

Principles and protocols to enhance and accelerate achievement of urban development and transport-connectivity goals in the Western Bay of Plenty

Report to: Smart Growth Leadership Group

Client: Western Bay of Plenty District Council, Tauranga City Council, Bay of Plenty Regional Council, SmartGrowth Leadership Group

Subject: Principles, protocols and other mechanisms to assist achievement of streamlined transport / urban development decision making

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Executive summary

Transport centre principles and protocols cannot be thought about in isolation from urban development. Nor can a consideration of principles and protocols be narrowed to be a matter for officers to progress alone within a Transport Centre. The need for a 'refreshed' way of working together to resolve Western Bay / Tauranga urban development and transport investment challenges, and to better reflect the changed operating environment, is something for leaders from all sectors to think about.

The issue is at the heart of achieving successful, economically and environmentally efficient and connected 'people-centred' communities in the Western Bay of Plenty sub-region.

While the Western Bay / Tauranga is distinctly different from Auckland, the Auckland Transport Alignment Project (ATAP) provides a useful model for potential application in the Western Bay, with improvements based on the learnings applied in more recent models.

The paper provides more context for the recent SLG 7 September resolutions and also recommends further immediate actions. It calls for more work to be carried out on: strengthening and uniting Western Bay's leadership voice; the design and operation of a model - perhaps to be known as the '*Urban Form and Transport Initiative*'; enriching the relationship with Wellington politicians, NZTA and officials from a range of government departments; better communicating with elected members, mana whenua and communities and; collaboratively developing business cases for those transport projects deserving of deeper NZTA consideration.

Also important is the public / elected member socialisation of a clear narrative or story about the transport / urban development / growth challenges being experienced in the Western Bay and how they are best resolved.

Recommendations

It is recommended that the Strategic Leadership Group (SLG):

1. Notes that this paper provides more context for the recent SLG 7 September resolutions and also recommends further immediate actions.

2. Notes that this paper also provides context for the *Stakeholder Strategies* work to support the forthcoming meeting with NZTA and progress a Ministerial Alliance Model for the Western Bay urban form and transport system.
3. Endorses the design suggestions included in this paper which are as follows:
 - a) Confirm 'Top table' Urban Form and Transport Initiative Reference Group.
 - b) Alignment at the strategy, programme and project level via an 'operating group.'
 - c) Engaging with central government departments and NZTA.
 - d) Communication and engagement actions.

What this paper is about

At the 7 September SLG meeting several urban form and transport resolutions were made to enrich the relationship between the SmartGrowth Leadership Group (SLG), Western Bay elected leaders, Wellington-based political leaders and executives, NZTA, funders, investors and policy makers, mana whenua and others... to achieve a more aligned and committed set of priority Western Bay /Tauranga urban development, growth and transport-connectivity investments.

This paper provides more context for these recent SLG resolutions and recommends further immediate actions.

Previous SmartGrowth papers have referred to the challenge to be explored in this paper as that of defining:

- The architecture underpinning a Transport Centre (Centre of Excellence).
- The politics, principles and protocols to guide better Western Bay transport / urban development decision-making.

Transport is a stand-alone function but, more importantly, it's an 'enabler' to support: preferred sub-regional settlement patterns; attractive and connected communities; a dynamic and growing economy; efficient movement of freight and services etc. Transport cannot, therefore, be thought about in isolation from the tasks it serves. The paper therefore discusses not only transport principles and protocols, it also discusses how these may better serve urban development and growth management goals.

How the paper is structured

The structure of the paper is as follows:

- History and interdependencies.
- Approach to information gathering.
- Changes to the operating environment – context.
- Challenges and opportunities to be addressed – what's the 'problem' statement?
- Options and models for moving forward.
- Principles, protocols and possible future actions.
- Next steps.

History and interdependencies

There's lots of history and lots of interdependencies between the subjects addressed in this paper and the subjects addressed elsewhere and at other times, including those addressed by the SmartGrowth Leadership Group, Priority One, Bay of Connections, each Council etc.

