

Table 4.

**Port of Tauranga Throughput Volumes 2012<sup>1</sup>**

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

Table 5.

**Bay of Plenty Regional Freight Flows 2006/7<sup>1</sup>**

Area	Total	Rail		Coastal Shipping		Road	
	M tonnes	M tonnes	Mode Split	M tonnes	Mode Split	M tonnes	Mode Split
Internal	17.4	1.4	8%	0.0	0%	16.0	92%
UNI Regions	11.2	3.3	29%	0.5	4%	7.4	66%
External Regions	3.2	0.2	5%	0.1	3%	2.9	92%
<b>Total</b>	<b>31.8</b>	<b>4.8</b>	<b>15.2%</b>	<b>0.6</b>	<b>1.7%</b>	<b>26.4</b>	<b>83.0%</b>

Table 6.

**Forecasts of growth in Freight Traffic to 2040<sup>1</sup>**

Year	Total	Rail		Coastal Shipping		Road	
	M tonnes	M tonnes	Mode Split	M tonnes	Mode Split	M tonnes	Mode Split
2006-07	31.8	4.8	15%	0.6	2%	26.4	83%
NFDS to 2031	48.6	6.9	14%	1.3	3%	40.4	83%
2040	52	7.3	14%	1.5	3%	43.2	83%

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

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

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

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

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

Previous studies have also raised concern about the capacity of the rail connections to Murupara and Kawerau to manage projected log traffic. It is expected that these issues will be resolved commercially between the interested parties e.g. through deployment of increased rolling stock, passing loops and improved signalling<sup>1</sup>.

19.5

## SmartGrowth aspirations for strategic transport infrastructure

### Road Network

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

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

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

### Connectivity

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

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

### Rail Network

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

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

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

### Passenger Rail

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

### Public transport

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

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

### **Walking and cycling**

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

## 20. Infrastructure Funding

### 20.1 Background

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

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

### 20.2 Investment Approach

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

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

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

### 20.3 Funding Options

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

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

There is a growing need for financial modelling and value engineering with regard to the provision of infrastructure, particularly where it is debt funded by Council's and includes the cost of capital, which is passed onto the consumer in the form of development / financial contributions.

Less reliance on development / financial contributions would result in increased rates to fill the funding shortfall. However there is significant pressure from central Government and ratepayers in general to keep rates increases low.

Targeted rates are one way in which costs could be funded more directly from those that benefit or create the need for expenditure, rather than the costs being spread across all ratepayers. A targeted rate would allow costs to be spread over a number of years rather than being paid in one large upfront instalment as is the case with a development / financial

contributions. One of the downsides of targeted rates is that overall cost is much higher than a development contribution because debt is repaid much more slowly with greater interest costs on project debt incurred that have to be funded.

Regardless of which funding source is used for growth-related infrastructure, they all rely initially on debt funding. Again, there is significant pressure from central Government and ratepayers in general to reduce council debt burdens. This does not necessarily sit well with the infrastructure investment required to accommodate population growth or central Government's emerging view that councils should be opening up more land supply for urban development (given the additional infrastructure servicing costs this would necessarily entail).

Alternative funding options for growth related infrastructure and new capital projects could also include:

- Regional wealth
- Zero or low interest loans by the Government
- Central Government grants and subsidies
- Public / private partnerships
- Tolling / congestion charges
- Tax increment financing
- Value uplift / betterment levy
- Regional income or payroll tax
- Regional GST / sales tax
- Regional fuel tax and road user charge / diesel levy
- Visitor taxes
- Airport departure tax.

Central Government support is crucial to the implementation of most of these alternative funding options because they would require new legislation. However the Government and its agencies have shown no inclination in recent years to address the funding issues faced by councils in higher growth areas like the western Bay sub-region.





#### 20.4 **SmartGrowth Update approach to infrastructure funding**

Further work will be delivered through implementation of strategy actions to ensure that a sensible and achievable funding plan is in place to deliver the infrastructure that will be required to implement the Settlement Pattern.

Minimising the cost of infrastructure should be an important aim of any council to address the funding challenges associated with growth-related infrastructure. Maximising the use and return on existing network infrastructure investment is also fundamental to assisting these funding challenges. SmartGrowth 2013 directs a reassessment of infrastructure requirements and costs to determine whether growth-related infrastructure

costs can be reduced through alternative infrastructure delivery options or reduced levels of service in a manner that ensures infrastructure is still 'fit for purpose' and cost effective from a whole of life cost perspective.

The Implementation Plan also contains actions focused on further investigation of collaborative funding options including:

- Establishing a consensus building group to complete a gap analysis between projects and potential funding sources
- Interacting with Government through its Better Business Case approach in order to negotiate key Government funded projects for the Bay of Plenty and to prioritise investment from a Central Government perspective.









**This section of the document** provides the implementation plan for the 'Integrated Planning and the Settlement Pattern' component of the SmartGrowth Strategy contained in Part C.

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

Part  
**C**

**Settlement Pattern**  
Implementation Plan







## 21. Settlement Pattern Implementation Plan

### 21.1 Desired Outcome

***“We all work from the same long term planning blueprint which incorporates planning for land use, transport and other infrastructure in an efficient, and affordable way”.***

### 21.2 Issues

#### A. The need to provide certainty whilst being responsive to changing circumstances

Development of a strategy for sustainable growth management requires leadership at a number of levels. A component of this is to provide a clear signal to the community on long term expectations for the scale and extent of urban development into the future. The original 2004 Settlement Pattern has been anchored through the identification of urban limits, development sequencing and target densities to be achieved over time and has been implemented through the Bay of Plenty Regional Policy Statement, District Plans and the Regional Land Transport Strategy. It is important that the Strategy continues to provide certainty to the market but is pragmatic enough to respond to changing circumstances in a timely manner.

#### B. The need to consolidate the Settlement Pattern

Scrutiny of the Settlement Pattern through a development feasibility lens identifies that there is still work to be done on refining the longer term Settlement Pattern to ensure that infrastructure can be provided to service growth areas in a cost effective manner and that areas are economically viable to develop.

#### C. The cost of forward funding infrastructure

All urban development whether it be residential, commercial or industrial

requires water, wastewater, stormwater and roading infrastructure. To service such large new urban growth areas the necessary infrastructure comes at considerable cost. In many instances these costs include:

- Significant costs to get water and wastewater pipes to the boundary of a growth area which is usually at the edge of an urban settlement.
- Significant lead infrastructure that needs to be built at or near the start of a long-term development project.
- Major costs to connect the new urban growth area to the State Highway / strategic arterial roading network.

These costs generally fall on councils to fund via loans, rates, development contributions and other funding sources, because councils are the logical coordinator of such bulk services. Councils only have so much fiscal capacity to incur these sorts of costs. Generally decisions have to be made to focus growth into a relatively small set of defined areas or logical stages to ensure that Councils can maintain a sound financial position and that infrastructure is used efficiently. Because there is only a finite amount of growth, if significantly more land is serviced than there is demand for, significant unused capacity will exist in infrastructure networks for a long period of time which still has to be paid for. The amount of growth and development activity has contracted sharply within the sub-region (as well as nationally and internationally). This puts pressure on the funding models for “lead” infrastructure which rely on continued growth to provide sufficient revenue streams to repay project debt (e.g. through development and financial contributions or tolls).

Aligning infrastructure investment and growth with funding will require consideration of alternate technologies and staged delivery mechanisms for key infrastructure particularly roads, water and wastewater.

#### D. The need to encourage a more compact urban form

Promoting residential intensification has proved to be a challenge in the sub-region and residential infill and intensification have not been delivered to the levels anticipated in the original SmartGrowth Strategy. Some reasons for this include:

- The ‘leaky homes’ crisis which has particularly tarnished the image of medium and high density residential products
- Recent falls in apartment valuations, in some cases below replacement cost
- The unavailability of finance for developers due to the collapse of most finance companies
- Risk adverse mortgage lending criteria by banks for multi-unit housing (although there are recent signs that banks are starting to ease criteria for this type of lending)
- Construction and land cost increases
- Reduced availability of development sites (e.g. most of the readily developable sites in the High Density Residential Zone at Mount Maunganui North have already been developed (especially the defined area where high rise development is permitted).
- Medium and high density living are still relatively unfamiliar to most New Zealanders

Residential intensification is most likely to take the form of small to moderate scale development rather than medium to large scale developments. This means that the most prominent intensification development form is likely to be small houses/duplexes on small sections or attached townhouses/terraced housing rather than apartment development. This implies a larger number of projects and the need to allow intensification to occur across all or most of the existing urban area in order to provide a sufficient number of suitable development sites to deliver a meaningful amount of development.

There is some potential for Councils or central Government to provide a leadership / investment role in the provision of residential intensification. The first step to achieving more residential intensification is to put in place an enabling planning framework that is aligned with market drivers.

### **E. Continued implementation of transport infrastructure**

The sub-region has put in place some significant transport projects over the last ten years. This includes Harbour Link, Route K and the construction of the Tauranga Eastern Link. The sub-region is still facing a number of challenges when it comes to transport. These largely revolve around:

- A constrained funding environment, particularly for alternative modes of transport.
- Our traditional reliance on private vehicle use and relatively low rates of commuting via public transport, walking and cycling.
- Meeting the projected increase in freight levels, especially given the Bay of Plenty's role in the Upper North Island growth area.
- Ensuring that there is efficient access to the Port of Tauranga.
- Ensuring that transport infrastructure and services meet growth needs and that there is good integration between transport and the Settlement Pattern.
- Ensuring that land use is well planned and avoids adverse effects on strategic road and rail routes, including the potential for reverse sensitivity.
- The high cost of providing for access from existing and proposed UGAs to strategic roads and State Highways and a contribution to maintaining the existing levels of service in the corridor.
- Ensuring investment in transport infrastructure is optimised and appropriately staged.

### **F. Managing the risk of natural hazards on the Settlement Pattern**

During the life of the existing SmartGrowth Strategy, there has been a much greater awareness of natural hazards by the community. This awareness is driven by:

- The impacts of global warming/ climate change i.e. more intense rainfall and potentially more flooding.
- The Canterbury earthquakes
- International earthquakes and tsunamis eg Fukushima earthquake and tsunami in Japan in 2011.
- An increasing awareness of the need for Civil Defence.

#### **21.6.1**

It is important, particularly for the Settlement Pattern review, to identify those natural hazards (including tsunami and liquefaction) that may have implications on the Settlement Pattern and understand the level of risk and the mitigation measures required to enable development of the Settlement Pattern to proceed.

#### **21.3**

### **Principles**

- I. A more compact urban form and opportunities for "live, learn, work AND play" are actively promoted.
- II. New settlements start when agreed population thresholds have been reached and land supply is monitored and actively managed.
- III. Defined urban limits are maintained.
- IV. Business land is provided for a range of activities along with the ability to adapt to changing circumstances over time.
- V. Continual efforts are made to improve the transport system, including the road network, rail, public transport, walking and cycling.
- VI. A diverse range of innovative, safe, efficient and effective infrastructure and funding solutions are encouraged.

VII. Areas severely constrained by hazard effects are mitigated or avoided and the community is kept well informed of hazard risks.

VIII. The transport system is optimised in association with other infrastructure networks.

# Actions: Integrated Planning and the Settlement Pattern

## Funding Key

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

## Timeframes

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

21A. Demographic Analysis/Modelling	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>1. Sub-regional demographic analysis</b> <ul style="list-style-type: none"> <li>Undertake a detailed demographic update using 2013 census data (including population and household projections) at both the sub-regional and Territorial Authority level.</li> </ul>	SGP CGA TTOPHS SGPF CNG FP	<i>Urgent</i>			Report prepared and base data established
<b>2. Migrant and seasonal workers</b> Collate existing information to assess the scale of migrant and seasonal workers on communities within the subregion	SGP BOC P1 CoC SGPF				Project completed. Estimates established and agreed
<b>3. Consider future housing needs</b> Undertake research to assess housing needs including supply and demand to cater for changing demographics.	SGP SGPF	<i>Short</i>			Research project completed.
<b>4. Consider future employment needs</b> Investigate and scope project to research current employment trends and potential future employment needs particularly with regard to changing demographics to provide data to inform to inform land use and transport modelling.	SGP P1 CoC SGPF DHB	<i>Urgent</i>			Investigation complete. Recommendation made to governance
<b>5. Ongoing improvement of transport modelling</b> <ol style="list-style-type: none"> <li>Upgrade sub-regional Traffic Prediction Model taking into account demographic analysis and consideration of employment needs following the 2013 Census and provide for on-going refinement of assumptions on land use data.</li> <li>Explore the potential to integrate the sub-regional WBOP transport model with:               <ol style="list-style-type: none"> <li>The broader regional and inter-regional models including the Waikato Regional Transport Model</li> <li>The potential for shared services in terms of the provision and operation of the model.</li> <li>Ownership of the model and skilled capacity building within the partners</li> </ol> </li> </ol>	TCC NZTA WBOPDC BOPRC SGPF FP	<i>Short</i>	###		The sub-regional Traffic Prediction Model has been updated and is able to be used to forecast the transport effects of the 2013 Census as well as the anticipated changes in land use arising from the SmartGrowth Update.



Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21B. Residential land (Urban Growth Areas)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<p><b>1. Assess Identified and Possible Future Urban Growth Areas</b></p> <p>Assess the following identified and possible future Urban Growth Areas (identified on maps 3-6) to inform the Settlement Pattern review;</p> <p><b>a) Omokoroa</b> Further consider development feasibility of Omokoroa Stage 2 including assessment of other opportunities to utilise existing infrastructure such as the development of Te Puna. Any consideration of Te Puna will require strategic investigation and be undertaken in consultation with tangata whenua.</p> <p><b>b) Katikati</b> Review the amount of long-term growth allocated to Katikati, having regard to the wastewater system capacity constraints of the current system.</p> <p><b>c) Upper Ohauiti, Neewood and Pukemapu</b> Further consider the amount and timing of growth allocated to Upper Ohauiti, Neewood and Pukemapu Urban Growth Areas in regard to transport effects, development feasibility and infrastructure compared to other possible options in the Western Corridor (Tauriko west)</p> <p><b>d) Waihi Beach</b> Further consider whether the amount of long-term growth currently allocated to Waihi Beach is realistic having regard to demographic change and housing demand.</p> <p><b>e) Pyes Pa South (Keenan Road)</b> Further consider the amount of growth and the timing and optimal sequencing of development of this growth area.</p> <p><b>f) Te Puke</b> Further consider development feasibility and growth allocation of this growth area.</p> <p><b>f) Te Tumu</b> Further consider the staging, timing and optimal sequencing of development of this growth area.</p> <p><b>f) Paengaroa</b> Undertake a strategic assessment of this area as a possible future UGA to be confirmed through the Settlement Pattern review.</p> <p><b>f) Tauriko West</b> Undertake a strategic assessment of the area between SH29 and the Wairoa River taking into account the Wairoa River Strategy and in consultation with tangata whenua.</p>	SGP	Short	###		An agreed and adopted Settlement Pattern which takes into account servicing alternatives and costings, potential future capacity and constraints and 2013 Census data and forward housing demand forecasts

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21B. Residential land (Urban Growth Areas) (Continued)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>2. Confirm Residential intensification approach</b> Complete the tasks outlined in the Residential Intensification Work Programme to enable the SmartGrowth Strategy to be updated in the future to include revised residential intensification growth projections/estimates and details on the likely form and location of residential intensification.  The context for this work is: <ul style="list-style-type: none"> <li>• Intensification needs to be market led</li> <li>• Intensification is delivered by developers. The role of the SmartGrowth partner Councils is to provide the planning framework for intensification</li> <li>• While the SmartGrowth partnership cannot force intensification to occur, it can be encouraged through a range of mechanisms.</li> <li>• If the amount of intensification is to increase, this could be a reasonably slow process over a number of decades unless development conditions improve.</li> <li>• Given the multi-faceted challenges of delivering residential intensification a more flexible approach to residential intensification projections may be required, possibly by including both evidence based and aspirational projections (noting that the 2007 SmartGrowth Strategy target may not be achieved).</li> <li>• The views of potentially affected communities are important and will be considered</li> </ul>	<b>TCC</b>  WBOPDC BOPRC SGPF	<i>Short</i> (The project will be initiated in the short timeframe but not completed.)			Revised intensification estimates/projections incorporated into the SmartGrowth Strategy through the next review.
<b>3. Timing and methodology for identification of future residential land</b> Based on the 2013 Census data and the outcomes of the Settlement Pattern Review, agree on an appropriate timetable and methodology to identify 5th Generation UGAs. The methodology should ensure that the assessment of possible Future Urban Growth Areas (generation 5) includes evaluation of health and social benefits and constraints in terms of: <ul style="list-style-type: none"> <li>• Live/work/play philosophy</li> <li>• Transport and access</li> <li>• Community infrastructure</li> <li>• Implications for neighbouring communities</li> <li>• Cultural</li> <li>• Financial</li> </ul>	<b>SGP</b>  Powerco and other utility providers	<i>Short</i>			Methodology and timetable have been adopted and implemented.
<b>21C Business land</b>					
<b>1. Rangiuru Business Park infrastructure</b> Determine whether a limited water and wastewater servicing option is appropriate for the Rangiuru Business Park given implications on land uptake, desirability, marketability and land values in the Business Park.	<b>WBOPDC</b>  Rangiuru Landowners	<i>Urgent</i>			Investigation of alternative site-based servicing options are completed and costed to inform a decision on whether a conventional servicing or self-contained (water and wastewater) is adopted

