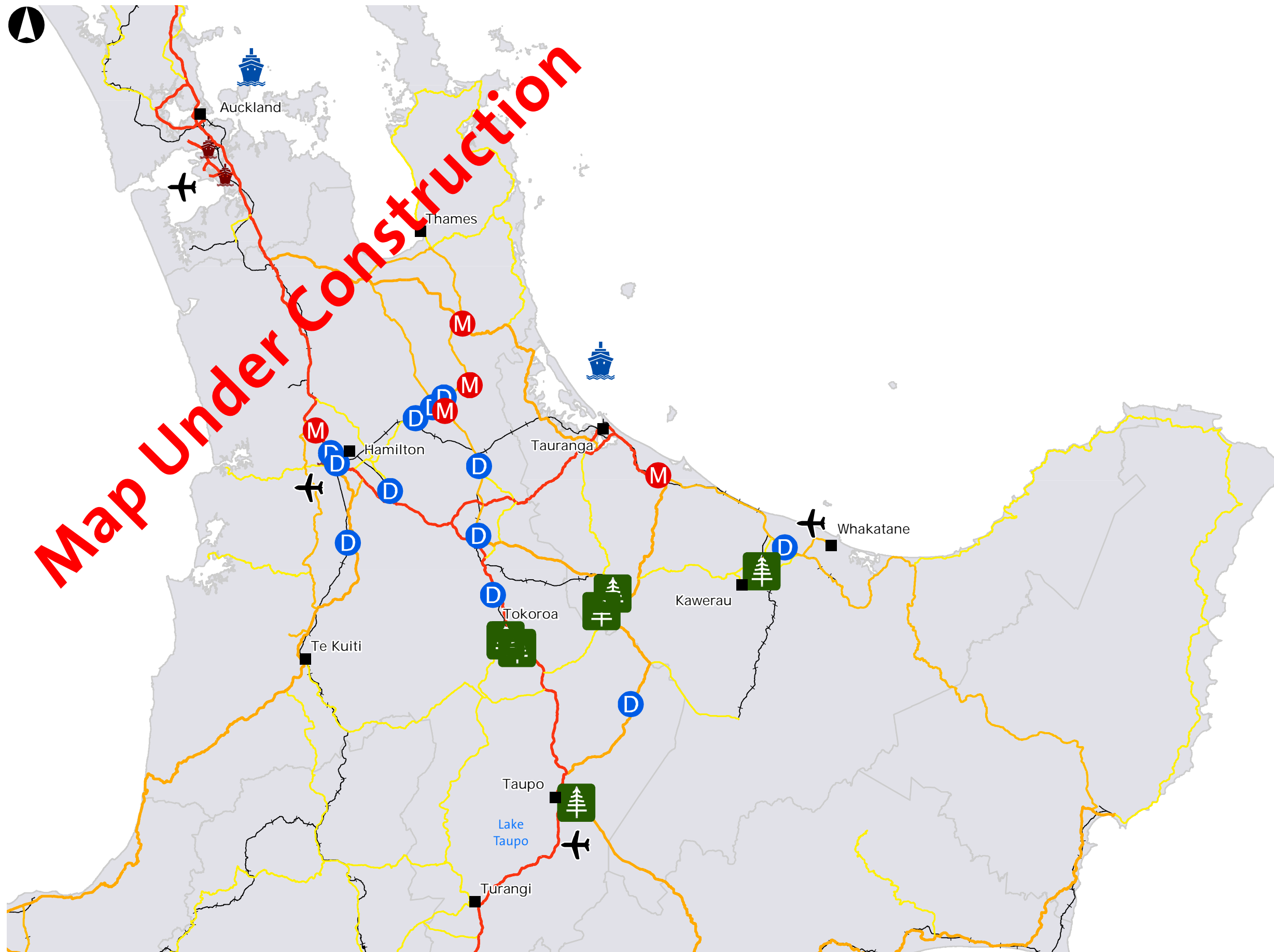
Submitters

SmartGrowth acknowledges the input from all submitters during the process to update the SmartGrowth Strategy.