Of most importance is the on-going success of the Smart Growth Programme. It is highly regarded locally, in Wellington and throughout New Zealand. It has provided a respected platform for past hall-mark transport and urban development funding decisions such as investments in the Tauranga Eastern Link. The foundations established by SmartGrowth provide a solid platform for moving forward.

The two key precedent papers were:

- The Local Government Futures Project (2014) which envisaged a 'Transport Centre of Excellence'.
- The papers / power points presented to the 20 June 2018 SmartGrowth Leadership Group (SLG) which noted: opportunities for a more joined-up approach to future transport project planning; more certainty about how projects interact with each other and; more progress on transport projects that best support the settlement / urban growth patterns described in the SmartGrowth Strategy, Future Development Strategy and Tauranga Urban Strategy.

The other key interdependencies are the:

- Sub-regional Transport Story (as addressed in the SmartGrowth agenda of 6 September 2018).
- Government's Policy Statement on Land Transport (GPS, 2018).
- Bay of Plenty Regional Land Transport Plan (2018).
- Tauranga Transport Programme.
- Passenger Transport Blue Print.
- Long Term Plans of Western Bay councils¹.
- The 2018-21 National Land Transport Programme (released on 31 August 2018).
- Government's new housing affordability, infrastructure, funding, urban development and water services initiatives, as recorded in various Cabinet papers (see the additional comments below).

Gathering the information recorded in this paper – our approach

We had conversations with the Mayors / Chair, CEOs and other executive officers from WBOPDC, TCC and the BOPRC. Some local elected members also participated in these conversations. In addition, we talked with Bill Wasley, John Hannah and leading officials from NZTA, DIA, MBIE and LGNZ. These discussions provided the base for a power-point presentation and discussion at the SmartGrowth Leadership Group workshop on 6 September 2018.

At both the earlier meetings and at the meeting with SLG on 6 September, we talked about:

- **Emerging challenges** to be faced in seeking to achieve Western Bay urban development and transport aspirations – including the changes in the Wellington-influenced operating, institutional, funding / financing and policy environment.
- **Priority opportunities** for accelerating agreed interventions / leadership decisions to resolve emerging challenges.
- **Common ground** about the methods for more effectively operating together.
- **Transport centre** principles, protocols² and the fundamental importance of securing linkages between urban development, transport, funding / financing and related matters.

¹ It is of interest to note that all the above documents signal a shift toward multi-model transport systems, however full on-the-ground delivery of these commitments is still unfolding.

² A protocol is a common and agreed means for agents or objects to communicate with each other or an acceptable system of rules or behaviours to deliver approved actions. Once general protocols and principles are agreed, these may be further developed and recorded into structures, relationships, skill sets and funding arrangements.

United Voice: Critical amongst our meetings was a 29 August 2018 'watershed' conversation between the Mayors / Chair and three Western Bay CEOs at which all parties acknowledged the fundamental importance and value of asserting a strong and unified Western Bay sub-regional leadership voice on the priority actions to achieve desired patterns of urban development, increased transport investments and well-functioning Western Bay communities.

The problem we are trying to resolve - challenges and opportunities

The following section of this paper discusses the information we received as part of our conversations with Western Bay / Tauranga leaders and the SmartGrowth Leadership Group.

Fast growing: The sub-region remains one of the fastest growth areas in New Zealand. Daily traffic volume in Tauranga has increased by 8% per annum. This growth is putting pressure / causing congestion within the sub-region's transport system and is affecting transit times, reliability, the environment, the supply of affordable housing, safety and the efficient operation of the sub-regional economy.

Unique urban development pattern: The Western Bay has a somewhat unique multi-centric urban development pattern. This pattern has been influenced by:

- Urban development through conversion of 'green-fields' rural land and the intensification of brown-field sites³, guided by the SmartGrowth Strategy.
- Connectivity dependencies largely anchored in the State Highway network (SH2, SH29A).
- Topographical constraints which limit transport corridor and urban development options.
- Connectivity and commute patterns reflecting a complex matrix of school, employment, services and recreation demands.

