



Agenda for Meeting No. SG17/04

SmartGrowth Leadership Group

**The SmartGrowth Leadership Group will meet in the
Tauranga City Council Chambers
91 Willow Street, Tauranga
on
Wednesday, 19 April 2017
at 9.00am**

**G Poole
Chief Executive
Tauranga City Council – Administering Authority**



SmartGrowth Leadership Group

Committee Members

Independent Chairperson:	Bill Wasley
Bay of Plenty Regional Council:	Chair Cr Doug Leeder Cr Jane Nees Cr Paula Thompson Cr Stuart Crosby
Tauranga City Council:	Mayor Greg Brownless Cr Larry Baldock Cr Leanne Brown Cr Terry Molloy
Western Bay of Plenty District Council:	Mayor Garry Webber Cr Mike Williams Cr Don Thwaites Cr John Scrimgeour
Tangata Whenua Representatives:	Maru Tapsell Irene Walker Buddy Mikaere Puhirake Ihaka
NZ Transport Agency	Parekawhia McLean
Quorum:	9
Meeting Frequency:	At least bi-monthly

Role

Pursuant to 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 shall be retained to implement the SmartGrowth Strategy and Implementation Plan.

Membership

- That representation be comprised of four elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairperson, and four representatives be nominated by tangata whenua.
- That an Independent Chairperson, to be appointed by the Committee, chairs the Committee; and the appointment of a Deputy Chair from the committee membership.
- That the standing membership is limited to seventeen members, but with the power to co-opt up to a maximum of three additional non-voting members, where required, to ensure the effective implementation of any part, or parts, of the Strategy.

- That NZTA be represented through its Regional Director as an observer with speaking rights but in a non-voting capacity.

Purpose

That the joint SmartGrowth Implementation Committee be the delegated authority to implement the SmartGrowth Strategy and Implementation Plan in accordance with the following functions:

Implementation

- Overseeing the implementation of the 2013 SmartGrowth Strategy updates, in particular the strategic actions.
- Ensuring organisation systems and resources support the strategy implementation.
- Taking responsibility for progress of those actions specifically allocated to the “SmartGrowth Implementation Committee” in the strategy, and making sure the implementation does occur.
- Monitoring and reporting progress against milestones and budget.
- Overseeing the management of the risks identified in implementation.
- Approving an annual implementation plan with a 3 year horizon.

Ongoing Tasks

- Champion integration and implementation through partner strategies, programmes, plans and policy instruments (including the Regional Policy Statement, Regional and District Plans, Long Term Plans (LTP’s), Annual Plans, transport plans and triennial agreements), and through partnerships with other sectors such as health, education and business.
- Approving submissions to Local Authorities, Central Government, and other agencies on SmartGrowth related matters.
- Reviewing and recommending adjustments to the strategy if circumstances change.
- Identifying and resolving any consultation inconsistencies between the SmartGrowth strategies and subsequent public consultation processes of the partner councils.

Consultation / Partner Forums

- Facilitating consultation with the community.
- Establishing and maintaining the SmartGrowth Partner Forums.
- Agreeing any memorandum of agreements between SGIC and any forums.

Committee Operations

- Selecting and appointing an Independent Chairperson and a Deputy Chairperson.
- Implementing a Memorandum of Agreement, as adopted by the Committee for each triennial period, to provide and maintain partnerships and provide for the resolution of any conflict.
- Establish protocols to ensure that implementation, where necessary, is consistent, collaborative, and / or coordinated to achieve optimal outcomes



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SmartGrowth Leadership Group

Wednesday 19 April 2017

9.00am

Tauranga City Council Chambers

91 Willow Street, Tauranga

Conflicts of Interest

Apologies

Public Forum (if required):

Partner Forum Chair Presentations (if required):

Confirmation of Minutes:

Confirmation of the Minutes of the SmartGrowth Leadership Group
(SG17/2) dated 15 February 2017.

Pgs 6-19

A copy of the minutes is attached.

Recommendation:

That the minutes of the SmartGrowth Leadership Group (SG17/2) held on 15 February 2017 be confirmed as a true and correct record.

Business

1. Tertiary Intentions Strategy presentation

Pgs 20-23

SmartGrowth Strategy link:
SmartGrowth Strategy Action 9.
Build the Community 9D: Provide tertiary education opportunities
SLG Priority: Future thinking; united advocacy

Presentation by Sir Michael Cullen, Chair of the BoP Tertiary Leadership Group
Dr Leon Fourie, Chief Executive of Toi Ohomai Institute of Technology
Greg Simmonds, Strategic Projects Manager, PriorityOne

2. Bay of Plenty District Health Board Update - Strategic Health Services Planning - 10 Year Plan

SmartGrowth Strategy link:
SmartGrowth Strategy Action 7.
Strengthen Visionary Leadership and Collaboration
7C3: Integration with the District Health Board
SLG Priority: Future thinking; united advocacy

Presentation by: Sharlene Pardy, Planning Manager who has been leading development of 10 year strategy.

Supported by: Sarah Davey, SmartGrowth Strategic (Managers) Group member
Bay of Plenty District Health Board Programme Manager, Integrated Healthcare

3. Employment Projections – Final Report from Market Economics

Pgs 24-64

SmartGrowth Strategy link:
SmartGrowth Strategy Action 21A. Demographic modelling/analysis
SLG Priority: Future thinking; united advocacy; sub-regional planning

4. SmartGrowth Partnership Office–bi-monthly progress report

Pgs 65-92

SmartGrowth Strategy link: SmartGrowth Strategy Action
7I: Greater accountability, reporting and review
SLG Priority: Monitoring and reporting

5. Urban Development Authorities – Discussion Document Draft submission

Pgs 93-101

SmartGrowth Strategy link: SmartGrowth Strategy Action
7Fd: Align the implementation toolkit
SLG Priority: Future thinking; united advocacy

**Minutes of Meeting No. SG17/2 of the SmartGrowth Leadership Group held on
15 February 2017 in the Council Chamber, Cameron Road, Western Bay of
Plenty District Council, commencing at 9.00am**

Present

Independent Chairperson

W Wasley

Bay of Plenty Regional Council

Chairman: D Leeder

Councillors: J Nees, P Thompson, S Crosby

Tauranga City Council

Mayor: G Brownless

Councillors: L Baldock, L Brown, T Molloy

Western Bay of Plenty District Council

Mayor: G Webber

Councillors: M Williams, D Thwaites, J Scrimgeour

Tangata Whenua Representatives

M Tapsell, P Ihaka

NZ Transport Agency

P McLean

In Attendance

SmartGrowth

B Walsh, Implementation Manager

K Tremaine – Strategic Advisor

K Summerhays – Consultant, People and Place

S Rolleston - Tu Pakari Advisor

B Fraser – Strategic Communications Consultant

V Jones – SmartGrowth Administrator

Bay of Plenty Regional Council

M McLeod – Chief Executive

F McTavish – General Manager - Strategy

Tauranga City Council

M Tucker – Manager – City Planning and Growth

Western Bay of Plenty District Council

M Taris – Chief Executive Officer

R Davey - Group Manager Policy, Planning & Regulatory Services

Apologies

B Mikaere

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Implementation Committee on April 19, 2017

SG17/2.1

CHAIR'S WELCOME

Chairperson Bill Wasley welcomed the committee to 2017 and gave an overview of the meeting. Bill welcomed Terry Molloy back to the committee and Parekawhia McLean (regional director) from NZTA.

SG17/2.2

APOLOGIES

Moved Mayor Webber Seconded Cr Williams

That it be Resolved

Receive the apology from Buddy Mikaere.

CARRIED

SG17/2.3

DECLARATION OF CONFLICTS OF INTEREST

No declarations of conflicts of interest.

SG17/2.4

PUBLIC FORUM

The Chair welcomed Jo Gravit to present in the public forum as requested.

Jo commended the SmartGrowth Leadership Group and elected members on addressing the lack of western Bay of Plenty research on local community concerns – for example the papers provided today on recognising diverse but often unheard voices, and considering housing solutions such as co-housing options.

With regard to the keys roles identified for the SmartGrowth Leadership Group – spatial planning, advocacy and future thinking, Jo suggested this is a good time for the SmartGrowth Leadership Group to think about how they are leading in the western Bay of Plenty.

She reminded the committee of the significant housing issue in the western Bay of Plenty. While the focus is often on forecast growth – the challenge for the committee is how does that translate into stronger advocacy? Explaining the effectiveness of a united voice for successfully providing a sub-regional view to central government, Jo referred the committee to the actions on SmartGrowth Strategy 2013 page 79 – purple highlights the urgency. Jo urged the committee to take urgent steps and incorporate other identified support agencies in exerting a unified voice to central government and directly to local MPs. It was vital to state strongly the critical local housing needs and request direct capital investment in the Bay of Plenty as well as in Auckland.

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Jo concluded her presentation. The Chair thanked Jo and asked if there were any questions.

Questions from Senior Leadership Group

Cr Molloy noted in regards to affordable housing that people talk a lot about the new builds. He noted the subdivision at Athenree where they have moved second-hand homes onto the land, which provides quality houses for some of the community. The question is - are we just looking at the new builds rather than other options available.

Jo said we are looking for someone to lead and noted there are solutions. The only difficulty is finance. It may not be local government's role to build the houses but it is to find solutions and affordable land.

Cr Thompson raised the government's proposal for Urban Development Authorities and asked when Tauranga City Council would be considering this matter. Tauranga City Council manager Michael Tucker advised that the information would be taken to its next City Transformation committee meeting. Cr Thompson noted every council should be agreeing a position on this proposal.

Puhirake said affordable housing was a major issue for Maori and the region needed more realistic measures to get Maoris into homes. A lower percentage of Maoris owned their own homes, and the affordable housing situation is getting further away.

The Chair thanked Jo for her presentation.

Sustainable Business Network (SBN) – Smart Transport for the Western Bay – public forum presentation by Glen Crowther

The chair welcome Glen Crowther from SBN to present on smart transport for the western Bay of Plenty in the public forum part of the meeting.

Glen outlined SBN's Smart Transport Projects including:

- BikeNow
- Biofuels
- Electric vehicles

Glen acknowledged Jo Wills for doing a lot of work in the area of electric vehicles. The BikeNow project is a co-ordinated advocacy body, working together with the other Western Bay transport advocacy groups.

Issues to be addressed:

Concerns around the shifts in public transport use and how do we turn that around. Congestion is another big area of concern. Glen said that to bring about a difference in travel behaviour and congestion, we need to change what we are doing. "We are not reducing our emissions. We need to develop and implement ambitious actions plans that reduce greenhouse gas emissions. "

He outlined a number of issues as SBN saw it, namely

- Failing to meet 4-6 of the 7 Regional Land Transport Plan objectives.

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

- Need to try harder and plan smarter.
- Need for a much clearer, bolder, unified vision and much better community engagement.
- BikeNow recommended an integrated community engagement process.

“Open communication is really important in good community engagement,” he said.

Need to address the key issues directly

- No silver bullets, but good solutions to implement now.
- Design for 8 and 80 year olds
- Active transport – more safe cycleways
- Better public transport - on time, sensible routes
- Ridesharing – lots of new apps – promote these
- Car sharing – young people not into owning
- Electric vehicles – e bikes, e buses, leadership
- Biodiesel – diesel is half of region’s fuel use

Closing thoughts from Glen included – Be open and honest with local communities. Find out what the issues are, what people think before decisions are made, acknowledging the problems.

He said BikeNow would like to look at leading a collaborative transport event in the next year to see what the public are thinking about, involve people from throughout the sub region. Focus on solutions for this region.

Chair opened the floor for questions:

Cr Nees - Questioned how would the transport event be funded. It was noted that a partnership with AUT sponsored the event in Auckland. User pays to some extent in Auckland too.

Cr Thwaites – Noted we need to start identifying key cycle routes to get some real wins under our belts, Glen responded that community engagement is key, figuring out the direction we want to go in and some of the ideas worth considering. Has everyone else in the community had their input? Making progress with cycleways but need to work on safer cycleways. Need to look at specific ideas.

Cr Baldock –Thanked Glen for presentation and supported the public consultation approach he outlined. We need to ask people what would get them to change their travel habits. Spark network can track where the cars travel, park. Glen responded - Buses in Auckland have 5G tracking sources which enables review of how late buses are and why. This can be worked on going forward. The bus drivers used the technology; he agreed on the need to get people out of cars and onto buses.

Cr Williams – Mentioned capital costs of transport investments. Have these been reviewed for cycleways? Suggested being smart about the routes and look at cost-effective solutions.

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To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

No further questions The Chair thanked Glen and his BikeNow group for the presentation.

SG17/2.5

PARTNER FORUM CHAIR'S SESSION**STRATEGIC PARTNERS FORUM AND POPULATION AGEING TECHNICAL ADVISORY GROUP (PATAG) – Anne Pankhurst presentation**

Anne thanked the SmartGrowth Leadership Group for letting her present and explained that she would be speaking with two hats – one on behalf of the Strategic Partners Forum and one as chair of PATAG.

On behalf of the **Strategic Partners Forum**, she was making some comments and wanting to convey feedback on the SmartGrowth briefing to the incoming leadership group, discussed at its December 2016 meeting.

She said there was general strong agreement on the briefing. However, some issues were not given enough emphasis and needed a higher profile in the briefing in their opinion.

The briefing needed greater emphasis in terms of some key strategic challenges and issues notably:

- Education of young people
- Connection between country and city
- People focus

“We need to always keep the focus on people – it’s about building communities – not just providing housing and land. It is about what amenity we provide for our people, and our communities – and how we build new communities, but also work with our current communities as we grow, change. SmartGrowth 2013 Strategy put the emphasis strongly on social infrastructure and people – and this needs more emphasis. Need to keep that strong,” she said.

- Future thinking - is very important – but it is not just about dollars for infrastructure.
- Environmental sustainability

PATAG – Anne thanked SmartGrowth for the Paul Spoonley ‘Smart Talk’ event. She said it was well done.

On behalf of PATAG, she said she wanted to speak to the ‘Life When Renting in the Bay’ social research paper that was on their agenda for the meeting. This was the next big issue for housing affordability – rental accommodation.

“If we can’t buy homes, we need to afford to be able to rent, or homelessness will increase,” she said. The current Ageing Well National Science Challenge taking place was looking at 11 ways to solve social issues by science.

Less people are owning houses, More of the Maori population will not be able to afford to buy. The only option will be to rent, No security around tenure, and NZ does not have option to live in rental accommodation for life.

The work undertaken with the support of PATAG as part of this National Science Challenge and the Bay of Plenty case study on renting was important.

‘Smart Talk’ presenter Paul Spoonley suggested a good idea around demographic planning, where retirement homes are co-located with childcare facilities. There is also co-housing where common spaces are shared amongst each other.

The Ageing Well Science Challenge researchers are planning the Tauranga Regional Mid-term Summit. It will be held on Tuesday 30 May 2017 at the Mt Maunganui Club; PriorityOne is sponsoring the cost of the venue. Dr Rob Wiener, one of the Life When Renting’s expert advisors, is confirmed as guest speaker. All interested people are welcome to attend.

On conclusion, the Chair thanked Anne and opened the floor for questions:

Cr Crosby – In July last year the forums presented to SmartGrowth, in May this year further discussion will follow on the SmartGrowth response to that, decisions and actions expected in July. Cr Crosby questioned Anne if she is happy with that timeframe. Anne said, no, there is an urgent need to get on and get stuff done.

Cr Nees – Noted there is a lot changing and especially since the presentation last July. Cr Nees questioned if there were any further themes that the forum would like raised. Anne noted rather than adding to what we currently have, she would rather prioritise current issues.

The Chair thanked Anne for her presentation.

SG17/2.6

CHANGE TO ORDER OF BUSINESS

No changes to the order of business

SG17/2.7

CONFIRMATION OF MINUTES – SMARTGROWTH IMPLEMENTATION COMMITTEE (SG16/12) – DATED 14 December 2016

The Committee considered the minutes of the SmartGrowth Implementation Committee (SG16/12) dated 14 December 2016 as circulated with the agenda.

Moved Cr Williams seconded Mayor Webber

That it be Resolved

Confirm the minutes of the SmartGrowth Implementation Committee (SG16/12) dated 14 December 2016 as a true and correct record.

CARRIED

SG17/2.8

TRANSPORT PRESENTATIONS TAURANGA PROGRAMME BUSINESS CASE AND PUBLIC TRANSPORT BLUEPRINT

Fiona McTavish introduced:

Clare Cassidy (Transport Manager) Tauranga City Council

Joe Metcalfe (Bay of Plenty Regional Council)

Garry Maloney and Ian Herbert were apologies and not able to attend.

Clare gave an overview of the partners' responsibilities and discussed the range of projects that are currently underway. She explained how the projects fit together in the network for the long-term plan. Programmes to consider integrated land use and transport futures. The aim was to share the shortlist with the public and recommend an option by end of the year.

Joe discussed the process for the Western Bay public transport blueprint. Blueprint supports transport investment aligned to SmartGrowth spatial plan.

Next steps: February/March partner approval of programme business case, April – public engagement on draft network.

The Chair thanked Fiona, Clare and Joe for the presentation and opened for questions.

Cr Baldock – concerned around Tauranga city corridor. Has there been survey completed for this area around their needs?

Clare responded that officers have information from census and travel surveys from all over the city that supports what they are doing.

Cr Williams – underlying problem is too many people driving into city at same time during peak periods. If we going to choke up city within these two periods what are we going to do to change travel habits?

Clare noted 1.8 million passengers per year using public transport. Supporting children to get to school, using the bay hopper, public transport to school.

Cr Molloy noted it will be hard to get people onto the buses. In school holidays, the problems are not so severe. Fiona responded that councils are looking at a fare strategy in the city and continually revising the bus network.

Clare responded saying it is important to work with the schools around active transport.

Cr Nees noted when the councils go out to the public with their consultation on transport matters, they need to give the holistic message and strategy. The story needs to help people understand the picture of how all the different business cases, strategies and plans fit together.

Fiona noted Ian Herbert is leading the project on community engagement and they are looking at how to do this well.

The Chair asked Fiona if she needed any resolutions from the committee or was this an information-only presentation.

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

Fiona said she wanted to explain how the transport work supported the SmartGrowth spatial plan and settlement pattern.

Cr Baldock expressed his concern around the public involvement in achieving transport objectives. He said it is the hardest thing to get drivers out of the car and applauded the initiative for improving public transport. However, we need to manage risks and ensure we achieve what we are setting out to do – changing travel behaviour.

The Chair recommended that the committee receive the transport presentation.

Moved Cr Nees/ seconded by Mayor Webber

That it be Resolved

Receive the transport information presentation.

CARRIED

SG17/2.9

SMARTGROWTH LEADERSHIP – SETTING OUT A STRATEGIC APPROACH TO ENGAGEMENT, COMMUNICATION AND EVENTS

SmartGrowth Implementation Manager Bernie Walsh introduced Bruce Fraser, SmartGrowth's strategic communications consultant. She referred the committee to the SmartGrowth engagement paper in the agenda and gave a brief overview of strategic engagement, communication and events. Bernie explained the SmartGrowth engagement pyramid. She said the aim was to have good and efficient decision-making, grounded, in strong partnerships, community engagement and communications.

How we run our SmartGrowth events is important. It is about exciting our community and ensuring they understand the 'why' of our work, and what is affecting them. They need to start to understand the trends and the evidence-base that SmartGrowth is responding to in its work. The events, website, newsletter and social engagement are good ways to do this. These are other partners with us and we need to engage and consult in a deeper dialogue with the partners including the forums through joint workshops, huis and various community events.

'Smart Talk, Future thinking' events – This recommendation to start these events came from the SmartGrowth Implementation Committee in August 2016 and was approved by all partner councils in September 2016 and is now under implementation.

Bruce outlined SmartGrowth's communications activities aimed at adding value to people through the provision of information. SmartGrowth has electronic newsletters, events, website and social media. Bruce noted SmartGrowth is on Twitter, LinkedIn and Facebook. He said the committee could support SmartGrowth by using social media platforms and reposting, forwarding the monthly newsletters to others, attending events and providing feedback.

Bernie gave overview of how all the engagement and communications work was about building knowledge and understanding. It is about involving as many people as possible in layers of conversations that SmartGrowth has on a range of topics across the four social, economic, environmental and cultural topics. Bruce and Bernie are linked with the Auckland Conversations events.

Bernie talked about the focus of the SmartGrowth spatial plan through its six interest areas including the objective of strengthening visionary leadership and collaboration. Good engagement and communications can help with that goal.

Questions and discussion followed

A key point raised in discussion was how to capture and address issues and priorities coming out of SmartTalk events including key messages, themes and focus areas for work.

Bernie advised that messages and presentations will be shared through the newsletter, the website and social media. SmartGrowth manager groups and all those attending the events would be thinking about how to use the knowledge and discussion at the events in their own work, businesses and community forums. A summary of each event could also be produced.

Mayor Webber noted he would like to see the next 'Smart Talk. Future Thinking' event focussed on the future of our economy and what will it look like in next 20-30 years' time. He suggested getting the big players in the industry to let us know where they are going in next 20-30 years' time. Where is the economy going?

Moved by Mayor Webber/ seconded by Cr Crosby

That it be Resolved

Note the outline of a Smart Talk events schedule and the SmartGrowth engagement approach currently under implementation in line with the August/September 2016 resolutions of the SmartGrowth Partnership.