Document preparation and design:


Thanks to the team at www.devcich.co.nz






Legend

 Kiwifruit

 topo population centres selection

 Major Meat Processing Plants


 Major Dairy Processing Plants


 Airports

Major Wood Processing Plants (pa)

 >100,000m³

Shipping Imports and Exports* (pa)


 2.000000 - 5.000000


 Inland Ports


State Highway Classification

 National Strategic

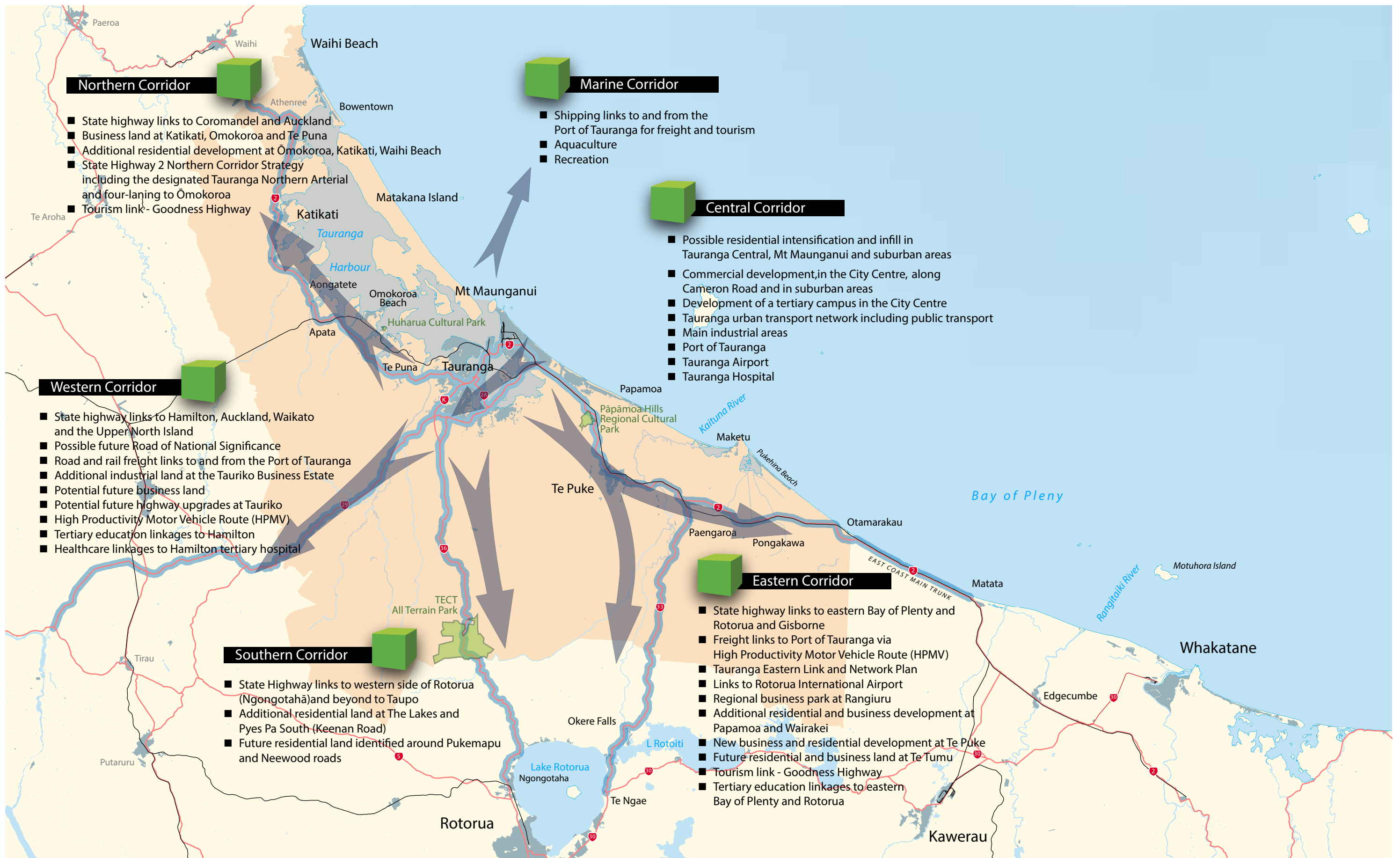
 Regional Strategic

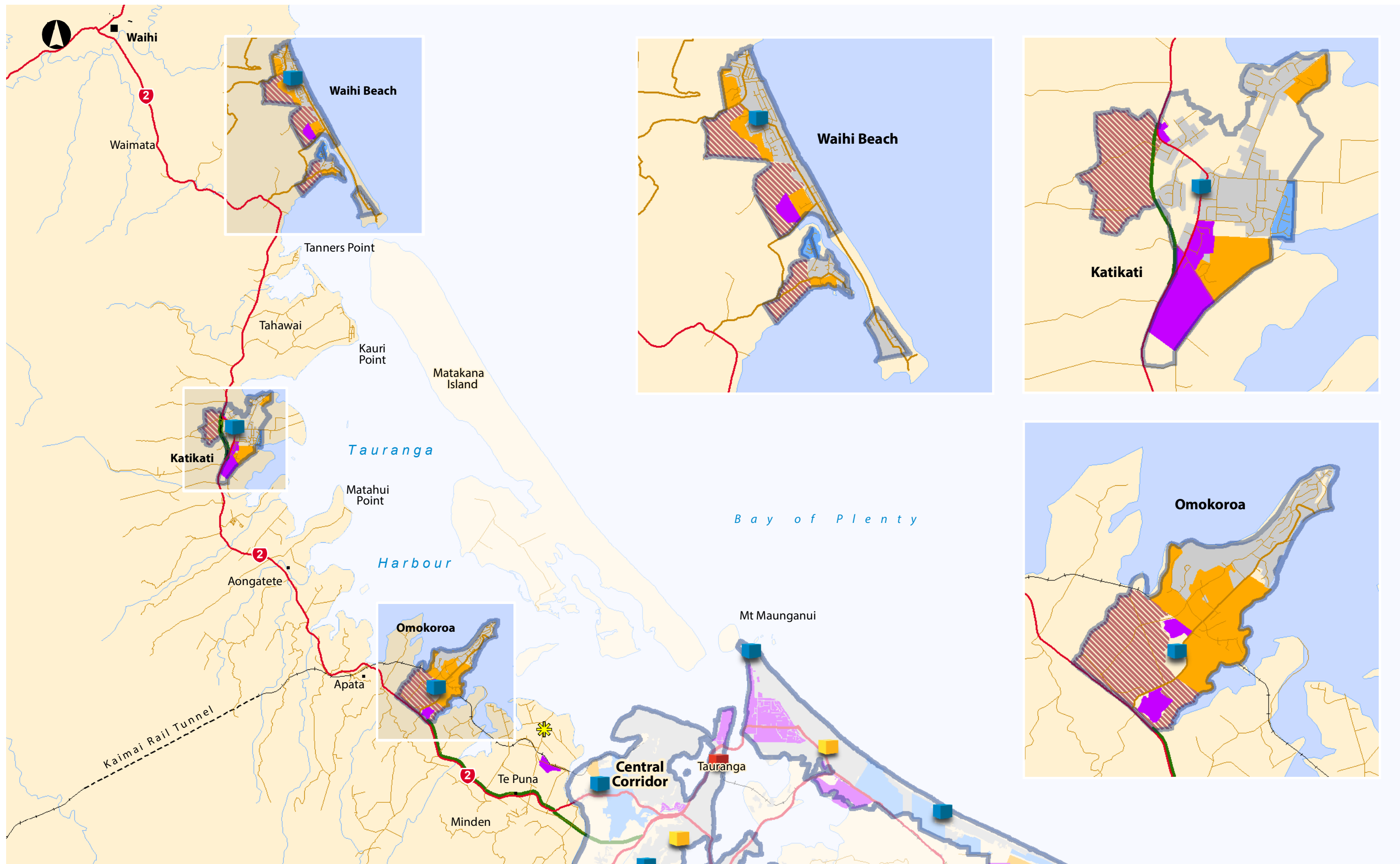
 Regional Connector

 Regional Distributor

 Railway

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Commercial Centres

- City Centre
- Sub-Regional Centre
- Town Centre

Industrial Land

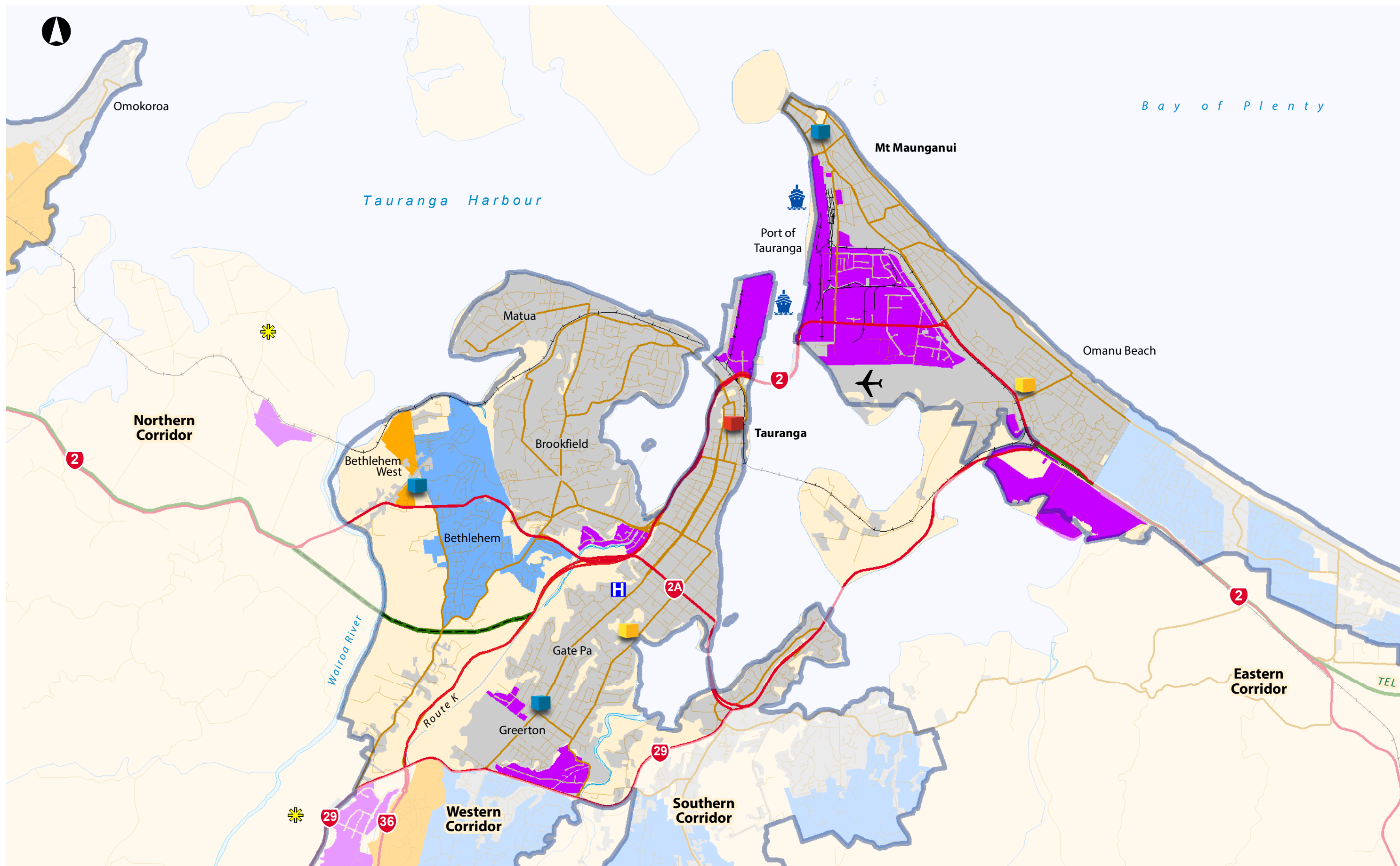
- Current Industrial
- ▨ Identified Future Industrial

Residential Land

- Generation 1
- Generation 2
- Generation 3
- ▨ Generation 4 - Identified Urban Growth Areas
- ✱ Land not currently identified in Settlement Pattern, but subject to Strategic Investigation as per Action 20.B.1

- ▬ Sub-regional Urban Limits
- 2- State Highway
- Road
- ~ River
- Proposed/designated Future Road
- - - Possible/Not designated Future Road
- +— East Coast Main Trunk Railway