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21C Business land (Continued)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>2. Assess infrastructure funding options</b> <ul style="list-style-type: none"> <li>Determine who will fund the debt associated with infrastructure for currently undeveloped business land</li> <li>Investigate what interventions would be necessary to progress business land development from a wider economic development perspective</li> </ul>	<b>WBOPDC TCC</b>  Landowners	Urgent		***	Funding and debt management framework agreed which underpins future infrastructure investment in a timely way manner
<b>3. Provide limited flexibility for industrial development</b> Investigate and agree ways to provide limited flexibility into the RPS and District Plans in order to provide for industrial activities that genuinely cannot be satisfactorily located in industrial zones whilst preventing uncontrolled ad-hoc development. Consider the following criteria for inclusion in an assessment of genuine need for a rural location: <ul style="list-style-type: none"> <li>in proximity to raw materials (e.g. aggregate processing);</li> <li>near to a primary production market (e.g. fertiliser depot);</li> <li>to provide space for large scale land uses (e.g. dairy factory);</li> <li>to achieve separation or buffering for environmental protection (e.g. meat works)</li> </ul> Activities that cannot demonstrate a spatial requirement for a rural location should not be considered under these criteria.	<b>BOPRC</b>  WBOPDC TCC	Short	###	***	The RPS and District Plans have been changed to provide limited flexibility for industrial activities to locate out of zone in specific circumstances
<b>4. Assess cost of Infrastructure associated with business land</b> Undertake an assessment of the likely infrastructure development costs or constraints (eg State Highway 29/ Tauriko upgrade) associated with providing additional business land in the Western Corridor that is suitable for heavy load and/or large footprint industrial buildings.	<b>WBOPDC TCC NZTA</b>  Powerco and other utility providers WRC	Short	###		Agreement reached on a future land use pattern and the infrastructure necessary to support the land use pattern without compromising the inter-regional function of State Highway 29
<b>5. Assess business land uptake rates</b> Investigate the need to provide additional business land in the Settlement Pattern taking into account the results of annual monitoring of growth and uptake rates in the sub-region and the supply of business land in the Upper North Island.	<b>WBOPDC TCC NZTA</b>	Medium	###		Investigation complete, recommendations made
<b>21D. Managing the risk of natural hazards on the Settlement Pattern</b>					
<b>1. Collaborate on Natural Hazard Management</b> Collaborate in respect of; <ul style="list-style-type: none"> <li>Gathering, using and releasing information and technical data relating to natural hazard risk to the Settlement Pattern</li> <li>Communication of this risk to communities</li> <li>Understanding and implementing the roles, responsibilities and process for assessing risk and undertaking consequential action</li> <li>Facilitate a consistent approach across the region by collaborating and sharing information with other districts facing similar issues through the Natural Hazards Forum</li> <li>Advocacy to central Government on natural hazard management.</li> </ul>	<b>SGP CDEM</b>	Short and ongoing			Research on tsunami risk is gathered and used collaborative manner

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21D. Managing the risk of natural hazards on the Settlement Pattern (Continued)	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>2. Engage with the community on Natural Hazard Risk</b> <ul style="list-style-type: none"> <li>Engage with communities to assist in defining acceptable, risk levels and mitigation</li> <li>Include natural hazard risk awareness in the long-term SmartGrowth Communications Strategy</li> </ul>	<b>SGP CDEM</b>  TCC WBOPDC CDEM SPG	Short and ongoing			Significant communication with at-risk communities occurs around the concept of tsunami risk
<b>3. Natural Hazards Framework</b> <ul style="list-style-type: none"> <li>Identify the hazards that need to be assessed at a sub-regional level that have implications on the Settlement Pattern and are influenced by the Settlement Pattern (including tsunami and liquefaction)</li> <li>For each of the hazards identified, agree the level of risk (likelihood and consequence) to be incorporated into risk management through the statutory planning framework.</li> </ul>	<b>SGP CDEM</b>	Urgent			Natural hazards framework established. Agreed levels of risk (likelihood and consequence) established for each hazard
<b>4. Mitigation of tsunami risk in established Urban Growth Areas</b> Identify potential mitigation solutions required for each established Urban Growth Area to establish a network of safe evacuation options for at risk areas where evacuation options outside the inundation area do not exist, including: <ul style="list-style-type: none"> <li>Local vertical evacuation solutions, in the natural and built environment</li> <li>Providing on-going support of the 'Tsunami Survive' education and communication programme</li> <li>Assessing the potential for dune restoration and protection to reduce the risk from tsunami in at risk areas</li> </ul>	<b>TCC WBOPDC</b>  BOPRC CDEM	Short			Potential mitigation solutions for developed UGAs are identified and recommendations made
<b>5. Planning Provisions to mitigate tsunami risk in future (undeveloped) UGAs</b> Ensure that planning provisions for future (undeveloped) urban growth areas; <ul style="list-style-type: none"> <li>Include provisions for the assessment of a range of potential tsunami mitigation measures (including, where necessary, identified areas of avoidance) which reduce the risk to, or maintain it at, an acceptable level</li> <li>Identify potential mitigation solutions required for each undeveloped UGA to establish a network of safe evacuation options for at risk areas where evacuation options outside of the inundation area do not exist, including potential for dune restoration and protection to reduce the risk from tsunami in at risk areas</li> <li>Review the range of potential mitigation solutions for Te Tumu, following the reassessment of the Te Tumu tsunami risk, taking into consideration the opportunity for evacuation via the transport interventions that will be required in order for development to proceed and the use of vertical evacuation solutions.</li> </ul>	<b>TCC</b>  WBOPDC BOPRC CDEM	Medium			Potential mitigation solutions for undeveloped UGAs are identified and recommendations made

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21E. Strategic transport	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>1. Road freight</b> Investigate and progress required network and safety improvements to maintain and improve efficient movement of freight to the Port of Tauranga including; <ul style="list-style-type: none"> <li>• SH2</li> <li>• SH29</li> <li>• Route K</li> <li>• Merrilees Road</li> <li>• Totara Street</li> <li>• The potential for interregional collaboration to achieve efficient movement of freight ie through joint Bay of Plenty/Waikato working group on State Highway 29.</li> </ul>	<b>TCC NZTA</b>  POTL KR Major Road Freight Operators SGPF	Ongoing			Existing and future network issues for the next 30 years are identified. Agreement has been reached on the most effective way of progressing anticipated projects
<b>2. Rail Freight</b> <ul style="list-style-type: none"> <li>• Identify the capital works (including those in KiwiRail's Infrastructure and Engineering Business Plan and Asset Management Plan) necessary to support the significant increase in projected freight to and from the Port of Tauranga identified in the National Freight Demand Study and any other supporting reports</li> <li>• Investigate the capacity of the Kaimai rail tunnel and route security issues particularly in the event of the Kaimai tunnel being disabled (including the potential for a new tunnel)</li> <li>• Continue to investigate and plan for crossing loops and double-tracking to the Kaimai Tunnel portals over the long term</li> <li>• Support research into the current percentage distribution of freight transported by rail and how this can be increased</li> </ul>	<b>SGP FLAG</b>  NZTA POTL FP KR	Short		***	Existing and future network issues for the next 30 years are identified. Agreement has been reached on the most effective way of progressing anticipated projects
<b>3. Transport Interventions – Eastern Corridor</b> Maintain, refine and implement the package of interventions in the Eastern Corridor Strategy and Tauranga Eastern Link Network Plan to ensure they are optimized and appropriately staged.	<b>TCC WBOPDC NZTA</b>  SGPF RTC	Ongoing			All of the interventions are identified, programmed and funded Alignment maintained between the SmartGrowth Settlement Pattern and the NZTA funding framework
<b>4. Transport interventions – Northern Corridor</b> Maintain, refine and implement the package of interventions in the Northern Corridor Strategy to ensure they are optimised and appropriately staged.	<b>TCC WBOPDC NZTA</b>  SGPF RTC	Ongoing			All of the interventions are identified, programmed and funded Alignment maintained between the SmartGrowth Settlement Pattern and the NZTA funding framework
<b>5. Transport Interventions – Southern Corridor</b> Develop a strategy and package of interventions for the southern corridor building on existing analysis.	<b>TCC WBOPDC NZTA</b>  SGPF RTC	Ongoing			Strategies developed for the Southern and Western Corridors All of the identified interventions are agreed, programmed and funded
<b>6. Transport Interventions – Western Corridor</b> <ul style="list-style-type: none"> <li>• Develop a strategy and package of interventions for the western corridor building on existing analysis.</li> <li>• Investigate the potential future road of national significance between Hamilton and Tauranga as identified in the GPS 2012.</li> </ul>	<b>TCC WBOPDC NZTA</b>  SGPF RTC	Ongoing			Strategies developed for the Southern and Western Corridors All of the identified interventions are agreed, programmed and funded

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21F. Cost effective infrastructure	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>1. Assess alternative infrastructure technologies and delivery mechanisms</b> Establish an infrastructure think-tank in conjunction with the private sector, to determine and review the most cost effective means of providing infrastructure and whether growth-related infrastructure costs can be reduced and staged through alternative technologies and infrastructure delivery options/mechanisms or reduced levels of service in a manner that ensures infrastructure is still 'fit for purpose' and cost effective from a whole of life cost perspective.	<b>SGP</b>  NZTA PDF	Ongoing			Evidence through a regulatory impact assessment that the regulatory standards in the relevant Infrastructure Development Codes are fit for purpose and cost effective from a development feasibility perspective
<b>2. Sub-regional infrastructure overview</b> <ul style="list-style-type: none"> <li>Continue gathering sub-regional picture of infrastructure to inform the Settlement Pattern review</li> <li>Update relevant sections of the strategy following the Settlement Pattern review</li> </ul>	<b>SGP</b>	Short			Completed sub-regional analysis of infrastructure capacity and constraints for wastewater, water and utilities in relation to the Settlement Pattern.

Actions: **Integrated Planning and the Settlement Pattern** (Continued)

21G. Review and consolidate the Settlement Pattern	Lead Agency Support agencies	Indicative resourcing			Measure of success
		Time	Staff	\$\$\$	
<b>1. Settlement Pattern Review</b> <ol style="list-style-type: none"> <li>Develop and agree a project plan for the Settlement Pattern review project</li> <li>Undertake a review of the Settlement Pattern in accordance with the project plan</li> <li>Upon completion of the project, update relevant sections of the SmartGrowth strategy to reflect the confirmed Settlement Pattern.</li> </ol> <p>The following principles will guide the development of the project plan;</p> <ul style="list-style-type: none"> <li>Taking a corridor approach to the live, learn, work AND play philosophy which enables people to make choices based on preferences and lifestyles</li> <li>Maximising and leveraging off sunk infrastructure investments</li> <li>Assessment of infrastructure availability, utilisation and demand including assessment of alternative infrastructure provision</li> <li>Economic viability and cost of development</li> <li>The project will be undertaken with a high level of engagement with communities, primarily through the SmartGrowth Partner Forums</li> </ul> <p>For residential Urban Growth Areas the Settlement Pattern review will;</p> <ul style="list-style-type: none"> <li>Identify new Urban Growth Areas and confirm existing Urban Growth Areas</li> <li>Confirm the amount of growth allocated to UGAs</li> <li>Confirm the sequencing of development of UGAs</li> <li>Confirm the infrastructure triggers required for development of UGAs</li> <li>Confirm projections for residential intensification</li> </ul> <p>For industrial land the Settlement Pattern review will;</p> <ul style="list-style-type: none"> <li>Assess and confirm new industrial land if appropriate taking into account the balance of industrial land provided throughout the Settlement Pattern based on confirmed Urban Growth Areas</li> <li>Assess the amount of industrial land required at Omokoroa</li> <li>Assess the amount of industrial land required at Wairakei for the long term needs of the eastern corridor taking into account the short-term need to improve the alignment and timing of Te Okoroa Drive</li> <li>Assess the infrastructure servicing and funding requirements for Rangiora.</li> </ul>	<b>SGP</b>  SGPF	<i>Short</i>  (The project will be initiated in the short timeframe but not completed.)	###		Settlement Pattern updated













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

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## Appendices

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## Appendix 1. Glossary of terms

Term	Description
<b>Coast care</b>	Coast Care BOP is a community action programme which aims to raise awareness of the proven importance of natural dunes for top quality beaches, improved erosion protection, and enhanced biodiversity. Coast Care groups are made up of residents and beach users who care about their beaches, and with the support of Bay of Plenty Regional Council in partnership with Tauranga City Council and Western Bay of Plenty, Whakatane, and Opotiki District Councils, and Department of Conservation, work actively to restore and protect them, for the benefit of all.
<b>Future (undeveloped) urban growth areas</b>	Urban Growth Areas which are identified in the Settlement Pattern but for which no structure plan has been agreed.
<b>Governance</b>	Strategy leadership and direction.
<b>Greenfield</b>	Subdivision and/or housing development of previously undeveloped, commonly rural land.
<b>Growth management</b>	A detailed analysis of all of the physical and environmental factors together with those economic and social factors which directly impact on the physical environment.
<b>Hapu</b>	Sub-tribe, usually containing a number of whanau with a common ancestor.
<b>Hapu management plan</b>	A plan relating to the development and protection of resources of significance to a hapu.
<b>Infill</b>	Subdivision and/or housing development of previously developed, or existing urban land.
<b>Infrastructure</b>	All permanent installations of the sub-region and includes pipe, cable/wire, roading, electricity generation, waste management, open space and community facilities contributed to and accessible to the community.
<b>Integrated planning</b>	Integrated planning is a process which ensure that there are effective links between land-use influences, related infrastructure and equitable funding, for delivering timely outcomes.
<b>Intensification</b>	An increase in the density (of dwellings, activity units, population, employment etc) over the current density of a given area.
<b>Iwi</b>	This term refers to a Maori tribe (Ngati Ranginui, Ngaiterangi, Ngati Pūkenga, Ngati Awa and other). Iwi usually contain a number of hapu with a common ancestor.
<b>Kaitiakitanga</b>	Means the exercise of guardianship by the tangata whenua of an area in accordance with their tikanga (traditional sustainable management practises) in relation to natural and physical resources; and includes the ethic of stewardship.
<b>Mana whenua</b>	Describes the ability to exercise “customary authority” by an Iwi and or Hapu over an identified area or site. Mana whenua can be held by more than one hapu or Iwi in relation to the same area or site.
<b>Mauri</b>	Is an important tenet of tikanga Maori. It is the life- force or spiritual intention that can be infused into an animate object thus making it either a representative or an indicator of spiritual, physical or cultural well- being. Mauri can also be an important system of belief associated with a physical, natural or metaphysical resource that, through karakia (prayer) and with faith, is upheld by tangata whenua.
<b>Nga Taonga Tuku Iho</b>	Maori cultural heritage resources.
<b>Natural hazard</b>	Any atmospheric or earth or water related occurrence (including earthquake, tsunami, erosion, volcanic and geothermal activity, landslip, subsidence, sedimentation, wind, drought, fire, or flooding) the action of which adversely affects or may adversely affect human life, property or other aspects of the environment
<b>Papakāinga</b>	Development by tangata whenua of an area on any land in the traditional rohe of tangata whenua that is developed for live work and play including but not limited to residential, social, cultural, conservation and recreation activities including but not limited to marae community zones.
<b>Place-based community engagement</b>	Engages the people who live, work and play in a particular place, is responsive to their specific needs and facilitates community-driven development
<b>Population ageing</b>	Population ageing is a phenomenon that occurs when the median age of a country or region rises due to rising life expectancy and/or declining birth rates. This results in an increasing proportion of people in the older age groups and a declining proportion of children.
<b>Private public partnership</b>	Partnership to provide public services jointly by the public and private sector.
<b>Social housing</b>	Housing provided by public and private agencies for those unable to afford market based rentals.



