

Agenda for Meeting No. SG18/03

SmartGrowth Leadership Group

**The SmartGrowth Leadership Group will meet in the
Bay Of Plenty Regional Council
93 First Ave, Tauranga, Mauao Room
on
Wednesday 21 March 2018
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
Cr Andrew von Dadelszen (Alternate)

Tauranga City Council:

Mayor Greg Brownless
Cr Larry Baldock
Cr Leanne Brown
Cr Terry Molloy
Deputy Mayor Kelvin Clout (Alternate)

Western Bay of Plenty District Council:

Mayor Garry Webber
Cr Mike Williams
Cr Don Thwaites
Cr John Scrimgeour
Cr Margaret Murray-Benge (Alternate)

Tangata Whenua Representatives:

Maru Tapsell
Irene Walker
Buddy Mikaere
Puhirake Ihaka
Verna Ohia-Gate (Alternate)

NZ Transport Agency

Parekawhia McLean

Bay of Plenty District Health Board

Ron Scott

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 Leadership Group 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 Leadership Group” 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 SLG 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

Agenda for Meeting No. SG18/03

SmartGrowth Leadership Group

Wednesday 21 March 2018

9:00am-1:00pm

Bay Of Plenty Regional Council

93 First Ave, Tauranga

Apologies

Conflicts of Interest

Public Forum (if required):

Forum Chair Presentations (if required):

Confirmation of Minutes:

**Confirmation of the Minutes of the SmartGrowth Leadership Group
(SG17/12) dated 13 December 2017**

A copy of the minutes is attached.

Recommendation:

That the minutes of the SmartGrowth Leadership Group (SG17/12) held on 13 December 2017 be confirmed as a true and correct record.

Part A: Business Agenda

- 1. Independent Chair – Report Back – SmartGrowth Priorities/Actions**
(Paper A)
- 2. Transport Collaboration – Report back from Regional Investment Oversight Group** (Paper B)
Transport Centre of Excellence – Chief Executives Report Back (Paper C)
- 3. Smart Housing Action Framework (Responding to the Housing Need and Demand Research Report – a framework for actions and results)** (Paper D)
- 4. National Policy Statement for Urban Development Capacity**
Future Development Strategy Projects
 - Housing and Business Capacity Assessment – Insights and Findings
(Paper E + see Part B PDF attachment for full copy of assessment report)
 - Future Development Strategy Project Plan (Paper F)
 - Tauranga Urban Strategy (Paper G)
- 5. Reporting back: local government and other advocacy forums** (Paper H)
Verbal updates from SmartGrowth Chief Executives and Iwi Leaders
 - Metro sector
 - Regional sector
 - Upper North Island Strategic Alliance
 - Rural and Provincial sector
 - LGNZ
 - Growth Councils
 - Iwi Leaders Forum
- 6. Silver Economy Research Report and Recommendations** (Paper I)
- 7. SmartGrowth Bi-Monthly Progress Reports – Summary of highlights** (Paper J)



PDF INFORMATION ATTACHMENTS

PART B: HOUSING AND BUSINESS ASSESSMENT REPORT

PART C: INFORMATION PACK – SMARTGROWTH PARTNERSHIP PROGRESS REPORTS

**Minutes of Meeting No. SG17/12 of the SmartGrowth Leadership Group held on
13 December 2017 in the Western Bay of Plenty District Council Chamber, 1484
Cameron Road, Greerton, Tauranga commencing at 9.00am**

Present

Independent Chairperson

W Wasley

Bay of Plenty Regional Council

Chairman: D Leeder

Councillors: J Nees, S Crosby, A von Dadelszen (alternate)

Tauranga City Council

Mayor: G Brownless

Deputy Mayor: Kelvin Clout (alternate)

Councillors: L Baldock, T Molloy

Western Bay of Plenty District Council

Councillors: D Thwaites, J Scrimgeour,
Margaret Murray-Benge (alternate)

Tangata Whenua Representatives

M Tapsell, I Walker, B Mikaere, P Ihaka

In Attendance

SmartGrowth

K Tremaine – Strategic Advisor

V Jones – SmartGrowth Administrator

S Rolleston - Tu Pakari Advisor

B Fraser – Strategic Communications Consultant

D Spittle – Planning Consultant

Bay of Plenty Regional Council

M McLeod – Chief Executive

F McTavish – General Manager - Strategy

Tauranga City Council

M Tucker – Manager – Advisor – Urban Strategy and Growth

Western Bay of Plenty District Council

M Taris – Chief Executive Officer

R Davie - Group Manager Policy, Planning & Regulatory Services

Bay of Plenty District Health Board

Brian Pointon - Portfolio Manager, Population Health and Health Equity,
Planning and Funding

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 21 March 2018

SG17/12.01 CHAIRPERSON'S REPORT

Chairperson Bill Wasley welcomed the committee including partner staff, forum members and the public, reflecting the interest in regards to housing.

SG17/12.02 APOLOGIES

Moved A von Dadelszen / Seconded D Thwaites

That it be Resolved

That apologies from P McLean, Mayor G Webber, Cr M Williams, Cr P Thompson, Cr L Brown be received. Apology for lateness Mayor G Brownless, Cr S Crosby.

CARRIED**SG17/12.03 DECLARATION OF CONFLICTS OF INTEREST**

No declarations of conflicts of interest were received:

SG17/12.04 CONFIRMATION OF MINUTES – SMARTGROWTH LEADERSHIP GROUP (SG17/11) – DATED 15 NOVEMBER 2017

The Committee considered the minutes of the SmartGrowth Leadership Group (SG17/11) dated 15 November 2017 as circulated with the agenda.

Moved Cr D Thwaites / Seconded Cr J Nees

That it be Resolved

That the minutes of the SmartGrowth Leadership Group (SG17/11) dated 15 November 2017 be confirmed as a true and correct record.

CARRIED**SG17/12.05 SMARTGROWTH HOUSING NEEDS ASSESSMENT – RESEARCH REPORT**

Chairperson Bill Wasley welcomed Chris Glaudel of Community Housing Solutions and Ian Mitchell of Livingston and Associates.

Doug Spittle provided overview of the context for the Housing Needs Assessment. The work was commissioned in response to a need identified by the Housing Reference Group to consolidate our evidence base regarding the extent of need across the housing spectrum. Page 23 diagram shows how

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this work stands alone but also will integrate with the work required under the National Policy Statement for Urban Development Capacity.

<http://www.smartgrowthbop.org.nz/media/1966/smartgrowth-leadership-group-agenda-13-december-2017.pdf>

Chris Glaudel and Ian Mitchell outlined the findings of the SmartGrowth Housing Needs Assessment research report. The report will assist SmartGrowth and partners to understand future housing trends in the sub-region across a range of characteristics.

Full report tabled and available on the SmartGrowth website link below:

http://www.smartgrowthbop.org.nz/media/1971/smartgrowth-housing-need-and-demand-report_final-dec-2017.pdf

Key findings:

- Households will increase by 43,000 (or 60%) between 2017 and 2047;
- One person and couple only households will dominate the growth;
- By 2047 homeownership rates are projected to be less than 60%;
- Renters aged 65 years+ are expected to experience strong growth - (up 6,830 or 225% in Tauranga and 1,970 or 182% in WBOP);
- Like other regions external drivers impacting on affordability;
- Decline in housing affordability driven by prices increasing faster than incomes;
- Renter stress is increasing across the sub-region;
- Nearly 90% of renters cannot affordably purchase a home (priced at \$500,000).

Chair Bill opened the floor: Key points included.

- Maori have a pronounced issue around housing in the sub-region and this needs to be specifically addressed.
- What sort of stress testing have you done on the projections?
Looked at higher population growth, how to achieve certain densities for households.
- Ability to access funding to build on own Maori land. Licence to occupy. This should be factored in. Powerful local examples that need to be brought to the table.

Doug Spittle acknowledged the co-funding arrangement between the SmartGrowth partnership, Western Bay of Plenty Council, Tauranga City Council and BayTrust for this project. Also the time given by the steering group to guide the project being Bernie Walsh (SmartGrowth), Simone Cuers (Tauranga City Council), Jodie Rickard (Western Bay of Plenty District Council), Alastair Rhodes (BayTrust) and Anne Pankhurst (PATAG).

SG17/12.06

NEXT STEPS – RESPONDING TO THE HOUSING NEEDS ASSESSMENT AND OTHER ADVOCACY PRIORITIES

The next steps outlined in the agenda including responding to the Housing Needs Assessment research report.

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B Mikaere, I Walker and P Ihaka would like to be involved in discussions going forward.

Moved A von Dadelszen / Seconded B Mikaere

That it be Resolved

- 1 **Agree** the next steps as set out in the table on page two of the agenda report as a pathway for responding to the Housing Needs Assessment report.
- 2 **Note that** the SmartGrowth Independent Chair is to proceed with preparing advocacy actions including early 2018 Ministerial meetings/visits.
- 3 **Note that** the March 21 meeting of the SmartGrowth Leadership Group will focus on agreeing a more detailed policy advocacy agenda and actions. The Transport Regional Investment Oversight Group will also report on collaborative work at this meeting.

CARRIED

Chair Bill expressed thanks to Chris Glaudel and Ian Mitchell.

11:00am The meeting **adjourned** for morning tea.

11:15am The meeting **reconvened**.

SG17/12.07

**UPDATE ON HOUSING AND BUSINESS LAND ASSESSMENT:
SMARTGROWTH DEVELOPMENT TRENDS REPORT**

Strategic Advisor Ken Tremaine updated the Leadership Group on progress on the Housing and Business Land Assessment; the completion of the SmartGrowth Development Trends report and 2018 steps towards a new Future Development Strategy.

Ken provided presentation an overview of the project.

Draft report will be prepared by 31 December 2017 and presented back to the committee on 21 March 2018.

Development Strategy - Future Development Strategy due by 31 December 2018 and will effectively dovetail into a review of the settlement pattern.

Key next steps 2018

- Work on minimum targets for RPS and DPs (Feb/March)
- Identify key settlement pattern amendments (March/April)
- Complete FDS work (incl links with LTPs and other strategies / documents) (Feb-May)
- Work on other RPS / DP amendments to support the FDS (Feb-May)
- Notify the FDS for public input and hear submissions (Aug-Oct)

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Moved Chair D Leeder / Seconded P Ihaka**That it be Resolved**

That the SmartGrowth Leadership Group:

1. **Receive** the draft Development Trends Report for 2016/17 attached as Appendix 1 which incorporates the NPS-UDC monitoring requirements.
2. **Note** the progress made to date on the Housing and Business Development Capacity Assessment.
3. **Note** the proposed tasks and timeframes for completing the rest of the NPS-UDC tasks, in particular the Future Development Strategy.

CARRIED

Chair Bill Wasley closed the meeting recognising the contribution and debate. Acknowledging Partner Staff, District Health Board, New Zealand Transport Agency, and the input of the Forums and Chairs. Gratitude expressed to the consultants involved with SmartGrowth, partners, Bernie Walsh, Megan Rumble, Vicki Jones.

The Eastern Corridor Tour will take place on 21 February 2018 for The SmartGrowth Leadership Group. The next formal meeting will take place on 21 March 2018 at Bay of Plenty Regional Council, Mauao Rooms.

The meeting concluded at 11.48 a.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 Leadership Group on 21 March 2018



Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	21 March 2018
Author (s)	Bill Wasley, SmartGrowth Independent Chair
Purpose	SmartGrowth Priorities and Actions

SmartGrowth Priorities and Actions

Introduction

The SmartGrowth Partnership Leadership Group has met informally to discuss priorities and key actions for 2018.

This process has reconfirmed the SmartGrowth Priorities as the following (agreed in December 2016 and reconfirmed March 2018), being

- Housing and urban design/form
- Infrastructure
- Transport
- Future Development Strategy

Aligned with these 4 priorities, the SmartGrowth Leadership Group has put funding and advocacy as an associated key activity for 2018. Monitoring progress on these priorities is important too.

While the Leadership Group is keen to see work continue at pace, it also needs to ensure it is delivering results. This involves communications, reporting and measurement. This may also involve some re-prioritisation or temporary pause on other actions in the SmartGrowth Strategy.

Future Development Strategy

Work on the SmartGrowth Partnership's response to the National Policy Statement for Urban Development Capacity (NPS) is an important part of delivering on priorities for 2018.

The first deliverable of a Housing and Business Land Capacity Assessment is complete on time, on budget and to a very high standard, evidenced by positive feedback from government officials. The final product is included with this agenda. This was supported by the provision of strategic advice by Ken Tremaine as Strategic Adviser and support through

the provision of analysis and writing resource by Doug Spittle and associated SmartGrowth partnership funding of these roles.

The next stage is to use this evidence base to produce a sub-regional Future Development Strategy as outlined in the NPS by December 2018, including meeting engagement and consultation requirements. The SmartGrowth Partnership Technical Implementation Group has mapped out a process for achieving this including approval and governance processes.

Three papers in this agenda respond on to the Leadership Group's desire to see transport, housing and the National Policy Statement/Future Development Strategy work given a concerted focus this year, with clarity of roles and responsibilities.

1. Transport collaboration and Transport Centre of Excellence (CEs paper)
2. Smart Housing Action Framework
3. National Policy Statement/Future Development Strategy
4. Advocacy Reporting – Agenda Item 5: Paper H

Reshaping the SmartGrowth Leadership Group

As requested, the Independent Chair is preparing an advice paper on reviewing the size and shape of the SmartGrowth Leadership Group.

This will cover advice on committee composition, membership and clarity of role. It will be on the agenda for the May SmartGrowth Leadership Group meeting.

Recommendations

That the SmartGrowth Leadership Group (SLG):

1. **Confirm** the sub-regional priorities for the SmartGrowth Leadership Group 2018 as being;
 - Transport matters
 - Housing as outlined in the Smart Housing Action framework
 - National Policy Statement/Future Development Strategy
 - Advocacy on sub-regional matters
 - Infrastructure
2. **Note** the independent chair will report at the May meeting on reviewing the size, shape and role of the SmartGrowth Leadership Group.
3. **That** the Independent Chair report back on any implications of pausing and/or reprioritization of the SmartGrowth strategy actions.