Many of those we spoke to earlier emphasised the fundamental importance of freight access to the Port of Tauranga, to the success of the local, regional and national economies.

Challenges: Apart from the need for a unified and strong Western Bay leadership voice, other questions / challenges posted as part of the conversations we had with Western Bay leaders and the SmartGrowth Leadership Group included the following:

- **Intensification / brown-field sites:** Is there universal sub-regional commitment to central Tauranga intensification? Are the SmartGrowth Future Development Strategy / Tauranga Urban Strategy moving fast enough? Is there scope for intensification within other urban nodes? Is there enough investor certainty to bring private sector funding to the intensification table – what more could / should be done to secure this investor interest?⁴ Do councillors and the community understand the risks and issues to be found in achieving intensification / Tauranga Urban Strategy strategic objectives? What further interventions are required to achieve these agreed strategic objectives?
- **Growth areas:** Are all the proposed new growth areas strongly supported by everyone – are they receiving the right attention / are the constraining issues being resolved?

³ Brownfields 'intensification' developments are sometimes difficult to secure because of 'community push-back' and, in Tauranga's case – concerns about flooding. A long-game commitment to the vision, objectives and implementation of the Tauranga Urban Strategy is required. This will deliver the benefits associated with multi-modal transport and the cohesion that comes from a dynamic city centre.

⁴ What drives investor interest in intensification is mostly centred in the ability to make a bankable profit. This 'bankable profit' objective may not be currently clearly apparent. We would suggest there is a need to persevere with the intensification framework so that when the market conditions are right, everything is ready to go. In the short term that may only be in certain locations, i.e. locations with views and high amenity. We note this is unlikely to be at the 'affordable' end of the market, unless supported by government programmes such as Kiwi-Build.

- **Funding and financing:** Are the relevant parties aligned around infrastructure investment priorities? Is there alignment around the 'best' sources of funding and financing for critical infrastructure and service development?
- **Alignment:** Are urban development, infrastructure investments and transport planning proposals sufficiently aligned with changing demographic, technological developments and the voice and ambitions of mana whenua – both strategically and operationally?
- **SmartGrowth:** Are all TCC, BOPDC and BOPRC elected members councillors sufficiently informed about the decisions made by the SmartGrowth Leadership Group? Is the right 'high-level' of collaborative support and governance being exercised over SmartGrowth and transport decisions? Do individual partners keep the SmartGrowth partnership appropriately informed of individual initiatives and thinking that could impact or be of relevance to the partnership?
- **Communicating the transport planning / urban development story:** Does the community understand the sub-regional transport / urban development challenges to be addressed in the Western Bay and support the proposed solutions?
- **Partnering with Central Government:** Is the partnership relationship between Western Bay councils and NZTA, MBIE, Treasury etc. as strong as it should / could be?
- **New service and development arrangements:** Has enough work been done to understand and assess the opportunities / constraints that may arise from an Urban Development Authority (UDA) or from the new arrangements for the delivery of water services etc., and from new funding and financing instruments?
- **Transport Centre:** Is the proposal to establish a transport centre putting the 'cart before the horse' (form before clarity about the functions / objectives to be carried out at the Centre) – are we clear about the challenge to be resolved via the establishment of this Centre? Are we clear about the scope of the functions to be performed?
- **Port of Tauranga:** Has enough thought been given to the economic importance of the Port (regionally and nationally) and the focus need on methods for securing future free-flowing freight access (road and rail) to the Port – particularly given the demands of emerging expanded kiwi-fruit and water bottling transport operations?
- **Growth Cities:** Is the Western Bay / Tauranga area getting the attention it deserves from central government when compared to the four other growth cities in New Zealand?
- **Other challenges...**

Opportunities: Our earlier conversations also gave rise to wide-spread acknowledgement that past patterns of transport investment and reliance on green-field urban development may not be sustainable – they certainly have become more difficult to achieve under the terms of the new GPS i.e. 'business as usual' approaches will not suffice. New opportunities abound.