## Appendix 1. Glossary of terms *(Continued)*

Term	Description
<b>Social infrastructure</b>	<p>Social infrastructure refers to the community facilities, services and networks that help individuals, families, groups and communities meet their social needs, maximise their potential for development, and enhance community wellbeing.</p> <p>Social infrastructure includes:</p> <ul style="list-style-type: none"> <li>• Universal facilities and services such as education, training, health, welfare, social services, open space, recreation and sport, safety and emergency services, learning, religious, arts and cultural facilities, civic and democratic institutions, and community meeting places</li> <li>• Lifecycle-targeted facilities and services, such as those for children, young people and older people e.g. early childhood centres and retirement villages</li> <li>• Targeted facilities and services for groups with special needs, such as families, people with disabilities, Maori, and people from culturally diverse backgrounds e.g. te kohanga reo, hauora.</li> </ul> <p>Social infrastructure is provided by a wide range of central, regional and local organisations.</p>
<b>Social Sector Innovation Trust</b>	Organisation involved in valuing, strengthening and connecting the social sector
<b>Social Sector Network</b>	A network of western Bay of Plenty non-government, not for profit and social enterprise organisations
<b>Spatial plan</b>	A high level strategy for a sub-region or region that relates to its geography and activity patterns. It is evidence based and seeks to achieve broad outcomes. It is developed and implemented through collaboration between multiple stakeholders. It provides a mechanism for agreeing priorities, actions and investment.
<b>Sustainable development</b>	A series of sub-regional outcomes, which are the result of a process, that takes account of all necessary environmental, ecological, economic cultural and community factors: and which uses this information to provide a sustainable future for the western Bay of Plenty and its people.
<b>Tangata whenua</b>	Describes the direct kinship relationship a Maori person has to a particular area. This will relate to an area where an Iwi and or hapu hold mana whenua over that area. Tangata whenua have a direct relationship with their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.
<b>Tikanga maori</b>	Describes Maori customary values and practices held by tangata whenua in relation to the traditional resources.
<b>View shaft</b>	A corridor through which a significant natural feature can be viewed.
<b>Waahi tapu</b>	<p>Are described as sacred sites/resources with cultural or spiritual importance for Maori and in particular the kaitiaki over the area. There are those sites that are important not just for their historical value but because they serve as reference points for direction and growth and ensure a stable cultural development.</p> <p>The removal, destruction, inappropriate development, modification and damage of waahi tapu causes great concern for Iwi / Hapu and threatens the integrity of the tribal/hapu identity, mana and growth and therefore the relationship of Maori with their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.</p>
<b>Western Bay of Plenty sub-region</b>	All the land within the administrative areas of the Tauranga City and the Western Bay of Plenty District and includes that part of the administrative area of Bay of Plenty Regional Council as it relates to the City and District and the relevant Coastal Marine Area.

## Appendix 2. Acronyms

Abbreviations	Description
<b>BoC</b>	Bay of Connections
<b>BOP</b>	Bay of Plenty
<b>BOPDHB</b>	Bay of Plenty District Health Board
<b>BOPPoly</b>	Bay of Plenty Polytechnic
<b>BOPRC</b>	Bay of Plenty Regional Council
<b>BOPTESG</b>	Bay of Plenty Tertiary Education Steering Group
<b>CBD</b>	Central Business District
<b>CGA</b>	Central Government Agencies
<b>CoC</b>	Chamber of Commerce
<b>CCAG</b>	City Centre Action Group
<b>CDEM</b>	Civil Defence Emergency Management
<b>CFCT</b>	Customary Fish Committee Trust
<b>COBOP</b>	Collaboration Bay of Plenty
<b>CTWF</b>	Combined Tangata whenua Forum
<b>CT</b>	Creative Tauranga
<b>DOC</b>	Department of Conservation
<b>DIA</b>	Department of Internal Affairs
<b>ECCA</b>	Energy Efficiency and Conservation Authority
<b>EVH</b>	Envirohub BOP
<b>ECMT</b>	East Coast Main Truck Rail Line
<b>FF</b>	Federated Farmers
<b>FLAG</b>	Freight Logistics Action Group
<b>FP</b>	FutureProof
<b>GPS</b>	Government Policy Statement
<b>HPMV</b>	High Productivity Motor Vehicle Route
<b>HPT</b>	Historic Places Trust
<b>HAF</b>	Housing Affordability Forum
<b>HNZ</b>	Housing New Zealand
<b>JAG</b>	Joint Agency Group
<b>KR</b>	Kiwi Rail
<b>LTMA</b>	Land Transport Management Act
<b>LTP</b>	Long Term Plan
<b>MT</b>	Mainstreet, Tauranga
<b>MHF</b>	Maori Housing Forum
<b>MLC</b>	Maori Land Court
<b>MLT</b>	Maori Land Trust
<b>MfE</b>	Ministry for the Environment
<b>MOE</b>	Ministry of Education
<b>NERM</b>	Natural Environment Regional Monitoring Network
<b>NIP</b>	National Infrastructure Plan
<b>NLTP</b>	National Land Transport Programme
<b>MSD</b>	Ministry of Social Development
<b>NN</b>	Newcomers Network
<b>NZTA</b>	New Zealand Transport Agency
<b>ODC</b>	Opotiki District Council
<b>PATAG</b>	Population Aging Technical Advisory Group

Abbreviations	Description
<b>POTL</b>	Port of Tauranga Ltd
<b>PHO</b>	Primary Health Organisation
<b>P1</b>	Priority One
<b>PDF</b>	Property Developers Forum
<b>RCEP</b>	Regional Coastal Environment Plan
<b>RLTP</b>	Regional Land Transport Plan
<b>RLTS</b>	Regional Land Transport Strategy
<b>RPS</b>	Regional Policy Statement
<b>RSPLG</b>	Regional Spatial Plan Leadership Group
<b>RTC</b>	Regional Transport Committee
<b>RMP</b>	Reserve Management Plan
<b>RONs</b>	Road of National Significance
<b>RDC</b>	Rotorua District Council
<b>SS</b>	Settlement Support
<b>SAAG</b>	Smart Arts Action Group
<b>SEAG</b>	Smart Economy Action Group
<b>SGIC</b>	SmartGrowth Implementation Committee
<b>SGP</b>	SmartGrowth Partnership
<b>SGPF</b>	SmartGrowth Partner Forums
<b>SSF</b>	Social Sector Forum
<b>SSIT</b>	Social Sector Innovation Trust
<b>SSN</b>	Social Sector Network
<b>SBOP</b>	Sport Bay of Plenty
<b>SPF</b>	Strategic Partners Forum
<b>SBN</b>	Sustainable Business Network
<b>TCC</b>	Tauranga City Council
<b>TCV</b>	Tauranga City Venues
<b>TEL</b>	Tauranga Eastern Link
<b>TMMT</b>	Tauranga Moana Museum Trust
<b>TNL</b>	Tauranga Northern Link
<b>TRMC</b>	Tauranga Regional Multicultural Council
<b>TTS</b>	Tauranga Transport Strategy
<b>TUNS</b>	Tauranga Urban Network Transport Strategy
<b>TPK</b>	Te Puni Kokiri
<b>TEC</b>	Tertiary Education Commission
<b>TEP</b>	Tertiary Education Partnership
<b>TTOPHS</b>	Toi Te Ora - Public Health Service
<b>TBOP</b>	Tourism Bay of Plenty
<b>UoW</b>	University of Waikato
<b>UNISA</b>	Upper North Island Strategic Alliance
<b>UGA</b>	Urban Growth Area
<b>WRC</b>	Waikato Regional Council
<b>WBOP</b>	Western Bay of Plenty
<b>WBOPDC</b>	Western Bay of Plenty District Council
<b>WBOPPO</b>	Waikato Bay of Plenty Policy Office
<b>WBOPTEPF</b>	Western Bay of Plenty Tertiary Education Providers Forum
<b>WDC</b>	Whakatane District Council



## Appendix 3. Research

Building the Community		
Date	Title	Author
<b>Current Research</b>		
2013	Understanding and meeting the present and future social needs of western Bay of Plenty communities - Stage 1	Liz Davies, WBOPDC
2013	Smart Arts Strategy – 2013 Update	Smart Arts Action Group
2012	The Implications and Opportunities of an Ageing Population in the Western Bay of Plenty Sub-region	Rachael Davie - Policy, Planning & Community Manager WBOPDC Carole Gordon - Social Gerontologist/Consultant
2012	Maximising the social benefits of land use planning to build communities and support economic growth in the western Bay of Plenty Sub-region	Liz Davies, WBOPDC Cheryl Steiner, TCC
2012	Social Infrastructure stocktake report	Liz Davies, WBOPDC
2012	Growth management: Role of Demographic Projections	TCC/WBOPDC
2012	Smart Ageing Action Plan - Providing leadership in the development of ageing communities	BOPDHB
2012	Social Infrastructure Planning	WBOPDC, TCC
2009	Community Wellbeing Checklist	TCC, BOPDHB, WBOPDC
2009	SmartGrowth Social Infrastructure Planning Framework, guidelines and stock take for the WBOP sub-region	Liz Davies, WBOPDC, Cheryl Steiner, TCC
<b>Reference Reports</b>		
2006	Open Space Strategy	TCC
2012	Regional Parks Policy	BOPRC
2012	Recreation and Leisure – Extract from Long Term Plan 2012-2022	WBOPDC
2002	Growth in population and households in the western BOP: A 50 year forecast	Population Studies Centre, UoW
Tangata whenua Cultural Identity and Change		
<b>Current Research</b>		
2012	Post Treaty Settlement Development Perspectives of Tangata whenua	Antoine Coffin - Tu Pakari Advisor
2012	Facilitating the development of Maori Land - an update for the SmartGrowth Review (Implementation Update)	Steve Hill - Group Manager Customer Services WBOPDC
<b>Reference Reports</b>		
2013	Matakana-Rangiwāea hapu Management Plan	WBOPDC
2012	Nga Wawata a Te Roopu Tu Pakari	Tu Pakari
2011	Ngāti Rangitihi Iwi Environmental Management Plan – PART 1- Report 2011 - Matatā,Tarawera	Ngāti Rangitihi
2011	Ngāti Rangitihi Iwi Environmental Management Plan –Report 2011 - Matatā,Tarawera PART 2A and PART 2B	Ngāti Rangitihi
2011	Ngāti Kahu Hapū Environmental Management Plan 2011 -Tauranga, Wairoa	Ngāti Kahu
2011	Mōtītī Island Native Management Plan 2011 –Mōtītī Island	Mōtītī Island iwi
2011	Government planning and support for housing on Māori land (performance audit report)	Office of the Auditor General

### Appendix 3. SmartGrowth Research (Continued)

Tangata whenua Cultural Identity and Change		
2009	Ngāti Whakaue ki Maketū Hapū Iwi Resource Management Plan 2009 – Maketū	Ngāti Whakaue ki Maketū
2008	Papakāinga Feasibility Study	Boffa Miskell
2008	Tangata whenua Literature Review	Antoine Coffin
2008	Te Awanui: Tauranga Harbour Iwi Management Plan 2008 - Tauranga	Te Awanui
2007	Engagement with Māori Land Trusts	SmartGrowth Tu Pakari Advisor
2004	Nga Taonga Tuku Iho - Pirirakau Hapu Environmental Management Plan, 2004 - Tauranga	Pirirakau
2004	Whaia te mahere taiao o Hauraki - Hauraki Iwi Environmental Plan, 2004 - Paeroa/Thames	Hauraki Iwi
2003	Marae Sightlines	Kaahuia Consultancy
2003	The Sustainable Evaluation of the Provision of Urban Infrastructure Alternatives using the Tāngata Whenua Mauri Model within the SmartGrowth Sub-region	Mahi Maioro Professionals
2003	Tāngata whenua literature review	Des Kahotea, heritage consultant
2012	Te Keteparaha Mo Ngā Papakāinga brochure	WBOPDC, TCC, BOPRC, Housing New Zealand Corporation, Te Puni Kokiri
2012	Papakāinga Toolkit	WBOPDC, TCC, BOPRC, Housing New Zealand Corporation, Te Puni Kokiri
2003	Nga Taonga Tuku Iho o nga Tipuna mai nga Kuriawharei ki Otamarakau Maori (Cultural Heritage Report)	SmartGrowth Tangata whenua Project Team
2003	Statutory Constraints on Multiple-Owned Maori Land	SmartGrowth Tangata whenua Project Team
2002	Te Whatu: Ngāiterangi Natural Resources Environment Management Manual, 2002 - Tauranga	Ngāiterangi
2001	Ngāpotiki Environmental Management Plan (Draft), 2001 - Western Bay of Plenty/Papapmoa	Ngāpotiki
1995	Ngāiterangi Iwi Resource Management Plan, 1995 - Western Bay of Plenty/ Tauranga	Ngāiterangi Iwi
1993	Ngā Aukati Taonga o Tapuika me Waitaha, 1993 - Te Puke/Maketū	Ngā Aukati Taonga o Tapuika me Waitaha,
1993	Ngāti Pūkenga Resource Management Plan, 1993 - Western Bay of Plenty	Ngāti Pūkenga
Growing a Sustainable Economy		
Current Research		
2012	Housing Affordability Strategies	Housing affordability Forum
2012	Making Housing More Affordable in the western Bay of Plenty	Antoine Coffin - Tu Pakari Advisor, Andy Ralph, Andrew Mead -TCC Housing Affordability Forum
2012	City Centre Strategy	TCC
2012	Smart Economy - Western Bay of Plenty Economic Development Strategy	Priority 1
2011	Bay of Connections Strategy	Bay of Connections
Reference Reports		
2012	Bay of Plenty Freight Logistics Strategy “The Future of Freight Logistics”	Bay of Connections
2011	Bay of Plenty Energy Strategy “Our Future From Energy”	Bay of Connections

**Appendix 3. SmartGrowth Research** *(Continued)*

<b>Growing a Sustainable Economy</b>		
2011	Bay of Plenty Forestry and Wood Processing Strategy “Are We Ready?”	Bay of Connections
2013	Bay of Plenty Aquaculture Strategy “Word Class Aquaculture”	Bay of Connections
2008	Retail commercial strategy implementation	Phil McDermott Consultants
2008	Retail and commercial strategy peer review	Phil McDermott Consultants
2002	Possible Future Economic Activity: An Economic Scan	McKinley Douglas Limited
2002	Economic Drivers and Determinants	Joanna Smith and Phil Briggs, New Zealand Institute of Economic Research
<b>Sustaining the Environment</b>		
<b>Current Research</b>		
2012	Assessment of the natural character of the Bay of Plenty coastal environment : Parts 1, 2 & 3	Boffa Miskell
2012	BOPRC Catchment Management Action Plans	BOPRC
2009	Water Sustainability Strategy Western Bay Sub-Region	BOPRC
2009	Tauranga Harbour Sedimentation Study	NIWA
<b>Reference Reports</b>		
2013	Matakana Whole of Island Plan	WBOPDC
2012	Rena Recovery Plan	BOPRC
2011	Tauranga City Landscape Study	Boffa Miskell
2011	Bramley Drive Landslip Hazard Assessment	Tonkin & Taylor
2010	Water Meter Report – Economic Impact of Water Meters on Tauranga Community	Peter Bahrs
2008	Indigenous Biodiversity of Tauranga City	Wildlands Consultants
2007	Mauao - Landscape management protection	Boffa Miskell
2003	Land and Ocean Discharge of Wastewater	Montgomery Watson Harza
2003	Landscapes and Natural Features	Boffa Miskell Ltd
2003	Identification of ecological constraints to development in the Western Bay of Plenty	Wildlands Consultants
<b>Integrated Planning and the Settlement Pattern</b>		
<b>1. General</b>		
<b>Current Research</b>		
2012	Growth Management Key Issues - Overview Report	TCC
2012	Review of Restrained Growth Paper – Implementation Update	Ken Tremaine, SmartGrowth Strategic Advisor
2011	The Effects of Urban Limits on Development	TCC
<b>Reference Reports</b>		
2010	Broad Approaches to Growth: Comparison of approaches past, present and future	TCC
2010	Broad Approaches to Growth: Comparison of approaches past, present and future – Powerpoint Presentation	TCC
2009	SmartGrowth Growth Management Implementation Issues	TCC

