



Social Sector Forum Meeting

Agenda

Thursday 23rd June 2016

School House, Historic Village

11:30am – 2:00pm

1. Apologies
2. Previous Minutes and Matters arising (**Paper A**)- (attached to the minutes is the Smart Inventory project presentation given at the meeting)
3. Discussion – Compact City (**Michael Tucker's paper – Paper B**)
4. Discussion and Confirmation of Social Sector Forum Positioning Paper (**Paper C**) Note: The draft Paper will be circulated to you on Monday 20th.
 - Forum Feedback to SGIC – Combined Fora Hui
5. SocialLink/Smart Inventory Update – Sharon Hanna (**Smart Inventory Flyer – Paper D**)
6. SmartGrowth Actions and other Forum updates – Karen Summerhays (Verbal update)
 - Forum membership refresh and election of Chair (November)
7. General Business

Note: There will be a 15 minute lunch break at approximately 12:45pm

Paper A

SmartGrowth Social Sector Forum Meeting Thursday 28th April 2016 The School House, Historic Village, 17th Avenue

Present	Carole Gordon(Chair), Karen Summerhays, Mary Dillon, Kathy Webb, Jo Gravit, Rebecca Culliford, Peter Malcolm, Beth Bowden, Theo Ursum, Michelle Adams, Karen Williams, Meagan Holmes, Philip King, Sharon Hanna, Lloyd Davies, Ewa Fenn	
Apologies	Irene Walker, Alan Neilson	
Previous minutes and matters arising	Discussion	<ul style="list-style-type: none"> CG Welcomed Karen Williams from Imagine Better. Karen replaces Jenny Dawber from Local Area Coordination. Philip King (General Manager Community Services TCC) was also welcomed to the meeting. KS introduced Megan Rumble, new to the SmartGrowth Coordinator role. Concerns were raised around the minutes – going forward minutes need to be a general summary of the discussions held and points raised as well as non-identifying. Previous minutes approved with 2 amendments to be made made - MR 03/05/16. PM apologised for not completing action from previous minutes –unaware of action. MH updated the forum on further developments regarding the community hub. Still on track for completion beginning July 2017. Land sale was approved beginning of March. No idea as yet when excavation is due to start. CG passed Symposium document around for the group to view.
	Action	
Progress on 9A3 Action <ul style="list-style-type: none"> SocialLink Report and Updated Proposal Smart Inventory - Social SGIC Report 	Discussion	<ul style="list-style-type: none"> SH provided an overview on the SocialLink report and Proposal. Currently at the data collection phase – Questionnaire is being developed. Will be face to face analysis. A point was raised around how the data will be kept up to date – will be able to be self-updated and can be triggered through engagement with SocialLink and formally every 3 years. Current costing is \$62,000 covering the data collection. Points were raised around how will new agencies and agencies dropping out be captured? How will progress be measured? Covered in the 3 yearly formal update Does there need to be a project manager to ensure kept appropriate? SH confirmed this will be her role as GM to ensure kept relevant. Yet to confirm Data Presentation Partner but will need to be able to deliver nationally as that is important to central government agencies.

		<ul style="list-style-type: none"> The data is to be held in community ownership (via Socialink) but the IP regarding the format and dashboards will be the property of the developer. KS provided an overview to the forum on the 9A3 Smart Inventory. PK advised that this is really important with what is happening in the city. He is fully behind the work of SmartGrowth. It is critical to understand how we (Philip and team) can add value and our role in this. CG agreed. KS went over funding process as requested by CG. Recommendation: SSF appoints two representatives to the reference group role in an advisory capacity. TU and KW to represent. BB moved, LD seconded. The Forum fully endorsed the work of 9A3 with no matters arising. Discussion was had regarding the current influences the social sector is operating in and the likely changes to take place in the near future
	Action	<ul style="list-style-type: none"> Think piece to be prepared by Socialink around the environment in which the Social Sector operates.
Equity report – Beth Bowden and Peter Malcolm	Discussion	<ul style="list-style-type: none"> BB Provided an update on the SSF Compacting the City Positioning Paper and acknowledged RC contribution. CG thanks BB, PM and RC for this work.
	Action	<ul style="list-style-type: none"> BB to circulate paper for feedback from the forum. Feedback back to BB by 12th May 2016. Compacting the City paper to become positioning paper to inform SPR and be formally presented to SGIC. KS to send headings. Executive summary needs to be included.
Building Community – Forum input to Settlement Pattern <ul style="list-style-type: none"> Discussion on current social issues housing, social and economic inequality, population 	Discussion	<ul style="list-style-type: none"> The question was asked how the forum best sees the Compacting the City paper fitting into the Settlement Review timetable. New philosophical approach to be made. Really important to say how we can engage. Look at timeframe. SSF forum want to take part in the whole process and be included in the scene setting phase as well KS: There is opportunity for implementation group. Opportunity for social infrastructure expert to look at the technical areas.

<p>ageing and relativity to SmartGrowth planning processes</p> <ul style="list-style-type: none"> • Settlement Pattern Process Progress Summary • Social Infrastructure and Place making input Settlement Pattern process 		<ul style="list-style-type: none"> • Discussion was had around Te Tumu – it was noted that with new developments there was a need to ensure everything is covered community wise e.g. Health, Education. Compact city huge amount of opportunity. • It was advised the forum has a role in educating the general public around intensification. • Discussion was had around Socialink hosting a wider sector event with SmartGrowth providing resources and assisting in facilitating the event.
	Action	MD, JG, KW and CG to work on Socialink event. SG to assist with resources.
Update from the other forums and SG actions		<ul style="list-style-type: none"> • KS provided an update on each of the other forums to the group pointing out that it is important to join people up. • New forum – Social Infrastructure Providers – is being considered. This forum will be made up of Organisations that provide ‘hard’ social infrastructure (e.g. Police, Ambulance, Councils, Education, Health, Churches, Fire, Property developers) with the initial intent to inform the spatial plan of Te Tumu. • Discussion was had around SSF place on Social Infrastructure forum.
General Business	Discussion	<ul style="list-style-type: none"> • Think piece. • Event with Socialink – wider sector. • Forum wants to engage in settlement pattern.
Closed 2.12pm		