Committee Name	SmartGrowth Leadership Group (SLG)
Meeting Date	21 March 2018
Author (s)	Regional Investment Oversight Group (Western Bay of Plenty transport)
Purpose	To report on sub-regional transport collaboration actions and any gaps in delivering integrated transport responses

Sub-regional transport collaboration – recommendations to address existing gaps

Purpose

The SmartGrowth Leadership Group (SLG) has requested a report on the current transport collaborative work and co-ordination arrangements across the SmartGrowth partners including whether there are any gaps. It also requested an update on improving community engagement for transport (*SLG 18 October meeting resolution*).

Context

Local pressures

The Western Bay of Plenty is facing the following local pressures and the challenges that come with being one of the fastest growing regions in New Zealand:

- Population increasing and aging, urbanisation;
- Demand changes through land-use and growth;
- Climate change and increasing natural hazards;
- Affordability of transport infrastructure;

These pressures and challenges can impact on liveability, when unmanaged.

Community perceptions

The recently released Vital Signs report¹ indicates the biggest issues identified for our region include 'Planning for the Region's Growth' (50%), 'Cost of Living' (40%), and 'Transportation/Road Networks' (39%). These issues are a significant shift from 2015, when 'Affordable Housing' and 'Lack of Job Creation' were highlighted as the biggest concerns.

Community expectations

What customers are expecting of the transport system is changing. Customers and business want faster, easier, more personalised transport services. There is also an increasing call for sustainable and innovative transport choices that enhance people's lives beyond enabling movement of people and freight.

Issues identified

Past transport strategies not fully implemented

Over a number of decades, specific transport strategies have been developed to address the transport issues identified. However due to the pace of growth and the time it takes to deliver transport improvements, the number of strategies we have has increased, without clearly expressing the relative importance or distinct purpose of each, and have only been partially implemented. For example, a focus on specific corridor strategies has worked well for the Eastern Corridor but has not been fully implemented across all corridors.

Transport system is changing

What we know as transport is changing. Transport is increasingly viewed as a system to meet customer and community needs. Transport is much less about roads and infrastructure now and more about customers seamlessly connecting to a wide choice of interconnected transport services. This system is changing as technology changes, and customers want good transport options (multi-model transport options). For example, customers can use their phone to find ride shares, the best way to travel, the time for the next bus, get what you need delivered to you at home, and pay for these services. It's quick, simple and convenient. However, our current transport services are not.

Transport remains an important enabler to build better communities. Therefore, the importance of integrated land use and transport planning also remains. The ability to achieve the desired community outcomes will be strongly influenced by the quality of the integration between land use and transport planning.

Given the often long lead times to deliver transport system improvements, responding to these changes and opportunities can take a while to be realised if we are not collectively geared up to become more agile in our approach to providing our customers with the transport choices they desire.

¹ Vital Signs is a research tool used to understand the community's perceptions of the place where they live

Government direction

Previous governments have invested significantly in the Western Bay which is the only region in New Zealand where a road of national significance, the Tauranga Eastern Link, was built in response to future growth.

Government requires robust and evidenced based business cases to support investment from the National Land Transport Fund. Locally, as a group we have experienced challenges in aligning the various business cases from a sequencing and investment objective perspective. This has made it difficult to demonstrate a coordinated over-arching delivery strategy.

The new government has signalled an aspiration to build better communities, liveable cities and thriving regions with clear social, economic and environmental outcomes. From a transport perspective, the Minister of Transport has outlined the priorities of the Government. These include:

- Giving public transport greater priority in cities and expanding the public transport system to support new housing and inter-regional commuting
- Increasing the use of rail to enable efficient passenger and freight use
- Supporting regional development
- Increasing support for active modes – walking and cycling
- Mode neutrality in freight transport planning

Working better together

Local government councils who are part of the Bay of Plenty triennial forum also recently completed a Local Government Futures 2016/17 project. It concluded, in relation to transport that:

The wider Bay of Plenty councils and NZTA are collaborating well in defined areas such as growth planning, land use and transport integration and freight logistics. There is not a sole driver that is suggesting change, but a growing accumulation of elements stemming from the pressure to improve the effectiveness of transportation investments. The existing management and operation of the transportation networks has served the Bay of Plenty (BoP) well in the past, but change is inevitable if the region is to continue to compete and prosper in the face of longer term strategic challenges.

The initial business case short-listed options to improve these investments and the highest ranked option was establishing a **Transport Centre of Excellence**. It recommended that a detailed business case is completed for the short-listed options. Further information on this Transport Centre of Excellence is attached as Paper C.

Councils did not agree to progress the Local Government Futures Project 2016/17 to detailed business case development or further investigate a Transport Centre of Excellence option.

However, staff across the Western Bay of Plenty have sought to continue to improve how we work together.

Current actions, activities and governance

There is a lot going on governance level and on the ground with specific actions and activities to ensure meaningful collaboration.

Governance

The Bay of Plenty Regional Council's (BOPRC) Regional Transport Committee (RTC) operates in a collaborative manner with members from the partner councils, the NZ Transport Agency as well as Port of Tauranga, freight logistics action group and NZ police service representatives. The Regional Transport Committee is the decision-making body for the region to prioritise land transport investment and the new draft Regional Land Transport Plan will now provide this information in a western Bay sub-regional context.

In addition, there is the Tauranga City Council Transport Committee (which includes representation from the NZTA and WBOP) and the BOPRC Public Transport Committee that have oversight for specific transport functions. A joint committee of the Western Bay District Council and Tauranga City Council also provides leadership over specific transport functions.

The SmartGrowth Strategic Leadership Group is where partners come together to develop and monitor the overall vision and strategy for the western Bay. Smart transport has been identified as a priority area by SLG.

Given how much is going on and the need for improved collaboration and integration, senior staff have recently re-formed an oversight group. This group performs the collaboration functions that previously occurred through the Smart Transport Technical Group which ceased around 2010.

Current actions and activities

The collaborative actions map (Attachment 1) has been developed to illustrate all the transport activity across the western Bay of Plenty that has been delivered collaboratively.

Further, the table included as Attachment 2 sets out the opportunities for collaboration from organisational cultural, strategic, implementation, operational and delivery perspectives. Whilst the focus is transport, the table identifies the critical link to land use and community outcomes necessary to deliver quality urban development for our communities.

The table identifies the value of working closely together, where collaboration currently occurs and any opportunities for enhanced collaboration. Both attachments help to show our integrated and collaborative transport story. This is a good example of collaboration in action.

Other examples of collaboration between partners include:

1. All Councils and NZTA are contributing to the development of a multi-modal transport model to provide standardised data for future Western Bay transport planning and delivery. The partners are also considering opportunities for improved model management that enables more active client ownership at the sub-regional level of transport model intelligence. The Regional Investment Oversight Group (RIOG) considers that there is an opportunity to extend more active client ownership of transport into other realms such as use of customer insights and transport futures thinking

2. The Western Bay Regional Investment Oversight Group has also been re-established since late 2017. This group meets monthly and its focus is on integration, ensuring good relationships with all transport partners, and well-informed policy making across the agencies involved in transport planning and delivery. It has already been successful in aligning partner expectations on engaging with the public to develop the Tauranga City PBC, integrated planning for growth in Tauriko and dealing with other governance issues that project teams need support with. Its work could continue strategic oversight of both planning in the broadest sense (land use, regional policy statement, city plans, public transport blueprint etc.) and project implementation (Tauriko, Te Tumu, all Western Bay business cases). Successful completion and delivery of the Tauranga Cycle Action Plan is currently being considered, for example.
3. The Bay of Plenty (BoP) Regional Advisory Group to the BoP RTC is a mature and effective group that recommends priorities and ranked transport investment projects and are the key group developing the Regional Land Transport Plan. Given that a new RLTP is being progressed, this group has been providing recommendations and advice to the RTC. The RIOG considers that a sub-regional Western Bay RAG could also deliver some improvements in sub-regional collaboration, perhaps at a more operational level than RIOG, which focusses on navigating governance risks and issues with major investments. Activities in this area could include:
 - leveraging the work of the Tauranga Traffic Operations Centre to provide enhanced collaboration across the transport system including public transport and the police
 - More active client ownership and application of transport intelligence (e.g. the transport model and customer insights)
 - Ownership and application of transport futures
4. The Western Bay Blueprint for public transport has resulted in all Western Bay councils (and NZTA) considering and approving additional investment in public transport. NZTA, TCC and BOPRC councils are now considering funding for the Tauranga City Programme Business case, and TCC are developing an urban cycle action plan. These Councils are also referencing the role and partnership that occurs in their respective LTP consultation documents. There is a risk of these various overlapping programmes and plans “not talking to each other” well in the absence of a sub-regional layer of transport objectives and strategic responses (see point 1)

Opportunities for Improvement

While there is a lot of collaborative activity, the Regional Investment Oversight Group concludes that there are three main opportunities for improvement in how we work together:

- A clear **sub-regional transport vision and layer of sub-regional strategic planning** that clearly articulates outcomes, aspirations and key strategic actions aligned with SmartGrowth outcomes. This needs to go beyond the high-level corridor approach outlined in the current SmartGrowth Strategy – and be multi-modal and mitigate the risk of multiple programmes and plans “not talking to each other”. This could be delivered as part of the Future Development Strategy (FDS) and/or SmartGrowth Strategy refresh.
- Explore opportunities for enhanced collaboration and optimization of sub-regional operational activities e.g. leveraging the work of the Tauranga Traffic Operations Centre to further enhance system performance across public transport and the state highway network.
- **Governance and reporting arrangements clarified and streamlined.** At present, it is difficult to tell a clear, simple and integrated sub-regional story to stakeholders, the community, interest groups and to governance groups. It is also unclear where overall governance oversight should sit at a sub-regional level. There are currently multiple groups involved in the development and governance of transport investments across its lifecycle from strategy and planning through to procurement and delivery.

Community and customer experience

The partner councils are on an improvement pathway for community engagement. Specific examples of this include:

- The SmartGrowth Forums have praised the engagement process for the Tauranga Cycle Action Plan. It initiated an online survey and interactive map to gather views.
- Thousands of residents (2,300) participated in the Tauranga Transport Programme survey and the majority supported a multi-modal approach.
- A new public transport stakeholder group is meeting regularly with regional council senior staff. More than 2500 people returned surveys for the Public Transport Blueprint consultation process.
- The NZ Transport Agency has been using innovative techniques including animation to engage with local communities on construction projects.
- Western Bay of Plenty District Council has created a People’s Panel to engage on a regular basis with an established online community (currently 116 members). The council will have three rounds of community engagement on its Long-term Plan, including stakeholder conversations and community meetings. In a recent series of

14 community events for its Long-term Plan, 850 people attended. The council is using face-to-face channels combined with online engagement. It is also actively seeking out community voices that it doesn't hear from in its usual activities.

The role and purpose of the SmartGrowth community forums will be key to further improving the community and customer experience in transport system planning.

Recommendations

- 1** **Receive** the report on collaborative transport activities from the Western Bay of Plenty Regional Investment Oversight Group
- 2** **Note** the following main opportunities for improvement identified by the Regional Investment Oversight Group:
 - The need for a clear sub-regional transport vision and layer of sub-regional strategic planning that clearly articulates outcomes, aspirations and key strategic actions aligned with SmartGrowth outcomes to mitigate the risk of multiple plans and programmes “not talking to each other”.
 - The opportunity for better collaboration to optimise sub-regional operational activities that grows the sub-region’s capability to deliver more innovative transport improvements more effectively and with more active client ownership of transport intelligence and customer insight.
 - Governance and reporting arrangements clarified and streamlined
- 3** **Note** that councils will be making decisions on the Future Develop Strategy scope and decision-making framework in March.
- 4** **Endorse** that Councils require that the Future Development Strategy includes this sub-regional transport vision.
- 5** **Recommend** six monthly reports on transport collaboration are provided to the Strategic Leadership Group.
- 6** **Note** recent engagement activities and that partner councils are on an improvement pathway for enhanced community engagement.
- 7** **Confirm** your interest in exploring a Western Bay Transport Centre of Excellence and request CEOs report back on this item at the next SLG meeting.

Collaborating to deliver community and customer outcomes

Improved integration and collaboration between land use and transport decision making

