

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

<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

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)

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.

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.

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.

H. 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

Urgent	Completed 1 year after adoption
Short	Completed 3 years after adoption
Medium	Completed 5 years after adoption
Long	Completed 5+ years after adoption

8A. Promote sustainable use of resources	Lead Agency Support agencies	Indicative 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	Short			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	Short	###		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	Ongoing			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	Ongoing			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	Medium			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	Short		***	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	Indicative 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 Ongatiro/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	Urgent			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 and issues concerning tangata whenua, property development and the social sector. 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