Next Meeting: Thursday 23rd June 2016, The School House, Historic Village, 11.30-2.00pm

OUTSTANDING ACTION POINTS
Social Sector Forum

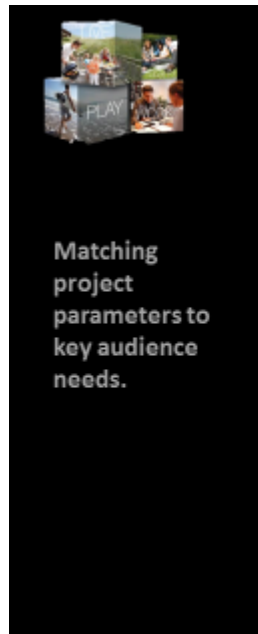
Item No.	Meeting	Action
1.	April	<ul style="list-style-type: none"> Think piece to be prepared by Socialink around the environment in which the Social Sector operates.
2.	April	<ul style="list-style-type: none"> BB to circulate Compacting the City paper for feedback from the forum. Feedback back to BB by 12th May 2016. Compacting the City paper to become positioning paper to inform SPR and be formally presented to SGIC. KS to send headings. Executive summary needs to be included.
3.	April	<ul style="list-style-type: none"> MD, JG, KW and CG to work on Socialink event. SG to assist with resources.

SmartInventory – Social | OBJECTIVE

The SmartGrowth Strategy 2013
- Action 9A3, part b):

*Build on existing social services
mapping to inform future work
on improving long term
sustainable outcomes.*





SmartInventory – Social | AUDIENCES & BENEFITS

➤ **The Social Sector** - Organisational self-reflection

Identifying:

- gaps and overlaps in service areas
- funding fit with enablers strategic directions
- what part they play in the social fabric of the western Bay of Plenty

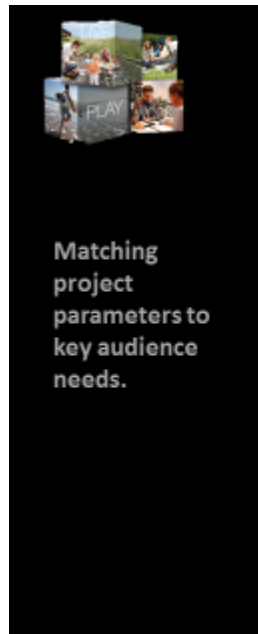
➤ **The Enablers** - Local & Central Government and funders

Identifying:

- gaps and overlaps in service areas
- project fit with strategic directions and funding criteria

Minimise the proliferation of pilots and duplication

Provide insight to the part of the sector they don't directly resource



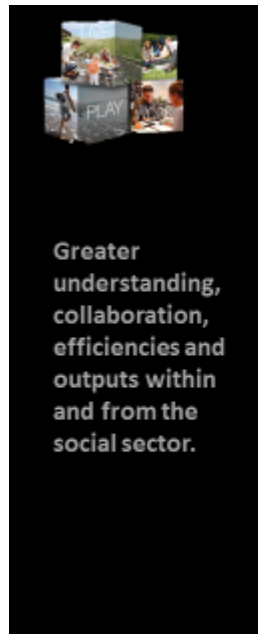
SmartInventory – Social | **AUDIENCES & BENEFITS**

➤ **SmartGrowth**

- Identify change within the social sector
- see resilience being built in the sector
- provide a strong platform for future collaboration
- monitor progress on SmartGrowth actions
- utilise the information to attract resources to the sub region

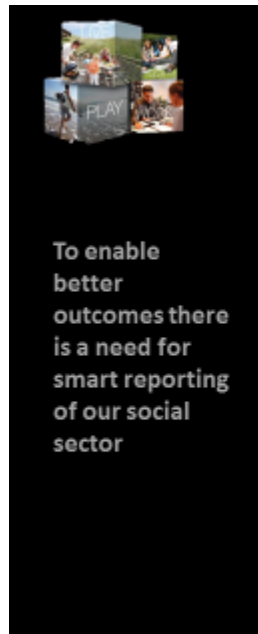
➤ **The Public**

- Access to the smart map and 'mashable' dashboards



SmartInventory – Social | STRATEGY

- **Inventory** of the social sector organisations in western BOP for better understanding
- **Identify** shared objectives, resources, overlaps and gaps
- **Enable** collaboration to build a strong and sustainable sector out into the future



SmartInventory – Social | PROJECT TACTICS

➤ Data Collection

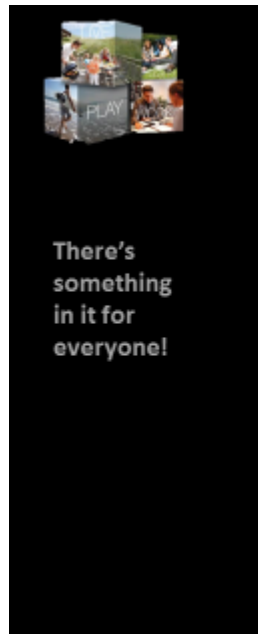
- Face to face interviews for relationship building, community empowerment model,, community owned data