System components	Value of working together closely	SmartGrowth Council role	Transport Agency role	Areas of collaboration	Opportunities
The way we work					
Culture and behaviours	<ul style="list-style-type: none"> • Ability to create shared outcomes which can then be developed into joint implementation plans across organisations • Clear expectations of how we work together to achieve SmartGrowth objectives 	<ul style="list-style-type: none"> • SmartGrowth Strategy: 'Pillars' – Partnership, Collaborative Leadership, Integration, Evidence Based, Live, Learn, Work and play. • Individual Councils sign up to work together as per SmartGrowth 	<p>Organisational 'DNA' (i.e. how we think and act collectively so that we ensure we deliver on our strategy):</p> <ul style="list-style-type: none"> • <i>Collaborate to achieve as one</i> • <i>Customer focus to deliver value</i> • <i>Curious to cultivate innovation.</i> 	<ul style="list-style-type: none"> • Memorandum of understanding: <ul style="list-style-type: none"> • Chief Executive • DHB, MOE, SG Councils, NZTA • Good personal relationships • Strong informal relationships 	<ul style="list-style-type: none"> • Review MOU to ensure that it is fit for purpose now and in the future. In reviewing the MOU, there are opportunities to include/refresh: <ul style="list-style-type: none"> • the collaborative culture and behaviours to support the achievement of the SmartGrowth outcomes • the involvement of iwi • Improved alignment to partners planning, implementation, and operational activities
Planning the system					
Developing the big picture	<ul style="list-style-type: none"> • Shared/Aligned strategic intent • Mitigate future misalignment and transaction costs • Vision, Objectives Evidence & Outcomes understood in place based manner. • Shared direction established against which to assess community planning activities (including infrastructure investment). 	<ul style="list-style-type: none"> • Lead strategic direction • Develop a Vision, with explanation/evidence base, outcomes seeking to achieve and specific targets, for the wider area and relevant place based scales. 	Support strategic direction with forward planning of transport system.	<ul style="list-style-type: none"> • SmartGrowth Settlement Pattern • NPS – UDC resulting in Future Development Strategy • Tauranga Transport Plan 	<ul style="list-style-type: none"> • Refresh SmartGrowth documentation to include: <ul style="list-style-type: none"> • a combined evidence base applicable to all partners. Evidence to identify pressures, state, and response issues at regional and sub-regional levels • long, medium, and short term outcomes, objectives, and targets to enable successes to be identified. Medium and short term targets based on 1-3 years and linked to LTP and local government cycles • SMART place based measures/targets linked to community outcomes and customer levels of service • Update Settlement Pattern policy to ensure the long term view is fit for purpose • Align and implement the Tauranga Transport Plan with the Future Development strategy
Monitoring and reporting our successes	<ul style="list-style-type: none"> • Shared understanding of the strategic drivers of change / pressures. • Shared understanding of community and customer needs. • Joint evidence base of how targets are tracking. 	<ul style="list-style-type: none"> • Provide an evidence base understanding of priorities for community experience and outcome 	<ul style="list-style-type: none"> • Provide transport system customer experience and outcome priority insight. 	<ul style="list-style-type: none"> • SmartGrowth development trends reporting 	<ul style="list-style-type: none"> • Include broader range of long, medium, short term measures in the trend reporting to help assess progression of achieving SmartGrowth outcomes • Develop shared community and customer insights that partners can use as applicable • Regularly monitor and report on progress achieved to improve community understanding
Designing the system					
Developing co-ordinated business cases	<ul style="list-style-type: none"> • Transport planning focussed to delivering SmartGrowth vision, objectives and outcomes • Able to develop broader programme (policy; infrastructure; operational) to enable community and customer experiences. 	<ul style="list-style-type: none"> • Provide system-based, community-centred outcomes. 	<ul style="list-style-type: none"> • Whole of transport system perspective • Provide advice and assurance on business cases developed 	<p>Transport planning:</p> <ul style="list-style-type: none"> • Tauranga Transport Program • WBOP Public Transport Blueprint • Tauriko Network business case • SH2 Waihi to Tauranga business case <p>Land use planning:</p> <ul style="list-style-type: none"> • Tauriko West Structure Plan • Te Tumu Structure Plan 	<ul style="list-style-type: none"> • Align business case development to be cognisant of SmartGrowth outcomes, objectives, and measures • Utilise the planning based developed through SmartGrowth • Utilise shared evidence based developed supporting SmartGrowth and community and customer insights • Share expertise and knowledge to develop high quality business cases

System components	Value of working together closely	SmartGrowth Council role	Transport Agency role	Areas of collaboration	Opportunities
				<ul style="list-style-type: none"> Tauranga Urban Strategy Omokoroa Structure Plan Katikati Housing infrastructure fund business case development <p>Other Govt/Organisations:</p> <ul style="list-style-type: none"> MOU Councils; DHB; MoE; NZTA 	<ul style="list-style-type: none"> Linking business case development and structure planning to be more co-ordinated and collaborative Improved co-ordination of implementation activities identified in business cases, and management of risk
Co-ordinating transport decision making	More co-ordinated decision making	Commitment to implementation (RLTP)	Commitment to implementation Give effect to GPS Providing investment advice and assurance	LTP RLTP (RAG & RTC) NLTP Business Case development Statutory processes	<ul style="list-style-type: none"> Review purpose and function of existing decision making committees and streamline Develop view of short term community and customer priorities and the desired activities to support this view
Operating the system					
Operate the system (i.e. day to day operations)	<ul style="list-style-type: none"> Better community and customer experience Achievement of strategic goals 	<ul style="list-style-type: none"> Internal organisational alignment to support TOC success 	Internal organisational alignment to support TOC success	<ul style="list-style-type: none"> Tauranga Operations Centre (TOC) 	<ul style="list-style-type: none"> Develop network operating plan to improve community and customer experiences when using the whole transport system Develop network improvement plan to prioritise activities to improve the operation of the transport system
Delivering and maintaining the system					
Co-ordinated the delivery of core Infrastructure	<ul style="list-style-type: none"> To optimise the delivery of outcomes across organisations. 	Lead in the planning & delivery of infrastructure (social, transport, waters) to achieve community Vision.	Plan and invest in transport system to support community outcomes & transport customer experience.	Delivery/implementation of agreed projects	<ul style="list-style-type: none"> Map out infrastructure delivery programmes across partners to optimise delivery sequencing, minimise disruptions, and improve value for money
Co-ordinated network management planning	An agreed transport customer experience that supports the community outcomes.	Asset/activity management planning	Asset/activity management planning	Network Outcomes Contract	<ul style="list-style-type: none"> Further embed customer outcomes into maintenance contracts Further improve co-ordination of PT infrastructure and services to better meet agreed customer expectations
Co-ordinated network management delivery eg maintenance activities	An agreed implementation plan to support optimisation of outcomes across partners.	Asset/activity management implementation	Asset/activity management implementation	Network Outcomes Contract	<ul style="list-style-type: none"> Share maintenance activity schedules across SmartGrowth partners

TRANSPORT SYSTEM, DESIGN AND DELIVERY: Collaboration in Action Across the Western Bay of Plenty

WHAT'S BEING PLANNED

REGIONAL LAND TRANSPORT PLAN

30-year Bay of Plenty regional transport plan (draft being prepared for consultation in late 2017).

All of the strategies and plans that are being planned and delivered, along with other transport related strategies/initiatives, will inform the development of the Regional Land Transport Plan. [More information](#)

REGIONAL PUBLIC TRANSPORT PLAN + NEW WESTERN BAY BUS NETWORK PLAN

And new public transport ticketing system (from mid 2018).
[More information](#)

TAURANGA TRANSPORT PLAN

Long term transport plan (includes travel demand management and support for compact city and urban strategy). [More information](#)

TAURANGA CYCLE PLAN [More information](#)

TAURANGA PARKING STRATEGY

WESTERN BAY DISTRICT TRANSPORT STRATEGY

And the Western Bay District Cycle Strategy including Omokoroa to City cycleway.

PIARERE TO TAURIKO (SH29)

– business case under way for investment

WAIHI TO TAURANGA CORRIDOR (SH2)

– business case under way for investment
– Katikati bypass
– Waihi to Omokoroa
– Omokoroa to Te Puna four-laning

MAINTAINING THE CURRENT NETWORK

The NZ Transport Agency and councils also plan and deliver the maintenance of the current transport network. This is a significant cost – more than half the transport investment in our sub-region goes just on maintaining and operating our current transport system.

WHAT'S BEING DELIVERED

TAURANGA TRANSPORT IMPROVEMENTS

Set of corridor and safety improvements, road upgrades, cycling and pedestrian links. Minor improvements programme e.g. High Occupancy Vehicles, bus priority.

PUBLIC TRANSPORT SERVICE

– across western Bay of Plenty [More information](#)

OMOKOROA SH2 IMPROVEMENTS

NEW COMMUNITIES – FROM 2021

Te Tumu – future transport [More information](#)

Tauriko for tomorrow [More information](#)

Omokoroa Stage 3

CONSTRUCTION UNDERWAY OR ABOUT TO START

BAYFAIR TO BAYPARK LINK

MAUNGATAPU UNDERPASS

TAURANGA NORTHERN LINK



WHO DOES WHAT AND OPPORTUNITIES FOR IMPROVEMENT

Integrating transport and future community planning.



NZ TRANSPORT AGENCY:

- Works in partnership, primarily with councils, to maintain and deliver a nationally integrated land transport system (funding/planning/delivery)
- Responsible for allocating investment of the National Land Transport Fund
- Responsible for State Highways



TAURANGA CITY COUNCIL

- City-wide transport planning and delivery
- Infrastructure for city roads, public transport, walking, cycling
- Owns Tauranga Airport. Operated under Airports Authority Act, governed by Airport Advisory Group. Tauranga Airport Master Plan



WESTERN BAY OF PLENTY DISTRICT COUNCIL

- District-wide transport planning and delivery
- Infrastructure for district roads, public transport, walking, cycling



BAY OF PLENTY REGIONAL COUNCIL

- Region-wide public transport service, planning and delivery (Regional Public Transport Plan)
- Region-wide transport planning including prioritising significant projects seeking NZ Transport Agency investment (Regional Land Transport Plan)

Opportunities for improvement



KIWI RAIL

- Responsible for maintaining rail corridors
- Rail freight service provider



BAY OF PLENTY DISTRICT HEALTH BOARD/ TOI TE ORA

- Assessing health and wellbeing impacts of transport and promoting transport as a key community health determinant



MINISTRY OF EDUCATION

UPPER NORTH ISLAND STRATEGIC ALLIANCE

(Auckland/Northland/Bay of Plenty/Waikato)

- Cross-council alliance – has completed inter-regional studies including freight story and ports

BAY OF CONNECTIONS

- Economic development focus with Freight Logistics Action Group – Freight Logistics Strategy [More information](#)

Paper C: Information on the Transport Centre of Excellence proposal

1 Local Government Futures Transport Functional Assessment

In November 2014, the LGF project was formed by the local government councils who are part of the Bay of Plenty triennial forum. The LGF project explored options for improving local government efficiency and effectiveness and involved work streams examining the communities of interest, democracy and leadership across the region, as well as functional assessments for transportation and water and waste water.

This transportation functional assessment was undertaken by Rationale Ltd and it prepared an indicative business case. It concluded that:

“the wider Bay of Plenty councils and NZTA are collaborating well in defined areas such as growth planning, land use and transport integration and freight logistics. There is not a not a sole driver that is suggesting change, but a growing accumulation of elements stemming from the pressure to improve the effectiveness of transportation investments” (page 2, Bay of Plenty Local Government Futures, Transportation Functional Assessment Indicative Business Case, August 2016).

The indicative business case ranked the Regional Transport Centre of Excellence (TCE) option highest. It recommended that this work be progressed to a detailed business case by local government authorities and NZTA.

It did not consider the need to integrate land use planning and transport planning decisions as occurs in the Western Bay of Plenty.

2 Business Case Options

The options shortlisted for evaluation in the business case traversed all aspects of the transport function and should be considered as a continuum (see Figure 1).

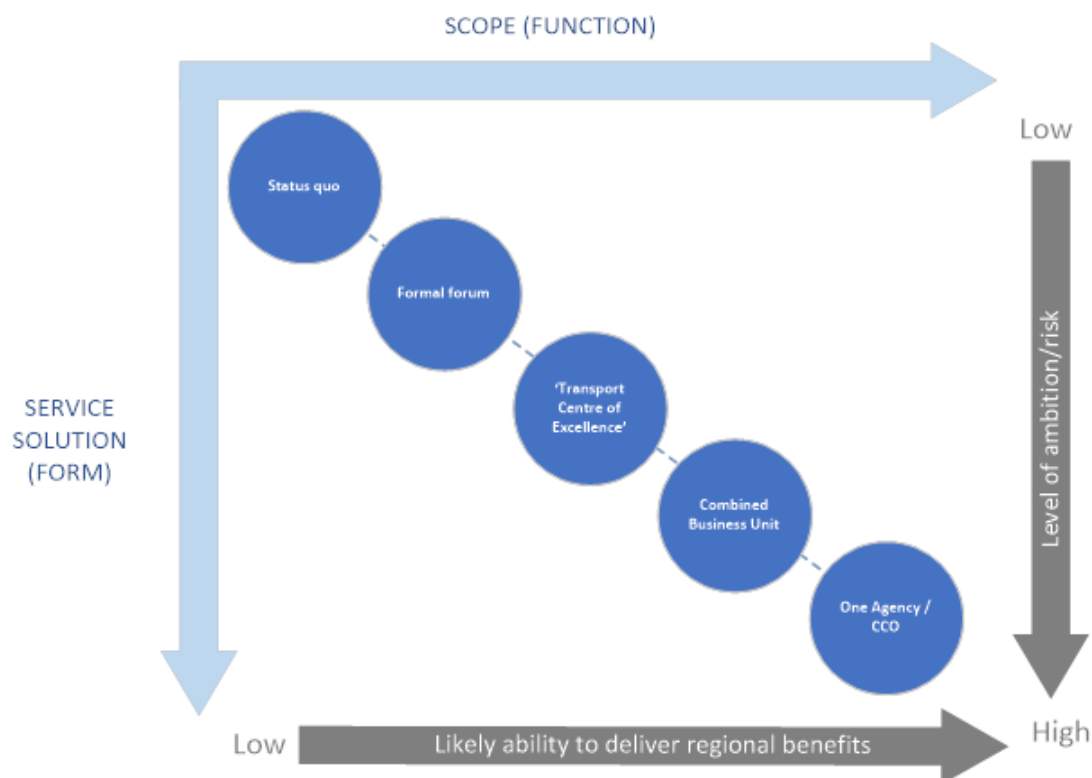


Figure 1: Indicative Scope and Service Solution of Proposed Shortlist Options (Source: Rationale)

The scope of each option is shown in Figure 2.

SCOPE (Function elements)							
1	2	3	4	5	6	7	8
Data & Analysis	Transport Programming	Transport Planning	Strategic Decision Making	Procurement Process	Network Management	Service Delivery	Other Service Integration
OPTION 1 Status Quo							
OPTION 2 Via Formal Forum		Status Quo					
OPTION 3 Via Transport Centre of Excellence					Status Quo		
OPTION 4 Via Combined Business Unit							
OPTION 5 One Entity (most likely a CCO)							
Key:							
	Status quo level of collaboration						
	Significant level of collaboration over and above the status quo						
	Moderate level of collaboration over and above the status quo						

Figure 2: Scope of each Option (Source: Rationale)

An explanation of each functional element is explained in at the end of this Definition of Scope Options

3 What is a Transport Centre of Excellence?

Mandated by a memorandum of understanding, a TCE captures the data collection, data analysis, transport programming, transport planning, strategic decision making and selective procurement processes. It is proposed to be a regional entity given the transport planning and strategic decision-making functions.

It should be noted that:

- the 'data & analysis' and 'transport programming' components are primarily road controlling authority ones and could be delivered collaboratively irrespective of the establishment of a TCE;
- the western Bay sub-region is currently collaboratively delivering a number of 'transport planning' components such as growth planning (SmartGrowth), business cases (Western Bay of Plenty Public Transport Blueprint and Tauranga Programme Business Case) and transport modelling; and
- some aspects of the 'strategic decision-making' component are legislatively mandated as a regional council function and can not be delivered through a sub-regional TCE (e.g. Regional Land Transport Plan).