CARRIED

11:19am The meeting **adjourned** for morning tea.

11:35am The meeting **reconvened**.

SG17/2.10

SMARTGROWTH LEADERSHIP – STRATEGIC FUTURES – CLARIFYING STRATEGIC PURPOSE AND ASSOCIATED BUSINESS COMMITTEE MEMBERSHIP, ALTERNATES MAYORS/CHAIRS

The Chair noted that decisions on committee membership and alternates were left to lie on the table at the last meeting. A few amendments have subsequently been made to the report based on feedback from December meeting. The Chair referred the committee to page 23, recommendation 3 in the report and suggested one alternate from each partner council. Discussion followed.

Regional Council committee members supported the 'one named alternate' that can stand in for any of their representatives.

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Bill noted there would be a clear obligation from the alternates to step in and keep up with what is happening.

Puhirake raised the question of if we are allowing alternates filling in for Mayor/Chairs and council representatives then we should allow Tangata Whenua to have a named alternate too.

Tauranga City Council committee members suggested the words “elected representatives” be put in for the District Health Board in recommendation.

Cr Williams asked about involving the education sector. It would be beneficial for the Ministry of Education to be involved, even if in observer status. The Chair noted the ministry have been engaged in other ways.

Chair Leeder noted the health board is elected on a regional basis. NZTA has a senior manager, rather than a board member around the SmartGrowth table.

The Chair noted he is happy to go back to health board and have conversation about their representation and how they would like to take that forward.

Alternates for Mayors/Chair

After discussion, it was recommended that the SmartGrowth Leadership Group’s Terms of Reference are amended to allow a named alternate representative for each partner council and for Tangata Whenua. These alternate representatives should be allowed to stand in with full voting rights at a SmartGrowth Leadership Group meeting or workshop. When standing in for a representative, the alternate would have voting rights and be able to participate fully in the meeting.

There are specific legislative requirements in respect of the establishment and operation of joint committees. Hence there is a need to not only change the terms of reference, but to amend the Clause 30A, Schedule 7 (Local Government Act 2002) agreement, which provides for the joint committee between the council partners.

Moved Mayor Webber / Seconded Cr Williams

That it be Resolved

That the SmartGrowth Implementation Committee

1. **Agree** the key roles and responsibilities and work programme priorities for the SmartGrowth Leadership Group as set out in this Strategic Futures report in the agenda and the SmartGrowth Briefing (received in December 2016), namely
 - Future thinking – including leading community conversations/events across the western Bay of Plenty around long term future planning issues
 - Co-ordinating sub-regional spatial planning including urban form/settlement and natural resource management relating to that, transport and co-ordinating National Policy Statement (NPS) compliance
 - Advocacy – united voice for western Bay of Plenty
 - SmartGrowth strategy implementation and alignment monitoring

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To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

2. **Agree** that a representative of the Bay of Plenty District Health Board, nominated by the board, is invited onto the SmartGrowth Leadership Group as an implementation partner (co-opted member), on the same non-voting, speaking rights basis as the NZ Transport Agency; and that this arrangement be reviewed by the parties after it has been implemented for a year i.e. in February 2018.
3. **Agree** that the Terms of Reference, and the Clause 30A Schedule 7 (LGA 2002) agreement, are amended to include provision for a Bay of Plenty District Health Board representative and alternates for Mayors and Regional Chair, elected members and Tangata Whenua members being one alternate per Council and Tangata Whenua; and that the Independent Chair be authorised to provide an amended terms of reference and clause 30 schedule 7 agreement to the partner councils for adoption in accord with the above mentioned amendments.

CARRIED

SG17/2.11

SMARTGROWTH FORUMS: POSITION PAPER RESPONSE UPDATE

Bernie noted the SmartGrowth position papers have had a great response from the partner councils in terms of each council completing the response spreadsheets on 10 themes. These have now been summarised into 10 themed papers for further discussion.

Discussions are taking place with the SmartGrowth Strategic (Managers) Group who will then give guidance around the next steps on how to discuss the response with their councils before a joint Forums Hui.

It will be a significant piece of work for SmartGrowth and will help with long term planning and feed into long-term council planning processes.

Bernie explained this had been a robust and comprehensive process. The forums have been very understanding of the length of time taken to complete a response process, given a local government election in the meantime.

Cr Thompson applauded the work completed, and noted with appreciation the work of the forums.

The Chair noted engagement research is currently taking place in respect of the forums – Do they feel valued? Have they got the right membership? Are the terms of reference right? Is engagement working both ways? Are there membership gaps? This research work had been discussed with the forum chairs and was about to get underway.

Moved Cr Thompson/ seconded by Cr Nees

That it be Resolved**THESE MINUTES ARE YET TO BE CONFIRMED**

To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

Receive the position paper response update.

CARRIED

SG17/2.12

SETTLEMENT PATTERN REVIEW IMPLEMENTATION AND NATIONAL POLICY STATEMENT ON URBAN DEVELOPMENT CAPACITY PROJECT PLANS

Ken gave overview of the focus for the next 10 years confirming four key growth areas across the sub region.

- Compact City
- Keenan Road
- Te Tumu
- Tauriko West

Given current consumption rates, we need to undertake as soon as possible a strategic analysis of the future settlement pattern possibilities for years 10-30 across the sub-region. Background work has been completed. Compact city remains central to all of this but is a longer term journey.

Ken noted the settlement pattern review is a priority action in the SmartGrowth strategy. Ken noted the alignment with the strategy, talked to the roles, critical components of the work and project risks.

One key risk yet to be fully addressed, which requires leadership group input is the whole area of future funding to support the settlement pattern implementation over the next 30 years.

Current funding tools are creaking in this space. The National Policy Statement is about showing feasible development capacity over and above projected demand. Tauranga City, along with Auckland and parts of the Waikato, have registered an interest in the Housing Infrastructure Fund. Detailed bids have yet to be submitted. SmartGrowth has been asked to support Tauranga City Council's application.

Opened for discussion and questions:

Cr Thompson noted concern regarding resourcing and would like staff to come back with information. Ken noted there is a lot to do in a short timeframe. He will work this through with chief executives and will come back to the committee.

Mayor Webber noted the need to put together a 30 year plan.

Cr Scrimgeour highlighted concerns around resourcing. Te Temu confirmed area and boundaries. Keenan Road has been pushed down the list. What considerations are taking place for future prospects beyond this?

Ken noted there is a technical team working on stormwater modelling for the whole catchment in the Keenan Road area. How much, what is the run off and how do we treat it. The land needs to be development feasible; some great challenges ahead.

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Cr Crosby noted that in the SmartGrowth response to the National Policy Statement work, it needs to be clear what is outside council control – for example where cannot provide the infrastructure or other things needed to enable development.

Cr Baldock agreed with Cr Crosby comments.

Cr Thwaites left the meeting 12:26pm.

Moved Cr Thompson / Seconded Cr Nees

That it be Resolved

That the SmartGrowth Leadership Group:

1. **Note** that SmartGrowth will be overseeing and facilitating the Settlement Pattern Review and National Policy Statement on Urban Development Capacity implementation projects.
2. **Note** the risks and the proposed mitigation.
3. **Note** the progress made to date on these projects.
4. **Undertake** some further thinking in respect of longer term funding options to implement the settlement pattern and to have a subsequent committee discussion on the matter.
5. **Delegate authority** to the Mayors, Regional Chair and Independent Chair to consider and respond back to Tauranga City Council in respect of the Tauranga City Council request for SmartGrowth partnership to support its application to the Housing Infrastructure Fund.
6. **Report back** on the resourcing required to undertake the National Policy Statement for Urban Development Capacity and Settlement Pattern Review and report back to the SmartGrowth Leadership Group in due course

CARRIED

SG17/2.13

SOCIAL RESEARCH OVERVIEW

Consultant Karen Summerhays spoke to the SmartGrowth Social Research Report 2016 on the agenda. She said the purpose of the report was to provide an overview of the social research commissioned by SmartGrowth in 2016. Karen Summerhays noted the Ageing Well National Science Challenge summit in May and encouraged the committee to attend.

Cr Nees left meeting at 12:40pm.

Puhirake noted the 'Giving Voices' research. He requested Karen follow up in regards to Urban Mataawaka (Māori residents who are not Mana Whenua), and provide information back to the Tangata Whenua forum.

Moved by Puhirake Ihaka, seconded Cr Thompson

That it be Resolved

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

Receive the SmartGrowth social research report.

CARRIED

SG17/2.14

PLAN CHANGE 25 – SMARTGROWTH SUBMISSION – RETROSPECTIVE APPROVAL

Moved Mayor Webber / Seconded Cr Williams

That it be Resolved

That the SmartGrowth Leadership Group:

1. **Confirm** the scope of the original and further SmartGrowth submissions on Proposed Plan Change 25 to the Tauranga City Plan.
2. **Approve retrospectively**, the SmartGrowth Submission on Proposed Plan Change 25 to the Tauranga City Plan attached as Appendix 1.
3. **Approve retrospectively**, the SmartGrowth Further Submission on Proposed Plan Change 25 to the Tauranga City Plan attached as Appendix 2.

CARRIED

The meeting concluded at 12.46p.m.

Confirmed as a true and correct record

W Wasley
Independent Chairperson

Date

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Implementation Committee on 19 April, 2017

Committee Name	SmartGrowth Strategic Leadership Group
Committee Meeting Date	19 April 2017
Author (s)	Bill Wasley, Independent Chair
Purpose	Update - Tertiary Education Matters

1. Tertiary Education Background

Since adoption of the SmartGrowth Strategy in 2004, the SmartGrowth Partnership has had a significant interest in tertiary education provision in the western Bay of Plenty and the wider region. It is noted that the SmartGrowth byline was amended in 2013 to include learn so it resulted in 'Live, Learn, Work and Play'.

There were a number of actions in the 2004 strategy. The 2013 strategy also reflects these and some additional ones. Appendix 1 outlines the current actions. The SmartGrowth Partnership supported the establishment of the Bay of Plenty Tertiary Education partnership which was initially formed in 2005, by the University of Waikato and Bay of Plenty Polytechnic. It was subsequently expanded to include Te O Wananga Awanuiarangi based in Whakatane and in 2014 the Waiariki Institute of Technology joined. Subsequently, in 2016 the Bay of Plenty Polytechnic and Waiariki Institute of Technology were dis-established and a new entity formed, being Te Ohomai Institute of Technology.

2. SmartGrowth Actions

The actions are primarily led by tertiary entities or groups with other agencies such as SmartGrowth in support roles. This has often been in an advocacy or participation role.

Both the SmartGrowth Partnership and Priority One, together with Tauranga City, supported the establishment of the regional tertiary facility (Tauranga CBD University-led Campus) in developing the campus proposal and associated funding initiative. This led to Tauranga City committing to provide land for the facility and local funding from the Tauranga Energy Consumer Trust and Bay of Plenty Regional Council Regional Infrastructure Fund. A \$55 million campus development is now underway on Durham Street.

3. Tertiary Intentions Strategy

In 2014 the SmartGrowth Implementation Committee endorsed the Bay of Plenty Tertiary Intentions Strategy, which is related to tertiary education actions that have been in the strategy since its original adoption in 2004.

Sir Michael Cullen chairs the group and he will be presenting on the strategy and the work being undertaken at the April meeting of the SmartGrowth Leadership Group. In addition, Dr Leon Fourie, recently appointed Chief Executive of Te Ohomai Institute of Technology (new entity established as a result of merger of Bay of Plenty Polytechnic (BOPP) and Waiariki Institute of Technology), will present to provide an update regarding the strategic direction of the new institution and any relevant matters on behalf of the Tertiary Partnership.

4. SmartGrowth

There are a number of actions generally led by the Tertiary Education Partnership but with support from others including SmartGrowth, and Priority One. These are outlined under Action 9D: Provide tertiary education opportunities, some of which are discussed below.

(1) Support the Tertiary Partnership

The SG partnership has been an advocate for and supported the tertiary partnership both sub-regionally and throughout the wider Bay of Plenty region. This originally included supporting the establishment of the Bay of Plenty Clinical School based at Tauranga Hospital, and a facility at Whakatane Hospital.

SmartGrowth supported the tertiary partnership both at its establishment on an ongoing basis by assisting the partnership advocate to the Tertiary Education Commission in respect of the value of the partnership and contributing to enhanced tertiary delivery in the Western Bay and wider Bay of Plenty. SmartGrowth also supported the merging of BOPP and Waiariki Institute of Technology. The new entity is New Zealand's third largest vocational based tertiary institution in terms of EFTS (Equivalent Full Time Students).

(2) Establish a Regional Tertiary Facility

The SmartGrowth Partnership strongly supported in conjunction with Priority One and Tauranga City the establishment of a tertiary facility (university led but supported by other tertiary partners) in the Tauranga CBD. This included assisting with the development of a business case and subsequent application for funding to the Bay of Plenty Regional Council infrastructure fund and to TECT.

Tauranga City has provided land for the campus, for which earthworks have just commenced.

This will also provide a hub for the delivery of programmes and research beyond the sub-region.

(3) Review of Bay of Plenty Tertiary Education Action Plan

This was an action led by the Bay of Plenty Tertiary Intentions Strategy Reference Group. The Independent Chair represented the SmartGrowth Partnership on this group. Priority One supported this through provision of Greg Simmonds as project manager for the work.

It is a strategy owned by the region. The strategy outlines regional views, needs and aspirations, and from this perspective, is not just a tertiary institution strategy.

The completion of this action has seen the adoption of the Bay of Plenty Tertiary Intentions Strategy. A report was produced in December 2016 highlighting progress in the first 12 months of strategy implementation.

With implementation occurring, the Bay of Plenty Tertiary Intentions Leadership Group has refreshed the strategy's priorities for 2017 to focus on lifting Māori achievement; creating local employment pathways and development of a regional labour market model.

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

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



Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	19 April 2017
Author (s)	Bernie Walsh, Implementation Manager; Ayn Greenway, Strategic Planner, Tauranga City Council
Purpose	Employment projections – updating the data – workshop discussion of Employment Projections report from Market Economics

Planning ahead – employment, transport and future land use assumptions

The SmartGrowth Partnership has helped fund an assessment of Employment Predictions for 30 and 50 year timeframes for input into the Tauranga Transport Model (TTM).

The project, led and managed by Tauranga City Council, through its Growth and Infrastructure Group, has involved staff from across the sub-region's councils including those dealing with transport, resource management, strategic planning and growth monitoring and strategic finance and growth.

This assessment work for employment projections is now complete, and the consultants, Market Economics, are presenting their final report to the SmartGrowth Leadership Group (SLG). This final report reflects feedback from the workshop discussion on March 15, including:

- The level of growth in the kiwifruit industry,
- The potential contribution of the Maori economy to overall growth, and
- The potential implications of faster population growth in the short to near term.

Cross-boundary focus

SmartGrowth has funded the Market Economics work as this is a cross boundary study and includes development trends within both Tauranga City and Western Bay of Plenty growth areas.

A key component of the Tauranga Transport Model (TTM) is the future land use assumptions, ie the type, density and location of residential and non-residential growth. The TTM is being updated so that it is fit for purpose for the Tauranga Programme Business Case work.

One part of that update is amending the land use assumptions to reflect current knowledge of likely future growth and to extend the life of the model to 30 and 50 years (the current final horizon year is 2031).

This is necessary to ensure that transport modelling for projects such as the Tauranga Programme Business Case and the Central Business District infrastructure capacity assessment can be undertaken in a robust manner to inform the upcoming council Long Term Plan, Regional Transport Plan and National Land Transport Planning processes.

Tauranga Transport Model (TTM) data

The TTM data is currently out of date, as it does not include many of the new growth areas.

The employment predictions were last updated in July 2007 (Boffa Miskell: Employment Predictions 2006-31) and this was an update of a previous report (NZIER: WBOP SmartGrowth study; Economic Drivers and determinants December 2002).

While the residential data was already available from the National Institute of Demographic and Economic Analysis (NIDEA) model and able to be broken down using internal Council staff resources, an external provider was required for the employment predictions.

Tauranga Transport Model (TTM) inputs

The TTM models vehicle movements throughout the region by mapping vehicle movements. In order to do this, the model needs to know the origin of the trips and the destination, broken down into geographic Transport Analysis Zones (TAZs).

SmartGrowth opportunities from this work

- Obtain detailed (mesh-block) data for population, households and employment for 2043 for the wider Tauranga City Council/ Western Bay of Plenty District Council area that can be used for other SmartGrowth work.
- Obtain high level breakdown of data for population, households and employment for 2063 for the wider sub-regional western Bay of Plenty area that can be used for other SmartGrowth work.
- Useful employment data can be given to other SmartGrowth strategic partners for their planning, such as PriorityOne. The chairs of the SmartGrowth Forums have been invited to the workshop on March 15, along with the chief executives of PriorityOne and the Tauranga Chamber of Commerce.
- Through SmartGrowth and NIDEA, we already have population projections for the region out to 2063. Western Bay District have allocated these projections at Census Area Unit (CAU) level to 2063. Tauranga City have allocated these projections at meshblock level to 2043 and at CAU and Sub-unit (based on growth type) level to 2063.
- Provide input into the 30 year business land demand calculations for compliance with the National Policy Statement on Urban Development Capacity.

Recommendations

1. **Receive** the report and circulate to all partner councils and strategic partners such as PriorityOne, Bay of Plenty District Health Board and NZ Transport Agency for their consideration and to ensure it informs ongoing related work and projects including updating the Tauranga Transport Model.
2. **Circulate** the report to the SmartGrowth Technical Implementation Group for their consideration as part of the 30-year business land demand calculations for compliance with the National Policy Statement on Urban Development Capacity.

3. **Publish** the report on the SmartGrowth website and use other communication channels including SmartGrowth Forum meetings to build understanding and knowledge in the Western Bay community of the report and its implications for future thinking and planning.
4. **Request** that the SmartGrowth Strategic (Managers) Group consider the final report and report back to the SmartGrowth Leadership Group with any further advice on any other strategic implications or opportunities for the sub-region arising from this work.



Smart Growth

Employment Projections

Methodology and Key Findings

Date: April 2017

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Date	Version	Changes
23/02/2017		
27/02/2017	Final report (on the methodology and process)	Paper updated to reflect comments from the wider project team.
30/03/2017	Report expanded to include key findings	Section 1 amended to reflect the overall project process Section 3 dealing with the key findings added to the report Section 4 amended to the overall project and some of the wider considerations
03/04/2017	Final Draft	Comments from Council Staff

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1 Introduction

Tauranga City and the Western Bay of Plenty are experiencing strong growth and after the setbacks of the PSA and the Global Financial Crisis, the sub-region is facing growth pressures. To manage this growth, the Councils are updating the models they are using to inform investment spending decisions. Modelling traffic movements in, and around, the sub-region is an example of the evidence base used. An important input into traffic modelling is household and employment projections. The traffic model is currently being updated with a view to use it for projects such as the Tauranga Programme Business Case and related work.

The Market Economics (M.E) team was commissioned to prepare employment projections showing the employment outlook by location (traffic zone¹) and sector (five sectors as defined in Appendix 1). Two scenarios were modelled – a greenfield scenario and an intensification scenario.

- a. Greenfield scenario: This scenario is based on current trends with growth occurring in greenfield areas, i.e. growth is primarily in existing growth areas and then further growth areas in the eastern and western corridors.
- b. Intensification scenario: The intensification scenario reflects a higher level of intensification, i.e. a more aspirational compact city scenario. In this scenario the location of greenfield development is consistent with the first scenario but there would be less need for growth to occur in the western corridor.

The purpose of this report is twofold:

- Firstly, to summarise the methodology used to estimate the employment projections (including the spatial allocation process), and
- Secondly, to highlight the key findings.

This report does not provide a detailed account of the actual results. Spreadsheets with the results have been provided to Council staff separately. Nevertheless, a high level summary of the results is included.

1.1 Important considerations

A number of key points were identified during the process and it is important to be aware of them and their implications. They include:

- **Uncertainty**: This assessment covers a long timeframe with considerable uncertainty. We used assumptions around the rates of growth, the spatial patterns of employment (i.e. urban structures and form) and population growth rates. While historic patterns, ratios and trends were used and informed our projections, they do not necessarily explain future development pathways. As with all modelling, there is a real probability that the modelled results will diverge from the actual, on the ground outcomes.
- **Centres based approach**: In allocating employment to existing business locations, we assumed that the Councils would enable additional development to accommodate the growth. An important underlying assumption is that the growth would be focused in the centres. This will

¹ The main purpose was to prepare the employment projections at a traffic zone level but a set of meshblock level estimates were also prepared.

need to take place in a way that supports the effective and efficient functioning of the market. As the population surrounding centres and business locations grow, there is likely to be productivity improvements at a centre level. These productivity gains are likely to manifest in ratios such as sales per floor area (e.g. \$/m²). Given the complexity and difficulty in estimating such productivity gains, our analysis does not include such adjustments.