- **Faster decision making:** Timely decisions, in the sense of '*making urban development, transport and investment decision-making happen more quickly,*' were viewed as being needed.
- **Urban intensification:** Faster urban intensification / brown-field development may be appropriate at some locations⁵ - potentially by making use of the new funding and streamlined / property amalgamation powers to be bestowed on Urban Development Authorities.
- **Mode neutral:** Provision and use of alternative travel modes will need to be accelerated.
- **Freight and Port:** Prioritised freight efficiency improvements must be high on the list of new investments.

⁵ Given the short-term market challenges associated with brownfields developments, a parallel Western Bay strategy of green-fields and brownfields needs to be retained. Both green-fields and brownfields developments must both remain part of the mix – with site-specific transport investments being implemented to reflect the needs of these different types of development. Central government need to be made aware of this. Otherwise there is the likelihood that land supply will shrink further, and housing affordability will sky rocket.

- **Access to housing and employment:** Improved access to affordable housing and better access to those locations offering employment opportunities may need more attention.

Urban development / transport operating environment - context

The above thoughts are both a reflection and a consequence of the advent of the new coalition government. The new government has given rise to fundamental changes in Wellington-based people, policies and institutions, including:

- New Ministers with new agendas.
- New CEOs working within new business units.
- Changes at NZTA with a new Chair (Michael Stiasny) and new ways of engaging with local government.
- An intent to explore new local government funding and financing instruments (Productivity Commission; Treasury).
- The possibility of a new way of delivering water services.
- New central / local government partnership models.

The biggest and most impactful current change in the operating environment is that arising from the new GPS on transport. This moves away from a focus on funding new State Highways and Roads of National Significance (capacity improvements) and gives emphasis toward:

- Balanced investment across social, economic, environmental, resilience and economic outcomes.
- Mode neutrality, safety and the integration of land use planning and transport investment - to create more liveable communities, with better use of technology.

The National Land Transport Programme 2018-21 was required to reflect the new GPS. It was released on Friday 31 August 2018. The region received \$853 million. Western Bay investment highlights were:

- SH2 Waihi to Omokoroa safety improvements.
- SH2 Ohope to Opotoki safety improvements.
- Western Bay new public transport access programme.
- Business case for Tauranga urban cycle programme.
- Development of Tauranga's urban transport safety programme.
- Tauriko Network Plan.

It appears the Tauranga Northern Link, Katikati bypass, Omokoroa intersection, Pairere to Tauriko upgrade and the Tauranga Programme Business Case may not have satisfied all the directions set out in the new GPS.

This implies that to be funded, these projects may need to be reassessed with a stronger focus on their contribution to safety, housing access, multi-model / mode neutral objectives, access to jobs etc. and resilience objectives – alongside the contribution they may make to overcoming capacity and congestion constraints.

A special Western Bay / Tauranga urban form and transport model

With the above challenges and opportunities in mind, we would suggest a valid case exists for a special Western Bay / Tauranga model to be developed. This should be founded in partnership principles and protocols which bind and expedite the transport, urban development and investment decision-making processes of Government Ministers, central government departments, NZTA and other agencies, together with Western Bay District Council, Tauranga City Council, Bay of

Plenty Regional Council, tangata whenua / mana whenua, the SmartGrowth Leadership Group and other Bay of Plenty leadership groups such as Bay of Connections and Priority One.

To call this change a refresh is open for debate...but there is no question that, to take advantage of the changed operating environment, what's required is: enriched relationships / partnership approaches, improved clarity of roles and a more joined-up central / local approach to strategic thinking, solution seeking, business case development and project management across urban development, transport and funding / financing matters.

This is critical for the achievement of employment growth, economic efficiency, community cohesion, climate change management, resilience and housing affordability outcomes.