## Appendix 3. SmartGrowth Research (Continued)

Integrated Planning and the Settlement Pattern		
2009	Financial Pressures on Local Government Growth Areas - Part 1	Tauranga City Council, Hamilton City Council, Queenstown Lakes District Council and Western Bay of Plenty District Council
2009	Financial Pressures on Local Government Growth Areas - Part 2	Tauranga City Council, Hamilton City Council, Queenstown Lakes District Council and Western Bay of Plenty District Council
2012	SmartGrowth Teaching Resource 2012	SmartGrowth partners in association with Indogo Pacific
2003	Restrained Growth - A review of public policy issues	Ken Tremaine, SmartGrowth Strategic Advisor
2002	Rural Issues background Report	Harrison and Grierson
2002	Contextualising Tauranga: Towards an Understanding of the Consumer City and SmartGrowth	Dr Colin McLeay, Department of Geography, The University of Waikato at Tauranga
2. Residential Land		
Current Research		
2012	Review of Identified Residential Urban Growth Areas - Overview Report	TCC
2012	Assessment of Residential Development Feasibility for the Te Tumu Urban Growth Area	TCC
2012	Assessment of Residential Development Feasibility for the Omokoroa Urban Growth Area	WBOPDC
2012	Assessment of Residential Development Feasibility for the Te Puke (McLoughlin Drive) Growth Management Area	WBOPDC
2012	Prospects for Residential Infill and Intensification in Tauranga City	TCC, WBOPDC
2012	Housing Stock and Housing Demand - Tauranga City	TCC
2012	Methodology for Housing Stock and Demand	TCC
2012	SmartGrowth Development Trends Technical Report 2012	WDBOPC, TCC
2011	Assessment of Development Feasibility for the Wairakei Urban Growth Area	TCC
2011	Residential Land Capacity and Suitability Study – Post 2041	TCC
2010	Western Bay of Plenty District Council Housing Stock and Housing Demand report	Western Bay of Plenty District Council Policy and Planning Group
Reference Reports		
2011	"The Challenges of Delivering Residential Intensification" [Article in Growth Misconduct, Avoiding Sprawl and Improving Urban Intensification in New Zealand – pp97-107]	Andy Ralph. Edited by Karen Witten, Wokje Abrahamse and Keriata Stuart. New Zealand Centre for Sustainable Cities centred at University of Otago, Wellington, 2011.
2010	City Living Zone Assessment Report	Martin Udale
2009	Housing Stock and Housing Demand	TCC
2007	Response to Proposal to Proceed with Te Tumu at 2011	TCC
2007	Peer Review of Response to Proposal to Proceed with Te Tumu at 2011	Answer Company
2003	Intensification Scenario Testing	Boffa Miskell Ltd

## Appendix 3. SmartGrowth Research (Continued)

Integrated Planning and the Settlement Pattern		
2003	Development Industry Perceptions	Alan Bickers Management Services
2002	Land versatility and land capability Interpretations for the WBOP Sub-region	Landcare Research (NZ) Ltd, Hamilton
2002	Residential Intensification: Policy Paper	Hill Young Cooper in Association with TCC
2000	Tauranga Residential Intensification Study Amenity Values	Boffa Miskell Ltd and Key Research& marketing
3. Business Land		
Current Research		
2013	Land Availability for Industrial Buildings with High floor Loads in the western Bay of Plenty Sub-region	Coffey Geotechnics
2012	Rangiuru Business Park Industrial Land Review	WBOPDC
2012	Business Land Overview Report	TCC
2012	Industrial Land Review	McDermott Consultants
2012	SmartGrowth Commercial Update	Property Economics
Reference Reports		
2009	Omokoroa Assessment of Commercial Land Demand	Property Economics
2008	Industrial Business Land Study	Beca
2006	Industrial Land	Phil McDermott Consultants
2003	Business Land Capacity, Tauranga Central Isthmus	SmartGrowth Environment Project Team
2002	Papamoa East Business Land Analysis	Hames Sharley
4. Natural Hazards		
Current Research		
2013	Recommendations for managing liquefaction hazards in the western Bay of Plenty	GNS Science
2013	Liquefaction Hazard in relation to the SmartGrowth Settlement Pattern (PowerPoint Presentation)	TCC
2013	Implications of tsunami risk for existing and future growth areas - Overview report	BOPRC,TCC
2012	Modelling of tsunami risk to Papamoa, Wairakei and Te Tumu assuming an altered ground level due to development of Wairakei and Te Tumu, and the implications for the SmartGrowth Strategy.	GNS Science
2012	Modelling of the evacuation rates required to achieve an acceptable level of health and safety risk in Te Tumu from the Variation to the Southern Kermadec Scenario.	GNS Science
Reference Reports		
2006	Pāpāmoa East Urban Development Part 1 Area Liquefaction Hazard, Technical report	Opus
2003	Microzoning for Earthquake Hazards for the Bay of Plenty - Study Report January 2003	Opus
5. Infrastructure		
Current Research		
2013	Southern Pipeline Project – Independent Review	Beca Ltd and IBL Solutions
2012	Tauranga Urban Network Strategy – Executive Summary	NZTA
2012	Sub-regional Infrastructure Capacity: Addressing Generation 1-4 Development	TCC

## Appendix 3. SmartGrowth Research (Continued)

Integrated Planning and the Settlement Pattern		
2011	Regional Land Transport Programme, 2012-2015	BOPRC
2011	Tauranga Eastern Link Network Plan – A Road of National Significance	NZTA
2009	Tauranga Northern Corridor Strategy	NZTA
2008	Southern Pipeline – preliminary cost estimate for provision of pipe with 25 years capacity	URS
2008	Hewletts Road Corridor Access Alternatives	BECA
2006	Tauranga Eastern Corridor Strategy	NZTA
Reference Reports		
2011	Local Government Infrastructure for Growth	BERL
2011	Bay of Plenty Regional Transport Targets and Monitoring	BOPRC
2011	Regional Passenger Transport Plan	BOPRC
2010	Study of the Relationship Between an Aging Population and the Transport System in the Bay of Plenty Region	BOPRC
2010	Bay of Plenty Transport Futures Study	BOPRC
2010	Bay of Plenty Regional Transport Trends and Issues	BOPRC
2010	Analysis of Road Safety Trends	OPUS Consultants
2010	Bay of Plenty Regional Freight Study	Richard Paling Consulting
2009	Resident Perceptions of Future Growth	BOPRC
2009	WBOPDC Walking and Cycling Strategy	WBOPDC
2009	Bay of Plenty Regional Walking and Cycling Strategy	BOPRC
2008	Transport Model Greenfields versus Intensification – Growth Allocations Assessment of Strategic Impact	Beca & TCC
2007	Bay of Plenty Rail Strategy	BOPRC
2006	Bay of Plenty Regional Airport Feasibility Study	URS
2004	Sustainable Techniques for the provision of Infrastructure for Urban Development at Pāpāmoa East, Stage 3	Montgomery Watson Harza and CSIRO urban Water
2004	Transport Infrastructure Issues Report	SmartGrowth Transport Project Team
2003	Tauranga Central Area Future Development Scenarios discussion paper	SmartGrowth Transport Project team
2003	New Transport Technology	Beca Carter Hollings & Ferner Ltd
2003	Car Ownership Forecasting	Beca Carter Hollings & Ferner Ltd
2002	Bay of Plenty regional airport requirements	Bay of Plenty Regional Council
2003	SmartGrowth Refined Transport Modelling	Beca Carter Hollings and Ferner Limited
2002	Bay of Plenty regional airport requirements	Bay of Plenty Regional Council
2002	SmartGrowth Refined Transport Modelling	Beca Carter Hollings and Ferner Limited
2002	Public Transport Viability - western Bay of Plenty sub-region	Booz Allen Hamilton
2002	Bay of Plenty Regional Airport Requirements	McGregor & Company
6. Demographics		
Current Research		
2012	Growth management: Role of Demographic Projections	TCC, WBOPDC
Reference Reports		
2006	Population and Employment Projections Update	Craig Batchelar and Boffa Miskell

### Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern		
2002	Researching characteristics of people moving into and out of the western Bay of Plenty and Tauranga Districts: Some Methodical issues	Population Studies Centre, Waikato University
2002	Recent Developments in population movement and Growth in the Western Bay of Plenty	Population Studies Centre, Waikato University
7. Funding		
2011	Alternative Funding Options for Growth Related Infrastructure	TCC
National Documents		
Reference Reports		
2013	Report of The Local Government Infrastructure Efficiency Expert Advisory Group	Department of Internal Affairs
2013	Upper North Island Freight Story – summary of critical issues	Upper North Island Strategic Alliance
2012	Productivity Commission - Inquiry into international freight transport services. Draft Report	NZ Productivity Commission
2012	Submissions to Draft Productivity Commission Report into Housing Affordability	SmartGrowth, Christchurch Urban Development Strategy, FutureProof, NZPI, LGNZ, Western Bay of Plenty Housing Affordability Forum
2012	Productivity Commission - Housing Affordability Inquiry Final Report	NZ Productivity Commission
2011	Draft Auckland Plan and associated technical reports	Auckland Council
2011	Government Policy Statement on Land Transport Funding	NZTA
2011	Improving the Design, Quality and Affordability of Residential Intensification in New Zealand	Prepared by City Scope Consultants for the Centre for Housing Research, Aotearoa New Zealand (CHRANZ)
2011	National Infrastructure Plan 2011	National Infrastructure Unit, The Treasury, New Zealand Government, Wellington
2010	The Value Proposition for Private Sector Investment in Local Government Infrastructure	Pricewaterhouse Coopers (PWC)



## Appendix 4. Priority Actions

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

7. Strengthen visionary leadership and collaboration	
7A1	SmartGrowth Partner Forums
7B1	Memorandum of Agreement
7B2	Strengthening the SmartGrowth partnership
7C1	Focus on shared outcome areas
7C2	Bay of Plenty/Waikato Policy Office
7C3	Integration with the DHB
7F1	Sub-regional policy alignment
7H1	Unlock the potential for joined-up community investment
7H2	Better business case approach to fund identified projects
7H3	Closing the funding gap
7I1	Resourcing implementation
7I2	Regular performance monitoring and reporting
8. Sustain and Improve the Environment	
8A2	Water availability and demand
8B5	Tauranga Moana (harbour) and its catchments
8B7	Improving water quality
8B10	Climate change implications for the western Bay
8C2	SmartGrowth Environment Forum
9. Build the Community	
9A2	On-going communication and engagement with the community
9C2	Universal design housing
9C3	Promote inter-generational, livable communities
9D2	Establish a regional tertiary facility
9D3	Tertiary education and population ageing
9E1	Future arts and cultural facilities
9F1	Promote and provide for walking and cycling
10. Grow a sustainable economy	
10A1	Business friendly processes
10A2	Business and innovation parks
10A5	Events
10B5	Maori economic development
10C1	Key anchor projects
10D1	Research sub-regional workforce implications of population ageing
10E1	Availability of land
10E5	Housing affordability pilot project
10E6	Advocate for housing affordability

11. Recognise tangata whenua cultural identity and change	
11A1	Cultural heritage database – project plan
11A2	Cultural heritage database – project implementation
11B1	Facilitate Papakainga development
11B2	Land-use aspirations resulting from Treaty settlements not currently provided for
11C1	Maori demographics
21. Integrated Planning and the Settlement Pattern	
21A1	Sub-regional demographic analysis
21A4	Consider future employment needs
21A5	On-going improvements of transport modelling
21B1	Assess identified and possible future Urban Growth Areas
21B2	Confirm residential intensification approach
21C1	Rangiuru business park infrastructure
21C2	Assess infrastructure funding options
21C3	Provide limited flexibility for industrial development
21C4	Assess cost of infrastructure associated with business land
21C5	Assess business land uptake rates
21D2	Engagement with the community on natural hazard risk
21D3	Natural hazards framework
21D4	Mitigation of tsunami risk in established Urban Growth Areas
21E1	Road freight
21E2	Rail freight
21E3	Transport interventions – eastern corridor
21E3	Transport interventions – northern corridor
21E3	Transport interventions – southern corridor
21E3	Transport interventions – western corridor
21F1	Assess alternative infrastructure technologies and delivery mechanisms
21F2	Sub-regional infrastructure overview
21G1	Settlement Pattern Review







## Appendix 5. Residential Intensification Work Programme

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
<b>PHASE 1 – URGENT ACTIONS (completed within one year of adoption of 2013 SmartGrowth Strategy Update)</b>				
<b>1: Understand and Align with Market Drivers</b> <ul style="list-style-type: none"> <li>Work with the development community including the SmartGrowth Property Developers Forum and the local branch of the Property Council to identify areas in the city where residential intensification could realistically be a commercially viable proposition either now or in the foreseeable future. This is to include assessment of medium to high density residential development opportunities in the 'second' and 'third generation' urban growth areas, including possible sites not currently zoned for residential development. .</li> <li>Taking account of the value that many people/communities place on the existing suburban character and amenity, work with the development community to understand the planning framework/provisions necessary to enable residential intensification and encourage developers to consider taking on intensification projects.</li> <li>Understand whether the development community believes there is a role or need for the SmartGrowth Partners or TCC to play a more active role in delivering intensification such as opportunities to provide land or funding, or to partner with developers or other organisations to deliver demonstration projects.</li> <li>Determine whether developers would benefit from TCC making additional property data publically available through existing web based tools to enable identification of sites that might be well suited for redevelopment e.g. sites with low improvement value to capital value ratios.</li> </ul>	TCC	Urgent	No additional funding.	Areas identified and documented.
	Development community			Possible planning framework/provisions developed.
	TCC	Urgent	No additional funding.	Leadership options identified and assessed.
	SmartGrowth Partners Development community			
<b>2: Infrastructure Investment</b> <ul style="list-style-type: none"> <li>Determine the capacity available within network infrastructure (e.g. water, wastewater, stormwater, transportation, electricity and telecommunications) and social infrastructure (e.g. parks and reserves, community facilities, schools and neighbourhood centres) to accommodate residential intensification in the different parts of Tauranga.</li> <li>Identify the cost of upgrading infrastructure capacity to allow the delivery of residential intensification in each part of Tauranga.</li> <li>Identify whether infrastructure capacity, or the inability to build additional infrastructure capacity in a cost effective manner is a 'fatal flaw' for intensification in any part of Tauranga City.</li> </ul> <p>Note: A substantial TCC project that will answer the stormwater part of this issue commenced in 2013.</p>	TCC	Urgent	No additional funding. If additional data was provided there may be a small cost involved.	Identified information that developers would find useful. Determined whether the data will be made available. Data made publically available in an accessible and easy to use format.
	SmartGrowth Partners Development community			
	TCC	Short	No additional funding.	Available capacity identified and documented.
	Ministry of Education Powerco Telecommunication providers			Upgrade costs identified and documented.
				Infrastructure servicing 'fatal flaws' identified and documented.

## Appendix 5. Residential Intensification Work Programme (Continued)

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
<ul style="list-style-type: none"> <li>Identify areas of the city where residential intensification would assist with the funding of major projects such as the Southern Pipeline and Route K.</li> </ul>	<b>TCC</b>	Short	No additional funding.	Areas identified and documented.
<b>3: Partner Forum Engagement on Broad Residential Growth Management Options</b> <ul style="list-style-type: none"> <li>Undertake high level community engagement with the SmartGrowth Partner Forums on the costs and benefits of intensification and comparison of intensification with other growth options.</li> </ul>	<b>SmartGrowth Partnership</b>	Short	No additional funding.	Information provided to SmartGrowth Partner Forums. Their views received
<b>4: Reporting and Direction</b> <ul style="list-style-type: none"> <li>Report findings for items 1, 2 and 3 of the work programme to TCC for direction (including whether or not there is comfort to continue with the work programme and/or whether any modifications to the work programme are required)</li> <li>Report findings and seek SGIC endorsement of TCC proposed direction</li> </ul>	<b>TCC</b>	Short	No additional funding.	Agreement reached to either: <ul style="list-style-type: none"> <li>Continue work programme or amended work programme</li> <li>Cease delivery of the work programme.</li> </ul>
<b>PHASE 3 – MEDIUM TERM ACTIONS (completed between three and five years after adoption of 2013 SmartGrowth Strategy Update)</b>				
<b>5: Draft Package of Planning Provisions</b> <ul style="list-style-type: none"> <li>Consider whether any areas in Tauranga would not be suitable for residential intensification due to natural hazards, including tsunami risk.</li> </ul>	<b>TCC</b>  SmartGrowth Partnership Property Developers Forum	Medium	No additional funding.	Areas potentially affected by natural hazards identified and documented.
<ul style="list-style-type: none"> <li>Consider how (if at all) to address the potential adverse effects of infill development on the ability of the development sector to deliver residential intensification in the long-term.</li> </ul>	<b>TCC</b>  Property Developers Forum	Medium	No additional funding.	Options identified, assessed and documented for consideration.
<ul style="list-style-type: none"> <li>Further refine planning techniques on how best to ensure good quality outcomes for neighbours and existing communities whilst still maintaining an enabling consenting framework for developers.</li> </ul>	<b>TCC</b>  Property Developers Forum	Medium	No additional funding.	Options identified, assessed and documented.
<ul style="list-style-type: none"> <li>Prepare an issues discussion document with draft planning provisions for residential intensification taking into account:               <ul style="list-style-type: none"> <li>Known community views on the matter</li> <li>The results of the research on residential intensification completed for the 2013 SmartGrowth Strategy Update</li> <li>The results of the further research on intensification as per this work programme</li> <li>The need for the planning framework for intensification to be broadly enabling if a reasonable amount of intensification is to be delivered</li> <li>The desire of SmartGrowth to deliver a more compact urban form.</li> </ul> </li> <li>Ensure the discussion document outlines in a balanced way the costs and benefits of intensification and comparison of intensification to other broad growth options.</li> </ul>	<b>TCC</b>  SmartGrowth Partnership SmartGrowth Partner Forums	Medium	Peer review costs	Discussion document and draft planning provisions developed and approved by TCC and then by SGIC.