➤ Data Repository

- Generic format, easy to update, held in a data warehouse

➤ Smart Data Presentation

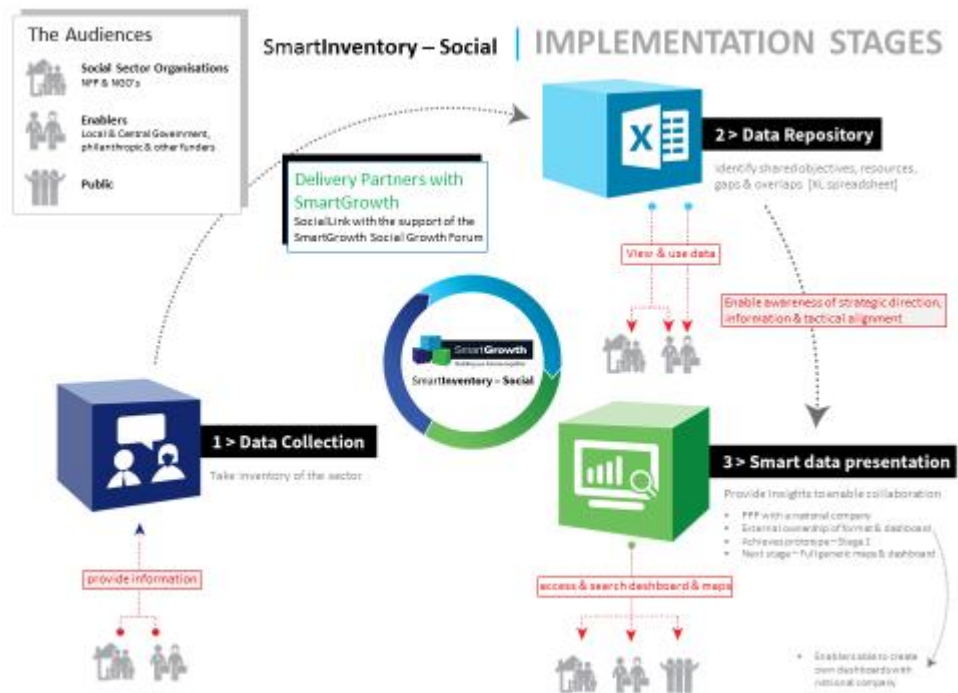
- Build prototype generic maps and dashboards, test with all stakeholders, use to attract investment in Phase 3

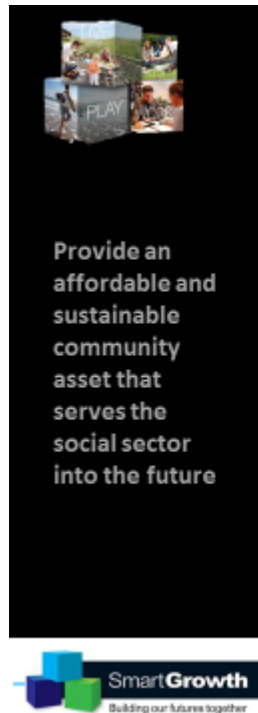


SmartInventory – Social | DATA SUITE

The data suite is designed to provide multi level information...

- Organisational information
- Project and programme information and mapping
- Tactical alignments
- Strategic directions of Enablers and other measures





SmartInventory – Social | PROJECT FUTURE

➤ Data Collection

- Instant and triggered updates
- Formal update every triennium for reporting to governance

➤ Data Repository

- Maintenance by community partner.
- Data community owned

➤ Smart Data Presentation

- Receive feedback and make changes re the prototype to provide generic view
- Developer owns platform and dashboards

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



Option 3b - Compact City Project



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Attachments:

1. The Gratten Institute report
2. The Housing We Choose – Auckland Council
3. Residential Intensification Review – Essentia Consulting

Introduction and Background

From a development perspective the Tauranga district is one of the most complex urban areas in New Zealand. This is due to its small size, range of constraints and strong population growth. Virtually the entire district is already developed or zoned for future development.

To respond to growth, the Compact City project is part of the SmartGrowth Option 3b projects that inform the Settlement Pattern Review (SPR). The SPR has a broad focus of work that seeks to determine the spatial and temporal blueprint of growth in the Western Bay of Plenty sub-region. The other Option 3b Projects are:

- The Western Corridor projects – the purpose of this is to consider the appropriateness of urbanising a broad area in the west of the sub-region.
- Keenan Road project – which involves consideration of the feasibility of urban growth in and around Keenan Road.
- Te Tumu project – a fatal flaws assessment of growth in the eastern side of the sub-region extending from Wairakei to the Kaituna River.

All of the above projects assess the potential for growth in new 'greenfield areas', that is; areas currently zoned rural that may have the potential to be rezoned for urban purposes. A key aspect of these projects is to deliver the efficient use of greenfield land and therefore as much residential density as is realistically feasible. This is an important component of achieving a compact city. The Option 3b Compact City project recognises the intensification aspect of the other Option 3b projects and complements these projects by assessing the potential for additional urban growth within the existing urban footprint, or brownfield areas.

Given the anticipated growth rates in the sub-region and particularly Tauranga City, it is critical that advanced planning is undertaken to ensure there is adequate capacity zoned, serviced and available to meet future growth. Projections indicate that in Tauranga alone, the population is projected to rise from 117,000 in 2013 to 162,000 in 2033. This is an increase of 38%. Of that growth, approximately 72% will be people aged over 65 years of age. This growth and the growing proportion of older (65+ years) people will have strong implications for housing demand.

The adopted SmartGrowth Strategy 2013 recognises the growth pressure to the sub-region and advocates that part of the response is to achieve a more compact urban form, through residential intensification and higher density greenfield development. As well as adopting a range of high ranging principles for future development, the SmartGrowth strategy also contains a number of actions in the 'Integrated Planning and the Settlement Pattern' section highlight the importance of urban intensification. For example, Action 21B2 of the SmartGrowth Strategy specifies a residential intensification work programme. The Compact City project responds to this action and in doing so is the primary work programme to advance residential intensification in the sub-region's existing urban area.

Existing Zoned Intensification Capacity

Efforts to deliver more growth within the existing urban area is not new. The operative Tauranga City Plan contains provisions across the various city zones that 'enable' growth and intensification. Based on an initial assessment of zoned capacity, the following **Table 1** provides a preliminary estimate of City Plan enabled infill and intensification capacity currently provided by the operative Tauranga City Plan.