- **Recent growth:** During the initial stages of our project, we encountered a number of data issues. The most important being accessing the latest Business Demography Survey (BD) data. This information was received and the draft model was updated to reflect the latest information. The BD shows employment, by sector and by meshblock for the year ending February². This suggests that the starting point in our model is already out of date by one year. In light of the strong growth in employment over the past 2 years or so³, the difference in employment could be material (especially in some of the sub-region's growth areas such Tauriko and the smaller urban areas in WBoP). Using a lower starting point is likely to understate the actual (current) employment, in turn, this also means that the business locations could be at capacity, sooner than expected⁴. We used the NIDEA projections to inform our growth outlook for 2016 to 2017 and increased employment accordingly.
- **Population figures:** The projections rely heavily on NIDEA's population projections as it informs the economic model and it is also used as a cross check. Population is a source of labour (i.e. workers) and people also consume goods and services (demand). The number of people that can participate (work) in the economy is a natural limit on total employment. Statistics New Zealand recently released a new set of population projections. Over the short term, these projections are higher than NIDEA's. This implies that the population growth could be higher than anticipated (and used in the employment projections). Higher growth will have two important effects:
 - Firstly, a larger population will require more goods and services (i.e. stimulating demand),
 - Secondly, provide access to a larger labour force⁵.

The last two bullet points serve to highlight the uncertainties associated with this type of projection. These two uncertainties both suggest that over the short term, strong growth is expected (stronger than currently modelled) and this will bring the development pressures forward.

1.2 Limitations and information

As with all models, there are a number of limitations and caveats that should be kept in mind when using the results and these are outlined below:

- The employment projections cover a long timeframe and there are a number of factors that will change them going forward. They are not 'predictions' but show one potential outcome. It will be necessary to continually refine and update the information (i.e. the base figures and the growth rates),
- The project was set up with the traffic modelling work as the objective. While the outputs could be used for other purposes, it would be important to adjust and change the employment

² Released around October/November of the same year.

³ Both years, employment grew in excess of 5% (per year).

⁴ Indicatively, this could be by around between 1 and 5 years sooner (depending on the location).

⁵ Subject to the age profile associated with the population growth.

projections to ensure that they are ‘fit for purpose’ (for the other use). This will be very important when reviewing a small area (e.g. a small business location).

- The modelling builds on, and uses, existing research and we did not audit or peer review the existing research.
- The points mentioned in section 1.2 introduce their own limitations (as mentioned in that section) affecting the estimates. For example, the centres-based approach sets the scene for allocating growth to existing locations.
- The employment projections (and allocation) are based on information about the timing and scale (ha area) of greenfield locations. Changing the time or scale will affect the spatial patterns of employment.
- The employment projections are not land area projections (although it would be possible to use them as inputs into such projections by making appropriate assumptions).

We consulted numerous sources during the project. Some for background information and other to inform specific parts. Where relevant, the sources are highlighted in footnotes. The information and sources used were:

- WBoP and TCC planning zones (GIS files),
- Wairakei/Te Tumu Framework Plan (final draft),
- Westpac Bank (Industry Insights),
- Ministry of Business, Innovation and Employment,
- Statistics New Zealand (various databases),
- NIDEA population projections,
- Wairakei, Papamoa Employment Land Review – Property Economics (2014),
- Upper North Island Freight Story – Upper North Island Strategic Alliance (2013),
- Industrial Land Research – McDermott Consultants (2012),
- SmartGrowth Commercial Update – Property Economics (2012),
- SmartGrowth Strategy Update Discussion Document: Business Land (2012),
- Western Bay of Plenty Sub Regional – Retail and Commercial Strategy: Implementation Paper (2008),
- Tauranga City & Western Bay of Plenty Retail and Commercial Strategy: Peer Review – Phil McDermott Consultants (2008),
- Tauranga City & Western Bay of Plenty Retail and Commercial Strategy – Property Economics (2008),
- Business Land Requirements Review Western Bay of Plenty (Report to SmartGrowth) - Phil McDermott Consultants (2006),
- SmartGrowth – Development Trends. Technical Report 2016,
- Industrial Land Study. BECA. (2008),
- SmartGrowth Employment Predictions (2006-2031). Boffa Miskel. (2007),
- Western Bay of Plenty SmartGrowth Study. Part 2: Economic Drivers and Determinants. (2002).

A number of stakeholder interviews were conducted to get a sense from industry about their growth outlooks, prospects and the issues affecting their industries. We had interviews with:

- Toi Ohomai Institute of Technology (Bay of Plenty Polytech),
- Port of Tauranga,
- The Bay of Plenty District Health Board,
- New Zealand Kiwifruit Growers Inc. (NZKGI),

-
- Priority One,
 - Export NZ
 - Chamber of Commerce, and
 - Element IMF.

Attempts to include other stakeholders⁶ (within the project timeframes) were unsuccessful. Including a wider range of stakeholders generally adds to the richness of the analysis but we feel that interviews listed above provided sufficient details into the growth outlook. Note: in section 3.3.2, we comment on the Maori economy and highlight that as part of the economy, it is recorded in official information and, therefore, captured in the modelling.

1.3 Structure

The report is structured as follows:

- Section 2 describes the methodology and the key assumptions
- Section 3 presents the key findings, focusing on the spatial distribution of employment and the intensification scenario. The section concludes by highlighting some of the key sensitivities.
- Section 4 provides some concluding remarks.

⁶ We will be working to include some key stakeholders in the engagement process before finalising the process.

2 Methodology and Assumptions

The employment projections and the spatial allocation process were delivered using a number of steps. At the high level, we used the following steps:

- Reviewed the existing employment projections and existing commercial studies,
- Reviewed the existing information about the land supply capacity in the area (Western Bay of Plenty - WBoP and Tauranga),
- Developed the employment projections for the overall area. The employment projections were informed by sector interviews during which industry stakeholders were questioned about the growth outlook. Where appropriate, the growth outlook was adjusted. In most instances, the adjustments were upward over the short term.
- Allocated the employment projections spatially, and
- Performed cross checks to verify that all employment is allocated and that the allocations align (broadly) with known development trends.

The above steps relate to the overall study. Below, the logic used in developing the actual model is summarised.

The modelling was undertaken by using a combination of 'R' and Excel. Conceptually, the main steps are described below. Note that the steps were not undertaken in a linear, sequential manner. Figure 2.1 shows the relationships and flows between the steps and each step's key points are discussed below.

2.1 Macro level employment projections

The first step entailed estimating the high level employment projections. This was done using M.E's Economic Futures Model (EFM). The model uses three drivers to project growth: population, gross fixed capital formation and exports. These rates are first set, using the historic trends (20 years or so) for each sector in the model. The model covers 48 sectors. The model is then matched to the most recent Business Demography Survey (BDS) information from Statistics NZ. The most recent BDS information is for 2016 with the 2017 information expected at the end of October (2017).

With reference to population, we relied on the 2014 projections produced by the National Institute of Demographic and Economic Analysis for SmartGrowth (the NIDEA projections). This was a requirement mentioned in the RfP. It should be noted that the NIDEA projections are marginally lower in the short and medium terms than the recently released Statistics New Zealand (SNZ) population projections (in the long term, the NIDEA figures overtake the SNZ figures). Importantly, the employment information is for 2016 (going back to 2000) so the recent employment growth is taken into account. This suggests that the recent population growth is reflected in the employment numbers.

The interplay between employment and population is important because the size of the population (specifically the working age population) reflects the economic resource that is available. The 'Participation Rate' is a ratio that expresses the labour force as a portion of the working age population. Based on the NIDEA projections and the employment projections, the participation rate is expected to increase from around 70% (2016) to 78% (by 2063)⁷. The current level is already high (by historic

⁷ This rate is based on employee counts (excluding Working Proprietors) and is relative to the working aged population (15-65 years).

comparison) and the increase suggests that the labour force will need to undergo a number of structural shifts to provide the labour (employment) needed to deliver the potential level of economic activity.

Figure 2.1: Key steps



Two key shifts are expected:

- Firstly, together with the aging population we expect an increase in the number of people working past pension age to increase – an increase in the number of employees aged 65-69 years (and 70-74 years) to increase. The effect of this is to lift the effective size of the labour force.

For example, if a quarter (1 in 4) of the 65-69 year cohort remains active in the labour force (by 2063), then this add 4,190 workers to the labour pool – 3% of the labour force.

- Secondly, the number of workers commuting into the area for work is expected to increase. For example, the recent Census (2013) suggests that around 1.7% of the area's labour force travels into it from areas such as Waihi, Paeroa, Rotorua, Hamilton and Whakatane.

Combined, these two shifts suggest that while the participation rate is expected to increase to high levels, it should be used with caution. The high ratio simply suggests that a larger share of the potentially active labour force would need to work. Nevertheless, business should be able to get workers to undertake work. From an economic development perspective (not the focus of this work), the key challenge of finding *suitable* (quality and quantity) labour is likely to intensify, and competition for talent is expected to remain a core business issue.

2.2 Business locations – historic trends and features

The study area was reviewed and a number of business locations were identified using the current business zones (including commercial and industrial land uses). Based on the zones, fifty two business locations were defined (based on zoning and general location and type of employment) – these locations were not meant to reflect 'centres' of 'growth management areas'. Instead, they were simply used to make the dataset more manageable.

The historic employment trends for the each business location (and by Meshblock) were reviewed and we identified the following key features:

- The historic maximum employment in each location,
- The historic growth rates (compound and percentage shift), and
- The share of the City's (or District's) employment that is based at each business location (by sector and total).

Spatial information (specifically area, m²) about each business location was extracted using GIS, and related to employment. This provided a basic understanding of employment densities across the different business locations, and compared them with available information around densities⁸ (This information was used during later steps to triangulate our results). Next, the distribution of employment across business zones was reviewed, distinguishing between 'within' and 'out of zone' locations. The review suggests that around a third of total employment is located in 'out of zone' locations – this includes employment in some sectors such as:

- A (Agriculture),
- B (Mining),
- E (Construction),
- P (Education and training),
- M (Professional, scientific and technical services),
- N (Administration and support services), and
- Q (Health care and social assistance).

⁸ Specifically the 2006 study by Phil McDermott Consultants titled: Business Land Requirements Review

We used the shares of employment that is located ‘out of zone’ to estimate the share of total employment to allocate to ‘within’ zones, as part of the initial allocation process (this condition is relaxed during later stages).

2.3 Schools and retirement villages

Council staff provided a list of expected developments and their locations (and timing) for inclusion. Using the available SNZ data (business demography), the average size and trend (employment) of Tauranga’s schools and retirement villages were estimated. Employment was then allocated to the relevant meshblocks at the relevant points in time (i.e. when they are expected to open).

In terms of the future outlook of employment in schools, the size of the population in the immediate surrounds of the schools was used as the main driver to inform the employment estimates. The meshblock level population projections (estimated by Council based on the NIDEA projections) were used to inform the growth rate⁹.

With reference to the retirement villages, the base assumption for these businesses is that they will seek to minimise costs while maintaining service levels. This suggests that their employment levels will remain relatively stable i.e. they have sufficient employees to meet demand. Similarly, they have a set level capacity (i.e. rooms, units or beds). Therefore, no ‘extra growth’ is allocated to the retirement villages based on the features of the neighbourhood. However, a portion of overall growth in Health Care and Social Assistance (Sector Q) is allocated to retirement villages, to account for growth opportunities arising from the aging population. Headline growth is allocated based in the relative share of sector Q (%-share of employment relative to total employment in sector Q).

2.4 Business locations - growth

For the first round of the business area employment estimates, the historic growth rates were projected forward on a ‘per sector’ and ‘per location’ basis. Of course, this is unconstrained and is used as a ‘starting’ point with a number of adjustments. For the industrial locations, the following key points applied:

- Restrict the growth of some sectors (i.e. apply a capacity limit, and exclude/limit the growth of some activities in specific locations¹⁰)
- Adjust some sectors to reflect sector level growth in different locations (for example, ensuring that industrial employment growth is allocated to industrial areas),
- Distribute the growth across different locations to reflect different uptake rates, when business locations come on-line and the relative attractiveness of locations. With reference to attractiveness, we used a simple approach that assumed there is an ‘establishment premium’ in

⁹ We did not have a breakdown of age structure within each meshblock and therefore an implied assumption is that neighbourhoods will retain the current mix (age structure) as they grow.

¹⁰ Such as retail in industrial areas.

existing (partially developed) locations over new (and vacant) locations. This premium diminishes as space is taken up.

With reference to the more retail-focus (commercial) business locations, the projected growth in the surrounding population is used to inform the growth. The expected growth is then netted off the business location growth to identify any residual employment. In other words, macro level growth in retail and commercial (used loosely) employment is used to estimate the balance between the business location level growth and the sum of total growth (by sector across the city and district). The total growth that is allocated to the different business locations is limited to a maximum percentage change for three of the Smart Growth sectors¹¹. Agriculture and education are excluded from this step because agriculture is not present in business locations and if agriculture businesses or activities were in the locations, then they tended to be small. The education services are grown using macro level growth projections and this is allocated to different business locations based on a *pro rata* basis.

After applying the high level growth, the quantum of potential change (at a business location and sector level) was reviewed. In some instances, the total growth greatly exceeded the potential capacity. Therefore, the growth was capped at a maximum percentage change (e.g. retail can grow by 30% and services by 50%). These limits provide a basis to restrict growth in the business areas. For example Council's information suggests that in the Mount Manganui industrial area, vacant land is around 3.7% of the available space). The model is structured in a way that allows for both vacant land and redevelopment capacity, to be included.

With the capacity limits in place, growth is allowed to occur until it reaches the limit. Once capacity is reached, no further growth is allocated to that business location (and the relevant sector). Importantly, in applying the capacity constraints, the industrial locations are easier to deal with because more information about the vacant (available) land is available. However, this is not the case with the retail/commercial business locations (or centres). To overcome this limitation, we made an important assumption: *that the retail/commercial business locations would be able to accommodate the employment growth that would be needed to service the population shifts and growth*. This implies, indirectly, that we assume that Council(s) would permit development in existing commercial areas to accommodate the growth¹².

2.5 'Out of zone' activities and Reconciliation

In this step, the 'within zone' employment and the macro level employment projections are compared to identify the balance, i.e. if any employment has not been allocated. During the initial project stages, we compared the location of employment with zoned business areas (by overlaying Council's (Tauranga and WBoP) land-use zones with Meshblock level employment - as prepared by SNZ). Around a third of employment is located in 'out of zone' locations. This excludes working proprietors but includes service-type business and some trades (e.g. construction). It also includes schools, retirement villages and the like because these activities are not necessarily in their own, dedicated zone. The Tauranga Hospital is another example where a large number of people are employed in an 'out of zone' location.

¹¹ The Smart Growth sectors include: agriculture, industry, retail, services and education.

¹² This does not suggest that retail or office type developments should be specifically enabled in industrial locations *per se* but relates more to changing development rules to enable more intensive use of the existing resource.

The difference between the macro level employment projections and the projected employment in all the zoned business locations, is allocated to 'out of zone' locations based on the relative share of each sector that falls in each MB. Care was taken to avoid allocating growth to sectors to which growth has already been allocated (e.g. retirement villages and schools) as this would overstate employment growth.

After allocating the 'out of zone' employment, the total employment (by sector and business location) was summed up and compared with the macro level estimates. In some cases, the total employment was under-allocated, there was a surplus (i.e. some employment was not allocated). This was mostly due to capacity limits being encountered in the business (specifically industrial) locations. The net surplus was identified and the employment was then allocated to the remaining business (industrial) locations that have capacity. A share of the surplus growth is allocated to the different greenfield business areas (e.g. Te Maunga, Papamoa East Employment area and Omokoroa) as they come on-line. However, given the overall size, availability and overall level of development of the Tauriko industrial area (in the context of overall development), most of the extra growth is allocated to this location.

With reference to Retail (sector G), the surplus employment was allocated to the largest retail centres, specifically, the CBD area, Bayfair and Tauranga Crossing.

The above adjustments and reconciliations ensures that the spatially allocated employment sums to the macro level projections while taking into account:

- The growth drivers at a local level (e.g. population),
- The local capacity (especially for industrial type activities), and
- Overall expected growth.

At this point, the results of the analysis and modelling provides an indication of the 'greenfield outlook' or scenario. This is referred to as the greenfield scenario because the growth is allocated to greenfield areas.

2.6 Intensification scenario

As part of our analysis and projections, we used an alternative set of population projections prepared by Council. This alternative set varies the spatial distribution of the population and intensifies the growth within existing areas in the form of infill development and redevelopment that increases densities. For our assessment, we used the difference between the greenfield and intensification scenarios to identify the potential shift in population, and reallocated the employment accordingly. The spatial shift in population patterns applies to the Tauranga City area only so the intensification scenario does not apply to the WBoP. Most of the intensification is expected (assumed) to occur around the CBD, Mount Manganui area as well as the established infill areas including along the coastal strip. Of course, the intensification is not limited to these areas and is also expected through the rest of the City (e.g. Greerton, Matua, Tauranga South etc.)

The intensification would affect different sectors' employment in different ways. Some sectors have a direct link to local population numbers while for other sectors, the link is not as strong. We reviewed the different economic sectors and identified three, high level, linkages:

- **No direct** or immediate influence (e.g. manufacturing activities),
- Influenced by the changes occurring within the **catchment** of the business (e.g. a retailer or a school),

- Indirectly influenced by the shift in the **meshblock** level changes. These changes are more likely to affect the location of the employment than it is to affect the overall demand for the services delivered by the businesses (e.g. where a tradesperson lives).

The following table shows the identified linkages.

Table 2.1: Intensification's spatial links to sectors

Sector		Linkages
A	Agriculture, Forestry and Fishing	Limited direct links
B	Mining	Limited direct links
C	Manufacturing	Limited direct links
D	Electricity, Gas, Water and Waste Services	Limited direct links
E	Construction	Meshblock level effects
F	Wholesale Trade	Limited direct links
G	Retail Trade	Catchment level relationships
H	Accommodation and Food Services	Catchment level relationships
I	Transport, Postal and Warehousing	Limited direct links
J	Information Media and Telecommunications	Limited direct links
K	Financial and Insurance Services	Meshblock level effects
L	Rental, Hiring and Real Estate Services	Catchment level relationships
M	Professional, Scientific and Technical Services	Meshblock level effects
N	Administrative and Support Services	Limited direct links
O	Public Administration and Safety	Catchment level relationships
P	Education and Training	Catchment level relationships
Q	Health Care and Social Assistance	Limited direct links
R	Arts and Recreation Services	Catchment level relationships
S	Other Services	Catchment level relationships

The change in the spatial patterns is expected to affect the employment patterns in several ways, such as altering the demand for retail activity (and employment) at a neighbourhood and sub-regional level. Similarly, the demand for personal services will also change with different population projections. In addition to the direct demand for retail amenity and personal services, the shift in where people (and households) live, will also impact on the distribution of other sectors and employment. As mentioned earlier, some employment is located in 'out of zone' locations, for example, construction workers (Sector E) often have a residential location as the registered business address (of course they work at construction sites).

For some businesses, the change in population within their catchments will change business activity (and employment). We identified the population shifts at a meshblock level (across all meshblocks) relative to the greenfield scenario. Next we identified the meshblocks associated with each business location (and other 'out of zone' businesses/activities) and estimated the change in population in the immediate vicinity (using 3km and 5km thresholds). We used the change in population (relative to the greenfield scenario) and adjusted the employment estimates (for the relevant sectors) accordingly.

In addition to the above, where intensification takes place can also impact the demand for industrial land. In Tauranga's case, the industrial land is well earmarked and being developed. In addition, most of the existing industrial locations are near (or at) capacity with limited vacancy. Therefore the effects on these locations are likely to be marginal.

The final step related to re-balancing the employment totals to match the macro level estimates. Given that the population totals for the greenfield and intensification scenarios are similar, the effect is that employment is reallocated between locations but it does not imply large, structural shifts in the spatial employment patterns.

2.7 Other points

A number of interesting observations were noted during our modelling and allocation processes. These can have a real impact on employment estimates at a Meshblock and Traffic Zone level. Examples include:

- The possible development of age-care facilities (in some Meshblocks, the employment for these sort of activities is in excess of 50 employees¹³). Our assessment does not identify any specific locations for such facilities. It would be useful to allow for such facilities in the modelling activities. One possible way to estimate the potential employment arising from these land uses would be to express the aged care workers in terms of the population (over 65). Aged-care employment has grown from 1,280 (2000) to 1,760 (2014) in 33 business units in 2000 to 40 in 2014 (average employment per business has increased from 38.8 MEC/business to 44.1 in 2014). Health care and social assistance (the sector within which aged-care falls) is projected to grow by 65.2% suggesting that around 2,900 people could work in aged-care activities at the end of the assessment period.
- The land use zones (planning zones) do not specifically identify schools and other education facilities and in most cases schools (including day-care, etc.) are located in residential areas. For our assessment, population trends are used to inform employment trends for schools and day-care. The economic model is used to inform the employment effects for tertiary education facilities.
- With reference to health services (e.g. doctors), a portion of these services will be transferred to the larger centres to reflect a move towards 'community-based' treatment options. Therefore, there will be a slight increase in the health care that is delivered from centres that are close to communities.
- The Port's land holdings are extensive and this asset has the potential to accommodate substantial growth. However, this land is generally excluded from the assessment. A portion of the transport related growth is allocated to the port area but other industrial type employment could be accommodated in the location (e.g. Sulphur Point and Mt Manganui North CAUs). If the Port decides to develop some of its land holding for other uses (e.g. warehousing) then it would change the overall distribution of employment. However, the likelihood of large scale shifts in the current activity is seen as low.
- The airport environs is a location that has strategic value and the operation of the airport needs to be protected. We have considered the noise contour map (in the District Plan) and there doesn't appear to be an issue]. Air transport growth was not particularly strong and the current location should be able to accommodate growth. However, the airport environs include a large portion of land that could be developed for other industrial type activities. Currently, these activities are not allocated to the airport environs.
- Vacant land's development potential is based on the 'available vacant' area as listed in 'SmartGrowth - Development Trends. Technical Report 2016' surveyed in January 2015. Our

¹³ We use Modified Employee Counts (MEC) as measure of employment. It includes working proprietors and employees (counts).

analysis and modelling excludes the uptake of business land since the 2015 report¹⁴. We note that the vacant land includes the 'total site' suggesting that this is not the total area that could be used for business because a portion of the area will be used for infrastructure (roads, telecommunication and stormwater management, etc.). The mentioned report states that around a quarter (25%) of greenfield area is taken up by services. Similarly, some areas have unique development challenges. For example, we believe that the Te Maunga area is subject to flooding. We assume that these limitations are reflected in the development timelines and the estimates of the available space. With reference to the development timelines, we have assumed that if a development site is more 'complicated' to develop, then growth would go to other locations first. Over time, as the economic (financial) attributes of the sites change, it is anticipated that these locations would become relatively more attractive. This will then trigger the development of these locations.