**Appendix 5. Residential Intensification Work Programme** *(Continued)*

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
<b>6: Community Engagement</b> <ul style="list-style-type: none"> <li>Prepare a community engagement strategy for the discussion document and draft planning provisions.</li> <li>Implement the community engagement strategy</li> </ul>	<b>TCC</b>  SmartGrowth Partnership SmartGrowth Partner Forums	Medium	No additional funding.  Possible additional funding required	Strategy completed and adopted by TCC.  Strategy implemented. Outcomes of community engagement assessed and documented.
<b>7: Reporting and Direction</b> <ul style="list-style-type: none"> <li>Report findings for items 5 and 6 of the work programme to TCC for direction (including whether or not there is comfort to continue with the work programme and/or whether any modifications to the work programme are required)</li> <li>Report finding and seek SGIC endorsement of TCC proposed direction</li> </ul>	<b>TCC</b>	Medium	No additional funding.	Agreement reached to either: <ul style="list-style-type: none"> <li>Continue work programme or amended work programme</li> <li>Cease delivery of the work programme.</li> </ul>
<b>8: Plan Change to City Plan</b> <ul style="list-style-type: none"> <li>Subject to the outcomes of public engagement on an issues discussion document and draft planning provisions, undertake a plan change or series of plan changes to provide more opportunity for residential intensification.</li> <li>Following the submission and hearing stages on the proposed plan change(s), seek TCC direction on whether there is support to continue the process or whether the proposed plan change(s) should be withdrawn.</li> </ul>	<b>TCC</b>  SmartGrowth Partnership SmartGrowth Partner Forums	Medium	\$25,000-\$30,000 excluding possible appeal costs	Plan change notified. Submissions received & hearings completed. TCC direction provided on whether to continue with plan change or to withdraw it. If decide to continue then decisions on plan change made. Appeals resolved (if any). Plan change made operative.
<b>9: SmartGrowth Strategy Implications</b> <ul style="list-style-type: none"> <li>Undertake a revised uptake assessment for residential intensification to determine updated residential intensification growth projections/estimates taking into account the results of work completed in relation to this work programme and previous research on residential intensification for the 2013 SmartGrowth Strategy update.</li> <li>Note: Revised projections are likely to be closer to the 5-6% historic trend rather than the 19% previously in the SmartGrowth Strategy.</li> <li>Consider the potential value of having both an evidence-based realistic intensification target and a higher, more visionary target.</li> <li>Note: This part of the work programme is required even if decisions are made not to alter the City Plan to further enable residential intensification.</li> </ul>	<b>TCC</b>  SmartGrowth Partnership Property Developers Forum	Medium	No additional funding.	Assessments undertaken and documented for political direction. Revised projections/estimates incorporated into the SmartGrowth Strategy.
<ul style="list-style-type: none"> <li>Determine options to use and fund potential spare infrastructure capacity in infrastructure projects like the Southern Pipeline as the result of the likelihood that intensification projections will be less than the 2011 SmartGrowth projections. This may include consideration of new 'greenfield' urban growth areas.</li> </ul>	<b>TCC</b>  SmartGrowth Partners	Medium	No additional funding.	Options assessed and documented for political direction.
<ul style="list-style-type: none"> <li>Consider the cumulative effect of potentially lower residential intensification growth projections on the requirement for additional land in greenfield residential urban growth areas so that this can be factored into the future revision of the SmartGrowth Settlement Pattern.</li> </ul>	<b>TCC</b>  SmartGrowth Partnership	Medium	No additional funding.	Assessment undertaken and documented.

## Appendix 5. Residential Intensification Work Programme *(Continued)*

Workstream	Lead Agency Support agencies	Time	\$\$\$	Measure of success
<b>LONG TERM ACTIONS (completed between five and ten years after adoption of 2013 SmartGrowth Strategy Update)</b>				
To be determined				
<b>ONGOING ACTIONS</b>				
<b>City Plan Implications</b> <ul style="list-style-type: none"> <li>Monitor the development of the residential intensification provisions of the Auckland Unitary Plan and other planning documents in NZ to identify good practice that might be applied in Tauranga.</li> </ul>	<b>TCC</b>	Ongoing	No additional funding.	Good practice identified and assessed as to its relevance to the Tauranga / Western Bay of Plenty context.
<b>Role of Central Government</b> <ul style="list-style-type: none"> <li>Better understand the role that central Government might play in assisting Tauranga to deliver residential intensification.</li> <li>Monitor and report on Government policy changes on housing matters, especially responses to affordable housing issue and Auckland Unitary Plan provisions.</li> </ul>	<b>SmartGrowth Partnership</b>	Ongoing	No additional funding	Government policy positions understood and funding/other opportunities maximised.
<b>Latest Research and Practice for Residential Intensification</b> <ul style="list-style-type: none"> <li>Remain informed and aware of leading research and practice in delivering residential intensification, such as the Resilient Urban Futures research being undertaken by the University of Otago.</li> </ul>	<b>TCC</b>  SmartGrowth Partnership	Ongoing	No additional funding	Leading research and practice identified and assessed as to its relevance to the Tauranga / Western Bay of Plenty context.

## Appendix 6. Governance & Advisory Forums Terms of Reference

### 6.1

#### SmartGrowth Implementation Committee (SGIC)

<b>Purpose:</b>	<p>Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, a joint Committee of Tauranga City Council, Western Bay of Plenty District Council and Bay of Plenty Regional Council be retained to implement the SmartGrowth Strategy and Implementation Plan. The joint SmartGrowth Implementation Committee be delegated authority to implement the SmartGrowth Strategy and Implementation Plan in accordance with the following functions:</p> <ul style="list-style-type: none"> <li>• Overseeing the implementation of the 2013 SmartGrowth strategy update in particular the strategy actions.</li> <li>• Ensuring organisation systems and resources support the strategy implementation.</li> <li>• Taking responsibility for progressing those actions specifically allocated to the "SmartGrowth Implementation Committee" in the strategy and making sure the implementation does occur.</li> <li>• Monitoring and reporting progress against milestones.</li> <li>• Over-viewing the management of the risks identified in implementation.</li> <li>• Reviewing and recommending adjustments to the strategy if circumstances change.</li> <li>• Identifying and resolving any consultation inconsistencies between the SmartGrowth strategies and subsequent public consultation processes of the partner Councils.</li> <li>• Facilitating consultation with the community.</li> <li>• Establishing and maintaining the SmartGrowth Partner Forums</li> <li>• Having an agreed Memorandum of Agreement with the Social Sector Forum to utilise that Forum.</li> <li>• Selecting and appointing an Independent Chairman</li> </ul> <p>Implementing a Memorandum of Agreement be adopted by the Committee to provide a basis for developing working relationships and the resolution of any conflict.</p>
<b>Membership:</b>	<p>That representation be comprised of three elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairman, and three representatives to be nominated by tangata whenua.</p> <p>That an independent Chairman, to be appointed by the Committee, chair the Committee.</p> <p>That the standing membership be limited to thirteen members, but with the power to co-opt up to a maximum of three additional non-voting members from the Strategic Partner Forum or Combined Tangata whenua Forum where required to ensure the effective implementation of any part or parts of the Strategy.</p> <p>That NZTA be represented through its Regional Director as an observer with speaking rights but in a non voting capacity.</p>
<b>Meeting frequency:</b>	At least bi-monthly.

### 6.2

#### SGIC Independent Chairman

<b>Key Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Chair meetings of the SGIC Committee.</li> <li>• Liaise with Partner Mayors and Regional Chair, SmartGrowth Programme/Implementation Manager, Strategic Advisor, Partner staff.</li> <li>• Provide key advice on courses of action to progress the committee in its deliberations and outcomes.</li> <li>• Manage public communication processes in relation to implementation strategies that are related to governance matters.</li> <li>• Other responsibilities as may be decided by the SGIC.</li> <li>• Coordination of joint approaches to Central Government in relation to strategy issues including briefings of Ministers, MPs and officials</li> </ul>
<b>Key Tasks:</b>	<ul style="list-style-type: none"> <li>• Chair meetings of SGIC.</li> <li>• Chair Chief Executives Advisory Group and IMG.</li> <li>• Develop and manage meeting agendas in conjunction with SmartGrowth Programme/Implementation Manager.</li> <li>• Provide a facilitative style of Chairmanship that enables quality participation and outcomes.</li> <li>• Ensure that timeframes/targets set by the Committee are achievable and achieved.</li> <li>• Develop time lines for specific tasks and projects</li> <li>• Development of agendas.</li> <li>• Management of issues as they arise.</li> <li>• Communication with interested persons including public and stakeholder groups.</li> </ul>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

### 6.2

#### SGIC Independent Chairman *(Continued)*

<b>Key Tasks:</b>	<ul style="list-style-type: none"> <li>• Liaison with other people or groups as is appropriate.</li> <li>• In conjunction with SmartGrowth Programme/Implementation Manager, liaise with partner council staff.</li> <li>• Facilitate the provision of additional specific information and expert advice to the Committee if required.</li> <li>• Chair Strategic Partners Forum and other SmartGrowth Partner Forums as required.</li> <li>• Maintain effective working relationships with the appropriate Maori groups.</li> <li>• Attend the Partner Forums as necessary.</li> <li>• Provide key advice on matters to enable progress of the Committee in its deliberations and outcomes.</li> <li>• Provide specific advice to the Committee as is appropriate to facilitate successful implementation of SmartGrowth.</li> <li>• Manage public communication processes in relation to strategies being developed.</li> <li>• Prime responsibility for all public communication in relation to the governance aspects of implementation.</li> <li>• Special liaison with Mayor of Tauranga City Council, Mayor Western Bay of Plenty District Council and Chairperson Bay of Plenty Regional Council in relation to specific issues that may arise.</li> <li>• Special liaison with Chairs of SmartGrowth Partner Forums.</li> <li>• Have a framework that recognises political sensitivities and the communication of issues to the public.</li> <li>• Liaise with the SmartGrowth Programme Manager in relation to development of documents for public information.</li> <li>• Be aware that publications and communication may need a bi-cultural approach.</li> </ul>
<b>Meeting Frequency:</b>	Not applicable

### 6.3

#### Combined Tangata whenua Forum

<b>Key Responsibilities:</b>	<ul style="list-style-type: none"> <li>• Have input into the development of the SmartGrowth strategies and implementation of actions from tangata whenua perspective.</li> <li>• Support the implementation of the Strategy through an audit role and the provision of information and advice.</li> <li>• Provide timely and effective feedback on implementation actions.</li> <li>• Provide essential communication links to and from constituent iwi and hapu.</li> <li>• Provide input into the appointment of a Tu Pakari Advisor in conjunction with SGIC chair and CTWF chair.</li> <li>• Maintain links between Treaty settlement outcomes and strategy implementation.</li> </ul>
<b>Form:</b>	<ul style="list-style-type: none"> <li>• Membership comprising the Tauranga Moana Tangata whenua Collective (TCC) and iwi/hapu members of Maori Forum (WBOPDC).</li> <li>• Meet at least six times a calendar year, generally on a bi-monthly basis.</li> <li>• Meeting attendance funded in a manner consistent with TCC and WBOPDC Council policy.</li> <li>• Scope for members of the Combined Tangata whenua Forum to be seconded to the Committee if required to provide insight into specific issues.</li> <li>• Serviced by the Tu Pakari Advisor in respect of agendas, papers, and report preparation.</li> <li>• Chair appointed by CTWF.</li> </ul>
<b>Kia Tu Pakari ai Tatou:</b>	<ul style="list-style-type: none"> <li>• The CTWF will be responsible for ensuring the Rangatiratanga of the hapu and Iwi (tangata whenua values, principles, traditions and customs) are taken into account and maintained throughout the implementation of the strategy.</li> <li>• The CTWF provides a reference group to support the future growth related needs of hapu and Iwi.</li> </ul>
<b>Tangata whenua Audit:</b>	<ul style="list-style-type: none"> <li>• An audit on the implementation of the strategy by the CTWF will be a key monitoring function for tangata whenua in assessing the outcomes of the strategy.</li> </ul>
<b>Tangata whenua Leadership:</b>	<ul style="list-style-type: none"> <li>• The collective knowledge and experience within the CTWF provides strong leadership and direction to the SmartGrowth Implementation decisions on specific and generic actions affecting tangata whenua.</li> <li>• Tangata whenua will provide leadership in the implementation of some actions solely, shared as a member of the SmartGrowth Implementation Committee or as a support to other lead agencies.</li> <li>• Tangata whenua engagement in the implementation and monitoring will provide confidence in the growth and development processes.</li> </ul>
<b>Communication and Liaison with Tangata whenua:</b>	<ul style="list-style-type: none"> <li>• The CTWF provides a regional forum for hapu, Iwi and Maori to raise implementation issues. The use of Marae and specialist workshops has proven to be an effective communication tool in engaging tangata whenua. These internal networks and techniques should be utilised to ensure that momentum of the strategy is maintained.</li> </ul>



## Appendix 6. Governance & Advisory Forums Terms of Reference (Continued)

### 6.3

#### Combined Tangata whenua Forum (Continued)

<b>Relationships:</b>	<ul style="list-style-type: none"> <li>CTWF participants are able to raise issues for discussion within the CTWF meetings to be taken to the SGIC and other forums by the tangata whenua representative and/or the Tu Pakari Advisor.</li> <li>The CTWF is able to develop issues/ recommendations that have not been solicited by the SGIC and present these to the committee.</li> </ul>
<b>Participation:</b>	<ul style="list-style-type: none"> <li>The CTWF will openly debate issues, with the opportunity for all participants to contribute. All meetings are open to whanau, hapu Iwi and Maori across the sub-region.</li> </ul>
<b>Autonomy:</b>	<ul style="list-style-type: none"> <li>The CTWF will consolidate and summarise all the knowledge and representations of the participating organisations. It is recognised that this knowledge will be based on personal/organisation values and views.</li> <li>It is acknowledged that the CTWF participants will not always agree on issues.</li> <li>Any feedback/ recommendation to the SGIC will include all of the opinions and positions of the CTWF participants.</li> <li>CTWF participants will be able to present, in person, their differing views to the SGIC, to ensure their position is appropriately articulated.</li> </ul>
<b>Communication:</b>	<ul style="list-style-type: none"> <li>Communication between the CTWF and the SGIC will be either a formal written report or presentation.</li> <li>A major focus of the communication between the two groups will be on building relationships, trust and honest interaction.</li> </ul>
<b>Operational Process:</b>	<ul style="list-style-type: none"> <li>Facilitation, Independent Chair to continue in this role.</li> <li>CTWF participants own the process and operation of the group so they must contribute to the running of the process.</li> <li>Participating organisations will support each other to ensure equal opportunity to contribute.</li> <li>Open invitation for members of both the CTWF and SGIC to attend each other's meetings.</li> <li>Alternate's representation is allowable.</li> <li>Alternate must come prepared for meetings and may not propose different organisational agendas to those already raised by the usual representative.</li> <li>The CTWF will have access to copies of all the reports sent to the SGIC.</li> </ul>