This report indicated the main benefits of a TCE as:

- improved investment stories from information sharing and joint data analysis/benchmarking, with dedicated specialist resources allocated across the functions of the Centre;
- potential improvements to human resources with specialised training and development opportunities;
- reduced procurement costs in data collection and analysis as a result of joint procurement approach;
- opportunity to align activity management plans, business cases and data capture;
- improved sharing of information around collective problem solving, business and residential community engagement and land use-transport planning approaches; and
- relatively easy to implement and flexible to scaling up if successful.

4 Definition of Scope Options

Scope Options	Possible Coverage/Definition
Status Quo	All functions continued as at present with existing levels of collaboration. Collaboration under the status quo includes sub-regional initiatives (e.g. SmartGrowth; HO/TLA joint localised planning and operational arrangements, WBoPDC/NZTA shared Westlink contract) through to regional activities (e.g. RAG practitioners group; RTC coordination of RLTP).
Data & Analysis ONRC (reporting), Activity Management Plans, Long Term Plan	Regional standardisation of data specifications, systems, quality, collection, storage, processing and analysis. Achieving standardised evidence-base; procurement efficiencies; expertise in analysis; regional consistency in data use, alignment of ONRC reporting.
Transport Programming Renewals, Maintenance & Operations (M&O), Business Cases	Coordinated approach to development of renewals and M&O programming, involving aligned levels of service, maintenance intervention strategies and risk profiles; common evidence base and shared preparation of investment cases; peer reviews. etc. Achieve consistent one network ONRC approach to service delivery and customer outcomes, and improve planning and strategy development;
Transport Planning Strategic, Growth, Level of Service (LOS), Business Cases, Traffic Modelling, Customer	Joint approach to transport planning to ensure maximum regional effectiveness on strategic issues (other than those required by the RLTP) and taking into account amenity / place making aspects. Achieve integrated regional approach to provide stronger 'common voice' to Central government interaction and reduce duplication of efforts. Establish consistent processes to turn strategic priorities agreed with key stakeholders into operational and planning decisions.
Strategic Decision Making 30-year Infrastructure, RLTP	Identifying long-term service and network requirements, planning areas of growth and development and consequent infrastructure requirements, identifying and budgeting funding requirements. This includes inputs into regional strategies, LTPs, and 30-year infrastructure strategies, and development of RLTP.
Procurement Process Tendering, Specifications, Alignment, Size, Duration.	Coordination of procurement timing to remove peaks and troughs by separating contract renewal dates. Allowing contractors to know what contracts have been awarded prior to tendering for others Develop common contract form, contract documents and/or specifications to remove variability allow consistent interpretation by industry. Thus reducing tendering cost/workload. Common approach to encouraging competitive regional supply market, e.g. minimum sub-contractor provisions.
Network Management	Joint Network Operating Plans to ensure network efficiencies and route optimisation especially for key urban centres and peri-urban area, with a One Network approach and consideration of multi-modal options.
Service Delivery (Bundling)	Potential aggregation of smaller contracts to achieve scale and be more attractive to contractors (enabling them to invest in greater skills and resources).

5 Cost and Time Comparison

Investment Metric	Option 1 Status Quo	Option 2 Formal Forum	Option 3 Transport Centre of Excellence	Option 4 Combined Business Unit	Option 5 One Entity / CCO
Investment cost (Range)	Existing	\$0.3m - \$0.5m	\$0.4m - \$0.7m	\$0.6m - \$1m	\$1.2m - \$1.5m
Additional estimated operational costs (Range) ¹	Existing	\$0.4m - \$0.6m pa.	\$0.5m - \$0.9m pa.	\$0.9m – \$1.3m pa	\$1.1 – \$1.5m pa
Existing resources involved ²	100%	5-10%	60-70%	80-90%	100%
Additional /Reduced Resources (FTE +/-)	None	3 additional ³	3 additional ⁴	3 additional ⁵	4 additional ⁶
Projected savings	Existing	\$200k procurement savings per year (RATA Annual Report)	\$250k + procurement savings per year estimate over the first three years	\$2.6m per year from year 3, based on 5 organisations, with 3.1% efficiency improvements (Northland Transportation Alliance detailed business case)	\$560k - \$2.0m estimate pending further analysis
Time Range from point of approval and funding secured	On-going	2 - 4 mths Comparative: RATA	3 - 6 mths Comparative: RATA	4 – 9 mths Comparative: Northland Transportation Alliance	9 – 15 mths Comparative: Auckland Transport

(Source: Page 38, Bay of Plenty Local Government Futures, Transportation Functional Assessment Indicative Business Case, August 2016)

¹ Indicative costs based on similar collaborations (Waikato, Northland & Auckland) and pro-rata.

² Existing resources involved as a percentage of each organisation's transportation workforce.

³ Plus, champions within each organisation.

⁴ Project Director, Project Manager plus Administration Support over Transition period (further analysis to determine final number).

⁵ Business Unit Manager, Project Manager and Administration Support with additional assistance from existing Managers, human resources, communication and legal representatives.

⁶ Governance specialist, Manager, Project Manager and Administration Support during transition with full resourcing to be matched to agreed scope.



Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	21 March 2018
Author (s)	Bernie Walsh, SmartGrowth Manager
Purpose	Smart Housing Action Framework

Smart Housing Action Framework

Introduction

The SmartGrowth Partnership received a Housing Need and Demand Research Report in December 2017. The SmartGrowth Leadership Group agreed to receive advice on a Smart Housing Action Framework in March 2018 as a co-ordinated sub-regional response to that work.

This report outlines an action and results focussed approach to responding to the housing challenge across the spectrum of need – clearly evidenced by the research. Actions are needed in the short, medium and long-term. The aim is to get results, build bi-partisan progress and support, and have an impact in a staged, co-ordinated and sustained manner. We want to ensure work continues with pace and wide support, unaffected by local government election changes, with wide community partnerships in place beyond councils.

The recent release of the Acorn Foundation's *Vital Signs* report backs up the importance of addressing the issues raised in the housing need report. In the *Vital Signs* report, housing scored a 'C'. The issues of 'planning for growth' and 'cost of living' rated as number one and two priorities by those surveyed across the western Bay. The ASB Regional Economic Scoreboard report also highlighted the issue of housing affordability affecting the economic performance of the region. The region slid nine places in the last quarter, from three to 12, with ASB analysts stating that the housing market was weighing down economic activity.

Top housing priorities identified from the Vital Signs community research were: **1.** Improve the affordability of owning a home 58% **2.** Provide more assistance for first home buyers 50% **3.** Improve the quality of existing housing through insulation, maintenance and cost-effective fittings 49%.

Key findings and suggested actions

The SmartGrowth Partnership Budget with further contributions from Tauranga City Council, Western Bay of Plenty District Council and BayTrust jointly funded the SmartGrowth Housing Need and Demand Research report, released in December 2017. The independent report, by Community Housing Solutions and Livingston and Associates, paints a picture of eroding home ownership and increasing rental demand from couple-only and single person households.

The research report predicts a big increase in senior renters. Those aged over 65 and renting are set to increase by 222% over the next 30 years in Tauranga City, and by 182% in the Western Bay of Plenty District.

Key findings

- Housing costs are increasing at a faster rate than household incomes. Between 1991 and 2017, median house prices increased by 464% in Tauranga City and 400% in Western Bay of Plenty District, while household incomes only increased by 128% and 141%.
- The deterioration in housing affordability has increased the number of private renter households experiencing housing stress in western Bay of Plenty.
- Nearly 90% of renters cannot affordably purchase a home priced at \$500,000 and the median home price in March 2017 was \$620,000 in Tauranga City and \$550,000 in Western Bay of Plenty District.

Key projections

- Rate of home ownership will continue to decline to 58.1% in Western Bay of Plenty and 54.6% in Tauranga City by 2047
- Couple-only renter households will grow the most, increasing by 112% between now and 2047
- One-person renter households will also grow by 105% between now and 2047
- Couple-only owner-occupier households set to grow strongly, increasing by 37%
- One-person owner occupier households up 50%
- Renter households with people aged 65 years and older projected to increase by 6,830 or 222% in Tauranga, and by 1,970 or 182% in Western Bay of Plenty

The report suggests a number of key response areas for the SmartGrowth Partnership including

- **Considering three inter-related housing issues:** overall size and number of bedrooms of homes in the market (typology); the overall cost of renting or purchasing a new home (affordability); and the failure of incomes to keep pace with housing costs (wages).
- **Suggested responses included**
 - **Land development/planning leadership** – consider Urban Development Authorities
 - **Inclusionary zoning** – ensure specified levels of all new development are affordable to residents by mandating certain percentage of new homes developed at defined affordable levels, normally related to the area's median income. New Special Housing Areas could trial a retained affordable home product based on household income and finance costs.
 - **Support for shared ownership proposals**
 - **Support community housing trusts**
 - **Support student accommodation provision**
 - **Seasonal worker accommodation**
 - **Co-ordinated advocacy**

A recent Tauranga City housing workshop discussed a further set of responses at with a range of stakeholders involved including the property and housing building sector.

Mapping work, co-ordinating action areas

The SmartGrowth Chief Executives Advisory Group and the SmartGrowth Strategic (Managers) Group have met to discuss a Smart Housing Action Framework as a way to respond to the research report. The aim of the framework is to map and to co-ordinate actions across the housing spectrum with different partners leading focus areas, mandated to get on and make things happen. The focus areas of action are from the summary of suggested actions for investigation in the research report. Each partner or group charged with leading a 'focus area' would develop a detailed action plan, with key targets and timeframes for achieving results. An overall set of measures, targets and aspirations for the framework could also guide implementation at a high level. The aim is not be to create any more groups for housing, but rather ensure key areas of work are linked and in alignment.

The framework approach is a way of sub-regionally mapping, monitoring and reporting progress on housing, with a focus on results that will mean something to our communities. It recognises that a lot of work is already underway. The Strategic Partners Forum and the Housing Reference Group (a cross-sector stakeholder group set up to assist with the housing need and demand research) have discussed the framework too and provided feedback.

The **four suggested focus action areas** are:

1. Land development leadership

Types of activities in this action area would include:

Lead promotion of new types of housing; activate projects/strategic partnerships on the ground. This could involve working with the new Government agency such as the national planned Urban Development Authority/Affordable Housing Commission or whatever it ends up being called. It would also include work on the current Housing Affordability Pilot Project in the Western Bay – and any others framed up in the sub-region.

Lead and developer of detailed action plan for this focus area: SmartGrowth councils with Tauranga City Council and Western Bay District as the lead reporting councils.

2. Policy and planning leadership

Types of activities in this action area would include:

- **Meeting the requirements of the National Policy Statement for Urban Development Capacity.** This work is currently being progressed through a Technical Implementation Group (TIG) set up through SmartGrowth. The three councils and the NZ Transport Agency are represented with the SmartGrowth office providing project management.
 - TIG has recently completed a development capacity assessment. The next piece of work is the Future Development Strategy. This strategy will have a strong alignment with the Tauranga Urban Strategy, incorporating the centres-based approach to development. The Future Development Strategy is a requirement of the NPS for Urban Development Capacity.

- **Other planning and policy work across the housing continuum.** Tauranga City's comprehensive housing response across the continuum was discussed and agreed on February 20. Tauranga has also held a housing working on housing policy responses for its council structure planning processes and policies.
 - This workshop included presentations from property developers, house builders and a Queenstown Lakes District Council councillor and manager. Western Bay of Plenty District Council is also planning a housing workshop in April. Councils are considering Regional Policy Statement and District Plans rules and reviews in light of various housing and structure planning processes.
- **Monitoring work (for NPS for Urban Development Capacity and for Regional Policy Statement).** We will have a strong monitoring regime including of rentals. Student housing (through the tertiary partnership) will also be important as will seasonal worker housing initiatives (Western Bay District).

Lead and developer of detailed action plan for this focus area: SmartGrowth councils with TIG as the lead reporting and co-ordinating body.

3. Capacity building

This focus action area would look at what we can do to increase the capacity of the sector to address our housing challenge. What should we be facilitating to build that capacity and capability – whether it be different types of urban design and house building or assisting with scaling up iwi and community housing providers and community housing trusts?

For example, the SmartGrowth Affordable Housing Forum ran a shared equity workshop in 2017 to bring together those interested in how to set such schemes up and the risks and management issues involved in these types of new models of home ownership. Queenstown is scaling up its Community Housing Trust to manage housing affordability in perpetuity. What skills are needed to enable and sustain that kind of scaled-up trust? How do trusts get access to land and capital in order to scale up and deliver on the ground? How can the SmartGrowth Partnership help in terms of facilitation or co-ordination of approaches, or brokering partnerships and joining up parties? The Acorn Foundation is giving support to Habitat for Humanity – what more projects might win support from community funders?

What more can we do in this space e.g. shared/secure home ownership/rental models or enable access to capital, access to land to scale up trusts. First steps in capacity building could appropriately be 'determine gaps in capacity across the different sectors in this space'.

Lead and developer of detailed action plan for this focus area: SmartGrowth office as the lead reporting and co-ordinating office in partnership with Tauranga City Council, BayTrust, other councils and other community funders.

4. Co-ordinated advocacy and communications

Our housing story needs to be clear, succinct and powerful – understood easily and quickly. This includes what our research tells us, what our monitoring is showing, and how we are taking action and getting results as a result of the evidence base that we continue to monitor, update and respond to. The audiences for this story are our many stakeholders and communities but also including government at all levels. We need to summarise clearly what we need from government and how a strategic partnership would work and benefit all.

We need to build confidence that we can take quick and effective actions as a partnership. We also need to show we can and will get things happening on the ground with purpose and commitment to outcomes that clearly matter to our communities.

To do this, we need an agreed and active advocacy plan that has clear information hubs, key messages, factsheets and effective briefing papers. There should also be co-ordinated meetings with Ministers and many others including officials. Media is also an important tool for discussing our challenge at a local and national level. Key spokespeople need to be briefed and able to articulate our work effectively and with strong leadership. Presenting to, and with advocacy forums across the different parts of our work outlined in the diagram from the Tauranga City Council chief executive, (Paper H in this agenda) is also vital. This includes work with the high growth councils, the Upper North Island Strategic Alliance and the Local Government NZ sectors.