The achievement of these outcomes will be strongly influenced by the timely provision of the 'right' mode-neutral transport services and the right type and location of urban development⁶ supported by the right investment / funding (central, regional, local, special purpose, developer etc).

Enhancing Western Bay / Tauranga transport and urban development decision making – options

As noted above, the overriding **challenge to be resolved** is the identification of the interventions required to enrich decision-maker and community alignment and to more rapidly deliver priority Western Bay / Tauranga urban development and transport-connectivity investments.

Reject option: The first point to re-emphasise is the widespread view expressed to us that divorcing transport considerations from urban development investment considerations would be a mistake. We therefore regard it as inappropriate to simply focus thinking on a 'transport centre'.

Fully integrated option: At the same time, it's plain that moving too quickly to morph all urban development governance, planning, investment funding and operations into all equal aspects of transport planning, funding and delivery, possibly within a single co-located entity, may be biting off too much, too soon, with significant risk posed to the on-going, incrementally unfolding current good work arising from established arrangements.

Aligned programmes and people: Most parties we talked to, as part of the process of preparing this paper, favoured adoption of partnerships and programmes to co-develop urban development and transport solutions, rather than physical co-location. Multi-level application of agreed protocols and principles, and the refinement of 'top table' arrangements was the preferred immediate step.

This is an '**alliance model**' mirroring that often applied to stand-alone urban development and / or transport projects. It also mirrors various current and emerging, well-branded and successful partnership programmes established in other New Zealand regions such as the: 'Auckland Transport Alliance Project (ATAP); the 'Let's Get Wellington Moving' programme; the 'Queenstown Partnership' approach; the Auckland Policy Office (integrated provision of central government departmental policy advice in one 'house'); the Northland Transport Hub; and the emerging

⁶ Imagine, for example, what a rapid rail system between Auckland, Hamilton and Tauranga might achieve for access to affordable housing and employment opportunities? While this may be viewed as 'long-game' consideration – with some downsides as well as upsides, now may be the right time to anticipate the opportunities such a development scenario presents and to begin the task of managing the negative consequences.

initiatives to achieve best spatial planning and connectivity solutions in the Auckland to Hamilton Corridor.

Elements of the ATAP model provide a good guide to that which may be suited to the Western Bay. This alliance:

- Sets out a **strategic approach** to the development of Auckland's transport system for application over 30 years, including the promise of an indicative \$30 billion **investment package** for the 10 years from 2018.⁷
- Is designed to record **aligned investment priorities** to deliver the best transport, urban development and investment outcomes for Auckland and New Zealand.
- Identifies the four **critical challenges** to be addressed from priority investment decision making:
 - Achieving a faster rate of **housing growth**.
 - Addressing questions of '**access to jobs**' by persons living in the West and South.
 - Overcoming **congestion** on the motorway and arterials and the effect of this on the efficient movement of **freight** and services.
 - Increasing public transport **mode share**, particularly in high volume congested corridors.
- Was refreshed in 2018 to give greater weight to the:
 - Use of the **rapid transit network** to unlock housing and urban development opportunities.
 - Encourage **safe cycling and walking**.
 - Deliver improvements in **health, safety, the environment and access** including for those who are less able.
 - Deliver **value-for-money** projects, including consideration of non-monetary costs and benefits.
- Is guided and **signed-off by the Ministers** of Transport and Finance, the Mayor, Deputy Mayor and the Auckland City Planning Committee Chair.
- Is **led by** the Secretary of Transport and the CEO of Auckland City Council.
- Is **governed** by the CEOs of relevant government departments, Auckland Council, NZTA, Auckland Transport and KiwiRail.
- Is supported by a senior level **Working Group** consisting of officials from relevant government departments, the Auckland Council, NZTA and transport providers.
- Is bound by an agreement that all parties will '**participate in good faith**' and will only release **information by agreement** or in accordance with statutory duties.