### 6.4

#### Strategic Partners Forum

<b>Role:</b>	<p>Provide community governance to the SmartGrowth strategy with the broad responsibilities being:</p> <ul style="list-style-type: none"> <li>Acting in a community audit role</li> <li>Providing a monitoring function to ensure the strategy and actions are met with input from partner forum members.</li> <li>Acting as a knowledge pool to the SGIC and to assist guiding decisions relating to implementation. The basis of this role is that the Strategic Partners are able to provide support to the SmartGrowth Governance structure in a collaborative fashion rather than in a strict audit and monitoring role.</li> <li>Providing sound community governance advice to the SGIC and identifying potential solutions to issues.</li> </ul>
<b>Relationships:</b>	<ul style="list-style-type: none"> <li>SPF participants are able to raise issues for discussion within the SPF meetings to be taken to the SGIC.</li> <li>The SPF is able to develop issues/recommendations that have not been solicited by the SGIC and present these to the committee.</li> <li>It is acknowledged that the SPF participants will not always agree on issues</li> <li>Any feedback/recommendations to the SGIC will include all of the opinions and positions of the SPF participants.</li> <li>SPF participants will be able to present, in person, their differing views to the SGIC, to ensure their position is appropriately articulated.</li> </ul>
<b>Membership:</b>	<ul style="list-style-type: none"> <li>Chamber of Commerce</li> <li>Priority One</li> <li>Katikati Fruitgrowers</li> <li>Te Puke Fruitgrowers</li> <li>Kiwifruit Growers Inc</li> <li>Federated Farmers</li> <li>Te Puke Fast Forward</li> <li>Bay of Plenty Tertiary Partnership</li> <li>Forest and Bird</li> <li>Grey Power</li> <li>Planning &amp; Funding- BOPDHB</li> <li>Envirohub BOP</li> <li>BayTrust</li> <li>Property Council</li> </ul>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

<p>6.4</p> <p><b>Strategic Partners Forum</b> <i>(Continued)</i></p>	
<p><b>Membership</b> <i>(Continued):</i></p>	<ul style="list-style-type: none"> <li>• Katikati Arts Trust</li> <li>• Katch Katikati</li> <li>• Creative Tauranga</li> <li>• Housing NZ Corporation</li> <li>• Disability Sector</li> <li>• Sport Bay of Plenty</li> <li>• Youth Sector</li> <li>• Te Puke EDG</li> <li>• Toi Te Ora</li> <li>• National Council of Women</li> <li>• Property Developers Forum</li> <li>• Housing Affordability Forum</li> <li>• Population Ageing Technical Advisory Group</li> <li>• Social Sector Forum</li> <li>• Combined Tangata Whenua Forum</li> <li>• Other SmartGrowth Partner Forums</li> </ul> <p>Others as determined by existing Terms of Reference.</p> <p>Representation is limited to one per organisation. An alternate can be sent in the absence of the nominated representative.</p>
<p><b>Communication:</b></p>	<ul style="list-style-type: none"> <li>• Communication between the SPF and the SGIC will be by both formal written report and by personal representation.</li> <li>• A major focus of the communication between the two groups will be on building relationships, trust and honest interaction.</li> </ul>
<p><b>Operational Process:</b></p>	<ul style="list-style-type: none"> <li>• Independent Chairman to chair the Forum.</li> <li>• SPF participants own the process and operation of the group so they must contribute to the running of the process.</li> <li>• Participating organisations will support each other to ensure equal opportunity to contribute.</li> <li>• Open invitation for members of both the SPF and the SGIC committee to attend each others meetings.</li> <li>• The SPF will receive copies of all the reports sent to the SGIC, preferred distribution method is by e-mail.</li> </ul>
<p><b>Membership Criteria:</b></p>	<p>Strategic Partners Forum generally consists of organisations based on the following:</p> <ul style="list-style-type: none"> <li>• Agencies with a national or regional/sub-regional affiliation.</li> <li>• Mandate to speak on behalf of sectors affected by the SmartGrowth Strategy.</li> <li>• Cover the sub-region, which is the scope of the strategy.</li> <li>• Represent the interest areas defined in the strategy being social, economic, cultural and environmental.</li> <li>• Have a structure in place that allows outwards and inwards communication in respect of membership.</li> </ul>

<p>6.5</p> <p><b>Social Sector Forum</b></p>	
<p><b>Membership Criteria:</b></p>	<p>The Social Sector Forum is intended to be a voice for the non-government and not for profit sector. Other organisations and government agencies are welcome to attend as participating observers.</p>
<p><b>Purpose:</b></p>	<p>The purpose of the Social Sector Forum (the forum) is to draw on existing experience and positively contribute to the on-going evolution and success of the SmartGrowth Strategy (the Strategy).</p> <p>The forum will provide a view that reflects the interests of social and community groups across the wider western Bay of Plenty.</p> <p>The forum will enable direct social sector industry participation in Strategy implementation and monitoring in order to provide vital sector input (in collaboration with the Strategy partners and lead agencies) into the wide range of challenges faced in the sub-region, including specific input into:</p> <ul style="list-style-type: none"> <li>• Building the Community</li> <li>• Housing affordability</li> <li>• The contribution of the social sector to economic growth</li> </ul>
<p><b>Role:</b></p>	<p>The Forum will have on-going input into Strategy development and implementation including the following specific aspects:</p> <ul style="list-style-type: none"> <li>• Providing input and feedback in respect of partner projects relating to strategy actions</li> <li>• Monitoring of strategy actions.</li> <li>• The development of statutory and non- statutory policies by the SmartGrowth Partners that either arise from the strategy or have the potential to impact on the strategy.</li> <li>• SmartGrowth representations to regional and national forums and central Government.</li> <li>• Identifying proposed actions during Strategy review/update to respond to emerging social and community issues</li> </ul>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

<p>6.5 <b>Social Sector Forum</b> <i>(Continued)</i></p>	
<p><b>Membership:</b></p>	<p>The forum membership is representative of the wider community within the western Bay of Plenty and currently has representation from the following organisations;</p> <ul style="list-style-type: none"> <li>• Plunket</li> <li>• Settlement Support</li> <li>• Welcome Bay Community Centre</li> <li>• Relationships Aotearoa</li> <li>• Waiapu Anglican Services</li> <li>• Volunteer Centre</li> <li>• Seniors United to Promote Age-Friendly NZ ( SUPA-NZ)</li> <li>• Age Concern</li> <li>• WBOP Mental Health trust</li> <li>• Alzheimers Association</li> <li>• Budget Advice</li> <li>• Housing Trust</li> <li>• Yoga Centre</li> <li>• National Council of Women</li> <li>• Rise Up Tauranga</li> <li>• Headway Bay of Plenty</li> <li>• Foundation for youth development</li> <li>• Home Instead Senior Care</li> <li>• Strengthening Families</li> <li>• Churches</li> </ul>
<p><b>Other SmartGrowth Forums and the SmartGrowth Implementation Management Group (IMG) – Linkages and Reporting:</b></p>	<p>In order to provide transparency, a member (an alternate can be appointed) of the other SmartGrowth Forums and the IMG (as selected by those groups) will be invited to attend and participate in the Social Sector Forum meetings. The Social Sector Forum may also appoint a member to attend and contribute to the wider Strategic Partner Forum. Meeting minutes and reports from each of the SmartGrowth Partner Forums will be made available to the other forums, to IMG and to SGIC.</p>
<p><b>SmartGrowth Implementation Committee (SGIC) – Linkages and Reporting:</b></p>	<p>The forum members are able to present to the SGIC at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues. The minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair, Programme /Implementation Manager and Strategic Adviser.</p>
<p><b>Information Provision and Feedback:</b></p>	<p>Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC for decision-making. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback. This feedback will be presented to SGIC.</p>
<p><b>Meetings:</b></p>	<p><b>Attendance and presentations</b></p> <ul style="list-style-type: none"> <li>• The Independent Chair, Programme/Implementation Manager, Strategic Advisor may attend meetings from time to time, provide written reports, advice and seek input on various matters.</li> <li>• SGIC members may also be invited to attend the Forum from time to time.</li> </ul> <p><b>Frequency</b></p> <ul style="list-style-type: none"> <li>• The Forum will meet bi-monthly, prior to the SGIC meeting to provide information and feedback on specific issues directly relating to Strategy implementation.</li> </ul> <p><b>Servicing</b></p> <ul style="list-style-type: none"> <li>• The Forum will be serviced by SmartGrowth through the Programme/Implementation Manager, for matters including venues, agenda circulation, minute- taking and report materials.</li> </ul> <p><b>Chair</b></p> <ul style="list-style-type: none"> <li>• A Chair will be appointed by the Forum.</li> </ul>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

<p>6.6</p> <p><b>Property Developers Forum</b></p>	
<p><b>Purpose:</b></p>	<ul style="list-style-type: none"> <li>• To enable direct property industry participation in the strategy review and subsequent strategy implementation in order to provide vital private sector input, in collaboration with the strategy partners and lead agencies into the wide range of challenges faced in the sub-region, including specific input into:               <ul style="list-style-type: none"> <li>• Land use and urban form, including the RPS and resulting City and District Plan responses.</li> <li>• Infrastructure planning, funding and implementation.</li> <li>• Housing affordability.</li> <li>• Development viability.</li> <li>• Economic growth.</li> </ul> </li> </ul>
<p><b>Role:</b></p>	<ul style="list-style-type: none"> <li>• The Forum will have ongoing input into strategy implementation including the following specific aspects:</li> <li>• Providing input and feedback in respect of partner projects relating to strategy actions where such input is sought by the Implementation Management Group (IMG) projects.</li> <li>• Monitoring of strategy actions.</li> <li>• The development of statutory and non statutory policies by the SmartGrowth Partners that either arise from the strategy or have the potential to impact on the strategy.</li> <li>• SmartGrowth representations to regional and national forums and central Government.</li> </ul>
<p><b>Membership:</b></p>	<p>The Property Developers Forum has representation from the following groups/industries:</p> <ul style="list-style-type: none"> <li>• Landowners / Developers.</li> <li>• Land Developers and Subdividers.</li> <li>• Property Developers.</li> <li>• Residential and Commercial.</li> <li>• Property Industry - Management Consultancies.</li> <li>• Property Industry – Professional.</li> <li>• Planning and Engineering Consultancies.</li> <li>• Building Contractors.</li> <li>• Residential and Commercial.</li> </ul>
<p><b>Operation:</b></p>	<ul style="list-style-type: none"> <li>• In order to provide transparency, a member (an alternate can be appointed) of the other SmartGrowth Forums and the IMG (as selected by those groups) will be invited to attend and participate in the Property Developer Forum meetings.</li> <li>• For consistency, only the members nominated by each individual forum / group shall attend these meetings. These members will be able to report back to their respective forum / groups on the Property Developer Forum meetings.</li> <li>• A reciprocal arrangement will also apply allowing the Property Developer Forum to appoint a member (alternate can be appointed) to attend and contribute to the Strategic Partner Forum.</li> <li>• Meeting minutes and reports for each of the forums will be circulated to the other forums.</li> <li>• Implementation Committee at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues.</li> <li>• Minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair and Programme/Implementation Manager.</li> <li>• Minutes are also provided to the SmartGrowth IMG for information and for actioning of any particular matters.</li> </ul>
<p><b>Information Provision and Feedback:</b></p>	<ul style="list-style-type: none"> <li>• Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback.</li> </ul>
<p><b>Meeting Attendance and Presentations:</b></p>	<ul style="list-style-type: none"> <li>• The Independent Chair and Programme/Implementation Manager may attend meetings from time to time, provide written reports, advice and seek input on various matters. There are also a range of presentations on matters of interest to SmartGrowth implementation and to Forum members.</li> <li>• SGIC members may also be invited to attend the Forum from time to time.</li> </ul>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

6.7

### Housing Affordability Forum

<b>Purpose:</b>	<p>The purpose of the Housing Affordability Forum ('the forum') is to provide a mechanism for SmartGrowth to progress initiatives to improve the affordability of housing in the sub-region.</p> <p>The forum will enable direct participation into the implementation, monitoring and review of SmartGrowth, in collaboration with the strategy partners and lead agencies into the range of challenges facing the sub-region in relation to improving the affordability of housing.</p>
<b>Role:</b>	<p>The role of the Housing Affordability Forum ('the forum') is as follows:</p> <ul style="list-style-type: none"> <li>• Identification of potential strategy actions across the range of key determinants that impact on housing affordability</li> <li>• Leading the implementation of specific strategy actions as agreed e.g. pilot project</li> <li>• Raise awareness and educate stakeholders and the general public</li> <li>• Supporting the delivery of other partner projects relating to housing affordability</li> <li>• Monitoring of all relevant strategy actions.</li> <li>• Development of policies by the SmartGrowth Partners relating to housing affordability</li> <li>• Making representations/submissions to local, regional and national Government in relation to housing affordability</li> </ul>
<b>Membership:</b>	<p>The Housing Affordability Forum has representation from the following groups/industries/sectors:</p> <ul style="list-style-type: none"> <li>• Development community</li> <li>• Local authorities (council officers and elected members)</li> <li>• Economic Development specialists</li> <li>• Planning and urban design specialists</li> <li>• Community Housing Trusts</li> <li>• Real estate sector</li> <li>• PATAG</li> <li>• Tangata whenua</li> <li>• Relevant central Government agency</li> <li>• SmartGrowth Programme/Implementation Manager</li> </ul>
<b>Key Principles</b>	<p>The key principles underpinning the establishment of the Housing Affordability Forum are:</p> <ul style="list-style-type: none"> <li>• The provision of sufficient affordable housing to provide for low to medium income residents as well as support the region's future labour force;</li> <li>• Acceptance that, without intervention, the market will be unable to provide adequate affordable housing; and</li> <li>• Recognition of the different spatial and cultural needs of residents.</li> </ul>
<b>Other SmartGrowth Forums and the SmartGrowth Implementation Management Group (IMG) – Linkages and Reporting:</b>	<p>The Chair of the forum will represent the group on the SmartGrowth Strategic Partners Forum and any other SmartGrowth Forums as required.</p> <p>The minutes will be provided to the SmartGrowth IMG for information and for action as required.</p> <p>Meeting minutes and reports for each of the SmartGrowth Partner Forums will be available to the other forums.</p>
<b>SmartGrowth Implementation Committee (SGIC) – Linkages and Reporting:</b>	<p>The forum members are able to present to the SGIC at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues.</p> <p>The minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair, Programme /Implementation Manager and Strategic Adviser.</p>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

<p>6.7</p> <p><b>Housing Affordability Forum</b> <i>(Continued)</i></p>	<p>Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC for decision-making. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback.</p> <p><b>Meetings:</b></p> <p><b>Attendance and Presentations</b> The Independent Chair, Programme/Implementation Manager and Strategic Advisor may attend meetings from time to time, provide written reports, advice and seek input on various matters. SGIC members may also be invited to attend the Forum from time to time.</p> <p><b>Frequency</b> The Forum will meet as required, prior to the SGIC meeting to provide information and feedback on specific issues directly relating to Strategy implementation.</p> <p><b>Servicing</b> The Forum will be serviced by SmartGrowth through the Programme/Implementation Manager for matters including venues, agenda circulation, minute-taking and report materials.</p> <p><b>Chair</b> A chair will be appointed by the Forum</p>
<p>6.8</p> <p><b>Population Ageing Technical Advisory Group</b></p>	<p><b>Function:</b></p> <ul style="list-style-type: none"> <li>• PATAG is a collaboration between the Bay of Plenty District Health Board (BOP DHB) and SmartGrowth. It is anchored through a memorandum of understanding signed by the BOPDHB and the SmartGrowth partnership on 13 February 2008. It is a BOP DHB Technical Advisory Group.</li> <li>• The role of the Population Ageing Technical Advisory Group (PATAG) is to provide expert technical advice to the Bay of Plenty District Health Board and SmartGrowth regarding: policy, planning, and service development to best meet the needs of the community having regard to the impacts and opportunities arising from the ageing population, now and in the future.</li> <li>• These needs encompass the social, economic, cultural, and environmental determinants of health and wellbeing.</li> </ul> <p><b>Membership:</b></p> <p>Membership of PATAG will have knowledge/ expertise in the four well beings and clinical expertise from the health sector. Members will be appointed by the CEO of BOPDHB and the Independent Chair of SmartGrowth. PATAG will have an opportunity to make recommendations for membership.</p> <p>Members will be appointed for their individual expertise and experience. An ability to contribute to the achievement of the objectives of PATAG will form the basis of the skills, knowledge, or experience required. The mix of skills and experience within the PATAG will be taken into account.</p> <p><b>Aims:</b></p> <p><b>BOP DHB:</b></p> <ul style="list-style-type: none"> <li>• The prioritization of investment in services to ensure the health and support needs of older people are met; and</li> <li>• To manage the impact of our ageing population on health services and support the provision of high quality and sustainable services for all people.</li> </ul> <p><b>SMARTGROWTH:</b></p> <ul style="list-style-type: none"> <li>• Enhanced capacity of communities to facilitate both 'active ageing' and 'ageing in place'.</li> <li>• Improved access to information and research as a basis for decision making to achieve successful population ageing.</li> </ul> <p><b>BOTH PARTNERS:</b></p> <ul style="list-style-type: none"> <li>• Provide advice that is professionally credible, evidence based, internationally current, and locally relevant.</li> <li>• To encourage collaborative planning and implementation across all agencies.</li> <li>• Encourage innovative leadership in consideration of population ageing matters and its impact on potential impacts and opportunities.</li> </ul> <p><b>Relationships:</b></p> <p>PATAG will:</p> <ul style="list-style-type: none"> <li>• Take direction from the BOP DHB and SmartGrowth.</li> <li>• Be provided with management and secretarial support from the BOP DHB.</li> <li>• Engage as appropriate with sub-regional planning processes.</li> <li>• Maintain effective relationships with community providers and agencies including SmartGrowth's Strategic Partner Forum and the Combined Tangata whenua Forum.</li> <li>• Engage with national and regional bodies as appropriate.</li> <li>• Recognise the autonomy of the collaborating partners and the roles of participating individuals and organisations.</li> <li>• Have a "no surprises" approach and work in a collaborative and respectful manner within its membership and partners.</li> <li>• BOP DHB and SmartGrowth will from time to time work with PATAG to create community discussion and debate on relevant issues relating to population ageing.</li> </ul>