Table 1: Preliminary Infill and intensification capacity assessment as at June 2016 – Tauranga City

Zoning	Land area (approx)	Key assumptions*	Plan enabled dwelling capacity (estimate)	Current level of City Plan constraints	Other current constraints	Conclusion
<i>City Centre</i>	42ha	100 dwellings / ha Residential apartment towers	4,200	Low	<ul style="list-style-type: none"> • Commercial feasibility challenging • Need for improved amenity/vitality • Low demand for student accommodation • Low commute times to CBD • Utilisation of land for other purposes (e.g. office towers) 	<ul style="list-style-type: none"> • Significant long-term opportunity for intensification. • Projects like waterfront upgrade, civic heart redevelopment, university campus and new office/retail developments to assist. • As commuting times increase as city continues to grow CBD will become more desirable place to live.
<i>City Living (CBD fringe)</i>	52ha	50 dwellings / ha Mid-rise apartments	2,600	Significant	<ul style="list-style-type: none"> • Commercial feasibility challenging • Need for improved amenity/vitality • Low demand for student accommodation • Low commute times to CBD 	<ul style="list-style-type: none"> • Significant long-term opportunity for intensification. • Projects like waterfront upgrade, civic heart redevelopment, university campus and new office/retail developments to assist. • As commuting times increase as city continues to grow CBD fringe will become more desirable place to live.
<i>High density (Mount north)</i>	50ha	50 dwellings / ha Mid-rise apartments (25% of development capacity remains)	625	Low	<ul style="list-style-type: none"> • Lack of remaining development sites 	<ul style="list-style-type: none"> • High amenity area (beach, harbour, Mauao, town centre, etc.) • Largely mature intensification area. • Densities will continue to increase as remaining development opportunities taken up. • Demonstrates potential for further intensification in suburban residential areas at the Mount.

Table 1: Preliminary Infill and intensification capacity assessment as at June 2016 – Tauranga City

Zoning	Land area (approx)	Key assumptions*	Plan enabled dwelling capacity (estimate)	Current level of City Plan constraints	Other current constraints	Conclusion
<i>Commercial</i>	284ha	50 dwellings / ha Mixed use with apartments above ground floor	14,200	Low	<ul style="list-style-type: none"> Some areas have development feasibility challenges. Some areas have low amenity – for example where adjacent to high volume roads like Cameron Road. Other land uses, e.g. shopping centres. 	<ul style="list-style-type: none"> Some short term potential for intensification, e.g. commercial zones at the Mount. Long-term opportunity in other areas.
<i>Intensification SHAs</i>	3ha	Based on specific development proposals	Approx 100 dwellings	Low	<ul style="list-style-type: none"> None identified 	<ul style="list-style-type: none"> Projects under construction or in consenting phase.
<i>Suburban Residential (infill)</i>	3,924ha	Detached house constructed on at least 325m ²	Approx 6,800 dwellings	Low	<ul style="list-style-type: none"> The unconstrained theoretical yield started at 28,900 potential dwellings. Once sites were assessed and constraints such as access, topography, site development, land-use and on-site location of existing dwelling considered this potential yield fell to 6,800 dwellings. 	<ul style="list-style-type: none"> Not all parts of infill area of Tauranga have been assessed. Results from assessments completed were prorated to other areas to estimate potential yield.
Total	4,355 ha		28,525 dwellings	Generally low	<ul style="list-style-type: none"> More significant than City Plan provisions. Often outside TCC's direct control. 	<ul style="list-style-type: none"> An intensification focus based solely on amending the City Plan is unlikely to deliver significantly more intensification.

*Yield estimates are from the SmartGrowth Strategy 2013 – Residential Development Types in the Western Bay of Plenty, pg106.

This initial assessment highlights the amount of capacity for intensification and infill already provided in the operative Tauranga City Plan. This is theoretical yield, market take-up of this capacity is likely to be significantly lower. Even so, given the relatively low levels of observed market take up of this available capacity, it signals that additional methods and approaches will be required to achieve greater levels of intensification.

It is noted however, that international and national experiences of intensification signal that it takes time for such growth and development to occur. A number of parameters, both in the private and public sector, need to come together for intensification to occur. This Compact City project seeks to identify these parameters and in particular to identify what obstacles and hindrances to intensification exist and how these might be overcome to deliver greater intensification.

Purpose of the Compact City Project

The purpose of the Compact City project is to identify ways and approaches to achieve greater residential intensification in the existing urban areas of Tauranga City. This is not a new concept. Efforts to achieve intensification and growth has been occurring for a considerable time. However, it has proved to be very challenging. Accordingly, the Compact City project revisits past research and seeks to identify ways forward that will lead to more growth in the existing urban area.

Historically, approximately only 12% of Tauranga's growth has been taken up by infill development and another 5% by intensification/redevelopment within the existing urban area. There are a number of reasons for this:

- Most of the easy infill intensification has already occurred and much of the remaining capacity is more difficult to develop.
- There are few significant under-utilised or empty brownfield sites that could be the focus of urban redevelopment.
- Tauranga and Western Bay of Plenty residents are used to stand-alone housing typologies and demand has been relatively low for denser, attached housing typologies.
- Access throughout the sub-region is good, congestion is minimal, so there is little consumer demand to live in housing close to work.
- The commercial viability of delivering intensification is challenging given the price of suburban stand-alone housing.
- There is muted interest from the development sector to deliver compact forms of housing.

In full knowledge of these and other challenges to intensification, the Compact City project sought to advance a comprehensive package of work to identify ways to achieve greater residential intensification in Tauranga City. This included:

- Revisiting previous research.
- Recasting the concept of intensification to include both greenfield and brownfield development.

- Engaging directly with stakeholders and developers responsible for delivering intensification.
- Consideration of changing demographics and housing preferences.
- Assessing infrastructure capacity and whether intensification can be adequately serviced by existing or planned infrastructure.
- A review of the residential intensification provisions in the operative Tauranga City Plan.
- Consideration of a wider suite of programmes and initiatives that might help deliver intensification.

The following sections summarise the findings and recommendations from the various strands of work in the Compact City work programme.