Map 4
Northern Corridor



Commercial Centres

- City Centre
- Sub-Regional Centre
- Town Centre

Industrial Land

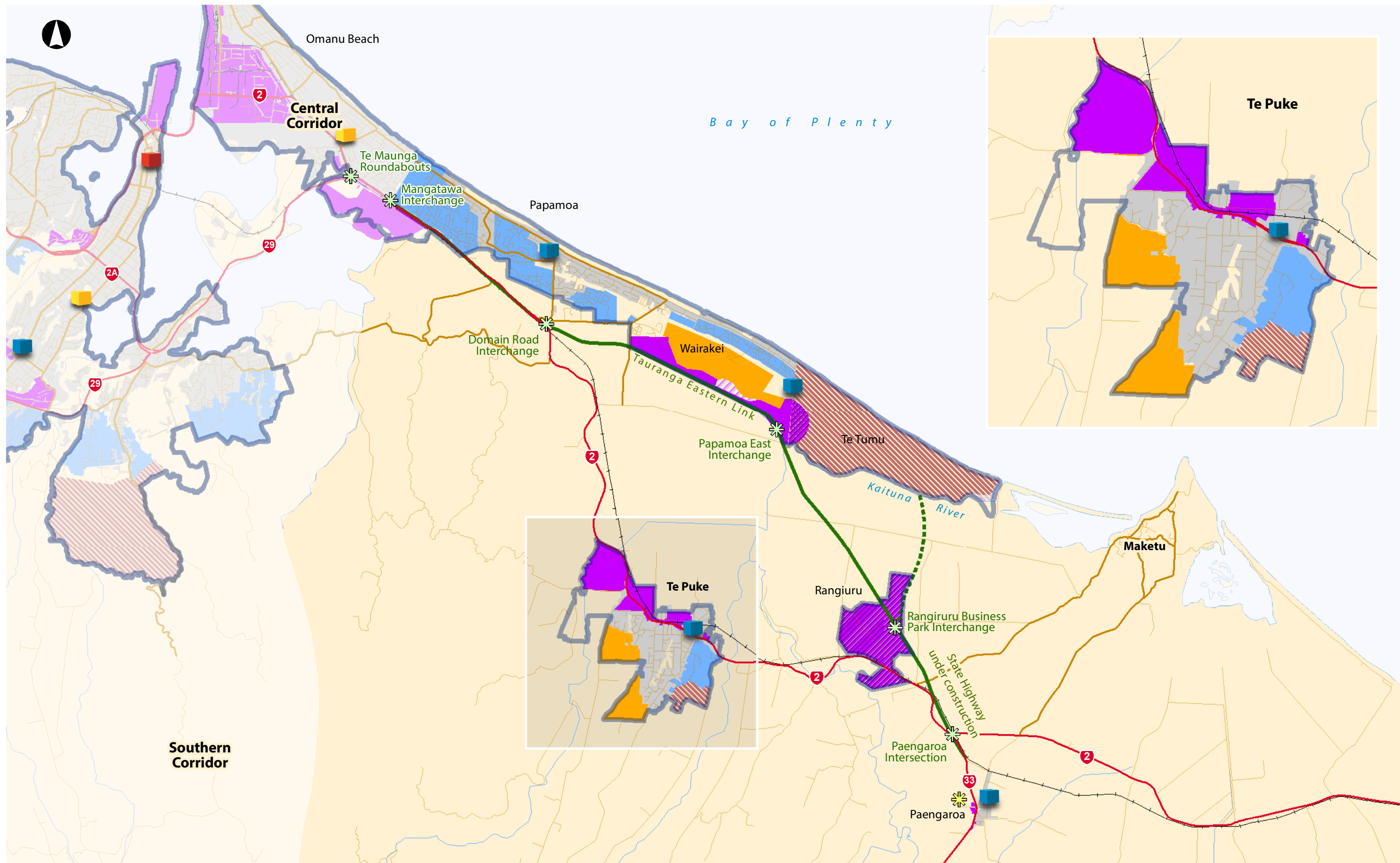
- Current Industrial
- ▨ Identified Future Industrial

Residential Land

- Generation 1
- Generation 2
- Generation 3
- ▨ Generation 4 - Identified Urban Growth Areas
- ✱ Land not currently identified in Settlement Pattern, but subject to Strategic Investigation as per Action 20.B.1

- ⬢ Sub-regional Urban Limits
- 2 — State Highway
- Road
- ~ River
- Proposed/designated Future Road
- - - Possible/Not designated Future Road
- +— East Coast Main Trunk Railway

Map 5
Central Corridor



Commercial Centres

- City Centre
- Sub-Regional Centre
- Town Centre

Industrial Land

- Current Industrial
- Identified Future Industrial

Residential Land

- Generation 1
- Generation 2
- Generation 3
- Generation 4 - Identified Urban Growth Areas
- ✱ Land not currently identified in Settlement Pattern, but subject to Strategic Investigation as per Action 20.B.1



Sub-regional Urban Limits



State Highway



Road (Arterial and Local)