## Appendix 6. Governance & Advisory Forums Terms of Reference *(Continued)*

6.8

### Population Ageing Technical Advisory Group *(Continued)*

<b>Scope:</b>	<ul style="list-style-type: none"> <li>PATAG will define and analyse issues to provide future strategic direction and advice to ensure the wellbeing of the communities having regard to the impacts and opportunities arising from an ageing population.</li> <li>The scope of work will take into account the BOPDHB Annual Plans and Regional Plans, the SmartGrowth Strategy and Implementation Plan; and subsequent iterations of these documents.</li> </ul>
<b>PATAG will provide:</b>	<ul style="list-style-type: none"> <li>Expert advice and stakeholder group participation in issues of ageing relevant to the work of both the BOPDHB and SmartGrowth integrated planning for population ageing in the region, through collaboration, co-ordination, effective and efficient productivity.</li> <li>Information that will create and encourage community awareness and debate on ageing population.</li> </ul>
<b>PATAG will consider and provide advice on:</b>	<ul style="list-style-type: none"> <li>The health, wellbeing and disability needs of the ageing population in the Bay of Plenty region, funded by both Vote Health and Health and Disability Services.</li> <li>Social and economic issues related to wellbeing, workforce participation, skill development, retention and development.</li> <li>Improved coordination and responsiveness of services provided to an ageing population and their families.</li> <li>The impact of the four wellbeings: social, cultural, economic and environmental, as they relate to an ageing population.</li> <li>The related strategies and implementation programmes that at any time may be relevant to the growth and development of the region.</li> </ul>
<b>Operational Structures:</b>	<ul style="list-style-type: none"> <li>The formal structure and process will align with the established BOP DHB Technical Advisory Group and SmartGrowth structure and purpose.</li> </ul>
<b>It is expected that PATAG will:</b>	<ul style="list-style-type: none"> <li>Meet at least quarterly.</li> <li>Undertake work within specific working groups to progress tasks.</li> <li>Meet goals according to BOP DHB and Smartgrowth reporting time frames.</li> <li>Nominate a representative from PATAG to SmartGrowth Strategic Partners Forum.</li> </ul>
<b>Chairperson:</b>	<ul style="list-style-type: none"> <li>A Chairperson will be appointed jointly by the BOPDHB CEO and SmartGrowth Independent Chair for a specified and agreed term.</li> </ul>
<b>Communication:</b>	<ul style="list-style-type: none"> <li>The Chair of PATAG or nominee will be responsible for all communication under the agreed communication policy.</li> </ul>
<b>Reporting Requirements: PATAG will provide a report every 6 months to:</b>	<ul style="list-style-type: none"> <li>BOPDHB.</li> <li>SmartGrowth Implementation Committee.</li> </ul>
<b>Committee:</b>	<ul style="list-style-type: none"> <li>Other specific reports as requested.</li> </ul>
<b>Performance:</b>	<p>The performance of PATAG will be reviewed by the members annually. Discussions will be held with the BOP DHB and SmartGrowth regarding:</p> <ul style="list-style-type: none"> <li>Recommendations.</li> <li>Priorities.</li> <li>Membership.</li> <li>Other matters arising.</li> </ul>

## Appendix 7. Management & Technical Terms of Reference

7.1

### Chief Executives Advisory Group (CEAG)

<b>Terms of Reference:</b>	<ul style="list-style-type: none"> <li>Promote SmartGrowth within the culture of each of their organisations.</li> <li>Assess the impact on their organisations of requests for internal resources.</li> <li>Support the setting aside of sufficient funding to complete the Strategy.</li> <li>Review achievement of action milestones. Focus on inter-organisation process and document alignment.</li> <li>Advise SGIC where necessary.</li> <li>Assist with effective and consistent internal communication.</li> <li>Monitor the SmartGrowth budget and approve partnership budget contribution on an annual basis</li> </ul>
<b>Membership:</b>	SmartGrowth Independent Chair (chair), Chief Executives and Regional Director NZTA.
<b>Meeting frequency:</b>	At least Bi-monthly.

7.2

### Strategic Implementation Management Group (SIMG)

<b>Membership:</b>	<ul style="list-style-type: none"> <li>Independent Chair (Chair)</li> <li>Partner Council General Managers/ Group Managers</li> <li>SmartGrowth Programme Manager/Implementation Manager and Strategic Advisor</li> <li>Tu Pakari Advisor</li> <li>NZTA representative</li> <li>Representatives from other implementation agencies</li> </ul>
<b>Terms of reference:</b>	<ul style="list-style-type: none"> <li>Take a strategic, integrated SmartGrowth partner overview on broad corporate policy and implementation challenges within both a sub-regional and where appropriate a wider regional context.</li> <li>Form a view on and provide guidance on the strategic issues associated with SmartGrowth Strategy implementation.</li> <li>Set the direction and expectations for the Technical Implementation Group.</li> <li>Oversee the Implementation Plan in particular the action milestones, and ensure appropriate monitoring is undertaken. Ensure that the SmartGrowth Implementation Committee is aware of these.</li> <li>Ensure that systems and resources are functioning effectively.</li> <li>Promote the SmartGrowth Strategy within the culture of each partner organisation.</li> <li>Assess the impact on organisations of any requests for additional resources.</li> <li>Support the setting aside of sufficient funding to implement and update the Strategy.</li> <li>Review achievement of action milestones.</li> <li>Advise the SmartGrowth Implementation Committee (SGIC) and the Chief Executives Advisory Group (CEAG) where necessary.</li> <li>Provide guidance to Programme/Implementation Manager and Strategic Adviser.</li> <li>Assist with effective and consistent internal communication.</li> <li>Ensure that a joint plan is developed and implemented for all actions to enable all partners to prioritise and resource efficiently implementation.</li> </ul>

7.3

### Technical Implementation Group (TIMG)

<b>Terms of Reference:</b>	<ul style="list-style-type: none"> <li>Provide technical input into various documents and processes.</li> <li>Be guided by the direction set by the Strategic Implementation Management Group (SIMG).</li> <li>Undertake detailed Strategy implementation through specific planning instruments, eg RPS, District Plans, RLTS, RLTP, LTPs and other documents.</li> <li>Undertake and report on action monitoring and risk management issues via IMG and the SGIC.</li> <li>Maintain close links between Future Proof and any other related strategies to ensure consistent outcomes.</li> <li>Ensure that any related studies and investigations are drawn to the attention of IMG and the SGIC in order to avoid duplication of effort.</li> <li>Promote the Strategy within the culture of each SmartGrowth partner organisation.</li> <li>Review achievement of action milestones.</li> <li>Focus on inter-organisation process and document alignment.</li> <li>Advise the IMG and SGIC where necessary.</li> <li>Assist with effective and consistent internal communication.</li> </ul>
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## Appendix 7. Management & Technical Terms of Reference *(Continued)*

### 7.3

#### Technical Implementation Group *(Continued)*

<b>Membership:</b>	<ul style="list-style-type: none"> <li>• SmartGrowth Programme/Implementation Manager (Chair)</li> <li>• Two Partner council representatives from each partner council appointed by the respective partner Strategic IMG member.</li> <li>• Tu Pakiri Advisor.</li> <li>• Two representatives from NZTA.</li> <li>• One representative from the SmartGrowth Communications Project Team (as required).</li> <li>• Strategic Adviser.</li> <li>• Others as co-opted from time to time and appointed by the Strategic Implementation Management Group.</li> </ul>
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### 7.4

#### Tangata Whenua Implementation Group (TWIMG)

<b>Purpose:</b>	<ul style="list-style-type: none"> <li>• Technical and management support for the implementation of Tangata whenua actions in the SmartGrowth Strategy.</li> </ul>
<b>Terms of Reference:</b>	<ul style="list-style-type: none"> <li>• Provide input into the SmartGrowth Strategy Review</li> <li>• Provide technical support to Chairperson of the Combined Tangata whenua Forum (CTWF) including agenda items and background papers</li> <li>• Discuss and formulate appropriate responses to tangata whenua issues</li> <li>• Monitoring and reporting on completing tangata whenua outputs</li> </ul>
<b>Membership:</b>	<p>The Tangata whenua IMG is made up of representatives of the three council Maori liaison Units, chair of CTWF and the Tu Pakiri Advisor. The group will be facilitated and led by the Tu Pakiri Advisor.</p> <ul style="list-style-type: none"> <li>• Bay of Plenty Regional Council</li> <li>• Tauranga City Council Takawaenga Unit</li> <li>• Western Bay of Plenty District Council Community Development Team</li> <li>• Tu Pakiri Advisor</li> <li>• Chairperson CTWF</li> <li>• SmartGrowth Programme/Implementation Manager</li> </ul>
<b>Meetings:</b>	Meetings will be held quarterly

### 7.5

#### Communications Team

<b>Role:</b>	<ul style="list-style-type: none"> <li>• The Communications Team is to assert SGIC, CEAG, and the Strategic IMG with maintaining high levels of awareness of strategy issues within the community and the value of the SmartGrowth brand.</li> <li>• The Communications Team will report to the Programme Manager.</li> </ul>
<b>Membership:</b>	Communication Team to comprise of a communications representative from the SmartGrowth partner Councils, Tu Pakiri Adviser and SmartGrowth Programme Manager/Implementation Manager (Chair) .
<b>Meeting Frequency:</b>	As and when required .

## Appendix 7. Management & Technical Terms of Reference *(Continued)*

7.6

### SmartGrowth Programme/Implementation Manager

<b>Terms of Reference:</b>	<ul style="list-style-type: none"> <li>• Leading and planning the implementation of the strategy and managing the resources that are employed to achieve the agreed objectives.</li> <li>• Day to day project management, including planning, organising and control of the physical and financial resources provided by the three Council partners for the implementation of the strategy.</li> <li>• Prepare tender briefs and provide the IMG with a detailed evaluation and recommendation on all proposals received.</li> <li>• Convene meetings of the Implementation Management Group (IMG) and CEAG.</li> <li>• Management of the budget for the strategy, with accounting assistance from TCC.</li> <li>• Report to the SGIC on key issues arising from actions and on the risk profile.</li> <li>• Liase between the various SmartGrowth Partner Forums, the SGIC and the IMG.</li> <li>• Provide support to the SmartGrowth Partner Forums.</li> <li>• Liaise as and when necessary with the Chairperson and members of the SGIC.</li> <li>• Briefing partner Councils, SmartGrowth Forums, and other agencies on implementation progress on at least an annual basis.</li> <li>• Facilitate forums and encourage community participation.</li> <li>• Promote the aims of this strategy within the context of sustainable development outcomes.</li> <li>• Establish and maintain administrative and information support systems and resources, including the selection and appointment of the IC.</li> <li>• Selecting and appointing the Tu Pakari Advisor in conjunction with the CTWF Chair and Independent Chair.</li> <li>• Make submissions on central and local government and other agencies policies and plans to promote alignment with SmartGrowth.</li> <li>• Manage the implementation of the SmartGrowth communication strategy and lead communication on issues as they arise.</li> <li>• Support the Independent Chair on Governance issues.</li> <li>• Reports to Independent Chair and CEAG .</li> </ul>
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7.7

### Tu Pakiri Adviser (TPA)

<b>Terms of reference:</b>	<ul style="list-style-type: none"> <li>• Advise the SmartGrowth Programme/Implementation Manager and IMG on the planning and execution of actions, specifically those related to tangata whenua.</li> <li>• Participate in meetings of the IMG and CTWF.</li> <li>• Maintain an overview of the work of support groups and provide guidance and advice to ensure that tangata whenua issues are addressed throughout.</li> <li>• Communicate information relating to implementation of the strategy to tangata whenua.</li> <li>• Communicate issues and concerns of tangata whenua to the SmartGrowth Independent Chair and IMG.</li> <li>• Report to the SGIC, tangata whenua representatives on the SGIC, CTWF, and SPF on tangata whenua issues arising during the implementation of the strategy.</li> <li>• Undertake specific tasks assigned by the SmartGrowth Independent Chair.</li> <li>• Accountable to SmartGrowth Independent Chair on Management issues and to the Combined Tangata whenua Forum on leadership and direction.</li> </ul>
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## Appendix 8. SmartGrowth Implementation Committee - Memorandum of Agreement:

### Establishing Principles and approach to the implementation of the SmartGrowth Strategy and Implementation Plan between Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council and the Combined Tangata whenua Forum

#### Section 1 - Objective

The objective of this Agreement is to:

Establish the principles and approach to implementation, monitoring and review between the parties in order to facilitate co-operation, collaboration and co-ordination of spatial planning responsibilities in the western Bay of Plenty sub-region.

#### Section 2 - General Principles

The parties to this Agreement:

SUPPORT the aim of SmartGrowth to provide a comprehensive sub-regional framework for spatial planning to address a wide range of key issues relative to economic, social, cultural and environmental objectives for the sub-region.

RECOGNISE AND SUPPORT the established voluntary, co-operative and co-ordinated approach (SmartGrowth) to spatial planning in the western Bay of Plenty sub-region and that such an approach between regional and local government, tangata whenua and relevant community sector groups must be continued and fostered.

ENDORSE the continued use of SmartGrowth strategies as the primary sustainable strategy for the sub-region and to be used by regional and local government and community sectors to co-operatively manage growth and spatial planning in the sub-region.

RECOGNISE that the SmartGrowth strategies provide a policy and planning framework which will guide spatial planning in the western Bay of Plenty over the next 20 years but within the context of a 50-year period.

COMMITMENT to the implementation of sub-regional approaches to the funding of growth related infrastructure that will utilise a number of funding mechanisms including utilisation of public wealth throughout the Bay of Plenty region on an equitable basis, together with appropriate sub-regional and local funding mechanisms.

The parties to the Agreement also

#### ACKNOWLEDGE:

The benefits of spatial planning and the need to share responsibility for such planning between the parties in consultation with key sector groups and in consultation with the sub-regional community.

The SmartGrowth Implementation Committee has been established to ensure that the approved recommendations and associated actions are taken up by each party both on an individual and collective basis as defined by the strategy.

The SmartGrowth strategy and implementation plan provides for more effective strategic planning on a regional and sub-regional basis and will facilitate co-ordination between the parties in terms of infrastructure and service provision, public works, policy development, environmental management and general planning activities.

#### Section 3 - SmartGrowth Approach

The parties to this Agreement will continue to support the implementation, monitoring and review of the SmartGrowth strategy.