Housing Preferences

An important component of the Compact City project is gaining a good understanding of the types of housing likely to be demanded by future Tauranga residents. Historically Tauranga residents have sought stand-alone dwellings in suburban settings. As Tauranga has grown, so too have the suburbs as increasing numbers of new stand-alone dwellings are built to cater for ongoing demand. In other fast growing cities such as Sydney, Melbourne, Auckland and also smaller cities such as Hamilton, the proliferation of stand-alone dwellings has led to a range of urban problems ranging from transport congestion, to costly infrastructure provision and the decay of the inner city/CBD. Many of these cities have sought to alleviate these problems by developing urban planning strategies and policies that attempt to encourage people to live in apartments and other more compact forms of housing near to centres, growth nodes or transport routes. Often there has been strong take-up of such housing types as people forego detached houses for more compact housing close to where they work, study, or seek entertainment.

As part of this Compact City project, it was considered important to gain a better understanding of people's future housing preferences. Recent work undertaken elsewhere by the Gratten Institute (Melbourne) and the Auckland Council (attached in Appendix 1 + 2 respectively) to better understand housing preferences show that people are willing to make housing trade-offs (reduce housing size for better proximity to amenities for example) to achieve a range of other benefits and that there is a greater demand for medium and high density housing than anticipated. It also found that there tend to be strong barriers to this type of more compact housing being delivered, including costs, community resistance, the planning system, difficulties in land assembly, etc.

These are particularly relevant findings for the Tauranga context, given that the vast majority of houses being developed in Tauranga are stand-alone houses, at some distance from the city centre.

The findings of these reports were presented to Tauranga City Council elected members and SmartGrowth Implementation Committee in September 2015. It was decided that while it would not be appropriate to undertake a full housing preference study similar to that done for Melbourne and Auckland, the lessons learned in these jurisdictions could be applied to the Tauranga context. The resolution of the SmartGrowth Implementation Committee is to have a workshop with thought-leaders to discuss housing preferences, what the trends are, and to test assumptions.

Residential Intensification Review

The tasks associated with this review were to review the reasons why residential intensification has not occurred to any significant degree within Tauranga. The report (see Appendix 3), undertaken by Martin Udale of Essentia Consulting, focused predominantly on the City Living Zone and Suburban Residential Zone, it also included:

- Trends in intensification that are relevant to Tauranga.
- Identification of areas potentially suitable for intensification.
- Consideration of elements in the planning framework that could better enable intensification.
- Identification of other attributes that support intensification.
- Acknowledgement of other non-plan matters, that could encourage intensification.

This report identified that achieving intensification is difficult and reinforced many of the reasons (outlined earlier) why Tauranga has experienced relatively low levels of intensification to date. A key finding is that intensification will not happen “without the overt leadership, focus, resources, practise and processes needed to provide an enabling and outcomes focused regime” (page 5 - Residential Intensification Review. Essentia Consulting Group Ltd 2015).

The report concluded that Tauranga can expect changing demographic profiles and lifestyle choices over the next few decades and this will likely lead to more demand for compact forms of housing. Therefore, a rebalancing of the housing stock will be required, as currently most of the existing housing stock and that being built is stand-alone housing. The report clearly recognises that that intensification is difficult to achieve – both for city planners and developers, and it therefore needs to be recognised, planned and organised accordingly. In doing so, the conclusion in the report is that intensification needs to be market friendly and achieve two fundamentals:

1. The planning provisions need to be development friendly.
2. Consenting must reward good development.

In assessing the City Living Zone, where intensification might be expected given the intent of the objectives and policies for this zone, the report identified that the rules and controls in this zone are a hindrance to intensification and are unlikely to encourage or enable greater levels of intensification. The report goes on to identify that there are limited areas suitable for intensification and that the way forward should involve identifying these areas for intensification and focusing both regulatory and non-regulatory settings and responses to achieve intensification. It noted that non-regulatory investments, such as improving local amenity, are of critical importance to support intensification.

The report also made a number of recommendations about how to advance intensification. These included:

- Introduce explicit objectives and policies encouraging residential development in the city centre.
- Consider a ‘no density applies’ approach in which density controls are replaced by urban design, performance based controls.

- Increase height controls in town centres and the City Living Zone.
- Enable opportunities for medium density developments to occur in appropriate suburban areas.
- Set up regulatory processes to advance intensification through specialist resource consenting teams.
- Advance Council investment policies in infrastructure, land, reserves, etc., to drive private sector investment.
- Produce a design guide or good solutions guide to enable 'pre-approval' of developments.
- Develop and undertake community education and engagement programmes about intensification.

In conclusion, the Residential Intensification Review report clearly signals that there are opportunities for greater intensification in Tauranga. It recognises that intensification is not easy and that it requires a comprehensive, suite of tools and approaches in order to harness latent demand for more compact forms of housing.

Other Intensification Related Work

There is a range of other work that is being undertaken that seeks to advance greater density and supply of housing.

Other Option 3b Projects

The other Option 3b projects (Te Tumu, Keenan Road and the Western Corridor) are all seeking to deliver additional housing supply in their respective areas. While these are greenfield focused projects, significant effort is being made to make the most efficient use of the future land supply. Accordingly, early discussions with landowners have included a need to raise average density of development above past densities of around 13 dwellings per hectare to at least achieve 15 dwellings per hectare. Ongoing discussions to raise this further, depending on local conditions, challenges, market conditions, et., will occur at structure planning stages.

Greenfield Opportunities

Other greenfield development projects are also underway. The development of Smiths Farm for example provides a unique opportunity for urbanisation of an existing greenfield site. Rezoning this from its underlying rural-residential zoning to a residential zone is likely to produce a tenfold increase in average density.

Special Housing Areas

Tauranga City Council has been at the forefront of delivering Special Housing Areas (SHAs) under the Housing Accords and Special Housing Areas Act 2013 (HASHA). Since 2013, twelve SHAs have been advanced in Tauranga which collectively have the potential to deliver approximately 2700 additional dwellings. These SHAs have been a practical and timely means of delivering additional housing within the city. They are an important contribution to achieving a more compact urban form.

The Civic Heart Project

Other, non-housing related work is also underway. Tauranga City Council is currently considering opportunities to redevelop its civic building and associated facilities. In the heart of the Tauranga CBD, this redevelopment has the potential to be a catalyst for other development in and around the CBD. Strong opportunities will exist to leverage off this public sector investment, including opportunities for increased residential development, new apartments and mixed use developments.