- The assessment covers a long timeframe and new technologies will come along, changing how businesses use labour, interact with each other and changing traffic demand and patterns. The exact nature of this change is however unknown and difficult to predict. For this assessment, we have assumed that the relationship between employment, business activity and land use patterns remain relatively stable. Some studies have found that often the introduction of new technologies may decrease employment in one occupation within an industry, but will stimulate employment in other occupations in that industry as well as other parts of the wider economy (so that the net change is marginal). Further, an increase in production efficiency reduces the price of products, increasing real income and increasing demand for other goods. In light of the relatively narrow sectoral classification used for the Traffic Zones (only five sectors), the potential employment effects of technology (spatial patterns and size) are expected to be somewhat muted. Of course, at a finer sectoral level a more complex picture is likely to emerge. With reference to telecommuting, we have allowed for service-type activities to be delivered from residential areas (i.e. home). However, the growth is tied to the growth of the overall sector. This implies that the proportion of employment that telecommutes is expected to remain relatively stable.
- The assessment uses the centres classification to allocate the retail (and associated) employment. Essentially, the share of growth is allocated to the higher order centres in a way that maintains their shares of total employment. For example, under a simple and linear allocation of employment to locations based solely on historic growth trends (at a meshblock level), the share of some service-type employment in the CBD is expected to decline marginally. (This can be adjusted).
- In some instances, there appears to be employment in locations that are counter-intuitive. Construction is classified as 'industry' so a trades person with his/her business registered to a residential location will show up as an 'industrial employee' in a residential area. A similar issue is evident for some service activities. The SG service sector includes sector 'N' – Administrative and Support Services (2006 ANZSIC) and one would equate this with a service/commercial type activity. However, sector N includes activities such as packaging services (N732000) that could be associated with more 'industrial locations'. For this reason, there are some 'service employment' located in 'industrial areas'.

The next section provides a high level overview of the findings.

¹⁴ Tauranga City Industrial Land Survey Report, April 2015.

3 Findings

This section provides a high level summary of the key findings. To assist with presenting the information, Census area units (CAUs) are used as spatial scale. The section points out some of the key considerations and areas where the findings will vary in the short term. The ongoing population growth and its potential implications are explored. The section concludes with a brief overview of key sensitivities and aspects not included in the assessment.

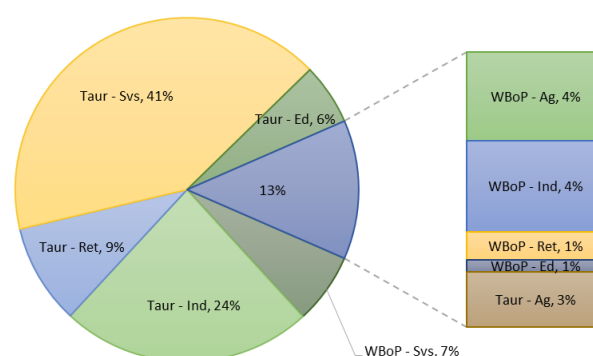
3.1 Key trends

The key trends as presented by focusing on the headline totals. Based on the approach and the assumptions, the modelling suggests the total employment is expected to grow by 38,350 by 2063 and most of this growth is expected to occur by 2048/2050. In Tauranga, employment is expected to increase by 30,610 by 2050 (a 46.2% increase) and WBoP's employment is projected to grow by some 6,230 (+33.1%) by the same period. The growth peaks around 2048/2050 and slows down after this point with Tauranga adding another 1.2% to employment and WBoP adding 1.3% between 2050 and 2063. This slowdown is a function of (and directly related to) the population growth projections¹⁵ that we used in our modelling.

The following figures show the trends for each of the five SmartGrowth sectors for Tauranga and WBoP respectively. The different sectors are all expected to grow. A portion of this growth is related to shifts in the sub-region's population while the growing economy, in itself, is also responsible for generating demand growth. The SmartGrowth sectors are expected to grow as follows over the long term:

- WBoP
 - Agriculture 25.9% (1,615)
 - Industry 35.5% (1,660)
 - Retail 29.9% (515)
 - Services 48.8% (2,560)
 - Education 23.6% (215)
- Tauranga
 - Agriculture 35.0% (1,005)
 - Industry 45.3% (9,080)
 - Retail 31.9% (3,615)
 - Services 58.6% (15,870)
 - Education 46.3% (2,210).

Figure 3.1: Share of Growth (by area and SG sector)



¹⁵ As prepared by NIDEA.

Figure 3.2: Employment by SG sector - WBoP

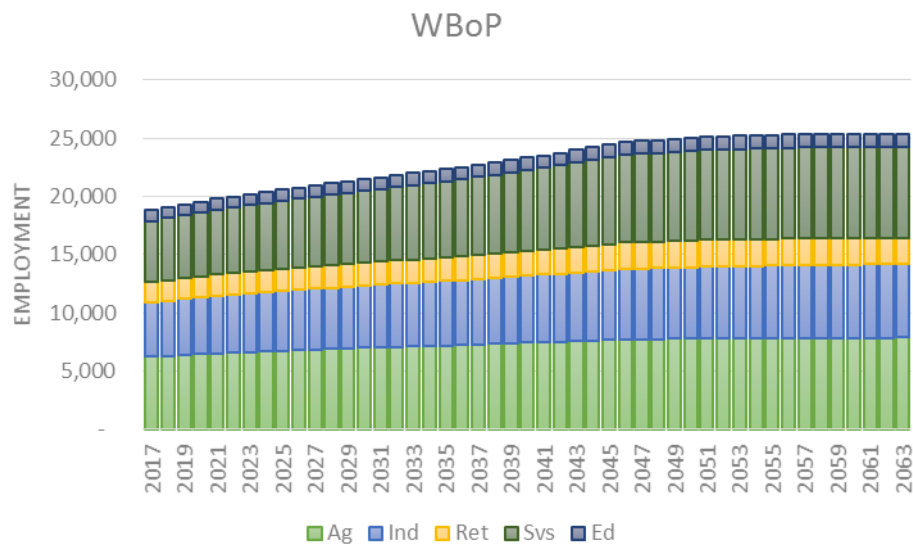
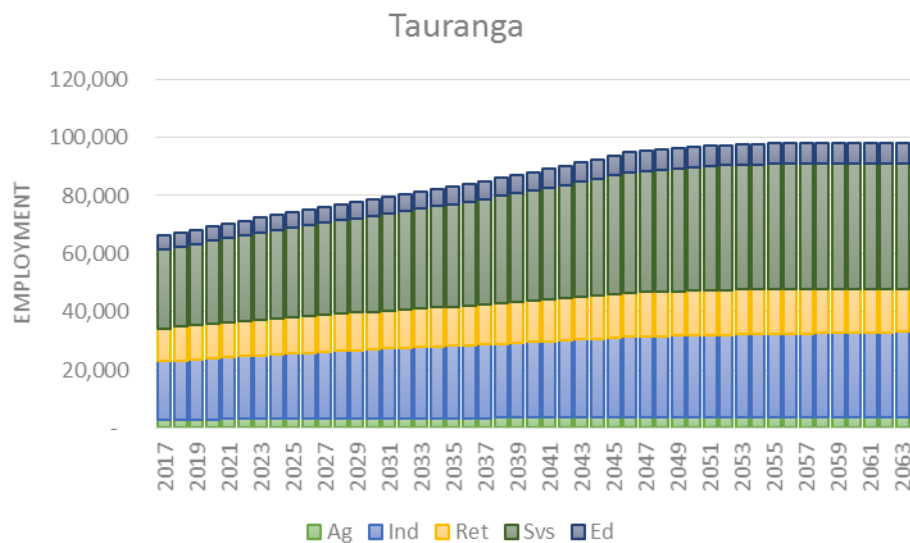


Figure 3.3: Employment by SG sector - Tauranga



More than three quarters (83%) of the employment growth is expected to be located in Tauranga and this is dominated by shifts in service related employment. Figure 3.1 illustrates the distribution of the growth (out to 2063) by SmartGrowth sector and WBoP or Tauranga. The City's employment is expected to capture some 41% of the sub-region's growth. This is followed by industry contributing a quarter (24%) of employment growth.

The general shift towards services is illustrated by the above figure with almost half (48%) of the sub-region's employment growth expected from services.

3.1.1 Spatial distribution of employment outlook

At a more micro level (i.e. within district/city), the employment growth was allocated to different business areas or locations. The process used to allocate the employment growth to the different business areas is discussed in Section 2.4. Using the business areas, as used by M.E, shows:

- The distribution of growth across the sub-region,
- The relative distribution of growth across sectors, and
- The potential change in the level of activity (employment) expected in the different business locations.

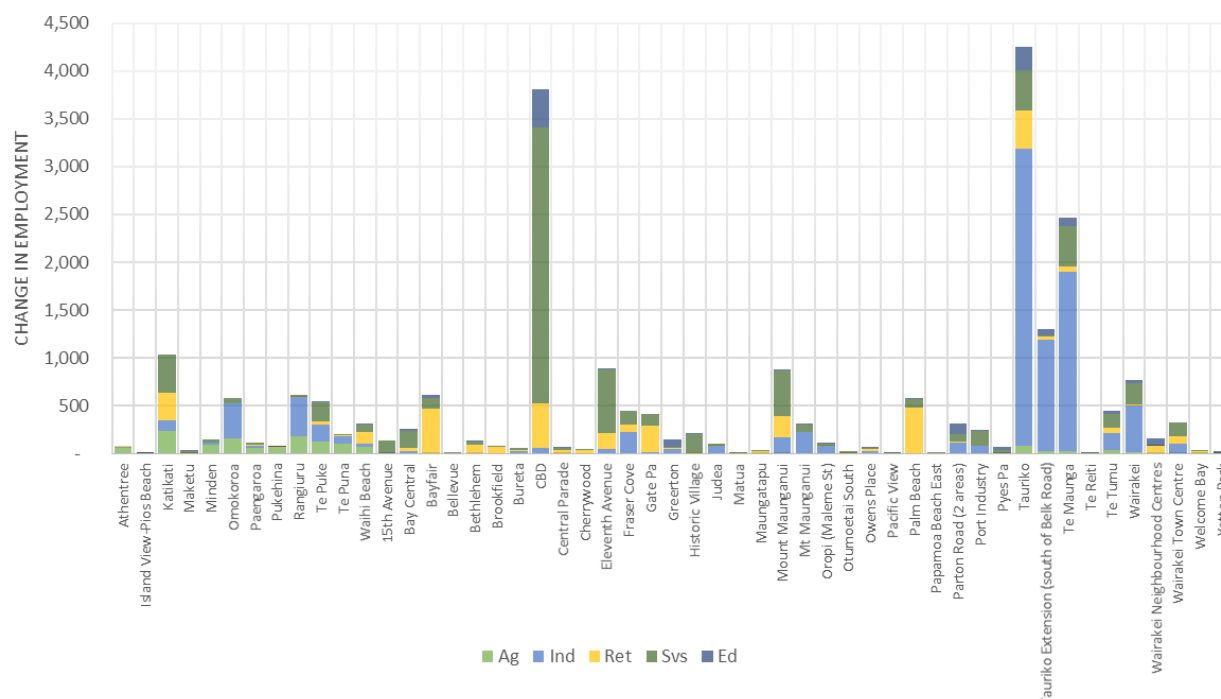
Importantly, the business locations that we used in this assessment should not be reason for defining different business areas and locations was to reduce the number with, to make the analysis more manageable. The sub-region is made up of 1,470 dealing with this number of individual areas is difficult. Therefore, we defined areas' based on current business zoning as well as a visual inspection of where the businesses are located. Appendix 1: Sector Definition

SmartGrowth Sector	2006 ANZSIC Classifications
Agriculture	A Agriculture, Forestry and Fishing
	B Mining
	C Manufacturing
	D Electricity, Gas, Water and Waste Services
	E Construction
	F Wholesale Trade
Industry	I Transport, Postal and Warehousing
	G Retail Trade
	H Accommodation and Food Services
Retail	J Information Media and Telecommunications
	K Financial and Insurance Services
	L Rental, Hiring and Real Estate Services
	M Professional, Scientific and Technical Services
	N Administrative and Support Services
	O Public Administration and Safety
	Q Health Care and Social Assistance
	R Arts and Recreation Services
	S Other Services
Education	P Education and Training

¹⁶ This number varies depending on whether the marine and island meshblocks are included or not.

Appendix 2 lists the meshblocks associated with each business area. The meshblocks that are not in the appendix are then treated as ‘out of zone’. This label does not have any ‘planning’ connection and should not be interpreted as implying that the activities are illegal or in inappropriate locations (identifying such activities is beyond the scope of our report). The spatial distribution of the employment growth is presented below.

Figure 3.4: Spatial distribution of Employment Growth (2017-2063)



Note: the ‘Mt Maunganui’ area relates to the industrial area whereas the ‘Mount Maunganui’ area includes the commercial and retail areas. This naming convention also applies to other figures and tables in the rest of the report.

From the above, the following key observations are noted:

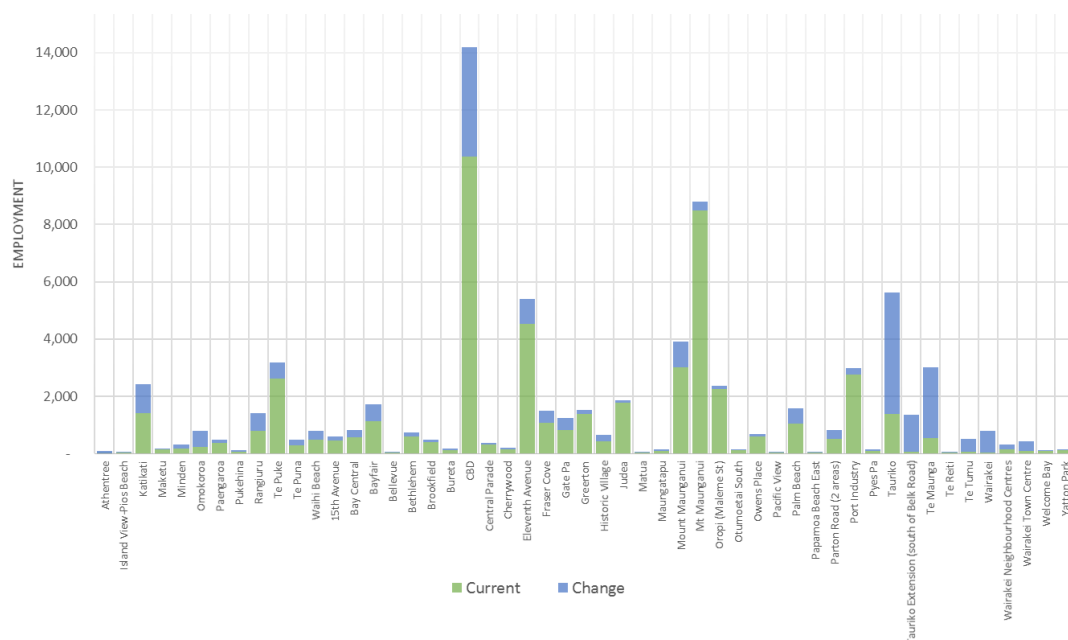
- The industrial growth is concentrated around the growth area of Tauriko (including the Belk Road extension) as well as Te Maunga (Note: Te Maunga is not expected to capture any material share of the growth until the 2050s. It is understood that the availability of this area for development will be subject to engineering costs due to the underlying soil conditions. In addition, considerations such as access and ownership will need to be addressed before this area can be developed.
- A large share of the growth is expected in the ‘out of zone’ locations. While not shown in the above figure, the ‘out of zone’ category is substantial, accommodating a projected 15,315 jobs. Services are expected to account for 70% of the ‘out of zone’ growth.
- The retail areas are expected to see a level of consolidation with marked growth in retail employment in the existing retail locations. The growth is expected to concentrate around the large(r) retail centres associated with the CBD, Palm Beach, Bayfair and the retail offer along Cameron Road (in the Gate Pa area unit).

- With reference to the smaller business locations (e.g. neighbourhood centres), these areas are expected to respond to population growth by adding employees to service the larger population base. The overall scale of the employment growth is expected to be modest.
- In WBoP, the employment growth is expected to remain relatively concentrated around the district's towns, including Katikati, Te Puke and growth areas such as Rangiuru and Omokoroa. However, it is expected that most of the wider region's growth will be captured in Tauranga because it is the main economic area. Therefore, the WBoP will capture the growth that is related to the land resource (i.e. agriculture/horticulture) and population shifts.

Another way to look at the projected employment change is to express it relative to the current situation. This can be done using the absolute value change (+/- employment) and/or the percentage change. In the context of this study, the percentage change approach provides misleading and confusing results. This is because expressing a growth of a low (or zero) base will result in a high result. This is likely to be the case for greenfield and recently developed areas. Conversely, areas that are already close to capacity (e.g. the industrial area at Mt Maunganui) could have a large change in absolute terms but a small percentage change. Therefore, we show the employment growth relative to the current employment using absolute terms. Appendix 3 shows the relative change at a Census Area Unit level (over time and for each of the SmartGrowth sectors). Figure 3.5 shows the relative change for the different business locations and the main observations are:

- The Tauranga CBD is expected to remain a key business location. Going forward, the CBD is expected to retain its status as the primary business hub. Employment in the CBD is expected to increase strongly – rising by a more than a third (37%). Most of the increase is expected in the service industries with a smaller (relative) lift in education and retail jobs.
- The industrial locations of Tauriko (and the Belk Road extension) as well as Te Maunga are expected to capture most of Tauranga's industrial growth. The existing industrial locations, such as Mt Maunganui, Oropi (Maleme Street) and Judea will see some growth but these areas have limited vacant areas so most of the growth is likely to be in the form of redevelopment, i.e. an increase in density as sites are redeveloped. However the overall scale of such redevelopment is likely to be limited.
- Virtually all business locations around the sub-region are expected to see some degree of employment growth. In general, the business locations around Tauranga will see higher growth than those in WBoP. This is related to the population growth as well as the overall size of Tauranga's economy.

Figure 3.5: Relative change (Employment)



The growth in employment in the smaller business locations is of course subject to the availability of suitable space (land and buildings) as well as the ability to deliver additional business space to accommodate the growth. In our assessment, we assumed¹⁷ that the required space will be delivered. For example, in the Mount Maunganui area (i.e. the commercial and business areas), it is estimated that the total employment will grow by 29% out to 2063 – that is an increase of 885 jobs.

It is worth noting that the overall scale of change is substantial but the timeframe being considered is long. In other words, while the total scale of change is expected to be large, the change is expected to occur over the medium to long term. Crucially, this is based on the NIDEA population projections and the growth assumptions. In light of Statistics New Zealand’s recently released population projections, ongoing and strong migration as well as the continued strength in NZ and the sub-region’s economy, it is plausible that in the short term, the growth will be higher (this is discussed in more detail in section 3.3).

It is important to note that the distribution of growth in WBoP is less certain and that the eventual spatial patterns could be different from those estimated in our report. Developing Rangiuru, specifically the timing of when this area becomes available, will affect the employment growth in the nearby areas (e.g. Te Puke). It is suggested that, going forward, this development be monitored and the employment distribution be adjusted (manually¹⁸).

Similarly, once the planning around the growth areas around Te Tumu and Wairakei have been completed, the employment projections (and spatial distributions) should be reviewed and adjusted accordingly. Our assessment includes these two areas and allocates a portion of the growth to them. In the Te Tumu case, we are aware of the Wairakei/Te Tumu Framework Plan (final draft). This document makes suggestions around Mixed Industry Business Areas (MIBAs) and provides almost 90ha of land for these activities. We have allocated a small portion of growth to this area but because the potential scale of the area that would be available for development is currently unclear, we have not ‘fully allocated’ growth to this area. If we were to allocate growth to the MIBA area, then it will reduce the employment in other business locations (specifically, Tauriko, the Gravatt/Palm Beach area units and the City’s other retail, business and commercial locations).

3.2 Intensification

As part of the assessment, a separate scenario was run. This scenario covers Tauranga City and focuses on the potential implications of intensifying residential development around the CBD, Mount Maunganui and the coastal strip. This refocusing is based on redirecting development away from greenfield developments. As discussed in Section 2.6, intensifying development will have different effects on economic activity (specifically the spatial distribution of employment). Table 3.1 shows the percentage change as well as employment change (relative to the greenfield scenario) for the business locations throughout Tauranga.