The more recent Auckland / Hamilton Corridor model has built upon the lessons from ATAP to provide more focus, than in ATAP, on monitoring, future proofing, constant improvement and most importantly - partnership arrangements for joint strategic thinking (including with education and health agencies). The expected outcome is expedited development, funding and implementation of business cases for agreed priority / critical projects. These Auckland / Hamilton learnings should be taken aboard as part of the process of designing a Western Bay / Tauranga approach.

Urban development and transport Initiative – principles, protocols and possible future actions

The above thoughts lend support to establishing a unique new model for resolving Western Bay / Tauranga urban development and transport challenges - perhaps called the '*Urban Development and Transport Initiative*'.

⁷ All parties are aligned to this indicative budget – and thereby, all parties have certainty about stream-lined and programmed access to defined funding / financing streams.

The **purpose** of this 'Initiative' would be...

...to develop stronger and more aligned partnerships between central, regional and local government, NZTA and other agencies like SmartGrowth...

...to co-design preferred urban development and transport solutions ...

...and to reach agreement on the priority of preferred programmes and projects, with joint funding commitments...

...to accelerate achievement of the goals described within the SmartGrowth Strategy.

To deliver on this 'purpose' statement, agreement would need to be reached on the following 'straw-person' design elements:

- **Top Table:** Terms of reference for the 'united voice' decisions of a 'top table' of elected leaders and decision makers.
- **Alignment / operating group:** The operating protocols, leadership and resourcing arrangements for the 'operations house' charged with responsibility for co-design of an integrated programme of agreed priority urban development, transport and funding / financing projects and arrangements.
- **Engaging with central government and NZTA:** Sharing the challenge and co-designing the solutions alongside the Wellington central government departmental and NZTA people responsible for the emergent new policies and tools.
- **Communication and engagement:** Enrolling the community in urban growth challenges and solutions and providing more opportunities to inform and be informed by councillors.

Some design suggestions on each of these elements follow.

Top Table

- **Purpose:** Achieve a strong and aligned governance voice (with trust, respect and confidence) by formalising transport / urban development / funding -financing 'top table' arrangements, possibly including the following:
 - **Composition:** Minister of Transport or proxy, Mayors, Chair and iwi, Smart Growth Chair with CEOs in support.
 - **Resourcing and support:** Supplied by CEOs.
 - **Agenda:** High level discussions and decisions on programs, progress / critical challenges / dependencies.
 - **Subject specific matters:** Regular reporting / consultation with Bay of Connections; Urban Development and Transport Initiative 'operative group' (see below); SmartGrowth; Priority One etc.

Alignment at the strategy, programme and project level - the 'operations house or group'

- **Management and delivery:** Establish a transport and urban development strategy / management / servicing / delivery 'operative group' made up of senior council officers and executive officers from NZTA, SmartGrowth and other organisations.
- **Integrate existing advisory groups:** Consider how to best integrate / deliver the advice and transport / urban development analysis currently developed by the SmartGrowth

team and the Regional Investors Oversight Group (RIOG), CEAG, TIG and by all other urban development / transport officers / officials⁸.

- **Transport priorities:** Consider what it would take to put into effect actions to turn the business cases which did not receive confirmed funding in the 31 August 2018 NLTP, into 'GPS-friendly' opportunities for reconsideration by the Board of NZTA before Christmas.
- **Joint resolution of the seven priority transport issues:** Reach agreement about how to progress the 'transport system' challenges identified in the Stock-take exercise discussed by the SmartGrowth Leadership Group on 6 September:
 1. Aligning and integrating the strategic picture.
 2. Preparing a network system masterplan.
 3. Identifying, assessing and resolving project risks.
 4. Community communication & engagement particularly around mode shift.
 5. Monitoring & review arrangements and streamlined actions to resolve blockages.
 6. Stream-lined option and business case development.
 7. Assessment of funding options and development of an agreed Funding Plan / sub-regional infrastructure / urban development investment strategy⁹.
- **Other priority considerations:** Underpin the 'operative group' with general officer / official commitment to an integrated / collaborative approach to the Western Bays / Tauranga urban development and transport challenges by, for example:
 - Inviting NZTA to stream-line and provide more resources for joint business case development and decision-making processes.
 - Adopting processes that accelerate / secure access to necessary or new investment funding / financing tools.
- **'Point person':** Consider the merit of appointment of a very senior and experienced transport and urban development executive, on a cost-share arrangement between Western Bay councils, MBIE and NZTA / MOT, to be the 'glue' person to make the above suggested arrangements work.
- **SmartGrowth:** Build on the strengths of SmartGrowth but find ways to more fully integrate its strategic direction, relationship management, technical, communications skills and roles with those in the transport, council planning and government sectors.
- **Unintended consequences:** Refine the design of the detail of 'straw-person' model described above to ensure the 'Initiative' doesn't slow down implementation by creating another layer of unwanted decision making.¹⁰
- **Other priorities** (with a focus on urban development):
 - Reconfirm preferred **SmartGrowth urban-node development priorities.**