The Way Forward - Advancing Intensification in the existing Urban Area of Tauranga City

For a number of reasons, but primarily due to a need to redirect resources to deliver Special Housing Areas, a number of strands of work identified in the Option 3b Compact City project plan have not been completed. However, a key lesson learned from the Residential Intensification Review report is that a comprehensive package of work is required in order to deliver intensification.

It is acknowledged that the remaining Option 3b projects will contribute to the principle of a more compact city by advancing greater density within future greenfield areas. A more tailored project is required therefore to advance denser infill and intensification in the existing urban area.

It is critically important that the way forward acknowledges that delivering a more compact city is about place-making not just delivering more houses per hectare. The provision of more compact forms of housing will enable more housing choice, but it must also contribute to a sense of place that benefits and reinforces local communities. Local communities need to play a part in identifying the future form of their suburbs and the scale and form of future housing. So too do the various SmartGrowth for a, most specifically the Social Sector Forum, Housing Affordability Forum, and Property Developers Forum.

On this basis, the proposed way forward is to develop a revised approach that seeks to advance intensification within the current urban foot print of Tauranga City. It acknowledges and responds to the lessons learned from the Compact City Option 3b Project which went some way to identifying how Tauranga could become more a more compact city. It also signals an intention to work with local communities to develop the future form and scale of their suburbs. Accordingly, this package of work has implications for governance, strategic direction, RMA regulatory change, infrastructure, LTP and public investment, plus stakeholder, community and the private sector.

Intensification and Consolidation in Tauranga City Project

The purpose of the Compact City Intensification and Consolidation project is to deliver greater density of residential development within Tauranga City. This project contains a number of strands of work that when taken together will provide a comprehensive way forward to deliver intensification. It is noted however, that intensification and growth across the whole of the existing urban area presents a significant challenge. Therefore, given the extent of this challenge, and in an effort to achieve some early in-roads, this project will focus on opportunities for intensification in the inner city areas covered by 'the City Living Zone and the City Centre'. A broader scope of work that will investigate opportunities for intensification elsewhere in the Tauranga urban area, for example in suburban areas, will follow.

Based on lessons learned from the Option 3b Compact City project and other observations, it is considered that in order to effectively deliver growth and intensification a number of disparate factors needs to align, in particular:

- There needs to be strong political support for advancing growth and intensification.
- There must be sufficient infrastructure capacity (or a willingness to invest in such infrastructure) to support additional growth in identified intensification areas.
- Intensification needs to be market feasible.
- There needs to be community and public support for intensification.
- Place making needs to go hand in hand with intensification
- Other costs to advance intensification need to be reasonable (such as investments in local amenity, public facilities, etc.).

It is critical that in advancing this project, all of the above are addressed. Hence, in order to achieve the above outcomes, this project has been divided into a number of strands of work. These are identified below.

Background Research and Analysis

This work will provide the general background analysis that will help inform conversations at all levels about the value and relevance of intensification in Tauranga. Research to focus on:

1. The benefits of intensification in a growing city – includes:

- Transport efficiencies
- Greater housing choice
- City centre vibrancy and investment
- Community outcomes
- TCC cost efficiencies

Other research will look at examples and learnings of successful intensification from other relevant jurisdictions, e.g. Hamilton, Auckland, etc, a review of Tauranga's population projections and demographic changes, housing trends and housing typologies being delivered. An additional workstream will investigate the capacity of infrastructure to cater for additional growth, while others will assess the financial viability of attached housing types - terraces, apartments, etc.

Political engagement

This component of the project will focus on engaging with Tauranga City and SmartGrowth elected members to gain support for advancing intensification.

1. Identify the reasons and benefits of intensification.
2. Seek political buy-in for intensification – including future TCC investments.
3. Seek political support for the concept of intensification and secure willingness to engage with local communities.

Applied Analytical Work

This component of the project focuses on potential and specific changes that could be made to advance intensification. It focuses on two critical areas; the City Centre and the City Living Zone.

1. Assess the residential provisions in City Plan for the City Centre and City Living Zones.
2. Include liaison with a working party of apartment developers/consultants/market experts, etc.
3. Identify potential plan changes (objectives, policies and methods) that could 'enhance' residential intensification in above zones.
4. Assess the theoretical capacity and market feasible capacity for additional housing enabled by plan changes.
5. Identify other investments that could support intensification in the City Centre and City Living Zones. Examples include:
 - Investment in public space, urban design and amenity outcomes
 - Strategic land acquisition
 - Role of civic facilities and other public facilities
 - Review the location, frequency and enhanced use of public transport.
6. Identify other mechanisms to drive intensification:
 - Tauranga City Council work with private sector to identify and deliver intensification outcomes.
 - Tauranga City Council partner with private sector developer to deliver an exemplar development.

Centres Strategy Work

Alongside the above strands of work, a separate but closely related workstream on the roles of centres should be advanced. It will reinforce opportunities and locations for intensification. Accordingly, the development of the urban centres strategy will reinforce opportunities for intensification through providing:

1. Clarity about role and function of centres.
2. Identification of a hierarchy of centres based around a pre-eminent City Centre.
3. Clarity about the scale of growth in each type of centre.
4. Direction about the extent of residential growth in and around each centre.

The anticipated outputs from this Intensification and Consolidation project are:

Output: Background work and analysis that make the case for intensification to Tauranga's urban form. Key position papers on:

- Growth supply and demand projections
- Demographic change
- Housing typologies
- Benefits of a consolidated urban form compared to an expansive urban form

- Centres based urban form

Output: Broad engagement with TCC and SmartGrowth elected members – support for concept of intensification and its application in city living and CBD zones. Also support for advancing investments as needed in infrastructure, public facilities, amenity, land acquisition and partnerships with developers to deliver intensification.

Output: Analysis of City Plan provisions and Plan Change. Recommended changes to City Plan provisions to better enable/encourage residential intensification in City Living Zone and CBD.

Output: Identification and activation of other non-regulatory mechanisms that will enhance and encourage intensification in the Tauranga CBD.