¹⁷ This is an important assumption and if this is not the case, then the employment distribution is liable to vary from that presented in our work.

¹⁸ This can be done by simply ‘shifting’ and ‘reallocating’ the employment between traffic zones.

Table 3.1: Percentage change in employment (relative to Greenfield; 2063)

Business Area	Percentage change	Additional Employment
15th Avenue	6%	10
Bay Central	2%	5
Bayfair	14%	85
Bellevue	5%	0
Bethlehem	7%	10
Brookfield	6%	5
Bureta	15%	10
CBD	25%	935
Central Parade	19%	15
Cherrywood	11%	5
Eleventh Avenue	104%	920
Fraser Cove	11%	45
Gate Pa	7%	30
Greerton	27%	40
Historic Village	2%	5
Judea	0%	0
Matua	17%	5
Maungatapu	9%	5
Mount Maunganui (the retail and commercial areas)	47%	415
Mt Maunganui (the industrial areas)	0%	0
Oropi (Maleme St)	0%	0
Otumoetai South	17%	5
Owens Place	19%	15
Pacific View	109%	0
Palm Beach	-38%	-200
Papamoa Beach East	53%	0
Parton Road (2 areas)	3%	10
Port Industry	0%	0
Pyes Pa	3%	0
Tauriko	0%	15
Te Maunga	-1%	-25
Te Reiti	44%	0
Te Tumu	-193%	-610
Wairakei	2%	20
Wairakei Neighbourhood Centres	6%	10
Wairakei Town Centre	4%	5
Welcome Bay	7%	0
Yatton Park	35%	5

The main shifts are expected around the CBD and Eleventh Avenue areas, as well as the Mount Maunganui area (excluding the industrial area). As expected, the Te Tumu area will not see the same level of growth as is anticipated under the greenfield scenario and, consequently, the employment levels in this location will be markedly lower. However, the surrounding areas (i.e. Papamoa Beach East CAU, Doncaster CAU and Palm Springs CAU¹⁹) will still see growth in households and population and this will affect the outlook for the local employment levels.

Most of the business areas located in the residential areas (such as neighbourhood centres) are expected to see a general lift in employment compared to the greenfield scenario. This is because the number of people (and households) located in the immediate vicinity are expected to increase over the greenfield scenario. In absolute number and percentage terms, the expected changes are modest, falling in the 5-15 employee range.

¹⁹ Excluding Te Tumu

Clearly, the intensification scenario will result in a markedly different spatial pattern for employment with an increase in the number of jobs in key locations such as the CBD. It is important to note that the effects of intensification flow through to activities that are closely related to population and households (i.e. household demand and working from home type activities). Similarly, education and health/medical activities are also affected by the location of households. Conversely, the spatial distribution of industrial type activities are not affected by the intensification. However, intensification could give rise to reverse sensitivity issues that will need managing. In our process, we did not set out to identify locations that could be affected by reverse sensitivity issues (this is a separate process that will need to be undertaken).

3.3 Sensitivities

There are a number of factors and forces that could alter the overall scale, and distribution, of the employment projections. Notwithstanding the uncertainties mentioned earlier, employment projections are sensitive to the overall performance of the economy and population projections. Global and national recessions are likely to lead to a slowdown in employment growth rates. The main implication of slowdowns and cyclical movements, is that the year on year employment projections are lower, and consequently there would be a delay in when the projected employment levels are realised. It is important to understand the relative sensitivity of the employment projections to shifts in key input parameters and a high level sensitivity analysis illustrates this level of sensitivity.

For the sensitivity analysis, we changed two variables in Tauranga and WBoP to show the results of using alternative growth rates for population and exports. These variables flow through affecting the size of the economy and therefore the employment requirements.

The results suggest that under a high(er)²⁰ export growth situation, the employment outlook for Tauranga is relatively stable with the total change in employment being less than 1.5%. In employment terms, this is around 1,470 additional jobs. Under the low²¹ export setting (exports grow 20% slower) the total employment in Tauranga will be around 860 less (by 2063) than the medium growth settings. This is a difference of -1% (by 2063).

A high population growth in WBoP will have a flow on effect on employment in Tauranga (with employment up 1.5% relative to the medium scenario). However, this effect's direction is not reversed if Tauranga experiences a different population growth profile with the flow-on effect materially smaller (on WBoP's employment).

The WBoP is more sensitive to higher growth scenarios. This is probably due to the smaller size of the economy and its internal linkages. For example, combining high population growth and high exports will lift total employment in WBoP by around 3.1% (at 2063); this equals around 790 employees in WBoP. However, the flow on effects on Tauranga²² is not as pronounced with the change in total employment coming in at 275 jobs or less than 0.5%.

During the SmartGrowth Leadership Group meeting (15/03/2017) a number of points relating to the scale of change were raised, including:

- The level of growth in the kiwifruit industry,

²⁰ This assumes that all exporting sectors' exports grow 20% faster than the BAU.

²¹ This assumes that all exporting sectors' exports grow 20% slower than the BAU.

²² This example assumes that the

- The potential contribution of the Maori economy to overall growth, and
- The potential implications of faster population growth in the short to near term.

The points are explored below.

3.3.1 Kiwifruit industry growth

The kiwifruit industry is a key part of the WBoP economy. During interviews with local stakeholders (specifically New Zealand Kiwifruit Growers Inc; NZKGI) who provided information about the historic growth of the local industry going back to 2000/1. In addition, NZKGI shared their forecast information for the volume of kiwifruit harvest over the next 5 years (out to 2020/21). Using historic volumes suggests that the industry has grown by around 2.6% per annum over the past 15 years. Instead of using the forecasted growth (10.4% compound growth per year), we used the historic growth rates as basis for estimating the employment totals.

If a higher growth rate is used, then the employment totals for not only the horticulture industry but the rest of the WBoP and Tauranga economies, would also need to be adjusted higher. Adjusting the horticulture sector's growth up (to match the high growth outlook over the next 5 years) will lift the employment requirement for this sector over the next five years by 1,140 employees. Further, the resulting lift in the size of the horticulture sector over the short term means that the long term growth results in a higher 'end point'. Under the adjusted growth settings, the total shift in employment in the horticulture sector is some 2,060 jobs higher (by 2063). Given the sector's economic linkages, the larger sector will also stimulate further economic activity in the wider economy – the modelling suggests that the wider linkages would require an additional 1,175 jobs.

Using a higher and more aggressive growth profile for the next 5 years has a longer term effect and in the context of the constrained labour force, the higher base will lift the total employment (in WBoP) by 13% (by 2063). There will also be cross boundary flows with the Tauranga employment projections ending up 750 jobs higher (by 2063) than under the medium projections.

Based on the level of sensitivity, the historical growth projections and the risk of using too aggressive a growth profile, we suggest using the lower (long term) growth profiles to inform the employment projections.

3.3.2 Economic role and contribution of the Māori economy

The Māori economy is an important part of the New Zealand economy – this importance is due to the relative size of the Māori labour force as well as the economic role that Māori businesses play.

According to Westpac,²³ Māori account for 15% of the population and this share is expected to increase. This relatively younger population base will form an increasingly important part of the NZ labour market. This is also the case for the Tauranga and WBoP areas. In our modelling, we relied directly on the NIDEA projections and we did not review those projections. However, a high level overview of the NIDEA report²⁴ suggests that the Māori segment of the population was considered and that the distinct features

²³ Westpac Bank. Industry Insights: Maori in the NZ economy. 6 September 2016. Report downloaded from: <https://www.westpac.co.nz/assets/Business/Economic-Updates/2016/Bulletins-2016/Industry-Insights-Maori-in-the-NZ-Economy-September-2016.pdf>

²⁴ 2014 Review of Demographics and Labour Force Projections for the Bay of Plenty for the Period 2013-2063.

of this segment were included in the modelling. Specifically, the younger age structure, the resulting impacts on natural growth, as well as the flow on implications on the labour force appear to be captured in the modelling. However, the propensity of young Māori to migrate out of the area is also highlighted in the report with an indication of the implication of natural population increase being noted.

There is limited new research around the economic value, size and contribution of the Māori economy, specifically for the WBoP and Tauranga areas. The 2013 Māori Economic Development Strategy for the Bay of Plenty puts the value of the Māori economy at \$1.2bn (11% of GDP). While this covers the entire Bay of Plenty, it is nevertheless an important (and sizable) part. The asset base underpinning this was estimated at some \$8.6bn. It is not possible to readily²⁵ identify the sectoral contributions at a Tauranga and WBoP level.

The contribution is recorded as part of official statistics so the Māori economy is captured, but just not as a separate or distinctive part of the (official) sectors. Our analysis includes the entire economy at a sectoral level. This means that the Māori economy is included, but it is not separately identifiable²⁶. To put the opportunity into context we use a hypothetical example: if the Māori economy is 11% of the WBoP and Tauranga economies, and it achieves a 1% growth premium (e.g. 2% growth *plus* 1% growth premium = 3% growth rate) then by 2063, the total economy would be 6.4% larger. This highlights the potential role and contribution of the Māori economy.

3.3.3 Alternative population growth profile

The employment projections are based on the NIDEA estimates. These estimates vary from Statistics New Zealand's recently released population projections. The main difference between the NIDEA and SNZ projections are:

- The SNZ projections are higher in the short-medium term (next 15 years or so),
- The NIDEA projections are higher over the medium to longer term.

With reference to the SNZ population projections, SNZ provides (at a national level) the results of their modelling at different percentiles (i.e. different outcomes). Comparing the 25th and 75th percentile shows a fair degree of variance – for example the size labour force (people aged between 15 and 65 years) range between 89.9% and 109.8% of the median projections (for 2063). With reference to the short term (2033), this variance is between 96.3% and 104.2% of the median projections. If we apply these national level variances to the study, then even the low population projections are higher than those presented by NIDEA.

Bringing the population growth forward and concentrating it over the short term is likely to have a number of impacts, including:

- A larger population base will place additional pressure on the sub-region's infrastructure (including but not limited to roads, wastewater, parks and environmental assets, natural amenity and the general environment),
- The extra growth will require an investment response that will require financial resources. Having more growth over a shorter time means that the timeframe over which the investment is

²⁵ Without undertaking a separate piece of analysis (outside the scope of our brief).

²⁶ It is possible to identify the role and contribution its role but this is outside the scope of this project.

required is shorter. Therefore prioritising investment in an open, transparent and robust way will be paramount.

- Concentrating the growth in the short term adds uncertainty about the scale of growth that could be expected (and sustained) over the longer term.

While we did not review the latest projections in detail, it is worth considering the relationship between the population totals and age structure because it will impact on the labour force (availability and the participation rate). If the population growth occurs in a way that maintains the ratio of 'working age people to total population' then the faster growth is likely to alleviate some pressure on business to find employees. But this situation could reverse in future years when the population growth is slower.

Given that the population estimates used to prepare the employment projections will probably be lower than the eventual (actual) population figures, the employment projections are likely to be understated in the short term.

4 Concluding remarks

The employment projections form an important input into the transport modelling. The employment projections are also useful in assessing the likely demand for business and industrial land. Given the dynamic nature of the economy, population and how investment decisions are made, the updated projections show one possible spatial distribution pattern that is based on trends. These projections are not 'predictions' and should not be treated as such.

In light of the population constraints and the strong growth over the past three years or so, we suggest that the employment projections be reviewed annually. The review should update the starting values (for each location and sector) using the latest SNZ information – specifically the Business Demography Survey information and the population projections. The BD information is normally released towards the end of October of each year. When other information pieces are updated (such as the industrial land vacancy register) the new(er) information should also be included in the model.

The employment projections will be useful for other work streams and requirements such as the National Policy Statement (NPS) on Urban Development Capacity. However, the timeframes covered by the UDS are shorter than those used in the employment projections. To better reflect the volatility and short term movements, the employment projections will need to be refined and adjusted to better show the shorter timeframes, recent growth trends, local development pressures and other emerging issues. This includes the 'local level' employment trends in the high pressure areas (e.g. the commercial area in Mt Maunganui) and how it performs relative to population growth.

As part of the finalising the employment projections, the project team (M.E and Council staff) will be working through the results to ensure that the employment projections align with other work streams (e.g. the household growth projections). This will conclude before the 19th April.

Appendix 1: Sector Definition

SmartGrowth Sector	2006 ANZSIC Classifications
Agriculture	A Agriculture, Forestry and Fishing
Industry	B Mining
	C Manufacturing
	D Electricity, Gas, Water and Waste Services
	E Construction
	F Wholesale Trade
Retail	I Transport, Postal and Warehousing
	G Retail Trade
Services	H Accommodation and Food Services
	J Information Media and Telecommunications
	K Financial and Insurance Services
	L Rental, Hiring and Real Estate Services
	M Professional, Scientific and Technical Services
	N Administrative and Support Services
	O Public Administration and Safety
	Q Health Care and Social Assistance
	R Arts and Recreation Services
Education	S Other Services
	P Education and Training

Appendix 2: Business Areas - Definitions

1081004	Waihi Beach	1162600	Judea	1179301	Maungatapu
1081200	Waihi Beach	1162702	Judea	1179605	Welcome Bay
1081500	Waihi Beach	1162800	Port Industry	1180201	Welcome Bay
1081600	Waihi Beach	1162901	Bay Central	1188802	Port Industry
1081700	Waihi Beach	1163001	Bay Central	1188808	Port Industry
1081900	Waihi Beach	1163002	Bay Central	1190200	Bethlehem
1082201	Waihi Beach	1163100	CBD	1190602	Bethlehem
1083204	Waihi Beach	1163200	CBD	1191202	Tauriko
1180700	Athenree	1163300	CBD	1191203	Tauriko
1181100	Waihi Beach	1163400	CBD	1191204	Tauriko
1181301	Island View-Pios Beach	1163500	CBD	1191205	Tauriko
1181402	Island View-Pios Beach	1163600	CBD	1191206	Tauriko
1182702	Katikati	1163700	CBD	1191803	Tauriko
1182703	Katikati	1163800	CBD	1192114	Pyes Pa
1182704	Katikati	1163900	CBD	1192234	Pyes Pa
1182800	Katikati	1164000	CBD	1192800	Oropi (Maleme St)
1182900	Katikati	1164100	CBD	1194400	Mount Maunganui
1183403	Katikati	1164200	CBD	1194501	Mount Maunganui
1183501	Katikati	1164300	CBD	1194900	Mount Maunganui
1183502	Katikati	1164600	CBD	1195100	Mount Maunganui
1183803	Katikati	1164700	CBD	1195200	Mount Maunganui
1183807	Katikati	1164800	CBD	1195500	Mount Maunganui
1186000	Minden	1164900	CBD	1195600	Mount Maunganui
1186901	Omokoroa	1165000	CBD	1196100	Mount Maunganui
1187001	Omokoroa	1165100	CBD	1196200	Mount Maunganui
1187100	Omokoroa	1165200	Eleventh Avenue	1196400	Mount Maunganui
1187209	Omokoroa	1165300	CBD	1196600	Mount Maunganui
1187500	Omokoroa	1165400	Eleventh Avenue	1196700	Mount Maunganui
1188102	Te Puna	1165500	Eleventh Avenue	1197400	Central Parade
1188103	Te Puna	1165600	Eleventh Avenue	1197800	Central Parade
1188900	Minden	1165800	CBD	1200200	Mt Maunganui
1189602	Minden	1166000	Eleventh Avenue	1200900	Bayfair
1189702	Minden	1166100	Eleventh Avenue	1201300	Bayfair
1191804	Tauriko Extension (south of Belk Road)	1166200	Eleventh Avenue	1201900	Te Maunga
1207002	Te Puke	1166300	Eleventh Avenue	1202500	Bayfair
1207102	Te Puke	1166400	Eleventh Avenue	1202600	Port Industry
1208600	Maketu	1166500	Eleventh Avenue	1202700	Mount Maunganui
1208700	Maketu	1166600	Eleventh Avenue	1202800	Port Industry
1208800	Maketu	1166903	Eleventh Avenue	1202901	Mount Maunganui
1209400	Rangioru	1167000	Eleventh Avenue	1203000	Mount Maunganui
1210300	Rangioru	1167101	Eleventh Avenue	1203100	Port Industry
1211100	Paengaroa	1167102	Eleventh Avenue	1203206	Mount Maunganui
1211500	Paengaroa	1167104	Eleventh Avenue	1203300	Mt Maunganui
1211603	Paengaroa	1167601	Judea	1203400	Port Industry
1211604	Paengaroa	1167602	Eleventh Avenue	1203500	Mt Maunganui
1211900	Paengaroa	1167801	Judea	1203600	Mt Maunganui
1212201	Pukehina	1168300	Eleventh Avenue	1203700	Mt Maunganui
1212605	Pukehina	1168501	15th Avenue	1203800	Port Industry
1212615	Pukehina	1168700	15th Avenue	1203900	Mt Maunganui
1213900	Te Puke	1168800	15th Avenue	1204000	Mt Maunganui
1214201	Te Puke	1169101	15th Avenue	1204100	Mt Maunganui
1214601	Te Puke	1169202	Historic Village	1204200	Mt Maunganui
1214700	Te Puke	1170002	Fraser Cove	1204300	Mt Maunganui
1214800	Te Puke	1170100	Fraser Cove	1204401	Mt Maunganui
1214900	Te Puke	1170500	Historic Village	1204403	Owens Place
1215100	Te Puke	1170700	Historic Village	1204502	Port Industry
1215400	Te Puke	1171500	Gate Pa	1204705	Papamoa Beach East
1215500	Te Puke	1171600	Gate Pa	1204708	Palm Beach
1215600	Te Puke	1171700	Gate Pa	1204714	Parton Road (2 areas)
1215700	Te Puke	1172800	Gate Pa	1204813	Wairakei Neighbourhood Centres
1215900	Te Puke	1172900	Fraser Cove	1204816	Wairakei Neighbourhood Centres
1153505	Matua	1173000	Yatton Park	1204817	Wairakei Neighbourhood Centres
1154102	Matua	1173103	Yatton Park	1204820	Wairakei Neighbourhood Centres
1154601	Cherrywood	1174702	Greerton	1204927	Pacific View
1154804	Cherrywood	1175000	Greerton	1205005	Palm Beach
1155000	Cherrywood	1175100	Greerton	1205019	Palm Beach
1155800	Bureta	1175201	Greerton	1205072	Palm Beach
1155900	Bureta	1175300	Greerton	1205409	Owens Place
1156400	Bureta	1175400	Greerton	1205502	Te Maunga
1156900	Otumoetai South	1175500	Greerton	1206701	Te Maunga
1157000	Otumoetai South	1175600	Greerton	1206704	Te Maunga
1158200	Otumoetai South	1175800	Greerton	1206806	Parton Road (2 areas)
1159000	Bellevue	1176500	Greerton	1206830	Parton Road (2 areas)
1160700	Brookfield	1176900	Oropi (Maleme St)	1206904	Wairakei
1161002	Brookfield	1177000	Oropi (Maleme St)	1206911	Wairakei Neighbourhood Centres
1161511	Judea	1177100	Oropi (Maleme St)	1206914	Wairakei
1161516	Te Reiti	1177202	Oropi (Maleme St)	1206923	Wairakei Town Centre
1161600	Te Reiti	1177300	Oropi (Maleme St)	1206924	Wairakei Town Centre
1162200	Judea	1177500	Oropi (Maleme St)	1209200	Te Tumu
1162300	Judea	1178500	Maungatapu	1177400	Greerton

Appendix 3: Change per Census Area Unit and Smart Growth Sectors

Area Unit	Smart Growth Sector	2020	2030	2040	2050	2060
Waihi Beach	Ag	105	135	155	175	180
Waihi Beach	Ind	135	145	160	170	175
Waihi Beach	Ret	295	320	355	390	415
Waihi Beach	Svs	175	205	230	265	275
Waihi Beach	Ed	40	40	40	45	40
Kaimai	Ag	455	475	510	515	515
Kaimai	Ind	360	510	1,535	1,545	1,555
Kaimai	Ret	80	90	120	125	120
Kaimai	Svs	280	325	365	410	410
Kaimai	Ed	80	90	140	145	145
Athenree	Ag	20	45	60	75	75
Athenree	Ind	20	20	25	25	25
Athenree	Ret	15	15	15	15	20
Athenree	Svs	60	65	75	80	80
Athenree	Ed	5	5	5	5	5
Inlet-Tauranga Harbour North	Ag	-	-	-	-	-
Inlet-Tauranga Harbour North	Ind	-	-	-	-	-
Inlet-Tauranga Harbour North	Ret	-	-	-	-	-
Inlet-Tauranga Harbour North	Svs	-	-	-	-	-
Inlet-Tauranga Harbour North	Ed	-	-	-	-	-
Tahawai	Ag	295	305	310	315	315
Tahawai	Ind	95	105	110	115	115
Tahawai	Ret	5	5	5	5	5
Tahawai	Svs	60	70	75	85	85
Tahawai	Ed	-	-	-	-	-
Island View-Pios Beach	Ag	-	-	-	-	-
Island View-Pios Beach	Ind	30	30	30	35	35
Island View-Pios Beach	Ret	30	30	35	35	35
Island View-Pios Beach	Svs	30	30	35	35	35
Island View-Pios Beach	Ed	5	10	10	10	10
Aongatete	Ag	650	680	705	720	725
Aongatete	Ind	365	370	370	370	375
Aongatete	Ret	45	45	50	55	60
Aongatete	Svs	610	675	760	845	865
Aongatete	Ed	20	25	25	25	25
Katikati Community	Ag	360	425	475	525	550
Katikati Community	Ind	410	450	475	505	515
Katikati Community	Ret	385	445	515	585	635
Katikati Community	Svs	600	715	835	985	1,030
Katikati Community	Ed	180	190	200	205	205
Matakana Island	Ag	45	50	50	50	50
Matakana Island	Ind	10	10	10	10	10
Matakana Island	Ret	-	-	-	-	-
Matakana Island	Svs	20	25	25	30	30
Matakana Island	Ed	15	15	15	15	15
Minden	Ag	365	405	440	465	475
Minden	Ind	300	320	350	365	365
Minden	Ret	60	70	70	70	55