Ensure all our groups are in sync

There are currently several forums and groups that have established around housing – the same agencies sometimes represented on several forums. How the forums fit together and focus on tasks without duplication is important. Ensuring resources are used effectively is key to the successful coordination of our housing response.

We could develop one online hub for information on our housing story – and put this on the SmartGrowth website with links off to other work across the spectrum and the partners. There is currently no specific housing chapter in the SmartGrowth Strategy. However, it would be easy to create a special new Housing page on the SmartGrowth website. SmartGrowth as a partnership should be the conduit for discussions with central government, so we can collectively, as a sub-region, put forward our voice on housing.

This is a much stronger approach than councils acting alone. It also creates certainty for Central Government agencies that we are all ‘on the same page’. It reduces risk, building confidence to invest at a range of levels and by a range of partners. SmartGrowth is the vehicle that brings that voice together. For example, property developers have continually emphasised the need to have the confidence of the investment in amenity and urban design, community facilities including walking and cycling paths and public transport to make it easier for their own investment in different types of medium density housing.

Lead and developer of detailed action plan for this focus area: SmartGrowth office in partnership with Mayors, Chair of Regional Council and Independent Chair/Chief Executives Advisory Group

SmartGrowth 2018 Priorities (Agreed December 2016 and reconfirmed February 2017)

Future Development Strategy alongside



Smart housing
and urban
design/form



Smart
infrastructure



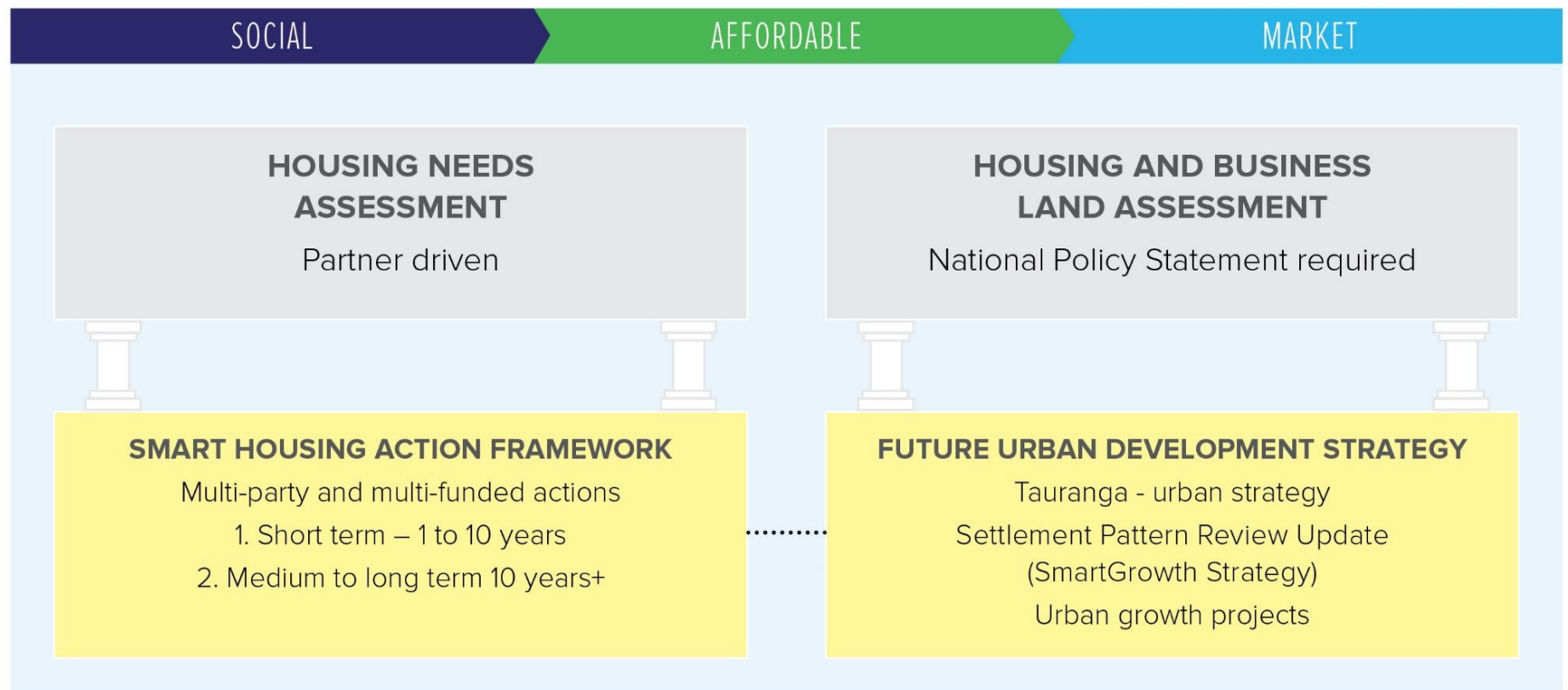
Smart
transport

Next steps approach

The Smart Housing Action Framework needs to be results-driven with urgency and pace – with resources allocated to make it happen. We need to focus on the following actions.

- **Map out** the best process for agreeing our framework's targets/aspirations – discuss some barriers and gaps; set things in place to ensure we will action/measure/report progress on our framework as a linked system of sub-regional results-focused responses and action areas. Clearly communicate the framework and its work.
- **Clearly** determine and mandate the leadership of actions through chief executive sponsorship across the partnership. Is there sufficient Budget and resources to successfully action the areas with impact?
- **Group** current housing actions already underway across the focus areas – see updated Housing Continuum Attachment 1. Provide an action plan template for focus area leads to populate with their agreed actions including timeframes, engaging stakeholders and monitoring results.
- **Ensure prioritisation** and lead (partner) and linkages across all the focus areas through a good reporting process.
- **Keep** reporting on actions and targets in clear, succinct, engaging, regular and accountable way. Easy for all to see including the wider community.
- **Be ready** to invest in more research if needed.

Smart housing spectrum



Recommendations

That the SmartGrowth Leadership Group (SLG):

1. **Approve** the Smart Housing Action Framework for implementation and development as the SmartGrowth Partnership's co-ordinated and mapped response to the 2017 Housing Need and Demand Research.
2. **Request** the Chief Executives Advisory Group to lead and mandate the 'focus area leads' to get on and make it happen with urgency, drive, resources and enthusiastic encouragement.
3. **Endorse** the 'next steps' approach outlined in this report (six bullet points listed in this report) for action.
4. **Request** a progress report on the framework in July 2018.
5. **Request** that housing issues are considered in a broader context when the SmartGrowth Strategy is reviewed in 2019-20, rather than a narrow settlement pattern approach focused solely on future development and supply of land for housing. This includes taking into account the Housing Need and Demand Research Report 2017.

An overview of housing in western Bay of Plenty

The current housing continuum and work across the spectrum



SOCIAL

EMERGENCY

- Women's Refuge
- Men's Homeless Shelter
- Ministry of Social Development funded 220 emergency houses
 - Tauranga Community Housing Trust (TCHT)
 - Salvation Army
 - Te Tuinga Whanau
- Te Tuinga Whanau whare
- Arndt House

SOCIAL HOUSING

- Accessible Properties
 - 1124 current dwellings
 - 152 more planned
- Housing NZ (retained approx. 220 dwellings)
- Ministry of Social Development planned 170 more social housing
- Mangatawa Papamoa Blocks Inc

AFFORDABLE

ASSISTED RENTAL

- Accessible Properties - community housing
- Nga Potiki a Tamapahore
- Western Bay District Elder Housing
- Homes of Choice Ltd
- Tauranga City Elder Housing
- Habitat for Humanity
- Te Tomika Trust
- TCHT
- Vincent House
- NZ Housing Foundation

AFFORDABLE ASSISTED OWNERSHIP

- Maori Trusts
- Housing Affordability Forum – Omokoroa project
- Community funders

MARKET AFFORDABLE

- Omokoroa Special Housing Area - affordable housing requirements
- Housing Affordability Forum - Omokoroa Pilot Project for innovative affordable housing design
- Tiny House Proposal

MARKET

MARKET RENTAL

- Compact city
- Development community
- Greenfield growth area structure planning – Tauriko West, Te Tumu, Keenan Road
- Special Housing Areas

FULL MARKET

- Compact city
- Development community
- Greenfield growth area structure planning – Tauriko West, Te Tumu, Keenan Road
- Special Housing Areas



RESEARCH – COMPLETE OR UNDERWAY

- National Policy Statement for Urban Development Capacity (NPSUDC) – Housing Assessment – Completed December 2017
- Hidden Homeless – Hatch Report 2016 (Tauranga City Council, Bay of Plenty District Health Board and Our Community Project group)
- Sustainable Housing in the Bay of Plenty 2016 (Centre for Social Impact)
- Submission to cross party homelessness enquiry – Tauranga 2016 (TCHT, Tauranga Men's Night Shelter, Te Tuinga Whanau, Socialink)
- Older Persons Renting (Population Ageing Technical Advisory Group/SmartGrowth)
- Co-Housing for Older Persons
- Western Bay of Plenty District Council Seasonal Worker Accommodation Research
- Housing Our Community – housing demand and need research report for Tauranga and Western Bay of Plenty' – Completed December 2017 [more information](#)

STRATEGIES – COMPLETE OR UNDERWAY

- SmartGrowth Strategy 2013
- SmartGrowth Settlement Pattern Review August 2016
- NPSUDC – Housing Assessment – Completed December 2017
- Future Development Strategy – Due December 2018
- Tauranga Urban Strategy
- Joint Agency Group (JAG) facilitate Papakainga housing and development on Settlement land
- Our Community Project – Housing First hub for homeless people underway

PROGRAMMES

- Healthy Homes (COBOP, District Health Board)
- Universal Design (LifeMark)
- A Healthy Whare Project
- Project Wai Ora
- Ministry of Social Development new build housing

← QUALITY OF HOUSING →

OUR FUTURE HOUSING DEMAND AND NEED

in the western Bay of Plenty

We are thinking about the future of housing demand and need – 30 years ahead. Independent research and analysis on future demand and need projections shows that...

IN 2047...IN WESTERN BAY OF PLENTY



Less people will probably own the home they live in.

There will be more couple-only renter households



UP BY
112%



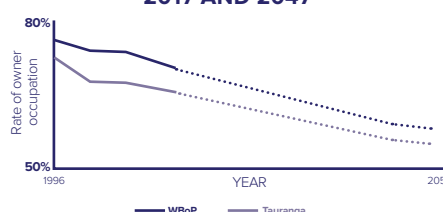
MORE RENTER-OCCUPIED DWELLINGS WITH PEOPLE OVER 65

– up 222% (6,830) in Tauranga, up 182% (1,970) in Western Bay District.

MORE HOUSEHOLDS IN GENERAL OF 65+ YEARS

– going from 32% in 2017 to 43% in 2047.

PROJECTED CHANGE IN HOME OWNERSHIP BETWEEN 2017 AND 2047



100% GROWTH IN COUPLE-ONLY AND ONE-PERSON RENTER HOUSEHOLDS.

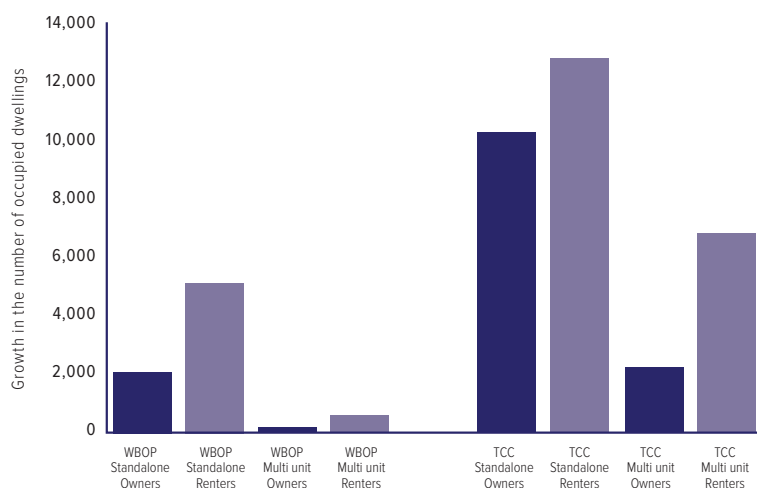


In Tauranga City - couples without children are projected to increase by 11,800 (70%) and one-person households by 11,000 (83%) between 2017 and 2047.



Western Bay of Plenty District - couples without children households increasing by 3,000 (35%) and one-person households by 3,200 (64%) between 2017 and 2047.

Occupied dwellings by tenure and composition in western Bay of Plenty



Owner occupied dwellings with couple-only and one-person compositions are also projected to experience strong growth increasing by 37% and 50% respectively between 2017 and 2047.

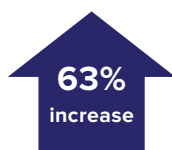
OUR CHALLENGES AND TRENDS IN PLANNING FOR HOUSING

- House price increases vs salary/wage growth – since 1991, house prices have gone up by double the rate of household incomes.
- Nearly 90% of renters who currently live in the western Bay of Plenty cannot affordably buy a house priced at \$500,000.
- We need to look at ways to increase the supply of affordable one and two bedroom homes – both to rent and to buy – to meet the needs of our communities.
- We need a better mix of housing types, tenures and sizes to meet the changing needs of our residents.

How many more homes will we need over the next 30 years based on population projections for 2047?

TAURANGA CITY

32,100
more homes



63%
increase

WESTERN BAY OF PLENTY

8,200
more homes



38%
increase

Modelled based on data from SmartGrowth, National Institute of Demographic and Economic Analysis and Statistics New Zealand.

Source: Research Report: Housing Demand and Need in Tauranga and Western Bay of Plenty, December 2017, Livingston and Associates Ltd/Community Housing Solutions Ltd



SmartGrowth

Building our futures together

Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	21 March 2018
Author (s)	Ken Tremaine – SmartGrowth Strategic Advisor Doug Spittle – Capacity Assessment Report Author
Purpose	To provide the SLG with the final NPS-UDC Capacity Assessment

Capacity Assessment

Introduction

The purpose of this report is to provide the SLG with the attached Capacity Assessment report which was required by Government officials to be submitted to the Ministry of Business, Innovation and Employment and the Ministry for the Environment by 28 February 2018. An initial draft was provided in late 2017. The attached document is currently being peer reviewed by officials.