Recommendation

It is the recommendation of this report that SmartGrowth agree to Tauranga City Council advancing a comprehensive project to deliver intensification within the current urban footprint of Tauranga, and that progress is regularly reported to SmartGrowth.

Conclusion

The amount and extent of population growth in the Bay of Plenty sub-region means there is considerable pressure on local authorities to plan, zone and service for future housing. The Option 3b projects seek to respond to this pressure by identifying new land and capacity that can, in time, deliver additional housing. The Compact City project investigated opportunities for additional housing capacity in Tauranga's existing urban area. It concluded that while delivering intensification is not easy, opportunities exist for the delivery of more compact forms of housing that if advanced would be welcomed by the market. Over time, as Tauranga's population continues to age, there is likely to be increasing demand for more compact housing typologies.

Delivering intensification is complex and challenging. It is necessary therefore to address this challenge in a multi-faceted way that engages a number of players, tools and approaches to ensure the delivery of intensification. This comprehensive approach involves:

- Strong, evidenced based justification for intensification.
- Political engagement.
- In-depth analysis as to the approaches, investments, incentives and regulation, to will deliver intensification.
- A two-phased approach with an initial focus on intensification in the Tauranga City Centre and City Living Zone.
- A mix of RMA regulatory change and Council-led activation and investments.
- Ongoing liaison and engagement with SmartGrowth partners.

Intensification has an important role to play in responding to the Bay of Plenty sub-region's growth pressure. It complements greenfield capacity being delivered via the other Option 3b Projects and can contribute to delivering greater housing choice and a more vibrant and successful city centre.



Committee Name	SmartGrowth Social Sector Forum
Committee Meeting Date	23 June 2016
Author (s)	Karen Summerhays
Purpose	To provide an opportunity for the Forum to formally state their position regarding the future development of the city by providing a Position Paper to the SmartGrowth Implementation Committee on the 20th July 2016

Position Paper - Development and adoption

Executive Summary

All the fora have been invited to present, and have recorded, their sectors:

- requirements regarding the provision of social infrastructure and placemaking
- desired outcomes especially from the compact city provisions (noting that these provisions are more likely to be effective on a larger scale in greenfield developments)
- any other position statements they would like to make regarding their sector in the western Bay of Plenty

There is a tight timeframe facing SmartGrowth to provide this information so that it can be lodged in time to be included in the proposed adoption of the Settlement Pattern Review in August.

The length of your Paper should be no more than four pages and outline the following:

- Provide the rationale and thinking behind your position, the major concerns of the sector, challenges, barriers and opportunity (big picture)
- What outcomes the Forum is seeking
- What the sector needs: List your social infrastructure requirements and if possible indicate at what level of provision (e.g. neighbourhood, suburb, multi-suburb, sub-regional)
- Identified barriers and opportunities

Resourcing is being provided to support the Forum to meet the outlined timetable (see timeline below)

On the 12th of July a multi-forum Hui is planned with the Council teams to gain a mutual understanding of the individual fora position statements and the proposed settlement pattern, including and especially the Compact City provisions.

Forum Chairs have run small focus groups, with the support of Karen Summerhays and Lisa Hickling, to bring all the information together to provide the attached draft report (Please refer to your Agenda for when the paper will be available to you, as due to the tight timeframe some will follow the agenda)

The focus groups have used the information in the Social Infrastructure and Placemaking Think Tank report and the recent feedback your Forum provided regarding the social Infrastructure needs of your sector to inform these draft papers.

The Forum is asked to discuss, change (by consensus if possible) and endorse these position papers at this meeting so that the Chairs can present the papers; firstly, at the Hui and then formally at SGIC on the 20th July 2016. As a Forum you may wish to delegate minor changes to the Chair; as when other Fora Papers are presented at the Hui you may wish to endorse their positions and/or make minor changes from what you hear from the Council staff regarding the Settlement Pattern Review.

These Position Papers are seen as an integral to the future engagement with the SmartGrowth Partners as to how the sub region grows and an opportunity I would encourage you all to be engaged with.