Area Unit	Smart Growth Sector	2020	2030	2040	2050	2060
Minden	Svs	295	330	375	415	420
Minden	Ed	45	45	45	50	45
Omokoroa	Ag	40	100	145	185	190
Omokoroa	Ind	260	425	505	550	570
Omokoroa	Ret	75	85	90	90	75
Omokoroa	Svs	165	215	240	255	255
Omokoroa	Ed	25	35	45	50	50
Inlet-Tauranga Harbour Omokoroa	Ag	-	-	-	-	-
Inlet-Tauranga Harbour Omokoroa	Ind	-	-	-	-	-
Inlet-Tauranga Harbour Omokoroa	Ret	-	-	-	-	-
Inlet-Tauranga Harbour Omokoroa	Svs	-	-	-	-	-
Inlet-Tauranga Harbour Omokoroa	Ed	-	-	-	-	-
Te Puna	Ag	270	310	340	370	380
Te Puna	Ind	395	420	440	470	490
Te Puna	Ret	90	105	115	130	110
Te Puna	Svs	355	395	445	500	500
Te Puna	Ed	105	140	175	195	195
Ohauiti-Ngapeke	Ag	10	15	15	15	15
Ohauiti-Ngapeke	Ind	45	45	55	55	55
Ohauiti-Ngapeke	Ret	-	-	-	-	-
Ohauiti-Ngapeke	Svs	20	20	20	25	25
Ohauiti-Ngapeke	Ed	-	-	-	-	-
Upper Papamoa	Ag	490	505	520	525	525
Upper Papamoa	Ind	390	415	405	415	425
Upper Papamoa	Ret	5	5	5	5	5
Upper Papamoa	Svs	570	645	735	825	835
Upper Papamoa	Ed	-	-	-	-	-
Te Puke West	Ag	685	705	720	730	730
Te Puke West	Ind	395	430	465	490	500
Te Puke West	Ret	25	25	25	25	25
Te Puke West	Svs	565	575	590	605	605
Te Puke West	Ed	45	50	50	50	50
Te Puke East	Ag	920	960	990	1,010	1,010
Te Puke East	Ind	355	380	410	435	445
Te Puke East	Ret	545	570	595	625	585
Te Puke East	Svs	825	950	1,050	1,110	1,105
Te Puke East	Ed	245	240	240	250	250
Maketu Community	Ag	20	25	25	25	25
Maketu Community	Ind	60	60	60	60	60
Maketu Community	Ret	30	35	35	40	40
Maketu Community	Svs	45	50	55	60	60
Maketu Community	Ed	20	25	25	30	30
Rangiuru	Ag	860	935	1,015	1,080	1,085
Rangiuru	Ind	905	1,005	1,130	1,295	1,340
Rangiuru	Ret	30	30	35	35	35
Rangiuru	Svs	645	745	850	950	965
Rangiuru	Ed	35	35	35	40	40
Pongakawa	Ag	710	750	785	810	810
Pongakawa	Ind	105	110	125	130	130
Pongakawa	Ret	25	30	35	40	40
Pongakawa	Svs	125	135	150	170	170

Area Unit	Smart Growth Sector	2020	2030	2040	2050	2060
Pongakawa	Ed	40	40	40	45	40
Paengaroa	Ag	155	180	200	215	220
Paengaroa	Ind	285	300	305	305	305
Paengaroa	Ret	40	45	50	50	50
Paengaroa	Svs	45	50	55	60	65
Paengaroa	Ed	25	20	25	25	25
Matua	Ag	-	-	-	-	-
Matua	Ind	175	180	180	190	210
Matua	Ret	35	40	40	45	50
Matua	Svs	450	535	650	765	780
Matua	Ed	60	65	70	75	75
Otumoetai North	Ag	-	-	-	-	-
Otumoetai North	Ind	205	220	230	240	255
Otumoetai North	Ret	125	135	150	165	175
Otumoetai North	Svs	365	440	520	600	615
Otumoetai North	Ed	100	105	110	115	115
Otumoetai South	Ag	10	10	10	10	10
Otumoetai South	Ind	180	185	180	190	205
Otumoetai South	Ret	45	50	50	50	50
Otumoetai South	Svs	185	230	275	320	325
Otumoetai South	Ed	80	85	90	95	95
Bellevue	Ag	75	80	90	95	95
Bellevue	Ind	90	90	85	95	105
Bellevue	Ret	10	10	10	15	10
Bellevue	Svs	265	325	405	485	500
Bellevue	Ed	380	405	430	460	455
Brookfield	Ag	10	15	20	20	20
Brookfield	Ind	165	170	160	170	195
Brookfield	Ret	360	385	410	425	425
Brookfield	Svs	225	270	330	385	395
Brookfield	Ed	95	100	110	115	115
Te Reti	Ag	15	20	20	25	25
Te Reti	Ind	50	50	50	55	60
Te Reti	Ret	10	10	10	10	10
Te Reti	Svs	180	215	260	305	305
Te Reti	Ed	-	-	-	-	-
Judea	Ag	45	45	45	50	50
Judea	Ind	955	990	1,005	1,015	1,025
Judea	Ret	165	170	170	170	170
Judea	Svs	410	460	530	590	585
Judea	Ed	30	30	35	35	35
Sulphur Point	Ag	-	-	-	-	-
Sulphur Point	Ind	920	925	970	975	975
Sulphur Point	Ret	195	200	205	210	220
Sulphur Point	Svs	555	600	650	690	705
Sulphur Point	Ed	40	45	45	50	50
Tauranga Central	Ag	145	145	145	145	145
Tauranga Central	Ind	1,395	1,435	1,500	1,500	1,490
Tauranga Central	Ret	2,805	3,025	3,295	3,530	3,390
Tauranga Central	Svs	9,510	10,515	11,630	12,695	12,790
Tauranga Central	Ed	410	510	680	855	865

Area Unit	Smart Growth Sector	2020	2030	2040	2050	2060
Tauranga Hospital	Ag	-	-	-	-	-
Tauranga Hospital	Ind	490	510	520	520	525
Tauranga Hospital	Ret	280	295	310	315	315
Tauranga Hospital	Svs	3,355	4,010	4,845	5,600	5,585
Tauranga Hospital	Ed	105	110	110	115	115
Tauranga South	Ag	110	115	120	125	125
Tauranga South	Ind	640	695	755	770	785
Tauranga South	Ret	750	825	845	855	855
Tauranga South	Svs	1,505	1,765	2,080	2,385	2,430
Tauranga South	Ed	840	875	925	975	975
Gate Pa	Ag	115	125	135	140	145
Gate Pa	Ind	145	150	150	155	165
Gate Pa	Ret	540	600	670	750	810
Gate Pa	Svs	280	320	370	420	445
Gate Pa	Ed	5	5	5	5	5
Yatton Park	Ag	30	30	35	40	40
Yatton Park	Ind	170	210	270	270	275
Yatton Park	Ret	20	20	25	25	25
Yatton Park	Svs	60	75	90	110	115
Yatton Park	Ed	40	45	50	55	60
Inlet-Tauranga Harbour	Ag	20	20	15	15	15
Inlet-Tauranga Harbour	Ind	10	10	10	10	10
Inlet-Tauranga Harbour	Ret	25	25	30	35	35
Inlet-Tauranga Harbour	Svs	-	-	-	-	-
Inlet-Tauranga Harbour	Ed	-	-	-	-	-
Greerton	Ag	210	220	230	240	245
Greerton	Ind	2,200	2,300	2,295	2,305	2,320
Greerton	Ret	545	560	565	570	575
Greerton	Svs	1,150	1,215	1,300	1,375	1,385
Greerton	Ed	300	320	350	370	375
Hairini	Ag	35	40	45	50	55
Hairini	Ind	180	185	180	190	210
Hairini	Ret	50	50	55	65	65
Hairini	Svs	285	340	410	480	490
Hairini	Ed	25	30	35	40	40
Poike	Ag	10	10	10	10	10
Poike	Ind	180	175	150	160	190
Poike	Ret	-	-	-	-	-
Poike	Svs	60	70	90	105	110
Poike	Ed	50	70	105	140	140
Maungatapu	Ag	95	95	100	105	105
Maungatapu	Ind	180	185	175	185	205
Maungatapu	Ret	40	45	50	55	60
Maungatapu	Svs	115	130	155	180	185
Maungatapu	Ed	90	100	110	115	115
Kaitemako	Ag	15	15	20	20	20
Kaitemako	Ind	40	40	40	45	45
Kaitemako	Ret	10	10	10	15	15
Kaitemako	Svs	90	105	130	155	160
Kaitemako	Ed	20	25	25	30	30
Welcome Bay West	Ag	245	265	285	305	310

Area Unit	Smart Growth Sector	2020	2030	2040	2050	2060
Welcome Bay West	Ind	100	110	110	115	125
Welcome Bay West	Ret	10	10	10	10	10
Welcome Bay West	Svs	60	70	90	105	110
Welcome Bay West	Ed	75	80	85	90	90
Welcome Bay East	Ag	155	175	190	205	215
Welcome Bay East	Ind	135	145	140	150	165
Welcome Bay East	Ret	40	45	45	50	55
Welcome Bay East	Svs	255	300	370	435	445
Welcome Bay East	Ed	95	100	105	115	115
Omanu	Ag	25	25	25	25	25
Omanu	Ind	6,705	6,760	6,950	6,970	7,005
Omanu	Ret	1,170	1,185	1,210	1,240	1,245
Omanu	Svs	2,975	3,140	3,275	3,365	3,380
Omanu	Ed	455	475	505	535	535
Tauranga City-Marinas	Ag	-	-	-	-	-
Tauranga City-Marinas	Ind	-	-	-	-	-
Tauranga City-Marinas	Ret	5	10	10	10	10
Tauranga City-Marinas	Svs	10	10	10	10	10
Tauranga City-Marinas	Ed	-	-	-	-	-
Bethlehem	Ag	135	195	225	245	250
Bethlehem	Ind	1,995	3,390	4,110	4,530	4,565
Bethlehem	Ret	690	920	1,140	1,330	1,160
Bethlehem	Svs	970	1,420	1,585	1,740	1,750
Bethlehem	Ed	650	800	895	955	955
Bethlehem East	Ag	195	210	215	225	230
Bethlehem East	Ind	125	135	135	140	155
Bethlehem East	Ret	25	30	30	35	35
Bethlehem East	Svs	190	225	270	320	330
Bethlehem East	Ed	5	5	10	10	10
Pyes Pa	Ag	455	505	540	575	590
Pyes Pa	Ind	410	415	395	420	465
Pyes Pa	Ret	125	125	135	155	155
Pyes Pa	Svs	755	905	1,115	1,320	1,340
Pyes Pa	Ed	200	250	315	345	340
Mt Maunganui North	Ag	25	30	30	35	35
Mt Maunganui North	Ind	1,095	1,175	1,255	1,265	1,285
Mt Maunganui North	Ret	1,235	1,350	1,445	1,475	1,480
Mt Maunganui North	Svs	1,380	1,670	1,885	1,940	1,950
Mt Maunganui North	Ed	40	45	45	50	50
Arataki	Ag	45	45	50	55	55
Arataki	Ind	440	470	465	475	490
Arataki	Ret	1,240	1,440	1,680	1,900	1,725
Arataki	Svs	1,095	1,325	1,600	1,825	1,855
Arataki	Ed	115	125	145	160	160
Te Maunga	Ag	65	70	75	105	115
Te Maunga	Ind	505	540	595	1,950	2,295
Te Maunga	Ret	100	100	105	155	160
Te Maunga	Svs	310	365	445	835	900
Te Maunga	Ed	70	75	80	160	175
Palm Beach	Ag	10	15	15	15	15
Palm Beach	Ind	160	170	165	180	195

Area Unit	Smart Growth Sector	2020	2030	2040	2050	2060
Palm Beach	Ret	435	510	600	705	815
Palm Beach	Svs	185	225	280	335	355
Palm Beach	Ed	115	125	130	140	140
Papamoa Beach East	Ag	5	10	10	15	15
Papamoa Beach East	Ind	115	120	115	120	130
Papamoa Beach East	Ret	40	50	55	65	70
Papamoa Beach East	Svs	210	240	285	325	335
Papamoa Beach East	Ed	35	40	40	40	40
Palm Springs	Ag	10	25	25	25	25
Palm Springs	Ind	455	1,005	1,045	1,105	1,155
Palm Springs	Ret	140	220	290	330	320
Palm Springs	Svs	325	550	815	960	985
Palm Springs	Ed	110	220	265	310	325
Pacific View	Ag	10	15	15	20	20
Pacific View	Ind	105	110	110	115	125
Pacific View	Ret	50	55	60	65	65
Pacific View	Svs	150	175	220	260	265
Pacific View	Ed	-	-	-	-	-
Gravatt	Ag	435	460	480	505	515
Gravatt	Ind	120	120	115	120	125
Gravatt	Ret	400	410	430	450	470
Gravatt	Svs	340	400	475	555	580
Gravatt	Ed	5	5	5	5	5
Matapihi	Ag	30	35	40	45	45
Matapihi	Ind	65	65	65	65	70
Matapihi	Ret	-	-	-	-	-
Matapihi	Svs	35	40	50	60	60
Matapihi	Ed	15	15	20	20	20
Kairua	Ag	25	25	25	30	30
Kairua	Ind	35	35	35	55	55
Kairua	Ret	-	-	-	-	-
Kairua	Svs	115	140	180	225	235
Kairua	Ed	50	55	55	60	60
Doncaster	Ag	185	200	215	230	235
Doncaster	Ind	60	65	65	70	75
Doncaster	Ret	55	60	60	65	65
Doncaster	Svs	135	165	200	235	240
Doncaster	Ed	255	265	270	275	275

Key:

Ag Agriculture

Ind Industry

Ret Retail

Svs Services

Ed Education

SmartGrowth Partnership Report April 2017



This report is divided into three sections.

Section 1: SmartGrowth Partnership Office: Update on actions that are currently led, funded and activated by the office.

Section 2: SmartGrowth Partner Forums: Update on the actions and meetings of the forums. *There are two sets of minutes from forums meetings being reported/linked, relating to meetings held since the election of the new SmartGrowth Leadership Group.*

Section 3: Project list and progress highlights from Partner Councils and Implementation Partner (NZ Transport Agency). *These are specific SmartGrowth endorsed projects being led by partner councils and NZTA; and/or relevant to the SmartGrowth Strategy.*

Section One

Actions led, funded and activated by the SmartGrowth Partnership Office

SMARTGROWTH STRATEGY Priority Actions: Part B: Implementation Plan and Part C Settlement Pattern Implementation Plan

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
<p>SmartGrowth Leadership Group (SLG) Priority: United advocacy/co-ordinated planning</p> <p>SmartGrowth Strategy Action 7 Strengthen visionary leadership and collaboration</p> <p>SmartGrowth Strategy Action 7B 1 and 2: Strengthen the SmartGrowth Partnership/Memorandum of Agreement</p> <p>Governance, partnership and decision-making support for</p> <ul style="list-style-type: none"> - SmartGrowth Leadership Group (SLG) - Independent chair - Chief Executives' Advisory Group (CEAG) - SmartGrowth Strategic (managers) Group (SSG) - Technical working groups (TIG) 	<ul style="list-style-type: none"> • New amended joint SmartGrowth committee terms of reference (reflecting February SLG decisions) circulated to councils for confirmation and signature. Name change, alternates, DHB rep, leadership group priorities. • CEAG met on March 8. Next meeting May 10. • CEAG membership expanded; SSG formed; tour and briefing completed for new SLG; leadership group priorities confirmed. • SSG met on Feb 24. Next meeting May 2. • TIG for National Policy Statement co-ordination/Settlement Pattern Review projects is now meeting monthly, chaired by strategic advisor Ken Tremaine. • Facilitated partner staff session with Katie Swenson, keynote speaker of Green Property Summit. Katie is Vice President, National Design Initiatives for Enterprise Community Partners Inc. in the US, based in Boston.

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
<p>SmartGrowth Leadership Group (SLG) Priority: Future Thinking</p> <p>SmartGrowth Strategy Action 7G Promote SmartGrowth as information portal for access to data, research and demographics.</p>	<ul style="list-style-type: none"> • Next 'Smart Talk. Future Thinking' event – May 9 – 'future of work' – including release of new employment projections and panel of speakers. Speaker confirmation and promotion underway. • 2017 Smart Talk programme developed, possibilities of 'Auckland Conversations' speakers coming to Tauranga. Strategic partnership with Chamber to assist with event and registration management, marketing and promotion. • February and March SmartGrowth newsletters published. Two stories in Bay of Plenty Times on employment projections workshop. • Four factsheets and SmartGrowth briefing published and available online. First Smart Talk saw high take up of factsheets and positive feedback on material. 'New research' section on revamped website. • Response to position papers from councils shared and discussed with SSG. Councils now 'digesting' information across 10 themes and agreeing response to forums. Joint Forums Hui – early June. • Upper North Island Strategic Alliance – The Upper North Island Story released – link on SmartGrowth website. (SmartGrowth Strategy Action: 7D) • http://www.smartgrowthbop.org.nz/media/1785/unisa-upper-north-island-story-28032017.pdf
<p>7. Strengthen visionary leadership and collaboration</p> <p>SmartGrowth Action 7A1: SmartGrowth Partner Forums</p> <p>Support for seven established forums + Social Infrastructure Providers</p>	<ul style="list-style-type: none"> • There is a research project underway on a health and fitness check' on operation of forums and engagement outcomes. (SmartGrowth Strategy Action 7A1a). Shaped as taking the pulse of the SmartGrowth Forums. • Consultants appointed. Research interviews being programmed; there will also be a general opportunity to contribute for all involved in forums and supporting them. Email update sent to all involved to start project. • Final engagement research report expected in May/June 2017.

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
Support for seven established forums + Social Infrastructure Providers	<ul style="list-style-type: none"> • Rural sector voice being established by Western Bay of Plenty District Council with links to SmartGrowth, and support. Set up discussion underway (SG attended March 28 Rural Committee meeting to discuss). • Forum bi-monthly meetings supported across all seven forums. Social infrastructure providers also met in March. See Section Two for full report on forums. • Forum membership lists being updated and checked for organisational mandates for attendees/membership coverage. • Youth engagement advice commissioned (SmartGrowth Action 7A1e). Completed report received.
7. Strengthen visionary leadership and collaboration SmartGrowth Action 7C3 Integration with District Health Board	<ul style="list-style-type: none"> • CE of District Health Board now sits on CEAG. DHB manager now sits on SmartGrowth Strategic (Managers') Group; request for non-voting board representative to join SmartGrowth Leadership Group has been approved by SLG and request for representative has been sent to DHB chair. • DHB has appointed its deputy chair Ron Scott as its representative. However, clash of board meeting times with SLG meeting times.
SmartGrowth (SG) Strategy Action 7I Reporting and monitoring SLG priority: Reporting/ monitoring Effectively reporting, measuring and monitoring the implementation of the SG Strategy is a priority. Develop monitoring and reporting framework with key indicators as part of producing the next 'progress report'. Use this mechanism to see 'gaps' in priorities and use for future planning.	<ul style="list-style-type: none"> • Progress Report draft indicator framework for SmartGrowth Strategy outcome/interest areas has been developed with partner council and District Health Board staff. Independent chair/CEAG/SSG guiding and advising; project manager and staff now populating with monitoring data. Progressing other reporting areas of the report – smart partnership; smart actions. • Report on monitoring framework and progress report expected for May SLG workshop and June SLG meeting.