The Capacity Assessment was provided to the SmartGrowth CEAG at its 7 March meeting.

The Capacity Assessment is a requirement of the National Policy Statement on Urban Development Capacity (NPS-UDC). There is also a workshop of the high growth councils being run by Government officials in late March 2018. This workshop will benchmark all of the capacity assessment reports for the high growth areas of New Zealand, namely Auckland, the Waikato, Western Bay of Plenty, Greater Christchurch and Queenstown.

Background and Outputs

The NPS-UDC was released in 2016 and sets out a number of policies that medium and high growth areas need to meet. Policy B1 of the NPS-UDC requires local authorities, on at least a three-yearly basis, to carry out a housing and business development capacity assessment that:

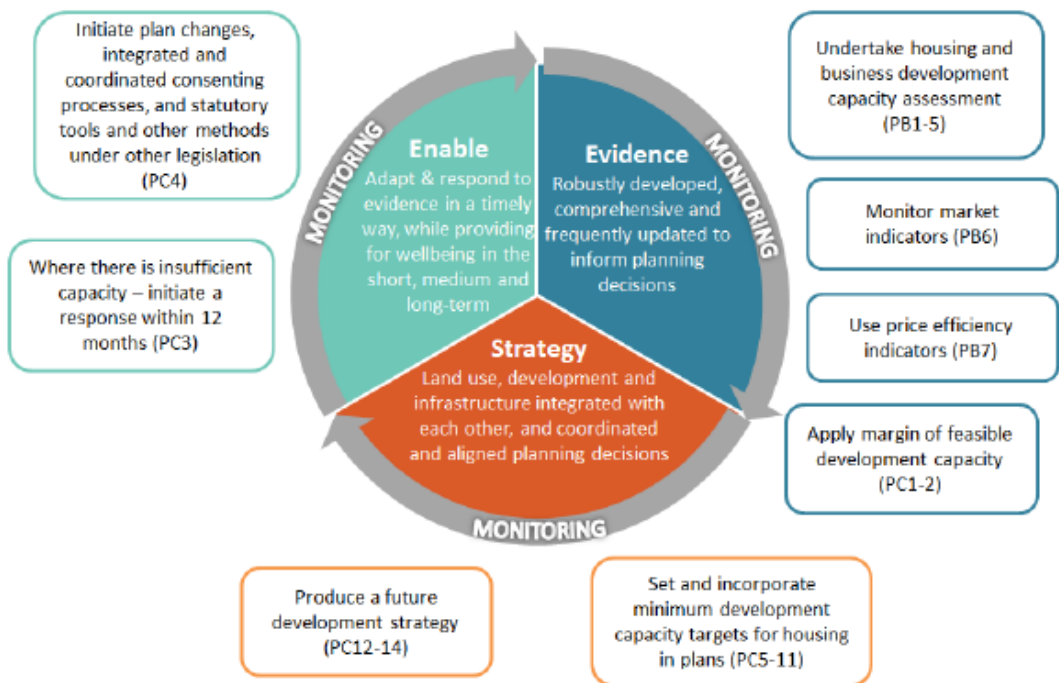
- Estimates the **demand for dwellings**, including the demand for different types of dwellings, locations and price points, **and the supply of development capacity** to meet that demand, in the short, medium and long-terms; and
- Estimates the demand for the different types and locations of business land and floor area for businesses, and the supply of development capacity to meet that demand, in the short, medium and long-terms; and
- Assesses interactions between housing and business activities, and their impacts on each other.

There are a range of other requirements that the assessments need to include. These are covered in detail in the full assessment report.

The capacity assessment is one of three key milestones that we are required to meet under the NPS-UDC. The other two are the setting of minimum development capacity targets which are to be inserted into the regional policy statement and district plans, and the completion of a Future Development Strategy (FDS).

The other key piece of work is the quarterly monitoring of various capacity indicators. SmartGrowth and the partner councils have completed the first monitoring report and will continue to update this on a quarterly basis.

The diagram below from the NPS-UDC guidance material illustrates the various strands that are required and how they relate to one another:



Operating Climate

The NPS-UDC was introduced under the previous Government. It is becoming clear that under the new Government we are operating in a broader policy environment and one that is still evolving. There is now a very different policy approach to housing which is much broader than what existed previously. The emerging emphasis from a development feasibility perspective, is no longer just on the private sector nor is it solely focused on land supply as the single solution to housing affordability.

The key matters for SmartGrowth to consider on given that they have the potential to impact on growth management and wider spatial planning include:

- The recent release of *A Stocktake of New Zealand's Housing* and the accompanying solutions / implementation
- Agreement in principle, to the development of legislation to enable large scale urban development projects to operate with more enabling development and planning powers.
- Agreement in principle to establish a Housing Commission as a national urban development authority that has responsibility for exercising those development powers.
- Work is underway on the costs of growth and how councils fund infrastructure, including looking at alternative mechanisms. A series of workshops are being held between Central Government and the growth councils of New Zealand. Special purpose vehicle initiatives are being trialed between Government and the Auckland Council.
- The KiwiBuild programme to deliver 100,000 affordable homes across New Zealand.
- Revised transport priorities for the Government Policy Statement on Transport – Regional Land Transport Plans are being asked to take these new priorities into account.
- The \$1 billion Regional Development (Provincial Growth) Fund – early indications are that this fund will make significant investment in regional rail and look to fund large-scale capital projects.
- In terms of the Housing Infrastructure Fund we are hopeful that the interest free repayment timeframe might be extended from 10 years to 20 years although a final policy position on this has yet to emerge.
- Results of the Havelock North Water Inquiry and any likely policy changes that may emerge.
- An imminent Cabinet paper on Government's approaches to spatial planning in the Auckland-Hamilton corridor which will define at a finer grain level expectations such as affordable housing.

It is already becoming evident that much less reliance is being placed on the NPS-UDC as a single solution to housing issues. There is no mention of the NPS-UDC or its tools in the recently released Housing Stocktake Findings and Solutions.

Capacity Assessment Findings

An early draft of the capacity assessment report was submitted to the Ministry of Business, Innovation and Employment (MBIE) and the Ministry for the Environment (MfE) at the end of last year and a final draft at the end of February.

The capacity assessment and overview map is included in Part B

The key findings of the report are as follows:

- Overall, the results indicate that the **western Bay of Plenty sub-region does not have any projected shortfalls in capacity for either housing or business capacity over the short, medium or long term.** Both the development capacity which is provided in resource management plans (and supported with development infrastructure and feasible for development) and the anticipated additional supply which is currently being enabled is sufficient to meet the projected demand for housing and business space across the sub-region.

- Over the 30 years from June 2017, the western Bay of Plenty sub-region will need to cater for demand for over 43,000 new dwellings. This is made up of a 60% and 38% increase in dwellings for Tauranga City and Western Bay of Plenty District respectively.
- For Tauranga City there is a strategic imperative through the Tauranga Urban Strategy to achieve higher rates of growth through intensification and achieve a more compact urban form. This is intended to be achieved through higher densities in and around the city centre and for other centres in the City. There has been a relatively low rate of intensification in Tauranga to date compared with other major cities in New Zealand. The Future Development Strategy developed over 2018 will outline the measures that will be introduced to increase the rate of intensification.
- There are significant affordability challenges currently for housing in terms of both house prices and rents.
- Structural ageing of the population is projected over the 30 years. There will be a corresponding increase in demand for smaller houses for both owner-occupiers and renters to meet the needs of an older demographic.
- There is a greater housing challenge for Māori relative to the general population. There are unique spatial considerations relevant to Māori as well, particularly in respect to papakainga development on multiply-owned Māori land and the development of treaty settlement land.
- Increasing the range of housing typologies, price points and tenure models for housing will contribute to matching housing supply with needs and addressing the challenge of affordability. There are a range of measures being developed by the SmartGrowth partners and other parties to create a Smart Housing Action Framework for the sub-region. This work will be integrated with development of the Future Development Strategy.
- Development capacity for business activity is well catered for across the sub-region. The Tauriko Business Estate in the western corridor will cater for a large proportion of the forecast industrial growth in the sub-region.
- There will be emerging pressure on some smaller neighbourhood centres in the long term, especially if increasing demand for services results from higher densities of residential activity and higher proportions of older residents in these areas.
- There are significant costs associated with bringing new urban growth areas online for development. A financially sustainable and equitable model to fund growth related infrastructure is required. This is a key challenge shared across territorial authorities in New Zealand, particularly in high growth areas.

The Government has shown a strong interest in:

- Partnering with Local Government, other key organisations and iwi
- Spatial planning, especially in corridors
- Improved growth / infrastructure funding tools
- Taking a four well-beings approach to planning, including good place-making

Recommendations

That the SmartGrowth Leadership Group:

1. **Endorse** the SmartGrowth Housing and Business Capacity Assessment Report, subject to any input SLG may have, and its main conclusion that there is sufficient development capacity to meet the anticipated demand for the next 30 years.

2. **Agree** that the SmartGrowth Housing and Business Capacity Assessment will remain as a working draft so any feedback from MfE and MBIE officials can be considered.
3. **Note** that the SmartGrowth partners will continue to work with the other high growth councils that also includes FutureProof and Greater Christchurch partnership, in order to ensure that common views are presented to Government.



Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	21 March 2018
Author (s)	Ken Tremaine – SmartGrowth Strategic Advisor
Purpose	To provide the SLG with an update on the Future Development Strategy project which is an NPS-UDC requirement

Future Development Strategy Project

Introduction

The purpose of this report is to provide the SLG with an update on the Future Development Strategy (FDS) project which includes the Settlement Pattern Review (SPR).

The FDS is a key requirement of the NPS-UDC and needs to be produced by 31 December 2018.

The FDS is a growth strategy for managing sub-regional urban growth for the short, medium, and long term. It must follow a full engagement process, with a Local Government Act 2002 special consultative procedure preferred. The NPS-UDC makes provision for the FDS to be part of existing growth strategies/spatial plans. The FDS will need to show how an additional 43,000 houses will be provided for over the next 30 years (based on the Housing and Business Development Capacity Assessment).

This project was discussed at the SmartGrowth Leadership Group informal workshop held on 22 February 2018. Following those discussions, a detailed project plan for the FDS/SPR work is currently being worked on.

Attached as **Appendix 1** to this report is a project overview dashboard which outlines the risks, milestones and key activities for the project. The Strategic Advisor will take the Leadership Group through this dashboard and answer any questions raised.

Scope and Tasks

The FDS is essential work for SmartGrowth and the partners. The existing SmartGrowth Strategy, and in particular Part C, will form the basis for the FDS. The growth areas, adopted by the then SGIC in August 2016, will also be our foundation for meeting short to medium term growth.

The FDS is likely to contain detailed staging and timing for the first 10 years but may be less certain for the following 20 years.

The Tauranga Urban Strategy (TUS) is also being consulted on in 2018. Joint communications and consultation efforts between the FDS and the TUS will be undertaken as much as possible.

Scoping and delivering an FDS during 2018 requires us to be more responsive to an emerging policy and funding toolkit given that the new Government clearly intends to take a broader approach to closing the gaps between housing needs and housing supply than that contained in the current NPS-UDC. It is also proposing a more extensive urban growth management and funding toolkit.

The key tasks to be completed include:

- Scoping and finalising RPS / District Plan minimum housing targets (these will inform the FDS)
- Preparing an issues and options paper
- Preparing a draft FDS and undertaking targeted engagement
- Formal consultation on the FDS under the LGA 2002 Special Consultative Procedure (this will include hearings)

Recommendations

That the SmartGrowth Leadership Group:

1. **Note** and provide any input into the Future Development Strategy Project.

Prepared For:	Project Name:	Reporting Frequency:	Date of Report:	Report Number:
SmartGrowth SLG	NPS-UDC & SPR Project	Monthly	21/03/2018	1



1. Summary and Overview

Project Overview

The overarching purpose of this project is to implement the SPR across the SmartGrowth partnership and thereby ensure timely development capacity in the next 10 to 30 years, and to meet the NPS-UDC requirements.

The detailed implementation work on the NPS-UDC is largely being undertaken by the individual partners with oversight from the SmartGrowth Technical Implementation Group (TIG). It is important that SmartGrowth maintains an overview role given the sub-regional nature of the NPS-UDC and SPR work.

2. Top Risks

Strategic issues arising since last period:
Scope and best option for delivery of the FDS given the tight timeframes.