⁸ Smart Growth currently has a Technical Implementation Group (TIG). This has a focus on growth, urban development and the Future Development Strategy but not on the transportation aspect. It reports to SGLC. The RIOG is essentially a transportation version of that group. The TIG could potentially be re-scoped and resourced-up to become the back-bone of Urban Development and Transport Initiative with reporting to the 'top table'.

⁹ This implies adoption of an 'open-mind' to the idea of preparing a sub-regional urban-development / infrastructure investment strategy as a means of exploring the best funding and financing source for each infrastructure, transport, urban development and amenity need (best 'fit-for-purpose', best value / best interest-rate cost etc.).

¹⁰ The solution to this challenge is in clearly defining the 'added-value' role of the Initiative and by 'designing out' any negative consequences.

- Consider opportunities / actions to **accelerate the Future Development Strategy / Tauranga Urban Strategy** and other urban centre intensification opportunities.
- Consider the opportunities and challenges that may be presented by establishing an **Urban Development Authority** and or new water service delivery agency arrangement in the Western Bay.

Engaging with central government departments and NZTA

- **Senior officials:** Invite the CEO or equivalent from all government departments with an interest in the success of the Western Bay / Tauranga, together with related agencies, to attend a workshop(s) or meetings in the Western Bay to:
 - Discuss the 'unique' urban development / transport challenges facing the Western Bay.
 - Offer a view about the design of a solutions-focused model to resolve Western Bay / Tauranga transport and urban development challenges.
 - Share information about their various funding and urban growth agenda initiatives currently under development in Wellington or applied elsewhere, including Government's Urban Development Agenda.
- **Chair and CEO of NZTA:** Use the upcoming regional presence of the Board and executive staff from NZTA to convene a meeting (25 September) to discuss emergent thinking about how to resolve the critical and somewhat unique growth and transport challenges faced in the Western Bay / Tauranga.

Communication and engagement

- **Elected members:** If it is not implemented already, establish transport / urban development / SmartGrowth as a regular bring-up item on relevant Council meeting agenda. Use this 'bring-up' opportunity to inform, align and achieve a united voice on priority urban development and transport projects and related funding / financing opportunities.
- **Communities:** Further develop and widely socialise the 'Sub-Regional Transport Statement' as the 'story' to describe the urban development and transport challenge being addressed in the Western Bay / Tauranga. Develop and apply a fully-fleshed communication strategy to leverage understanding and endorsement of the key messages contained in this Statement.

Next steps

Things aren't broken – but they do require a 'refresh' to reflect the: changing political environment; the new GPS; the increasing pace of growth in transport demands; changing community aspirations; and the unique urban design and demography of the Western Bay sub-region.

A refined plan should be brought back to Council tables and the SmartGrowth Leadership Group describing the preferred institutional and process arrangements to:

- Enrich the relationship between Western Bay elected leaders, the SmartGrowth Leadership Group (SLG), mana whenua, Wellington-based political leaders, NZTA, central government executives, and others
- Accelerate achievement of a more aligned and committed set of priority Western Bay urban development, growth and transport-connectivity and infrastructure investments.