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
<p>9. Build the Community</p> <p>SmartGrowth Strategy Priority Action 9A Build and value partnership with the community. Ongoing communication and engagement with the community 9A2 Ongoing communication and engagement with the community Lead agency: SmartGrowth Partnership Office</p> <p>Measure of success is that community awareness and understanding of SmartGrowth is improved and maintained. Implementing/reviewing communications engagement plan</p> <p>Includes leveraging off new website, other channels and new SmartGrowth programme of 'Smart Talk. Future Thinking community conversations.</p> <p>Work with council communications teams</p>	<p>9A2 Smart Talks started and first one attended by 240 people from across the community. Positive feedback. New website continues to be updated and improved; digital strategy under discussion; engagement research underway; newsletters now monthly; media activity ongoing. Implementation of communications and engagement plan continues and being resourced; update being planned.</p> <p>Regular (most days) postings to our social media channels – Facebook, Twitter and LinkedIn – of news and other items of interest to people in the western Bay.</p> <p>Results of TCC residents perception survey shows just over one third of respondents (36%) have heard of SmartGrowth with nearly half of those (47%) stating that it has to do with growth planning and controls where development can happen; new SmartGrowth factsheets and briefing well received and positive feedback; SG office input into Tauriko West Communications and Engagement Strategy.</p> <p>Supporting request from Sustainable Business Network to support one-off transport forum in partnership with PriorityOne, Chamber of Commerce and Bay of Plenty Regional Council (annual plan submission).</p> <p>Joined up transport communications approach being led and developed by regional council to assist with community engagement on transport projects and planning.</p>

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
<p>Effectiveness in the social sector 9A3 <i>Not a priority action in the strategy but currently funded and approved action. SSF-lead agency.</i></p> <p>Build on existing social services mapping to inform future work on improving long-term sustainable outcomes. Build collaboration.</p> <p>Mapping the social sector project. Social inventory – social services mapping. See questions and answers attached to the end of this report. Attachment 1.</p>	<p>9A3 Mapping of the social sector project now led and managed by SocialLink following CEAG delegated funding decision; contract for delivery of work using SmartGrowth funding signed with SocialLink – partnership funding approach – SocialLink also contributing funding. Work is now underway; workshop held and scope of project under discussion. Set up phase completed; now moving into data collection phase. Project report completion expected by December 2017. Regular progress reporting into SSG, Social Sector Forum and other SG stakeholders.</p>
<p>10. Grow a Sustainable Economy</p> <p>SmartGrowth Strategy Action 10D1 SLG priority: future thinking Research sub-regional workforce implications of population ageing</p> <p>SmartGrowth Strategy Action 10E5 Housing affordability project</p>	<p>Employment projections work completed – led by TCC. Implications for further work to be considered by SSG and then advised to CEAG/SLG. PATAG chair attended workshop and considering implications with forum members. Final report will be widely distributed.</p> <p>Housing Affordability Forum (HAF) progressing pilot project. Led by HAF working group - about to confirm Registration of Interest document, calling for parties interested in developing a proposal. Western Bay of Plenty DC is making land available within the Omokoroa SHA for an affordable housing pilot project. Two sites have been identified, one in stage 2 for development early next year, and one for a later stage with timing dependent upon the speed of the market. Comms support from SmartGrowth for project; some project management support may be necessary too. HAF chair liaising with councils.</p>

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
United advocacy: housing affordability 10E6 SLG priority: united advocacy The Housing We Need project	<p>SmartGrowth Partnership Office, through the independent chair, is looking at what co-ordination needed on housing issues across the sub-region; and the best way to address housing needs across the spectrum of issues from emergency housing to building new communities.</p> <p>Stocktake of current initiatives completed; gap analysis reveals need for a housing hui – joined-up conversation across all those involved in different aspects of housing – design group formed to set this up. All relevant groups have been contacted to ensure this work is helping to align, not duplicating, other activities already underway in western Bay.</p>
11. Recognise Tangata Whenua cultural identity and change SmartGrowth Strategy Actions 11A-C Actions 11A and 11B and 11C Priority actions 11A1; 11A2; 11B1; 11B2; 11C1	<p>Combined Tangata Whenua Forum alternating between workshops and meetings to discuss key issues; compact city workshop in March.</p> <p>MBIE will be presenting on the proposed Urban Development Authority in April.</p> <p>The CTWF are interested in housing affordability, education and economic development workshops.</p> <p>Action 11A1 & 11A2 Project currently not progressing, iwi and hapu reluctant to supply information on cultural heritage.</p> <p>Action 11A4 Sub-regional tangata whenua consultation policy for resource consent processing, has been partially complete. BOPRC will rely on contact databases and areas of interest supplied by TCC and WBOPDC. TCC and WBOPDC will develop a single tangata whenua consultation policy.</p> <p>Action 11B1 Project is on-going and progress has been made for papakainga within the sub-region.</p>

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
	<p>Action 11B2 Project is on-going as treaty settlements progress. Some settled iwi not in a position to articulate aspirations for property return through settlements. Nga Potiki is the only settlement group to date that have responded as at December 2015.</p> <p>Action 11BC Project is complete. CTWF have requested a parallel supplementary report to be prepared looking at issues of health and education.</p>
<p>SmartGrowth Strategy Part C: 21 Integrated planning and settlement pattern SmartGrowth Strategy Actions 21A to 21G</p> <p>SLG priority: NPS co-ordination; co-ordinating sub-regional spatial planning</p> <p>SmartGrowth Strategy Action 21A3</p> <p>Consider future housing needs – including supply and demand to cater for changing demographics</p>	<p>TIG - A cross-council, cross-implementation partner Technical Implementation Group (TIG) for Settlement Pattern Review and National Policy Statement for Urban Development Capacity work has been formed and met for the first time in March. It is now meeting monthly. Project plan for this work agreed with SLG, SSG and CEAG; SPR projects bi-monthly updates now going to SSG/SLG – see Part 3 of this report. Co-ordination, monitoring and alignment role for SG.</p> <p>Forums position paper response project – a project developed out of the position papers presented by the forums as part of the consultation process for the Settlement Pattern Review and August 2016 decisions. 10 interest areas/outcomes have been mapped across the 9 position papers. Responses have been collated from partner councils on gaps in current activities across those 10 themes; joint hui in early June to map priorities and next steps to encourage actions, address any barriers to progress and agree priorities including funding and resource bids to long-term council plans. What will enable and encourage implementation in future focus and priority areas?</p> <p>Research papers from the Ageing Well Life when Renting project are now available on the SmartGrowth website and well utilized by other agencies. Reported to SLG in February. Full presentation by researchers planned when project completed – July 2017. http://www.smartgrowthbop.org.nz/research/new-research/</p>

SLG Priority SmartGrowth Strategy/Action Link Ongoing Actions	April Progress Update
<p>PATAG research project – ageing well science challenge – Life when Renting Bay of Plenty case study <i>Not a priority/urgent action in 2013 strategy, but approved and funded this project to complement other NPS research now underway. Report and research will be completed July 2017. PATAG-led/SGP funded.</i></p>	<p>PATAG is encouraging all elected members to attend the National Science Challenge ‘Life when Renting Midterm Summit’ on the 30 May 9.30 -3.30 at the Mount Club. The summit will be particularly focusing on the western Bay of Plenty case study initiated by PATAG. RSVP ruth@cresa.co.nz</p>

Section Two

SmartGrowth Strategy Action 7. Strengthen visionary leadership and collaboration

SmartGrowth Action 7A: Strengthen relationships with the community

1: SmartGrowth Partner Forums

SmartGrowth Forums

Environment and Sustainability Forum



Housing Affordability Forum



Combined Tangata Whenua Forum



Population Ageing Technical Advisory Group



A word cloud visualization of terms related to regional development and planning. The words are arranged in two main clusters. The left cluster includes terms like "throughout communities", "presently local", "transition government", "green-field services", "sub-region planning", "placemaking", "western-BOP", and "recognise". The right cluster includes "development", "relevant facilities", "high amenity", "central civic location", "important position", "regarding future", "encourage", "innovative products", "integrated", "art", "equality", "timely", "interaction", "points", "quality", "possibility", "identified", "importance", "appropriate", and "regional recognised".

[illegible]

Partner Forum	Update summary / link to minutes on SmartGrowth website	Key messages for SmartGrowth Leadership Group
Strategic Partners (SPF)	http://www.smartgrowthbop.org.nz/about-us/partner-forums/strategic-partners-forum At Feb 2017 meeting, approved updates on progress report framework; position paper response process; gave feedback on SmartGrowth briefing. Next meeting integrated with joint forums hui.	Chair of PATAG presented key messages personally on behalf of SPF at Feb SLG meeting, giving feedback on SmartGrowth briefing. See summary in minutes.
Social Sector (SSF)	http://www.smartgrowthbop.org.nz/about-us/partner-forums/social-sector-forum The Forum is pleased that SG is progressing the SSF/HAF proposed 'The Housing We Need' joined up conversation. The Forum is looking forward to receive the Position Papers response matrix to allow it to prepare well-informed submissions to the Councils' LTP processes.	The SSF would like to emphasise the following(26/1/17): *The importance of strategic input from the community - Ensuring Community led development is kept alive at strategic level and we have meaningful engagement at community level * Commend the progress on 93A *The importance of building the connections and interactions between the forums – especially regarding the environment, transport and planning * The Forum is encouraged by the proposed work regarding The Housing We Need * The western BOP has an opportunity to embrace the silver economy. The Forum would like to know what is the process and timeline for them to be involved in the Te Tumu and Tauriko West structure plans.
Combined Tangata Whenua (CTWF)	http://www.smartgrowthbop.org.nz/about-us/partner-forums/combined-tangata-whenua-forum The CTWF received a presentation from Michael Tucker on the proposed compact city project.	Interested in compact city, urban environments. Raised concerns about on-going pressure on physical infrastructure, and Maori landholdings. Suggested for TCC to work in partnership with tangata whenua for RFR and SHA.

Property Developers (PDF)	<p>http://www.smartgrowthbop.org.nz/about-us/partner-forums/property-developers-forum</p> <p>The Forum has received regular updates regarding the Infrastructure Development Code and the NPS-UDC. Some members are contributing via the TCC Compact City Advisory Group.</p> <p>The housing sector conversation regarding universal design and mixed housing typology has been deferred until 'The Housing We Need' joined-up conversation has occurred.</p>	<p>The PDF supports the approach taken regarding the SPR/NPS-UDC.</p>
Population Ageing Technical Advisory Group (PATAG)	<p>http://www.smartgrowthbop.org.nz/about-us/partner-forums/housing-affordability-forum</p> <p>The Forum is looking forward to receive the Position Papers response matrix to allow it to prepare well informed submissions to the Councils' LTP processes.</p> <p>The Forum is presently undertaking a membership review and is pleased to welcome the Tauranga Youth Development Trust to the table.</p> <p>PATAG is exploring with the DHB the possibility to extend into the Eastern BOP.</p> <p>Research papers from the Ageing Well Life When Renting project are now available on the SG website and are being well utilized by other agencies.</p>	<p>The Forum wishes to encourage all elected members to attend the National Science Challenge Life when Renting Midterm Summit on the 30th May 9.30 - 3.30 at the Mount Club. The summit will be particularly focusing on the western BOP case study that has been initiated by PATAG. RSVP ruth@cresa.co.nz</p> <p>The Forum would like to know what is the process and timeline for them to be involved in the Te Tumu and Tauriko West structure plans.</p>
Housing Affordability (HAF)	<p>http://www.smartgrowthbop.org.nz/about-us/partner-forums/housing-affordability-forum</p> <p>The Forum has formed a Pilot Project Steering Group that is now meeting regularly and are preparing the ROI for distribution in the near future.</p> <p>The Omokoroa land for the Pilot Project has now been identified as 2 blocks available at different stages of the development rather than the original 400sqm in an early stage.</p>	<p>The Forum would like to know what is the process and timeline for them to be involved in the Te Tumu and Tauriko West structure plans.</p>

Housing Affordability (HAF)	<p>The Forum is pleased that SG is progressing the SSF/HAF proposed 'The Housing We Need' joined up conversation and have expressed an urgency to get the talking over and get on with the solutions.</p> <p>The Forum is looking forward to receiving the Position Papers response matrix to allow it to prepare well informed submissions to the Councils' LTP processes.</p>	
Environment & Sustainability (E&S)	<p>http://www.smartgrowthbop.org.nz/about-us/partner-forums/environment-and-sustainability-forum</p> <p>The Forum has been educating itself regarding the environmental opportunities and challenges in the Te Tumu area with the view to making suggestions to build environmental resilience at the earliest opportunity.</p> <p>Active and public transport is also a focus of the forum and they are encouraged by the recent activity in this area.</p> <p>A small group of members has undertaken a critique of the Lakes area through an environmental and sustainability lens. They are working with SG as how best to present the information.</p> <p>A membership verification process is underway. The Forum is looking forward to receive the Position Papers response matrix to allow it to prepare well informed submissions to the Councils' LTP processes.</p>	<p>The Forum would like to know what is the process and timeline for them to be involved in the Te Tumu and Tauriko West structure plans.</p>
Social Infrastructure Providers Group	<p>This is not a forum – and meets as an informal networking group. Councils are members as they are providers. Met in March at High Performance Sports Centre. Next meeting June 2017. TCC Innovation Hub to host next meeting in June. No formal minutes.</p>	<p>Highlighted need to share project synergies e.g. Katikati Community Centre learnings. Need to keep focus on social infrastructure and share learnings and opportunities.</p>

<p>Social Infrastructure Providers Group</p>	<p>Trialing a new format to encourage more participation. Position paper link.</p> <p>Donna McNaughten, Tauranga Site Manager, Child Youth & Family has just joined the group. Child Youth and Family, part of the Ministry of Social Development became a stand-alone Ministry on 1 April – The Ministry of Vulnerable Children – Oranga Tamariki. As part of this they are looking at where to place another office.</p> <p>Stocktake of church groups and sites is also underway.</p> <p>Rev Leigh Sundberg from Wesley Methodist Church is involved in a Trust wanting to build a community centre in Papamoa East. They've contracted someone from Harrison Grierson to do some work for them re looking for suitable land.</p> <p>James Muir, BoP advocate for the NZ Christian Network, confirmed the need for Christian church groups in Tauranga, Mount/Papamoa, Katikati and Te Puke to press on with stocktake of where they are located, where they plan to be in the next 10-20 years and what they are doing to serve our respective communities, city and region. (Also the 22 Christian agencies that are focused on work into the Pacific, Asia and elsewhere.)</p>	<p>Donna has asked about what planning is happening in Tauranga re future social hubs. TCC liaising.</p> <p>James Muir's question - the underlying motivation for the annual Mayoral Prayer Breakfast is seeking the welfare of our city, but how does this look and work out in reality?</p> <p>"And, what would Smart Growth want to know about us and our aspirations, to include in their thinking and forward planning?"</p>
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Section 3

Partner Councils, NZ Transport Agency, Bay of Plenty District Health Board

Settlement Planning Growth Projects and other SmartGrowth Related Projects

Partner councils or partner agencies deliver these implementation projects.

They are subject to detailed bi-monthly progress updates to the SmartGrowth Strategic (Managers) Group (SSG) as part of ensuring alignment, progress and success across the SmartGrowth Partnership and the SmartGrowth Strategy.

Managers discuss any important issues or risks and elevate to the Chief Executives Advisory Group as necessary.

The SmartGrowth Partnership Office co-ordinates this project reporting to SSG.

For more detailed updates on any of these projects, please contact the relevant SSG member.

Tauranga City Council: Michael Tucker

Western Bay of Plenty District Council: Rachael Davie

Bay of Plenty Regional Council: Fiona McTavish

NZ Transport Agency: Alistair Talbot

Bay of Plenty District Health Board: Sarah Davey

SSG co-ordination: Bernie Walsh, SmartGrowth Partnership Office

Partner Council/Agency Link to SmartGrowth Strategy Section/Action Projects reported on	April 2017 - progress highlights from across all project update reports
<p>TAURANGA CITY COUNCIL</p> <p>SmartGrowth Strategy Part C: Integrated Planning and the Settlement Pattern: Actions 21-A-G</p> <p>Build the Community Action 9F Promote and provide for walking and cycling; public transport</p> <p>SLG priority: NPS co-ordination; co-ordinating sub-regional spatial planning</p> <ul style="list-style-type: none"> • Te Tumu Structure Plan/Rezoning • Tauriko West Structure Planning/Rezoning (including associated link transport and boundary adjustment) • Compact city • Keenan Road and Western Corridor • Economic Employment Projections • Tauranga Urban Centres Technical Assessment • Growth related plan changes • Special Housing Areas • Papamoa East Commercial/Employment Framework Plan • Infrastructure Development Code Review • Tauranga Transport Model Review • Housing Infrastructure Fund application 	<p>Finalising relationship agreements with landowners for structure plan areas. Joint meeting with NZTA/MoE and DHB regarding joint planning within growth areas and defining new ways to work together to deliver new communities.</p> <p>Defining project planning for boundary adjustment and RPS changes with WBoPDC and BoPRC.</p> <p>Fine grained spaces report identifies potential activation sits in the CBD complete. Will be an input to LTP. Developers Advisory Group set up for advice on better enabling residential intensification. Workshops.</p> <p>Open days for Tauriko West/Western Corridor planned for late April. Western Corridor project team finalizing comms and engagement plan. Meeting to ensure collective approach to urban growth and transport projects in the Western Corridor.</p> <p>Kopurererua flood model is currently being rebuilt. The model will be used for future planning for Keenan Road. TCC has acquired land for future road accesses to Keenan Rd from The Lakes.</p> <p>Final report on Tauranga Urban Centres Technical Assessment will analyse role function and scale of Tauranga urban centres. Final report June/July 2017. Defining an urban centres hierarchy and provide recommendations to council on planning and investment within TCC's urban centres.</p> <p>TCC is preparing a funding request to SmartGrowth for Household Travel Survey. NZTA, BoPRC and WBoPDC have agreed to partner in the Tauranga Transport Model review project.</p> <p>HIF final bid being prepared in line with MBIE template. Multi-agency Homelessness Steering Group met and confirmed its strategy for next 12 months. Range of short and medium term initiatives across western Bay. Establishing integrated service hub with a Housing First Approach.</p>

Partner Council/Agency Link to SmartGrowth Strategy Section/Action Projects reported on	April 2017 - progress highlights from across all project update reports
<p>WESTERN BAY OF PLENTY DISTRICT COUNCIL</p> <p>SmartGrowth Strategy Part C: Integrated Planning and the Settlement Pattern: Actions 21-A-G</p> <p>Build the Community Action 9F Promote and provide for walking and cycling; public transport</p> <p>SLG priority: NPS co-ordination; co-ordinating sub-regional spatial planning</p> <ul style="list-style-type: none"> • Omokoroa Special Housing Area • Housing Affordability Forum Pilot Project • Omokoroa Structure Plan • Omokoroa Road • Housing Infrastructure Fund • Katikati • Te Puke • Rangioru • Tauriko West TLA Boundary Change • SH2 Safety Reviews • Project Wai Ora • Papakainga Development (Joint Agency Group) 	<p>Omokoroa SHA is proceeding with Stage 1 of 38 lots going on the market before the end of the year. The SHA agreement with Government being changed to alter the price points for affordability to enable the objectives of the original agreement to be achieved.</p> <p>Growing levels of interest from residents at Omokoroa regarding the pace of growth on the peninsula and a real desire to influence the shape of Stage 2B, particularly in relation to town centre discussions, the need for a secondary school and other social infrastructure. Existing supply of zoned and serviced land will run out in 9 years at current rate, earlier than anticipated. Structure plan for next phase of development will need to start this year.</p> <p>Omokoroa Road from SH2 to the railway is being upgraded.</p> <p>Katikati – a feasibility study on the Busby/Henry Road Urban Growth Area was completed in February. Preliminary indications are positive for approximately 1100 dwellings. After consideration by council, study will be released to public.</p> <p>Rangioru Plan Change – seeking to resolving plan change appeals.</p> <p>Sequencing of planning processes for Tauriko West being agreed. Collectively beginning community engagement. Joint comms and engagement plan under development. NZTA open days end of April.</p> <p>Safety treatments to SH2 from Waihi to the Tauranga Northern Link – aiming for public engagement in March/April. Short list of options.</p> <p>Project Wai Ora – multi agency project to address infrastructure funding and financing for five economically deprived communities across the Western Bay. Recently formed Healthy Housing Forum will look to provide umbrella support.</p> <p>Papakainga development (Joint Agency Group) – support for key projects continues through design, consent and build process. Preparation and planning (including seeking funding) for 2017 Papakainga Workshop Series. Joint Action Group to review progress against JAG Strategic Plan and consider future funding requirement sin time for council Long-Term Plans. Discussing Te Puna Kokiri role to support strategy with funding.</p>

Partner Council/Agency Link to SmartGrowth Strategy Section/Action Projects reported on	April 2017 - progress highlights from across all project update reports
<p>BAY OF PLENTY REGIONAL COUNCIL</p> <p>SmartGrowth Strategy 8. Actions 8A-8C Sustain and Improve the Environment</p> <p>SmartGrowth Strategy Part C: Integrated Planning and the Settlement Pattern: Actions 21-A-G</p> <p>Build the Community Action 9F Promote and provide for walking and cycling; public transport</p> <p>SLG priority: NPS co-ordination; co-ordinating sub-regional spatial planning</p> <ul style="list-style-type: none"> • Tauranga Harbour (various) • Tauranga Harbour Coastal Hazard Study • Co-governance document for Tauranga Moana • State of the environment report and gap analyses for Tauranga Harbour • Build capacity for the use of Matauranga Maori for Tauranga Harbour • Regional Coastal Environment Plan (appeals) • On-site effluent treatment regional plan • Geothermal programme • Kaituna River document • Kaituna River management area 	<p>Detailed State of Tauranga Harbour report will be collated by December 2017. Work for this project is helping with the SG SOE report as both will report on the Harbour and have similar philosophies.</p> <p>Co-governance document awaiting determination of settlement cross-claims.</p> <p>Resolution of appeals and whole plan becoming operative (Regional Coastal Environment Plan).</p> <p>Draft Kaituna River document is due for notification in May 2017. Te Maru o Kaituna Co-governance must publicly notify Kaituna River document and must ensure it is available for public inspection and call for submissions from interested persons or organization.</p> <p>RWLP plan change 14 to include OSET is at pre-draft stage.</p> <p>Geothermal modelling is ongoing with a view to commencing changes to RWLP when complete.</p> <p>Council considered how to set numerical limits in a workshop in March for Kaituna Water Management Area. This work is ongoing.</p>