The key risks outlined in the Project Plan are shown below:

Risks / Issues:	Risk to Project				Mitigation
	Low	Med	High	Extreme	
Not achieving smart place making					Application of SG principles and actions Ensuring partners undertake good place-making through DPs, funding in LTPs, design guides Making use of Cheryl Steiner's checklist
Impact of economic / development cycles					Anticipate the impact of any downturns Discourage over-investment in infrastructure ahead of demand, while continuing to invest in appropriate infrastructure to support development
Failure to address social cohesion factors					Affordable housing initiatives (new Govt approaches) Providing a variety of housing types Delivering community infrastructure
Volume of resources and skill required					Sharing resources / tasks across the partners Consulting assistance (eg M.E for HBCA)
Ineffective engagement					Prepare an engagement table FDS will use the SCP under the LGA 2002 Make use of the SG Partner Forums
Completing and sustaining the SPR phase 1 relationship agreements					Regular reporting on implementation of the agreements Aligning partner outcomes with developer expectations
Meeting the timeframes					An ongoing challenge however tasks are on track. Regular reporting and monitoring occurring. Final HBCA has been completed.
Failure to complete and agree compact city investigations / implementation					Reporting to CEAG Adequate resourcing for TUS implementation Ongoing monitoring of Compact City uptake rates – incl taking a wider view of what 'compact city' involves
Managing parallel workstreams					TIG oversight Regular reporting and monitoring
Insufficient Government guidance					MfE/MBIE guidance now released
Ensuring infrastructure to support development					Remains an issue, however the HIF and other Govt initiatives may alleviate some of this

3. Milestones

Key milestones documented in the Project Plan are summarised below:

Phases & Tasks	Timeframe	Progress: (On Target, Potential to Slip, Achieved)			Comments:
		OT	PtS	A	
Evidence & Monitoring					
Quarterly Monitoring	June 2017				Monitoring work has been compiled. First quarterly report has been prepared. Work Incorporated into Dvlp Trends report.
Undertake housing and business development capacity assessment	May - Dec 2017 (draft) Mar 2018 (final draft)				Final draft completed. Submitted to MBIE/MfE. To be workshopped with SLG on 21 March 2018
Tauranga Transport Programme	March 2018				Testing of problems / options has occurred. Reporting due early 2018.
Responsive Planning					
Structure Planning and Technical Assessments for Tauriko West, Te Tumu, Katikati and Omokoroa Implementing Compact City as part of TUS	2017/ Early 2018				Structure planning processes are underway. Draft TUS completed and out for initial consultation.
Tauriko West – RPS Change Boundary adjustment	Aug/Sept 2018				RPS Change due to be notified – application for streamlined process submitted to Minister and recently confirmed. MOU concerning boundary change is under discussion.
Providing further capacity & enabling development	Dec 2018				This is linked to the RPS/DP changes task below but may also involve consenting / use of other statutory tools or processes
Scope of RPS/DP changes (targets)	Early 2018				
FDS – Confirm project plan	Mar 2018				Project plan has been prepared and is currently being finalised at a technical level
FDS – Prepare draft FDS with issues & options	Mar – May 2018				
FDS – Targeted engagement & SLG approval of draft FDS	May – Jul 2018				
FDS – Formal consultation under SCP, LGA 2002	Jul – Sept 2018				
FDS – Amendments to FDS	Oct 2018				
FDS – SLG and Council approval, publishing	Nov – Dec 2018				
RPS and DP changes – minimum targets	Dec 2018				
RPS and DP changes – SPR/capacity	2018/19				

4. Stakeholder Engagement

- Engagement and communications activity for capacity assessment include:
- Iwi – CTWF, other engagement TBC
 - Property Developers – continued engagement with the Property Developers Forum
 - Significant landowners – TBC
 - Social housing – TBC
 - Requiring authorities / utility providers – TBC but note ongoing engagement with NZTA
 - Other infrastructure providers (eg MoE, DHB, energy etc) – TBC
 - MoU exists between MoE, DHB and SG councils

Note the potential to use the SmartGrowth Partner Forums which include representatives from a number of the groups listed above. This will be useful for FDS Consultation.

5. Financial Tracking

There is funding in SmartGrowth budget for the SPR and the NPS-UDC work. We are relying on staff contributions as well for a number of the SPR and NPS-UDC tasks.

6. Activity Tracking

Looking Back Tasks Delivered During Period

Task	Status
Monitoring data compiled. First quarterly reports have been prepared and merged into Development Trends report.	Achieved
Housing Needs Assessment – draft report presented to 13 Dec SLG.	Achieved
Structure / master planning processes underway for Tauriko West, Te Tumu, Omokoroa and Katikati	In Progress
RPS Change – Tauriko West urban limits change is underway with a s32 report completed and streamlined planning process application approved.	In Progress
FDS Project Plan prepared	Achieved
Capacity Assessment presented to CEAG/SMG	Achieved

Looking Forward Tasks Scheduled for Next Period

Task	Status
Workshop Capacity Assessment with SLG on 21 March and then finalise the document	In Progress
Ensure LTPs contain funding for NPS-UDC work	In Progress
Input from stakeholders	In Progress
Confirm FDS project plan including agreeing scope and optimal project structure for delivering the FDS	In Progress
Begin work on RPS/DP housing targets	About to commence
Begin work on draft FDS along with issues and options – ensure this is tied back to the SmartGrowth Strategy	About to commence
Prepare for targeted engagement on FDS / TUS	About to commence
Regular reporting to SLG for ongoing input	In Progress



Committee Name	SmartGrowth Leadership Group
Meeting Date	21 March 2018
Author (s)	Michael Tucker
Purpose	To provide an update on the draft Tauranga Urban Strategy

The draft Tauranga Urban Strategy

Introduction

The draft Tauranga Urban Strategy (TUS) was recently endorsed by Tauranga City Council. The TUS signals a new approach to growth that seeks a greater proportion of future growth occurs in the existing urban areas, in and around existing town centres. It is about more than simply providing for growth, it also seeks to address a number of contemporary urban issues, ranging from the lack of one and two bedroom dwellings being delivered, to planning for our aged, to better protection of our environment and remaining natural areas. At its heart however, the TUS is a spatial strategy for how Tauranga will grow and change over the next 30 years.

Officers at Tauranga City are now moving into implementation of the TUS. The first step, currently underway, is consultation and engagement with the public and stakeholders. Other work getting underway includes the preparation of a future city-wide plan change and other implementation measures.

Much of the content of the TUS will be incorporated into the Future Development Strategy being developed by the SmartGrowth Technical Implementation Group, as required by the NPS on urban Development Capacity.

Report

On January 31, Tauranga City Council endorsed the TUS as a key component of its response to our growth challenge. The TUS sets the Council's strategic direction for responding to growth, including ensuring a greater proportion of future residential growth occurs in Tauranga's existing urban area. It signals a future rebalancing of growth, so that greenfield

development plays a less dominant part in providing for future development capacity, whilst an increasing amount of growth occurs in and around Tauranga's city centre and town centres.

Tauranga continues to face considerable growth pressure. It became New Zealand's fifth largest city in 2016 with 128,000 people. Growth projections see this continuing to increase to over 164,000 people in 2033 and almost 200,000 people by 2063. In the short to medium term, ongoing investment in greenfield development on the periphery of our city is necessary, but increasingly Council will look to invest and plan for growth more in our existing urban area – our city centre, our town centres, and our communities.

In advancing the TUS, Tauranga City Council also seeks to address a range of problems and opportunities, including addressing:

- housing supply to meet strong growth projections
- the need for greater housing choice including smaller, more compact dwellings,
- housing affordability,
- traffic congestion,
- transport mode share changes
- the need to plan better for an ageing population,
- recognition and protection of our environment,
- enabling young Maori into the labour force
- grasping economic growth opportunities.
- place-making local communities.

It is important therefore that the TUS not only identifies a way forward to cater for future growth pressure, but that it also seeks to address the shortfalls of existing planning through the effective place making of town and neighbourhood centres. The TUS is a comprehensive strategy to address all of these issues.

Now that the TUS has been politically endorsed, officers are focusing on consultation with key stakeholders and the public. Ratepayers in Tauranga have been advised of the TUS and invited to provide feedback via our website. Feedback to date has been strongly supportive. Broader consultation with the general public will occur through the Future Development Strategy (FDS) as required by the National Policy Statement on Urban Development Capacity.

Tauranga City Council officers are in the midst of a consultation programme with stakeholders. Many of the SmartGrowth forums have been consulted. Consultation with other stakeholders is progressing well.

In addition to the consultation and engagement programme, officers are undertaking background work to enable the implementation of the TUS. This includes:

- a city-wide plan to better enable and incentivize residential intensification in and around town centres,
- a review of wider plan provisions to determine whether plan 'blockages' exist preventing appropriate intensification in the existing urban area,
- background work on market feasibility, natural hazards, infrastructure capacity and other constraints to inform future re-zoning and plan change contents,
- identification of investments and tools (new local parks, streetscapes, amenity improvements, civic facilities etc) required to support the redevelopment of town centres.

It will be important for Council to work closely with local communities to gain their trust and confidence, so that intensification is seen as a driver of positive place shaping. This will take considerable time and effort.

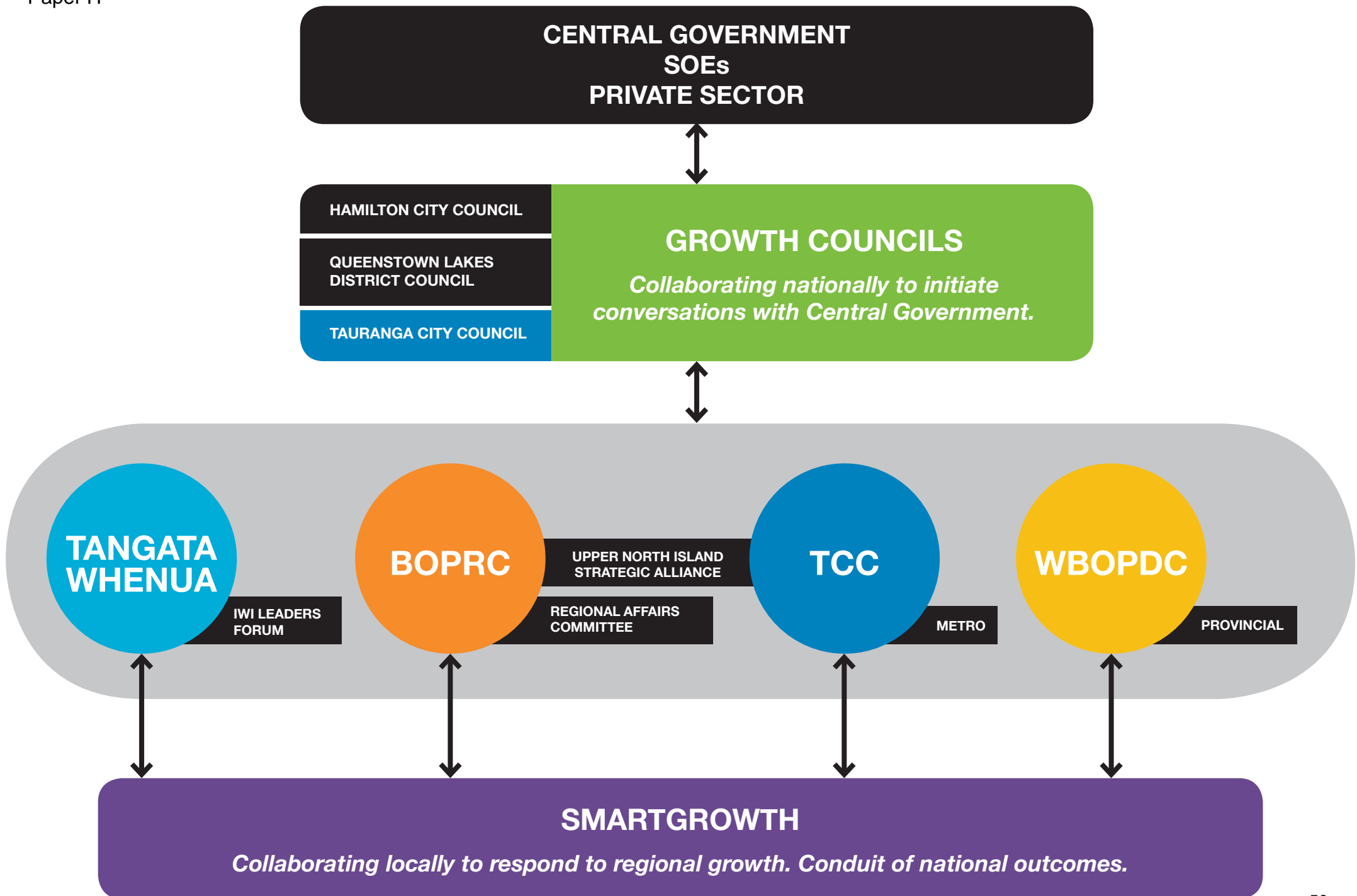
The TUS will provide an important component of the FDS, as much of the urban development capacity enabled by the TUS will help the western Bay of Plenty sub-region meet its future housing demand. The FDS is currently underway and being led by SmartGrowth Technical Implementation Group.

The TUS signals a sea-change in how Tauranga City Council responds to our growth challenge. It represents a commitment to higher levels of intensification that is consistent with the SmartGrowth Strategy and will ensure a more sustainable future for our future population.

Recommendations

That the SmartGrowth Leadership Group:

1. **Receive** this update report on the draft Tauranga Urban Strategy
2. **Note** that the draft Tauranga Urban Strategy will be a critical input to the Future Development Strategy and consulted on as part of the wider Future Development Strategy consultation and engagement programme





Committee Name	SmartGrowth Leadership Group (SLG)
Author(s)	Bill Wasley, Independent Chair
Committee Meeting Date	21 March 2018
Purpose	To provide SLG with recommendations in respect of the Silver Economy research report

1. Background

In August 2017 the 'Silver Economy' research report was presented to the SLG. As yet, the Leadership Group have not considered the recommendations and any subsequent action if appropriate.

The Silver Economy includes the economic opportunities arising from the public and consumer expenditure related to population-ageing and the specific needs of the population over 65 years.

2. Project Scope

The scope of the research project included;

- A review of 'Silver Economy' international commentary, research and developments.
- An assessment of the silver contribution to the Bay of Plenty economy
- A survey of business leader responses to the demographic transformation.

It is noted that the Silver Economy evolves from maximizing outcomes from serving the active lifestyle needs of mature and older people living longer, the products and services they purchase directly, the economic activity that these purchases generate, and the job opportunities for younger generations. It is the source of new ideas and trends in lifestyles and health care where entrepreneurship in new technologies is fostering investment.

Key drivers of this transformative change include distinctive consumer preferences, work-life choices, personal needs, and family responsibilities.

3. Silver Economy Research Conclusions

The research report noted that SmartGrowth had always regarded population ageing as a key spatial planning challenge. It also noted that rapid demographic ageing was not only a major societal challenge in terms of public budgets, workforce, competitiveness and quality of life, but also a major opportunity for new jobs and growth, also referred to as the 'Silver Economy'. In particular the report outlined that there was;

- Evidence of 'booming' Tauranga- Bay of Plenty silver economic growth
- Evidence of flat regional prospects, if population-ageing challenges go unmet.
- Prospects for innovation, economic sustainability and social investment.

Related to this, key aspects for 'silver economic development' include:

- Social Investment in wellness powers growth, by allowing all citizens including older people, to stay active and be productive contributors.
- Active ageing is the platform for silver economic development, predicated on age-friendly community and business environments, products and services.
- Innovations in personal care and technology, will enable care-giving move from institutions to home-based community care.
- Age-friendly environments reduce costs, enable independence, social and economic contribution of older people
- Longevity business innovation technology and entrepreneurship will maximise talent, create generational jobs meet global demand and drive growth.

The report makes recommendations to the Government, the Bay of Plenty Regional Council, the Bay of Plenty Territorial Authorities as well as the BoP DHB and SmartGrowth.