All parties have a responsibility both collectively and individually to:

- Acknowledge the agreed outcomes of the SmartGrowth process in the development and application of policy and programmes as they affect western Bay of Plenty sub-region and commit to the implementation of outcomes as appropriate through statutory planning instruments and policy processes as well as capital works and service delivery programmes.
- Have regard to the objectives and principles contained in SmartGrowth in undertaking programmes and activities.
- Nominate representatives to participate in SmartGrowth Implementation Committee activities on the basis of providing a co-ordinated response from each party.
- Undertake co-operative and co-ordinated delivery of programmes
- Acting in accordance with the co-operative spirit of the SmartGrowth Implementation Committee and contributing to the implementation of agreed SmartGrowth outcomes.
- Promoting a co-ordinated approach to sub-regional development consistent with the agreed outcomes of SmartGrowth.
- Integrating social, economic, cultural and environmental management of their areas within a sub-regional context.
- Developing a sub-regional decision-making process amongst the parties to deal with matters of sub-regional significance which affect local communities.
- Implement the SmartGrowth Way.

## Appendix 8. SmartGrowth Implementation Committee - Memorandum of Agreement *(Continued)*

### Section 4 - Implementation, Monitoring and Review

The parties to this agreement: have:

- Endorsed the SmartGrowth strategy as the spatial plan for the western Bay of Plenty and each agency will have regard to in its planning, budgetary and programme activities, and infrastructure provision.
- Endorsed SmartGrowth as the basis for co-operative management of growth in the western Bay of Plenty by all local government in the sub-region, tangata whenua, relevant community sector groups and government agencies.
- Committed to participate in the implementation, monitoring and review of SmartGrowth in accordance with the arrangements outlined in the approved SmartGrowth strategy.

- Initiated action to enable the implementation of the agreed principles and priority actions contained in SmartGrowth strategy and associated implementation plan.
- Committed to not adopting policies or actions which are inconsistent with the outcomes sought by the SmartGrowth strategy, without them being negotiated with the other partners.

### Section 5 - Interpretation

- Local government means the Bay of Plenty Regional Council, Tauranga City Council and Western Bay of Plenty District Council.
- SmartGrowth means the western Bay of Plenty Spatial Plan as approved by the three partner Councils and tangata whenua and supported by strategic partners.
- SmartGrowth Implementation Committee is the joint governance committee.

- WBOP sub-region means all of the land within the administrative areas of Tauranga City and the Western Bay of Plenty District and includes that part of the administrative area of the Bay of Plenty Regional Council as it relates to the two districts.

Any questions of interpretation of this agreement are to be raised with the parties to the agreement and collectively resolved.

The parties agree to act in good faith in respect of implementing this agreement. This agreement will run until the next review of the Strategy.

The parties are the Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council and the Combined Tangata whenua Forum.

This agreement takes effect on the date it is signed by all parties.

### Bay of Plenty Regional Council

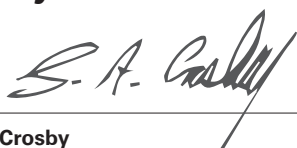


Chairman: **John Cronin**



Chief Executive: **Mary-Anne Macleod**

### Tauranga City Council



Mayor: **Stuart Crosby**



Chief Executive: **Garry Poole**

### Western Bay of Plenty District Council



Mayor: **Ross Paterson**



Chief Executive: **Glenn Snelgrove**

### Combined Tangata Whenua Forum



Chairman: **Karora Te Mete (Smith)**

Dated this 30th day of August, 2013

# Appendix 9. SmartGrowth Implementation Committee – Operational Protocol

## Section 1 - Background

The Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council and tangata whenua have been collaborating since 2001 on the preparation of the SmartGrowth Strategy. The strategy was approved in 2004 and an Implementation Committee established. The SmartGrowth Implementation Committee, (SGIC) has a key monitoring and overview role.

## Section 2 - Intentions of the Parties

The parties are committed to the implementation of SmartGrowth.

The parties will at all times seek a co-operative approach to addressing issues relating to the project.

It is the intention of the parties that implementation of the actions in the approved strategy will be achieved by co-operation and consensus.

The parties believe that this protocol is an important mechanism to build and strengthen the constructive relationships that have developed between them and provides ability for issues to be considered in a measured, effective and timely manner.

Each party is committed to acting in good faith in meeting their obligations in respect of the SGIC.

Each party will use its best endeavours to foster and implement the SmartGrowth Way contained in Appendix 11.

## Section 3 - Scope of Protocol

This protocol provides for:

- The resolution of conflicting points of view that may arise during a mechanism by which any member(s) of the SGIC may request its use to ensure that any matter or issue is given fair and reasonable consideration prior to formal consideration by the SGIC.
- The process for the co-option of persons onto the SGIC.

## Section 4 - Protocol Matters

### Resolution of Conflicting Views.

For the purposes of conflict resolution, the following procedures will apply:

Any member(s) of the SGIC may feel that further discussion, evaluation or consideration is required prior to moving forward on a particular matter.

It is proposed that in such situations, any member(s) may request the referral of such matters for further review. It is noted that this mechanism is not for the purposes of creating any delay but solely to ensure matters have been given adequate consideration.

If any matter is referred for review, the review is to be undertaken by the SmartGrowth Implementation Manager in conjunction with the Chairman and two SGIC members. The review group is to include the member or at least one of the members who requested that a matter be reviewed. The Chairman shall select the two members of the SGIC who will participate in the review group having regard to the nature of the matter being reviewed. After consideration of the matter, the review group will report back to the SGIC on the outcome.

Requests for reviews should be made at any meeting of SGIC. The chairman should be the final arbiter of what matters are to be referred for review. Review requests must be accompanied by reasons.

Review requests are to be made without other committee members criticising the request. The ability to make such a request in a non – threatening environment is part of “this is the way we do our business” approach.

### Co-option of Persons to SGIC.

The SGIC has the power to co-opt persons from time to time from either the Strategic Partners Forum or the Combined Tangata whenua Forum.

No more than three people can be co-opted at any one time and are to be non-voting members of the SGIC.

The need for co-option relates to times the SGIC is dealing with specific issues, where it is considered specialist knowledge that may exist through individuals, is required from either of the forums.

Co-option is solely at the discretion of the SGIC.

A meeting fee and travelling expenses will be paid for SGIC attendance, if attendance is not recognised as part of the employment of a co-opted member. No other fees would be payable.

## Section 5 - Effective Date

This will take effect when so resolved by the Joint Committee and will remain in effect until further notice.

## Section 6 - Administration

This agreement will be administered by the SGIC.



## Appendix 10. The SmartGrowth Way

**A partnership and collaborative approach to spatial planning and growth management with a strong emphasis on inter agency implementation, community understanding and buy-in. The “SmartGrowth Way” is an approach and methodology unique to the development and implementation of the strategy.**

### Background

Since the establishment of the SmartGrowth partnership in 2000 and during both strategy development and implementation, there has been the development of the SmartGrowth “Way” – an approach and methodology unique to the development and implementation of the SmartGrowth Strategy.

The SmartGrowth Way:

- > Acts as a tool to inform future Strategy implementers so that they can continue to contribute to the Strategy’s objectives and outcomes;
- > Outlines the features which contribute to the success and workings of the SmartGrowth Strategy including:
  - key commitments and actions;
  - the key success factors for the SmartGrowth partnership;
  - expectations for implementation – what the SmartGrowth Way means in practice for how the partnership and people work together;
  - the principles that bind the partnership.

### Key Ingredients of the SmartGrowth Way

- **Voluntary** – a coalition of the willing between the regulators and the regulated;
- **Collaborative** - the notion that a community needs to plan together as a sub-region rather than as separate authorities;
- **Wider than local Government** - recognising the contribution of the Partner Forum agencies and the degree of significance the community plays in community, social and cultural infrastructure;
- **Partnership approach** - recognising that

collaboration means taking time to work through and resolve issues.

### Key Commitments and Actions

The key approach to the SmartGrowth Strategy is summed up in the following commitments and actions:

- Parties will at all times seek a cooperative approach to addressing issues;
- Action implementation through cooperation and consensus (does mean giving some things up or compromising);
- Issues are to be considered in a measured, effective and timely manner;
- Commitment to act in good faith in meeting SmartGrowth obligations.

The way of working has involved respecting governance input and role, focussing on the relevant issues and not personalities, and taking a solution based approach when raising issues.

### Key success factors of the SmartGrowth Partnership

SmartGrowth has sustained its collaborative approach for over 10 years and is still going. Key factors for the success of the SmartGrowth partnership include:

- The systematic approach to developing commitment to implementation and review of actions;
- Collaboration at all levels;
- Governance and Leadership:
  - Achieving inclusiveness;
  - Maintaining trust and a seamless dialogue on the issues;
  - Ensuring that the framework fairly represents all the Strategy partners;
  - Representatives keeping parent organisations fully informed;
  - Representatives understanding the extent and role of any implementation toolkit;
  - Involvement and commitment by Governance group providing the basis for organisational commitment;
  - Achieving “governance comfort”

with each stage and initiative before moving on to the next agreed phase or commitment.

### Implementation of the SmartGrowth Way

#### On-going Expectations

The following expectations have been defined by Chief Executives in respect of their respective organisations at three levels of implementation;

#### A. Organisation Level

The need to underpin SmartGrowth at operational and strategic levels and provide consistent messages for staff (especially new staff) about SmartGrowth.

#### B. Partnership Level

At an operational level, the need to respect own identity and governance but work in a collaborative way for the sub-region, respecting those views.

#### C. Collective Level

The need to hold the vision of 50 years and champion that vision with the organisations and the community through the respective planning documents

#### What does this mean in practice?

- All partner Council staff will continue to collaborate. Commitment and expectation that staff will be involved in SmartGrowth. “Radical Collaboration” is a constant challenge and the effort needed with other partners is highly underestimated.
- Continuing commitment from Chief Executives and Senior Managers is required.
- An open and upfront approach to dealing with issues including working through issues as a team, putting issues on the table as soon as possible for discussion and resolution and focusing on issues not personalities;
- Chief Executive collaboration is paramount with a ‘no surprises’ approach between them and between the Chief Executives

## Appendix 10. The SmartGrowth Way (Continued)

Advisory Group and the Implementation Management Group.

- Trust is fundamental to the effective working relationships. Building trust requires the identification and removal of barriers so that the right working environment can occur;
- SmartGrowth is not a statutory approach and therefore not a rule book. It needs collaboration at elected member level, Chief Executive and Implementation Management Group levels and through the staff. Implementation of actions will rely on voluntary arrangements and the use of existing tools;
- The commissioning, and sharing of consistent, accurate data on future population and other research between Council partners and western Bay of Plenty Tangata whenua;
- Integrating in-house and independent technical advice and recognising that the combination of the two approaches adds significant strength to the quality and robustness of the advice;
- Agreement from Council partners not to adopt policies or take actions which are inconsistent with the outcome sought by SmartGrowth without full negotiation and acceptance by the all partners.
- Recognition that SmartGrowth is only a third of the region and sits within and has links to the wider Bay of Plenty region
- It should not solely be about planning – it is about Smart thinking. Encourage staff to think far beyond a planning sphere and just offering planning solutions, to the partner challenges.

### What does this mean at governance level?

Specifically, the following commitments and actions regarding governance are peculiar to the SmartGrowth Strategy and therefore constitute a SmartGrowth “Way” or approach:

- Governance over and within organisations, hence the approach adopted;
- Governance commitment and buy in;
- Early and continuous government engagement – predominantly through key Ministers and officials;
- Growth in the confidence of knowing what to do and how to achieve the results to progress the Strategy;
- Informing and reporting back to the governance group so that everyone is on the same page and is aware of the progresses and setbacks. This ties in with

the notion of taking governance with you so that governance is a major player in strategy development, implementation and monitoring;

- Engagement with communities and tangata whenua at governance, management and technical levels at commencement of project;
- Governance getting messages from others regionally and nationally that SmartGrowth is a good initiative;
- Having an independent chair of the governance group to avoid the perception of capture by any of the partners.
- Communities and tangata whenua expect a no surprises relationship.

### What does this mean for conflict resolution?

The resolution of conflicting points of view that may arise during SmartGrowth implementation and a mechanism by which any member(s) of the SGIC may request its use to ensure that any matter or issue is given fair and reasonable consideration prior to formal consideration by the SGIC is an important approach. For the purposes of conflict resolution, the following procedures apply:

- Any members of the SGIC may feel that further discussion, evaluation or consideration is required prior to moving forward on a particular matter.
- In such situations, any member(s) may request the referral of such matters for further review. This mechanism is not for the purposes of creating any delay but solely to ensure matters have been given adequate consideration.
- If any matter is referred for review, the review is to be undertaken by the SmartGrowth Programme/Implementation Manager in conjunction with the Independent Chair and two SGIC members. The review group is to include the member or at least one of the members who requested that a matter be reviewed. The Independent Chairman selects the two members of the SGIC who will participate in the review group having regard to the nature of the matter being reviewed. After consideration of the matter, the review group will report back to the SGIC on the outcome.
- Requests for reviews can be made at any meeting of the SGIC. The Chairman shall be the final arbiter of what matters are to be referred for review. Review requests must

be accompanied by reasons.

- Review requests are to be made without other committee members criticising the request.
- The ability to make such a request in a non-threatening environment is part of ‘this is the way we do our business’ approach.

## Binding Principles

The parties have agreed to:

- 1 **SUPPORT** the aim of SmartGrowth to provide a comprehensive sub-regional framework for spatial planning and growth management to address a wide range of key sub-regional issues relative to economic, social, cultural, environmental and developmental objectives for the region.
- 2 **RECOGNISE AND SUPPORT** the established voluntary, cooperative and coordinated approach (SmartGrowth) to spatial planning and growth management in the western Bay of Plenty sub-region and that such an approach between regional and local government and relevant community sector groups be continued and fostered.
- 3 **ENDORSE** the continued use of SmartGrowth as the primary spatial plan for the western Bay of Plenty sub-region to be used by the regional and local government and community sectors to cooperatively manage growth in the sub-region. The strategy is also to be promoted to central Government and agencies as the basis for engagement and action in respect of the western Bay of Plenty.
- 4 **RECOGNISE** that SmartGrowth provide a policy and planning framework which will guide spatial planning and development in the western Bay of Plenty over the next 20 years but within the context of a 50-year period.
- 5 **COMMITMENT** to the implementation of sub-regional approaches to the funding of growth related infrastructure that will utilise a number of funding mechanisms including utilisation of regional public wealth throughout the Bay of Plenty region on an equitable basis, together with appropriate sub-regional and district funding mechanisms.

## Appendix 11. Acknowledgements

SmartGrowth is established and operated on a foundation of joint leadership and collaboration throughout the spectrum from governance to management and operations. SmartGrowth would like to acknowledge the valuable contribution from the following people and organisations.

### Implementation Committee

#### Independent Chairperson

- Bill Wasley

#### Bay of Plenty Regional Council (BOPRC)

- Cr John Cronin (Chairperson)
- Cr Jane Nees
- Cr Paula Thompson

#### Tauranga City Council (TCC)

- Stuart Crosby (Mayor)
- Cr Larry Baldock
- Cr Terry Molloy

#### Western Bay of Plenty District Council (WBOPDC)

- Ross Paterson (Mayor)
- Cr Garry Webber
- Cr Paul Thomas

#### Tangata Whenua representatives

- Karora Te Mete
- Cr Raewyn Bennett
- Maru Tapsell

### The SmartGrowth Partner Forums

#### Strategic Partners Forum

- Bill Wasley (Chair)
- BayTrust (Terri Eggleton)
- Bay of Plenty District Health Board (Sarah Davey)
- Bay of Plenty Polytechnic (Alan Hampton)
- Housing Affordability Forum (Christine Ralph)
- Chamber of Commerce (Anne Pankhurst)
- National Council of Women (Fern Nielsen)
- Creative Tauranga (Jennifer Pearson, Tracey Rudduck-Gudsell)
- Combined Tangata Whenua Forum (Puhirake Ihaka)
- Department of Conservation (Nicky Douglas)
- Federated Farmers (Jim Coster)
- Forest and Bird Society (Eddie Orsulich)
- Katch Katikati (Jacqui Knight)
- Kiwifruit Growers Inc (Mike Chapman)

- Population Ageing Technical Advisory Group (Anna Thurnell)
- Priority One (Annie Hill)
- Property Developers Forum and Property Council (Jeff Fletcher)
- Social Sector Innovation Trust and Supa NZ (Carole Gordon)
- Sport Bay of Plenty (Wayne Werder)
- Te Puke EDG (Mark Boyle, Paul Hickson)
- Te Puke Fruitgrowers (John Garwood)
- Toi Te Ora Public Health (Phil Shoemack, Rebecca Culliford)
- Envirohub BOP (Mary Dillon)
- Youth Representative (Isabelle Morris)

#### Combined Tangata Whenua Forum

- Karora TeMete (Chair)
- Ngāi Te Rangi (Hamiora Faulkner, Reon Tuanau, Whitiara McLeod)
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**Maps**