Karen Summerhays
Well-Beings Implementation Officer

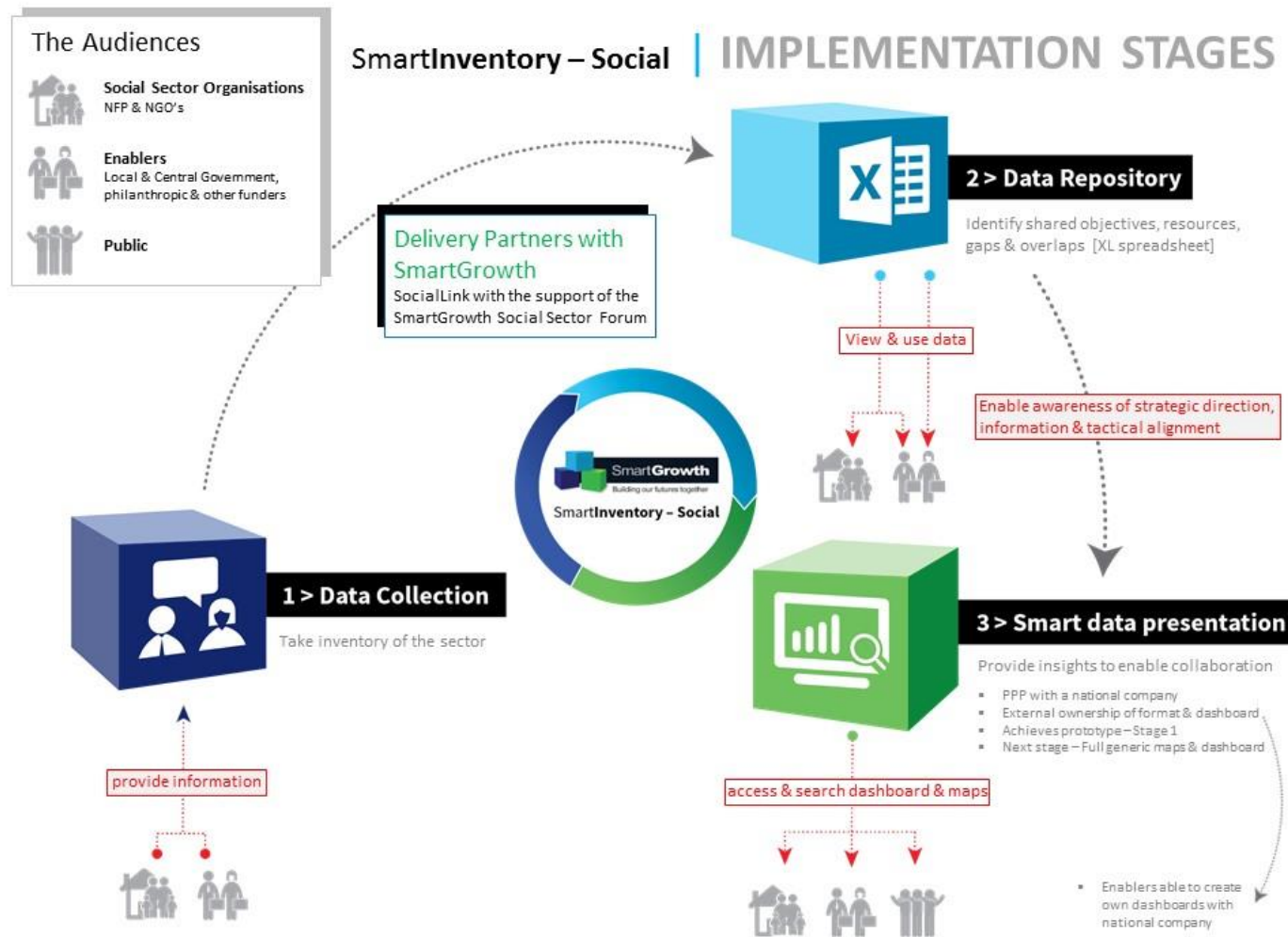
Draft SmartGrowth Timeline

Week Beginning	23-May	30-May	6-Jun	13-Jun	20-Jun	27-Jun	4-Jul	11-Jul	18-Jul	25-Jul	1--10 Aug
		Position papers working groups confirmed HAF and SSF	IMG 7/6 HAF 10/6	SGIC 15/6 SPR 2 reports Compact City and Te Tumu	PATAG 22/6 SSF 23/6	SPF 28/6	E&S 5/7 IMG 5/7 CTWF 6/7 PDF 7/7 HAF 8/7	12th July HUI - SPR reports (Partner Officers) - Lay person planning guide - Positioning Papers (All forums) Mini report post Hui to inform SGIC report SGIC report due 17/7	SGIC 20/7 - SPR first Draft Forum chairs to present positioning papers to SGIC	Evaluation of Position Papers against existing policies and strategies for support of fora positions and to identify any gaps. Updated SPR report to include responses to position papers.	AUGUST SGIC 17/8 – consideration of all partner forum input as part of the final SPR report pre adoption.

Forums complete Position Papers

HUI

SmartInventory – Social



For enquiries about this project please contact Karen Summerhays on 027 403 4805 or karen.summerhays@smartgrowthbop.org.nz

The Data Suite

Tactical Alignments

<p>Population Demographics</p> <ul style="list-style-type: none"> 0 –5 Preschool 6 –15 Young people 16–25 Youth 26 –45 46-65 66 - 85 86 + Older old <p>Access & inclusion</p> <p>Civil/political rights</p> <p>Community support</p> <p>Counselling</p> <p>Culture</p> <p>Digital Enablement</p> <p>Faith-based</p> <p>Civil/political rights</p> <p>Community support</p> <p>Counselling</p> <p>Culture</p>	<p>Digital Enablement</p> <p>Faith-based</p> <p>Food security</p> <p>Health - Physical, Mental, Spiritual</p> <p>Healthy Homes</p> <p>In home support</p> <p>Intercultural dialogue</p> <p>Knowledge & skills</p> <p>Leisure</p> <p>Maori Outcomes</p> <ul style="list-style-type: none"> Mauriora – Cultural Identity Nga Manukura -Community Leadership Te Mana Whakahaere - Autonomy Te Oranga Participation in Society Toiora - Healthy Lifestyles 	<p>Mentoring</p> <p>Migrant communities</p> <p>Parenting</p> <p>Quality employment</p> <p>Recreation</p> <p>Refugee support</p> <p>Rehabilitation</p> <p>Resilience</p> <p>Safety & social hazards</p> <p>Shelter</p> <p>Social cohesion & connectedness</p> <p>Social infrastructure</p> <p>Violence prevention</p> <p>Volunteers</p> <p>Wellness</p> <p>Whānau/Family</p>
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Project Index

<ul style="list-style-type: none"> Name of the Project and alias Number of Stages currently in this Projects Name of the parent Programme Primary objective of the Project Local or larger scale Date the Project is first initiated Date when the Project is scheduled to end Description of Project 	<ul style="list-style-type: none"> Project Status (Past, Current, Future) Source of funding Name of main funding agency Project value indicator Current estimate of Project value Date when funding runs out Name of organisation's Project Manager Name of organisation's Subject Matter Expert Organisation that owns the intellectual property Aggregated values of Projects in this Programme 	<ul style="list-style-type: none"> Aggregated Projects end date for this Programme Listed documents Document hyperlink CAU references for Programme area GPS Details Hapu Rohe
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Strategic Direction of Enablers (To Be Confirmed)

<p>SmartGrowth</p> <p>WBOPDC</p> <p>TCC</p> <p>Regional Council & Civil Defense</p> <p>BOP DHB / Toi te Ora</p>	<p>SocialLink</p> <p>BayTrust</p> <p>Acorn</p> <p>TECT</p> <p>Legacy, Todd, plus any other funders</p> <p>MSD</p>	<p>DIA</p> <p>Te Puni Kokiri</p> <p>MBIE</p> <p>MOJ</p> <p>Better Public Service Measures</p> <p>UN Sustainable Development Goals</p>
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