<p>BAY OF PLENTY REGIONAL COUNCIL (CONTINUED)</p> <ul style="list-style-type: none"> • Biodiversity/margins/land management • Sea lettuce • Hovercraft – mangroves • Regional Policy Statement (urban limits, settlement pattern) • Climate Change • Freshwater Futures/Water Quality • Public transport blueprint – update given to SLG Feb 15, 2017 	<p>Large, cross-council work programme on biodiversity/margins and land management. Two new Harbour Management Plans in place in the Aongatete and Kopurererua sub-catchments. Review of catchment actions plans has been completed. Report card on progress on www.boprc.govt.nz website.</p> <p>Hovercraft operational but due to past weather need for mangrove control is limited (little new growth).</p> <p>RDD consideration of Urban Limit changes March 29.</p> <p>Internal council Carbon/Climate Change workshop held in March; preparing option paper for council for May. Paper will assist elected members to confirm their preferred response.</p> <p>Region-wide water quantity proposed plan change 9 to the Regional Water and Land Plan notified on 18 October 2016. Submissions largely summarised. Significant tangata whenua interest in plan change with wider concerns around the future management of region's water resources. Part of wider BoPRC Freshwater Futures Programme to implement the National Policy Statement for Freshwater Management.</p> <p>Note: BOPRC supporting the TCC Environment Committee.</p>

<p>NZ TRANSPORT AGENCY</p> <p>SmartGrowth Strategy Part C: Integrated Planning and the Settlement Pattern:</p> <p>Action 21-E Strategic Transport Action 21G: Settlement Pattern Review project implementation</p> <p>Build the Community Action 9F Promote and provide for walking and cycling; public transport</p> <p>SLG priority: NPS co-ordination; co- ordinating sub-regional spatial planning and transport</p> <p>National Land Transport Programme 2018-21 development</p>	<p>We are currently in the development phase for the next NLTP 2018-21. The NLTP represents the investment from the Transport Agency from the National Land Transport Fund, government through Crown investments and loans, and local authorities in NZ's land transport system for the next three years.</p> <p>Long Term Strategic View The draft View has been developed in response to feedback following the development of the National Land Transport Programme 2015-2018. It brings together our understanding of the transport network and is the first step towards developing a shared, comprehensive view of transport in New Zealand. It aims to capture current pressure points and the key economic, environmental, population, and technological factors that will shape our transport system for the future. We expect to make the View available through our website in mid-late April. We will be inviting initial feedback between now and the end of June. There will be other opportunities to provide further feedback as part of the ongoing development of the View.</p> <p>Investment Decision Making Recently we've been in touch with our investment partners about our draft Investment Assessment Framework (IAF) for the 2018-21 NLTP. A key change from the current IAF is to move from a three to two factor approach. This results in:</p> <ul style="list-style-type: none"> • Replacing the current Strategic Fit assessment with a new Results Alignment assessment; • Enabling proposals with very high benefit –cost ratios to be advanced; • The Effectiveness assessment being removed and absorbed into the business case approach; and • Greater emphasis on the application of the Transport Agency's business case approach. <p>Together these changes will ensure improved alignment between the IAF and Government Policy Statement on Land Transport.</p>
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<p>Business Case development</p> <ul style="list-style-type: none"> • Piarere to Tauriko (SH29) Business Case • Tauriko Business Case • Tauranga Transport Programme • Waihi to Tauranga SH2 business case 	<p>Recommended programme has focus on safety and improving route consistency / reliability. Detailed option assessment and development now progressing.</p> <p>Detailed option assessment and development progressing together with the land use planning. Joint partner community engagement programmed for late April 2017.</p> <p>Programme business case progressing. Next workshops programme for mid-April which will identify intervention options and alternatives. This stage is programmed for completion by the end of 2017.</p> <p>Programme update announced. This includes adding a bypass of Katikati to the Programme and to investigate bringing forward capacity improvements between Omokoroa and Te Puna. Public engagement on the detailed options for the corridor held late March/early April.</p>
<p>Implementation (Construction)</p> <ul style="list-style-type: none"> • Baypark to Bayfair link upgrade • Maungatapu underpass SH29A • • Tauranga Northern Link SH2 • Te Puna / Minden roundabout SH2 	<p>Preferred tendered identified, pre-let negotiations almost complete. Sod turning expected in May 2017.</p> <p>Programmed for completion early 2018.</p> <p>Specimen design, consent development and remaining property purchase underway. Tolling still to be considered. Programmed for completion 2022.</p> <p>Programmed for completion mid 2017</p>

**BAY OF PLENTY DISTRICT
HEALTH BOARD (DHB)**

SmartGrowth Strategy

Action 7. Strengthen visionary leadership and collaboration

SmartGrowth Priority Action 7C3

Integration with District Health Board; potential alignments between SmartGrowth outcomes/actions and the role of the District Health Board in contributing to our communities' economic and social wellbeing; top health issues for sub-region and how these can be influenced by SmartGrowth.

SmartGrowth Strategy

9. Build the Community

Priority Action 9C3
Promote inter-generational, liveable communities involving the DHB and others.

SLG priority: united advocacy

- Strategic Health Services Plan – 10 year plan
- Growth management projects (issues/opportunities); Structure planning involvement – Te Tumu
- Healthy Housing Forum – established by Bay of Plenty and Lakes District Health Boards.



Programme manager for integrated health care, Sarah Davey, will provide a verbal update at the April SLG meeting of DHB activities relevant to the SmartGrowth Strategy.

Healthy Housing project focused on reducing the number of child and adult respiratory and skin-infection admissions annually by prioritising and focusing central and local government funding.

Fact Sheet - Mapping the Social Sector

How did this research come about?

When the SmartGrowth Social Sector Forum was established in 2012 it identified the need for a better understanding of the sector. Since then SmartGrowth and SocialLink have been working with the sector to develop the research methodology and to obtain funding. The research project is known as 'Mapping the Social Sector'.

How will 'Mapping the Social Sector' benefit my organisation?

By mapping the sector, the research will:

- increase understanding of what services are provided in the WBOP.
- provide an evidence base to inform planning and funding decisions.
- increase understanding of the 'value' agencies provide beyond what they are funded to provide.
- identify which services are provided in the WBOP that align with funder priorities.
- provide a better understanding of the communities social services work within.
- provide an overall picture of the sub-region.
- enhance funders' understanding and awareness of projects funded by other funders in close vicinity so that the overall efficacy of projects in the sub region becomes visible.
- overlay the demography of the communities with the services that are being delivered in the community.
- identify gaps for service delivery improvement.

Who will participate in 'Mapping the Social Sector' research?

Social services in the Western Bay of Plenty including charities, incorporated societies and any formal entity that provides primarily social services.

Is participation voluntary?

Yes. We would however encourage you to participate as the information gathered will be most comprehensive and valuable to all if as many organisations as possible contribute.

What will be the benefit for the social services sector?

By mapping the sector, the research will:

- provide each agency with a report on demographic data (e.g. number of households, income etc) in their service areas and how these align with funders and stakeholders priorities. This will assist with planning, funding applications and telling their story.
- provides an evidence base to enable the social services sector to be proactive in their discussions with funders and stakeholders on how to best fund service delivery.
- increase awareness within the sector of services operating in the WBOP and can, for example, generate reports on all services delivered to 0-5 year olds in Welcome Bay that are funded by government.
- encourage coordination and collaboration due to increased awareness of the services provided across the WBOP.
- provide an evidence base to demonstrate the 'value' agencies provide beyond what they are funded to provide.
- provide an evidence base to better promote/value the sector.
- assist SocialLink in building relationships with the sector and be of assistance to social services.

How will the research be conducted?

First, to avoid asking for information already available, we will undertake desk top research to obtain publicly discoverable information from websites such as Charities Services etc.

Secondly, each agency will be interviewed by SocialLink to collect more qualitative information and to verify the desktop information collected. This also provides SocialLink with an opportunity to meet with, and develop relationships, with the sector.

What type of data will be available?

All social services provided in the WBOP including the type of services, location of services, broad funding level of services, number of staff and volunteers, funding sources, alignment of services with funder priorities, research topics to be finalised with stakeholders.

Demographic information at census area unit can also be cross referenced with location of services. Innumerable permutations will be possible depending on what information is required e.g. number of services receiving government funding between \$100-150,000 to deliver counselling services to 0-5 year olds in Maketu.

Aren't there existing directories with information about services that are provided?

There are a range of directories (e.g. Citizens Advice Bureau, WebHealth etc) that have been developed to assist people trying to find a service or to refer people to services. The research we are conducting will provide lot more organisational information about social services (e.g funding, staff) than is currently available from other databases or directories. It will also link services with stakeholders and funders priorities.

Who owns the data?

The data will be owned by the organisations who provide the data. SocialLink will collect, manage and protect the database.

How will SocialLink ensure 'commercially sensitive' data is protected?

Please be assured that your confidentiality is of the utmost importance to SocialLink and the success of the project.

Detailed funding and service information that is not already publicly discoverable will not be disclosed to other agencies or funders of services without permission of the organisation. Broad funding parameters and service information (e.g. provide financial literacy services) will be available as an indicator of the nature and scale of a service.

The data will be made available in an anonymous, aggregated manner only.

How will I be able to access data?

General reports will be produced and made available on SocialLink and other relevant websites.

Tailored reports can be requested and will be produced by SocialLink. There may be a small charge for tailored reports.

How will 'Mapping the Social Sector' research be used?

The sector, SocialLink and stakeholders can use this research to aid planning and funding of services and to inform discussions about the scale and range of services that are provided and may be required in the future.

The information will be used by SocialLink to promote the value of social services. It will also inform how SocialLink can best work with and assist social services.

How will the data be managed and updated?

Your confidentiality and data security is of the utmost importance to SocialLink and the success of the project.

SocialLink will be responsible for managing the data base and ensuring the security of the information. As of February 2017 no funding has been secured to maintain and update the database. Once the research is completed SocialLink will seek to secure funding for updating the data.

Research time line (indicative only)

February:	Stakeholder meeting to determine information to be collected
March – August 2017:	Employ researchers Collect desktop information and meet with social sector agencies
September 2017	Analyse data collected and prepare reports
October – December 2017	Release reports with general research findings

Additional information

If you have further questions or seek more information, please visit www.SocialLink.org.nz or contact the SocialLink General Manager, Liz Davies on 07 – 578 6664 or 022 – 461 9104

Committee Name	SmartGrowth Leadership Group
Committee Meeting Date	19 April 2017
Author (s)	Ken Tremaine, Strategic Advisor
Purpose	To present to the SLG the draft SmartGrowth submission on the Urban Development Authorities Discussion Document and to seek approval for the submission.

Urban Development Authorities Discussion Document Submission

Introduction

The Government released a Discussion Document on urban development authorities (UDAs) in February this year. Submissions on the Discussion Document close on 19 May.

UDAs have the potential to be a useful growth management / development planning tool and have the ability to address a range of issues such as:

- A more comprehensive approach to large scale urban developments
- Housing supply
- Potential address infrastructure issues (eg replacement of ageing infrastructure, provision of new infrastructure to accommodate growth and facilitate the adoption of innovative technologies)
- Provide greater certainty and more expedient planning processes
- Potentially provide greater access to private sector investment

The Government intends to introduce legislation in the last part of 2018 to anchor UDAs.

The UDA proposal should be seen in the context of wider urban planning reforms / tools, such as:

- The Resource Legislation Amendment Bill
- The National Policy Statement on Urban Development Capacity
- The Housing Infrastructure Fund
- The final Productivity Commission report on Better Urban Planning, March 2017

While the UDA concept is supported there are a significant number of challenging issues still to be worked through in the Discussion Document before a credible UDA concept emerges.

The SmartGrowth Submission

Given that the proposal is only at the discussion document stage, we have kept the submission high level and focussed on key matters that need to be addressed before legislation is drafted and enacted. As we observe from previous exercises, there is often a considerable distance to be travelled between the release of a discussion paper and finally anchoring legislation.

The SmartGrowth submission covers the following main points:

- The need to address key issues early on, eg how the partnerships will work, funding arrangements, impact on council debt levels.
- Some potential issues around central government and ministerial powers
- Concerns around the ability of UDAs to override existing regional policy statements and district plans.
- Emphasising the role of growth management strategies and spatial plans.
- Ensuring that there are good long-term outcomes from UDAs
- Concerns around the proposal to establish UDAs without the prior agreement of regional councils given their important urban development functions (eg their functions under the Resource Management Act, their critical transport role under the Land Transport Management Act 2003).
- There should be greater emphasis on place-making for the UDAs.
- Any new regime needs to be flexible, encourage good urban planning outcomes and take account of community views.
- The need for a strong focus on land use, infrastructure and funding integration in the UDA process.
- Further work is required on the impact on council debt levels where they are required to fund trunk infrastructure.
- There are some significant issues to be addressed around the winding up of development projects and what happens if there is debt attached to the assets. This has the potential to place a significant burden on councils and their ratepayers.
- Funding and the financial impact of development needs to be considered in a lot more detail than what is currently set out in the discussion document.

We are particularly concerned around the financial impact of UDAs on councils and that this aspect does not appear to have been well thought through in the document. The elephant in the room remains the lack of funding for successful growth management. The proposed UDA concept does little if anything to address this ongoing challenge.

Recommendations

That the SmartGrowth Leadership Group:

1. **Discuss** and provide feedback on the draft SmartGrowth submission on the Urban Development Authorities Discussion Document.
2. **Approve**, subject to any changes the SmartGrowth Leadership Group may make, the SmartGrowth Submission on the Urban Development Authorities Discussion Document attached as Appendix 1.

Appendix 1: SmartGrowth Submission on the Urban Development Authorities Discussion Document



SmartGrowth Submission on
*Urban Development Authorities –
Discussion Document*

April 2017

To:

Construction and Housing Markets, BRM

Ministry of Business, Innovation and Employment

15 Stout Street

PO Box 1473

Wellington 6140

Attention: Urban development authorities consultation

UDAConsult@mbie.govt.nz

Name of Submitter:

SmartGrowth Leadership Group

c/- Bill Wasley: Independent Chair

P O Box 13231

TAURANGA

M. 027 4713006

E. bill@wasleyknell.co.nz

www.smartgrowthbop.org.nz

Submission:

This is a submission by the SmartGrowth Leadership Group on the Urban Development Authorities Discussion Document. The content of the submission follows overleaf. We appreciate the opportunity to provide comments on the document.

Signed:

Bill Wasley

Independent Chair - SmartGrowth Leadership Group

1. Introduction

This submission is presented on behalf of the SmartGrowth Leadership Group (“SmartGrowth”), a joint committee of the Bay of Plenty Regional Council, Tauranga City Council, the Western Bay of Plenty District Council and Tāngata Whenua. The Committee is responsible for overseeing the implementation of the SmartGrowth Strategy, a 50 year spatial and implementation plan for the western Bay of Plenty sub-region.¹

Submissions on the Discussion Document are also being made by individual SmartGrowth Partners which cover more specific matters relating to their territorial areas or functions. This submission by SmartGrowth is intended to provide a high level response to the document.

2. Key Points and General Comments

SmartGrowth is generally supportive of the Urban Development Authorities (UDAs) concept. It will provide another useful tool for progressing urban development in a comprehensive way. We support urban planning approaches that help to achieve more efficient and effective developments that have a focus on quality outcomes, promote integrated planning, provide increased certainty and potentially provide greater access to private sector investment.

The following are some general comments that SmartGrowth has in response to the discussion document:

Framework and Process

- It is important that the difficult issues are addressed early on, for example how the partnerships will work, the funding arrangements and the impact on council debt levels. These matters need to be dealt with effectively and credible solutions found so that the UDA process can be implemented with the best possible outcomes. It will be important to work through some of these difficult issues with a variety of people and organisations that have the right skills, experience and interests.
- Urban and rural should be defined given that there are ambiguities and cross overs in terms of what is rural and what is urban throughout the country. A number of regional policy statements and district plans define what is considered urban development so thresholds and / or criteria can be obtained from these documents.

¹ The western Bay of Plenty sub-region covers the territorial areas of the Western Bay of Plenty District Council and Tauranga City Council.

- We have some concerns around the scope of central government / ministerial powers. In particular we are not convinced that it would be appropriate for the Government to identify a project and initiate the UDA process, set the objectives for the project, select the development powers and determine who is accountable. Development planning at the local level has always been the domain of local government. This is because local government is responsible for the planning, infrastructure (delivery and ongoing maintenance) and funding for certain aspects of developments. Given that developments have a significant impact on communities and council finances, we are not sure that it is appropriate for central government to initiate a UDA on their own.
- SmartGrowth has concerns around the ability to override existing regional policy statements and district plans. We understand that it will be important for the UDA to be able to get on with the development, however regional policy statements and district plans have been built up over a number of years and worked through with the relevant communities. Careful thought needs to be given to a better balancing of the need for expediency for the relevant development and the importance of the existing planning frameworks.
- SmartGrowth has some concerns around the proposal to establish UDAs without the prior agreement of regional councils. Regional councils have important functions under the Resource Management Act – including the strategic integration of infrastructure with land use and the proposed new function to ensure there is sufficient development capacity in relation to residential housing and business land to meet the expected long-term demands of the region. They are responsible for the regional policy statement – a key planning document for the region which will often set objectives, policies and methods for urban development. They also have a critical transport role under the Land Transport Management Act 2003 including the responsibility for preparing regional land transport plans and regional public transport plans as well as the funding and management of public transport services.
- There should be a role for growth management strategies and spatial plans. For example, these should be a factor in the initial assessment of a UDA. If a UDA project aligns with a growth strategy or spatial plan this would be a positive assessment factor as the development will give effect to an agreed settlement pattern / strategic direction.
- SmartGrowth supports the features outlined in Proposal 20 that would warrant a development being considered as eligible for a UDA. It would also be useful to add a criterion that relates to the ability to achieve higher densities / efficient development.
- SmartGrowth supports Proposals 50-53 on the role of territorial authorities. A collaborative approach is imperative. As noted earlier, we would like to see a greater role for regional councils.

Urban Development Authorities

- There is a need to ensure that there are good long-term outcomes from UDAs.
- There should be greater emphasis on place-making for the UDAs.
- SmartGrowth supports the geographic scope of the UDAs, ie that they will be available to all urban areas of New Zealand.
- Any new regime needs to be flexible, encourage good urban planning outcomes and take account of community views.
- Provision needs to be made to allow the government to set density targets, require a range of housing types and potentially set affordable housing targets for UDAs.

Infrastructure, Funding and Financing

- The discussion around infrastructure and linking with local government planning appears to be a 'one-way street' in the document. It only references the need for councils to align their documents with the urban development project. It will be just as important for the UDA to align aspects of its development with council documents (for example if a council has a planned cycleway leading up to the UDA area and the UDA doesn't take this through its development there will be an incomplete network).
- There needs to be a strong focus on land use, infrastructure and funding integration in the UDA process.
- Further work is required on the impact on council debt levels where they are required to fund trunk infrastructure.
- There are some significant issues to be addressed around the winding up of development projects and what happens if there is debt attached to the assets. This has the potential to place a significant burden on councils and their ratepayers. There will also be complexities arising from a situation where a council may be required to take on the asset debt but a receiver may be free to sell the asset.
- Further work will be required on cross border funding issues, particularly around recovering costs of providing facilities and amenities that benefit landowners outside the development project area.
- Funding and the financial impact of development needs to be considered in a lot more detail that what is currently set out in the discussion document.

3. Urban Development Authorities - Questions

SmartGrowth has responded to several of the questions in the report which are relevant to the SmartGrowth project and to the sub-region.

Q1: To what extent do you agree (or disagree) with the overall proposal to enact new legislation?

SmartGrowth supports the concept of UDAs in a general sense and the need to enact new legislation to give effect to the proposals. We have some concerns around the process, how the UDAs will operate as well as infrastructure / funding considerations.

Q3: What additional limitations or protections would you like to see included in the proposed legislation (if any)?

Greater consideration needs to be given to the impact of urban development projects on council finances. At present there appears to be insufficient attention paid to the negative impact the proposals in their current form could have on council balance sheets. The capital and operational expenditure required from local authorities as a result of the UDA proposals could be significant. Councils are often constrained by legislation in terms of their ability to take on additional debt. This does not appear to be acknowledged in the discussion document.

Other Matters

A. Criteria or thresholds for selecting urban development projects.

SmartGrowth supports providing greater clarity around what an urban development project would be and potentially introducing criteria or thresholds that would need to be met. There are a number of regional policy statements and district plans that define urban development through thresholds or criteria and these could be used as a starting point.

B. The role of territorial authorities: should urban development projects be able to proceed without territorial authority agreement?

SmartGrowth would not support urban development projects proceeding without territorial authority agreement. As noted earlier in this submission, urban planning has always been the domain of councils and their communities. Councils are required to plan for developments, provide infrastructure and funding. It would be unreasonable to expect councils to take on debt for something that they have no say in. There are also other issues around community accountability that need to be considered.