River



Future Interchange



Proposed/designated Future Road

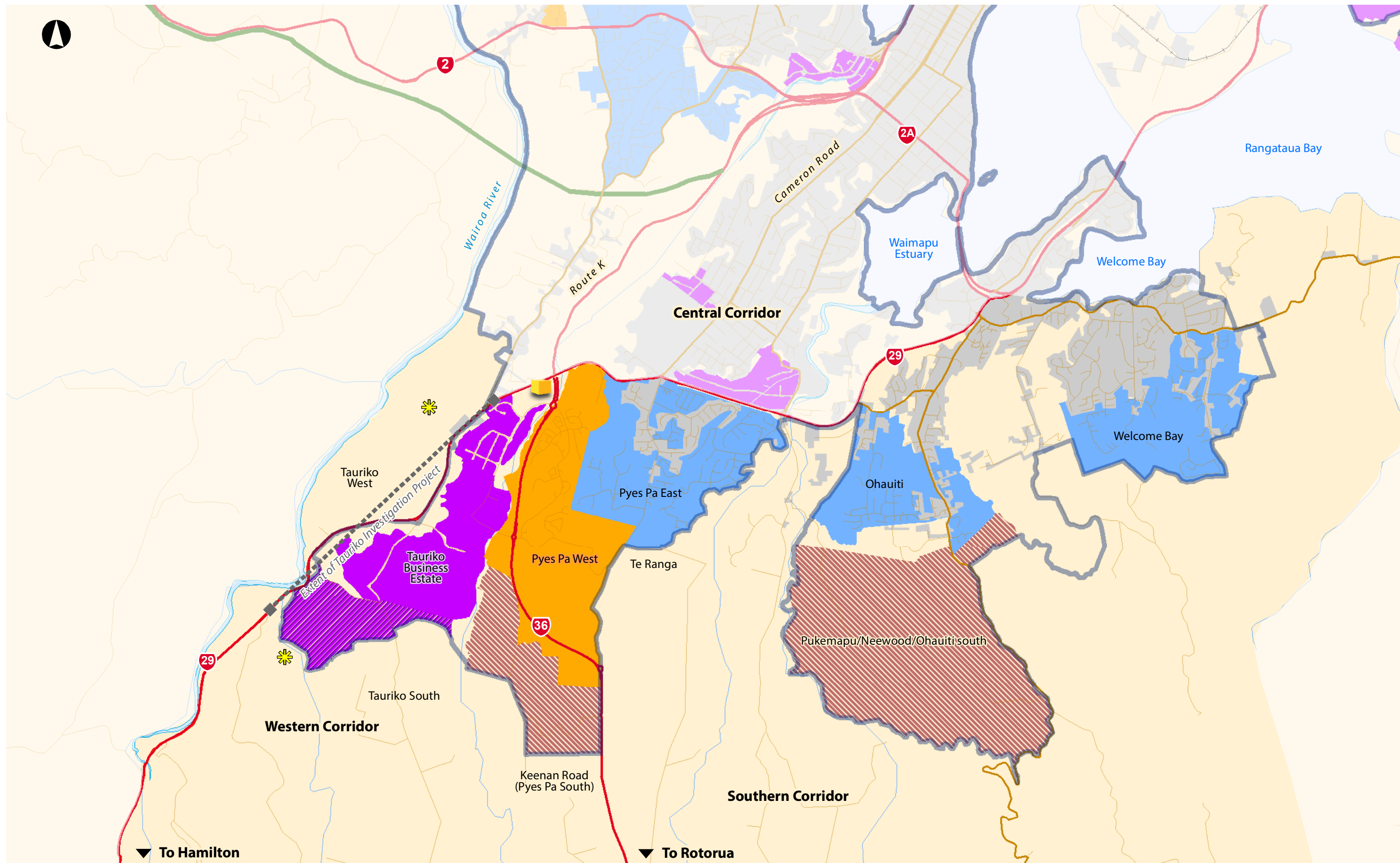


Possible/Not designated Future Road



East Coast Main Trunk Railway

Map 6
Eastern Corridor



Commercial Centres

- City Centre
- Sub-Regional Centre
- Town Centre

Industrial Land

- Current Industrial
- Identified Future Industrial

Residential Land

- Generation 1
- Generation 2
- Generation 3
- Generation 4 - Identified Urban Growth Areas
- Land not currently identified in Settlement Pattern, but subject to Strategic Investigation as per Action 20.B.1

- Sub-regional Urban Limits
- State Highway
- Road
- River
- Proposed/designated Future Road
- Possible/Not designated Future Road
- East Coast Main Trunk Railway

Map 7
Western &
Southern Corridors