Specifically the report recommends that the:

- SmartGrowth Partnership
 - Integrate super-ageing silver economic growth and active ageing in settlement pattern structure plans congruent with social investment domains and;

- Bay of Plenty District Health Board:
 - Proactively invest in strategic action to enhance active ageing
 - Collaborate to achieve age-friendly communities and lifetime neighbourhood development to ensure access to essential services.

In addition, there were other recommendations as follows:

- That the New Zealand Government:
 - (a) Recognise population ageing as a silver economic opportunity platform for investment consistent with the WHO World Report on Ageing and Health 2015 and G20 Principles on Silver Economy and Active Ageing 2015.
 - (b) Actively pursue regional silver economic development.
- That the Bay of Plenty Regional Council:
 - (a) Insert clauses in the Regional Policy Statement to ensure that land use decisions by Territorial Authorities recognise and provide for population ageing and super-ageing community development requirements.
 - (b) Structures a regional social investment framework to promote sustainable social and economic development that has regard for the demographic transformation.
- The Bay of Plenty Territorial Authorities:
 - (a) Recognise and show in Long Term Plans how they intend to provide liveable communities for super-ageing through initial 5 year age-friendly community plans.
 - (b) Ensure the views of other agencies such as the DHB and social service providers are regarded in all decision-making.
 - (c) Recognise and support active ageing and lifetime neighbourhood development to ensure access to essential services.

4. Recommendations

That SmartGrowth Leadership Group requests that:

- (i) Priority One and Bay of Connections be advised of this work and the investment potential identified.**
- (ii) That officers take account of this work as an input into the western Bay of Plenty sub-regional Future Development Strategy to be completed by the end of 2018 as a requirement of the National Policy Statement on Urban Capacity**
- (iii) That the teams implementing the four growth areas agreed by the partnership in August 2016 be advised of the research**
- (iv) That the SmartGrowth Forums be provided with the research report**
- (v) That the research report be referred to the Bay of Plenty DHB for consideration.**
- (vi) That the research report be provided to territorial authorities in the Bay of Plenty for input into planning documents**



Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	21 March 2018
Author (s)	Bernie Walsh, SmartGrowth Manager
Purpose	Highlights – SmartGrowth Partnership Reports - March

SmartGrowth Bi-Monthly Reports – highlights

Introduction

The SmartGrowth Partnership Bi-Monthly Reports for March are attached in a separate Part B of the agenda – as an information pack only.

Highlights

Key activities and achievements since the last report are:

- **20 March ‘Smart Talk. Future Thinking’ event** with Savannah Peterson on what does a smart place need to do to attract savvy millennials – held with sponsorship support from NZ Planning Institute and PriorityOne. She also spoke at member events organised by these two organisations.
[Videos available on the SmartGrowth website.](#)
- **New one page ‘housing demand and need’ and ‘development trends’ factsheets** published following release of research reports in December 2017. ***See Attachment 1 and 2 to this summary.*** *Final Housing Reference Group workshop held on March 15 to complete work on Housing Demand and Need. Group discussion on Smart Action Housing Framework approach as response to the research.*
- **[SocialLink social sector mapping](#)** completed. SocialLink planning April 13 Summit to release of results of the work. Minister of Community and Voluntary Sector will attend. For a progress report on social sector mapping project, *see Attachment 3 to this summary.* **April SLG workshop also planned to brief members on results of the work, in advance of public release by Minister.**

- [SmartGrowth Forums](#) - meetings held January to March 2018. Draft Tauranga Urban Strategy was key item for discussion and feedback.
- SmartGrowth co-ordination work for [National Policy Statement for Urban Development Capacity](#) progressed including completing final draft of Housing and Business Land Assessment report by statutory deadlines through Technical Implementation Group. Positive feedback from government officials.
- Minister Twyford's SmartGrowth visit and tour confirmed for April 18 in letter to SmartGrowth Independent Chair. Advocacy briefing documents updated with latest factsheets and revised housing factsheet.
- SmartGrowth Leadership Group Eastern Corridor Tour held on February 21.

Other partner report highlights include

- Tauranga Urban Strategy (TUS) progressed, with sign-off for consultation in January 2018; comprehensive consultation package planned as part of Future Development Strategy. [Online survey and webpage launched](#). Presentations made to all SmartGrowth Forums. Ratepayers were made aware of the draft TUS in the February rates letters and encouraged to provide feedback via the Tauranga City Council website. Work to implement the TUS is getting underway, including scoping a city-wide plan change to the City Plan to encourage intensification in and around Tauranga's town centres.
 - Minister for the Environment David Parker considered the request to use the [streamlined plan process for Tauriko West Urban Limit Change](#). Decision received. [Media release from Bay of Plenty Regional Council \(March 5\)](#)
 - State of Tauranga Harbour Report released in December 2017.
 - Submissions on draft [Regional Land Transport Plan](#) close on 23 March. Hearings are in April.
 - [Long-term Plan engagement for Bay of Plenty Regional Council](#) opened in February. Series of [community events held](#). Submissions close 19 March.
 - [Omokoroa Structure Plan](#). Successful community engagement days have been held. Western Bay is now preparing for technical workshop to prepare draft options in March.
 - [Katikati workshop](#) held with Western Bay of Plenty District Council. Going out to the community to discuss alternative locations in late March/April. Challenge to balance population projections with the capacity of and cost of upgrades to the wastewater treatment plant.

- **Joint Agency Group** – papakaaianga developments progressing - including approach by large settlement trust to progress ‘at scale’ housing development on multiply-owned Maori land in Western Bay District.
- **Tauranga City Council February Housing workshop** held on housing policy issues related to structure planning for Tauriko West and Te Tumu.
 - Next [Te Tumu](#) structure planning open day planned for May 2018.
 - Next Tauriko West – [Tauriko for Tomorrow](#) - structure planning Open Days planned for June 2018.
- The **District Health Board** submitted on the Tauranga Cycle Plan and Ngatai Road Cycle Lane. Joint presentation by SmartGrowth and District Health Board staff on implementing health in all policies in planning practice at 2018 NZ Planning Institute conference in Tauranga.
- What’s happening in the western Bay of Plenty? - [Sub-regional consultation page developed](#) on SmartGrowth website.

Recommendations

That the SmartGrowth Leadership Group (SLG):

1. **Receive** the SmartGrowth Partnership Bi-Monthly Reports for March 2018.
2. **Refer** the reports to the SmartGrowth Forum Chairs for their information.

OUR FUTURE HOUSING DEMAND AND NEED

in the western Bay of Plenty

We are thinking about the future of housing demand and need – 30 years ahead.
Independent research and analysis on future demand and need projections shows that...

IN 2047...IN WESTERN BAY OF PLENTY



Less people will probably own the home they live in.

There will be more couple-only renter households



UP BY
112%



MORE RENTER-OCCUPIED DWELLINGS WITH PEOPLE OVER 65

– up 222% (6,830) in Tauranga, up 182% (1,970) in Western Bay District.

MORE HOUSEHOLDS IN GENERAL OF 65+ YEARS

– going from 32% in 2017 to 43% in 2047.

PROJECTED CHANGE IN HOME OWNERSHIP BETWEEN 2017 AND 2047



100% GROWTH IN COUPLE-ONLY AND ONE-PERSON RENTER HOUSEHOLDS.

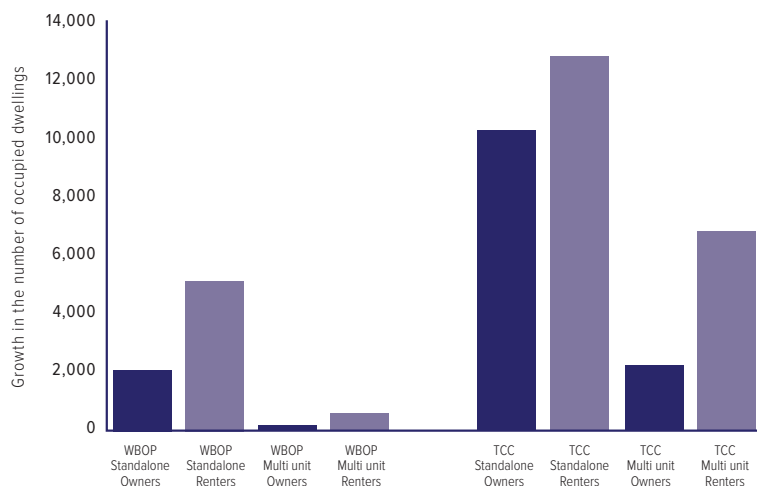


In Tauranga City - couples without children are projected to increase by 11,800 (70%) and one-person households by 11,000 (83%) between 2017 and 2047.



Western Bay of Plenty District - couples without children households increasing by 3,000 (35%) and one-person households by 3,200 (64%) between 2017 and 2047.

Occupied dwellings by tenure and composition in western Bay of Plenty



Owner occupied dwellings with couple-only and one-person compositions are also projected to experience strong growth increasing by 37% and 50% respectively between 2017 and 2047.

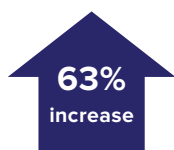
OUR CHALLENGES AND TRENDS IN PLANNING FOR HOUSING

- House price increases vs salary/wage growth – since 1991, house prices have gone up by double the rate of household incomes.
- Nearly 90% of renters who currently live in the western Bay of Plenty cannot affordably buy a house priced at \$500,000.
- We need to look at ways to increase the supply of affordable one and two bedroom homes – both to rent and to buy – to meet the needs of our communities.
- We need a better mix of housing types, tenures and sizes to meet the changing needs of our residents.

How many more homes will we need over the next 30 years based on population projections for 2047?

TAURANGA CITY

32,100
more homes



63%
increase

WESTERN BAY OF PLENTY

8,200
more homes



38%
increase

Modelled based on data from SmartGrowth, National Institute of Demographic and Economic Analysis and Statistics New Zealand.

Source: Research Report: Housing Demand and Need in Tauranga and Western Bay of Plenty, December 2017, Livingston and Associates Ltd/Community Housing Solutions Ltd



SmartGrowth

Building our futures together

SMARTGROWTH DEVELOPMENT TRENDS

in the western Bay of Plenty

LOOKING BACK...TO 2016-17...

Consenting records show that development and building activity is on the rise in the residential sector.

-  Residential building consents for new dwellings up 14% in 2016-17
-  Subdivision activity in 2016-17 in western Bay of Plenty also up by 84% compared to 2015-16



LOOKING BACK...AT LONGER-TERM TRENDS... HOUSE PRICES, RENTS AND TYPES OF HOUSING

Both Tauranga City and Western Bay of Plenty District (Western BoP/WBoPD) experienced a significant increase in average median sales price in the 2016-2017 year. This continues a trend of house prices increasing significantly in recent years following recovery from the global financial crisis.

There has also been a steady, but lower rate of increase in residential rents.

DWELLING SALES PRICES

	MEDIAN SALE PRICE (AT 30/06/2017)	LAST QUARTER		LAST 12 MONTHS		LAST 5 YEARS		LAST 10 YEARS	
		CHANGE	% CHANGE	CHANGE	% CHANGE	CHANGE	% CHANGE	CHANGE	% CHANGE
Tauranga City	\$605,750	\$9,875	1.7%	\$79,375	18.9%	\$233,313	62.6%	\$231,375	61.8%
Western BoP	\$584,509	\$8,339	1.4%	\$102,188	24.6%	\$205,111	54.1%	\$163,848	39.0%

DWELLING RENTS

	MEDIAN RENT (AT 30/06/2017)	LAST QUARTER		LAST 12 MONTHS		LAST 5 YEARS		LAST 10 YEARS	
		CHANGE	% CHANGE	CHANGE	% CHANGE	CHANGE	% CHANGE	CHANGE	% CHANGE
Tauranga City	\$418	\$3	0.7%	\$25	6.9%	\$96	29.8%	\$142	51.3%
Western BoP	\$355	\$5	1.5%	\$20	6.8%	\$75	26.9%	\$117	49.0%

TRENDS IN TYPES OF HOUSING

Councils issued a higher proportion of consents for retirement village units and apartments, and less for standalone houses in 2016-17 than the average for these types of consents over the past five years.

DWELLING TYPE

		HOUSES	APARTMENTS	RETIREMENT VILLAGE UNITS	TOWNHOUSES, FLATS, UNITS, AND OTHER DWELLINGS
Last 12 months	Tauranga City	76.9%	1.9%	16.6%	4.6%
	WBoPD	84.3%	0.0%	4.7%	11.0%
Last 5 years	Tauranga City	83.0%	0.7%	12.3%	4.0%
	WBoPD	85.2%	0.2%	8.8%	5.8%

Source: Statistics NZ Info Share

Mapping the Social Sector Progress Report – February 2018

Milestones	Progress
Milestone 1 - Set up phase by end of March 2017: <ul style="list-style-type: none"> • Develop data protocol • Completion of database and training • Stakeholder engagement to finalise data to be collected • Develop Communications and branding • Launch project and commencement of data collection • Progress report to CEAG and SSF in March 	Completed.
Milestone 2 – Data collection Phase by end of August <ul style="list-style-type: none"> • Undertake desktop research • Undertake interviews with agencies • Progress reports to CEAG and SSF in June and August • Report/presentation to Senior Leadership group and SSF in June 	<p>Data collection ended at Christmas 2017, of the estimated 260 social services, 141 organisations had been interviewed and desk top research was completed for 215 organisations.</p> <p>SocialLink has submitted a Lotteries research application to enable completion of the research for the remaining agencies and for dissemination of the research.</p>

Milestone 3 – Report preparation and dissemination of research

- Prepare research reports
- Develop communications plan and launch research
- Undertake presentations of research to the sector, SG and stakeholders
- Progress reports to CEAG and SSF in October and December

Preparation of the findings report had been delayed to enable more time to interview agencies.

An overall findings report is currently being prepared and will be reviewed by the Social Sector Forum prior to release.

SocialLink is organising a summit on 13 April 2018 to launch the research. The research will be launched by the Minister of the Community and Voluntary Sector, Minister Peene Henare. Following the Summit, presentations of the research will be undertaken to relevant networks of agencies, stakeholders etc. Further research reports will be prepared to further analyse particular aspects of the research and in response to requests.

A communications plan has been developed for the launch of the research.

Presentation of the research findings to the Leadership Group will occur on 18 April 2018.

Progress reports provided in April, June, July, October and February to CEAG and SSF.