



Agenda for Open Meeting No. SG19/03

SmartGrowth Leadership Group

**The SmartGrowth Leadership Group will meet in the
Tauranga City Council
91 Willow Street, Tauranga,
Chambers on
Wednesday 20 March 2019
at 10:45am-1:30pm**

**M Grenfell
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)

Bay of Plenty District Health Board

Ron Scott

NZTA:

Ross l'Anson

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 Open Meeting No. SG19/03

SmartGrowth Leadership Group

Wednesday 20 March 2019

10:45am-1:30pm

Bay Of Plenty Regional Council

87 First Ave, Tauranga

Note: Jenny Chetwynd NZTA General Manager Strategy, Policy and Planning will be attending.

Apologies

Conflicts of Interest

Confirmation of Minutes:

Confirmation of the Minutes of the SmartGrowth Leadership Group (SG18/11) dated 21 November 2018

A copy of the minutes are attached.

Recommendation:

That the minutes of the SmartGrowth Leadership Group (SG18/11) held on 21 November 2018 be confirmed as a true and correct record.

AGENDA BUSINESS

1. UFTI Update Report (Paper A)	8
Attachment 1 - A3 UFTI Update	11
Attachment 2 - Draft Project Plan	15
Attachment 3 - Draft Briefing Papers	41
Attachment 4 - High Level Communications & Engagement Strategy	66
 2. SmartGrowth Bi-Monthly Report (Paper B)	 72
• Kaituna Link, Measuring Intensification, Housing Update	
 3. Reporting Back: Local Government and Other Forums	
Verbal updates on the following from SmartGrowth Chief Executives and Combined Tangata Whenua Forum	
• Metro sector	
• Regional sector	
• Upper North Island Strategic Alliance	
• Rural and Provincial sector	
• LGNZ	
• Growth Councils	
• Combined Tangata Whenua Forum	

**Minutes of Meeting No. SG18/11 of the SmartGrowth Leadership Group held on
21 November 2018 in the Chambers, Tauranga City Council, 91 Willow Street,
Tauranga commencing at 9:30am**

Present

Independent Chairperson

W Wasley

Bay of Plenty Regional Council

Chairman: D Leeder

Councillors: J Nees, P Thompson, S Crosby

Tauranga City Council

Mayor: G Brownless

Councillors: L Baldock, L Brown, T Molloy

Western Bay of Plenty District Council

Mayor: G Webber

Councillors: M Williams, D Thwaites, J Scrimgeour

Tangata Whenua Representatives

M Tapsell, I Walker, B Mikaere, Verna Ohia-Gate (alternate)

In Attendance

SmartGrowth

K Tremaine – Strategic Advisor

V Jones – SmartGrowth Administrator

S Rolleston - Tu Pakari Advisor

B Fraser – Strategic Communications Consultant

Bay of Plenty Regional Council

Fiona McTavish – Chief Executive

N Poutasi – Acting General Manager – Strategy and Science

A Fort – Senior Planner

Tauranga City Council

C Jones – General Manager, Growth & Infrastructure

D Spittle – Principal Strategic Advisor

A Hancock – Urban Strategy Planner

R Hudson – Team Leader: Strategy Development

A Mead – Manager: City & Infrastructure Planning

Western Bay of Plenty District Council

M Taris – Chief Executive Officer

R Davey – Group Manager Policy, Planning & Regulatory Services

P Martelli – Resource Management Manager

Apologies

P Ihaka, P McLean

Apologies Lateness

M Williams

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 20 March 2019

SG18/11.01

APOLOGIES

Moved Cr D Thwaites / **Seconded** Cr J Nees

That it be Resolved

That apology be received for P McLean, P Ihaka

CARRIED

SG18/11.02

**CONFIRMATION OF MINUTES – SMARTGROWTH LEADERSHIP GROUP
(SG18/9) – DATED 19 SEPTEMBER 2018**

The Committee considered the minutes of the SmartGrowth Leadership Group (SG18/9) dated 19 September 2018 as circulated with the agenda.

Moved Cr S Crosby / **Seconded** Chairman D Leeder

That it be Resolved

That the minutes of the SmartGrowth Leadership Group (SG18/9) dated 19 September 2018 be confirmed as a true and correct record.

CARRIED

SG18/11.03

TRANSPORT & URBAN FORM, AND PARTNERSHIP MATTERS

Chair noted on page 3 of the agenda redaction in confidence but when agreements made with other parties paper will be made public and redaction removed.

Moved Mayor G Webber / **Seconded** Cr S Crosby

That it be Resolved

That the SmartGrowth Leadership Group receive the report.

Attachments:

1. SLG Resolutions: Urban Form and Transport Initiative- 7 September 2018
2. Impact Consulting Report: Stocktake & gap Analysis Peer Review
3. Power Point Slides: Transport Stocktake and Gap Analysis

CARRIED

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 20 March 2019

SG18/11.04

KAITUNA ROADING LINKING

Moved Mayor G Webber / **Seconded** Cr L Baldock

That it be Resolved

That the SmartGrowth Leadership Group:

1. **Agrees** that further investigation be undertaken and report back on route protection mechanisms in respect of the Kaituna Link, before any options are considered. This is to include discussions with relevant landowners, Western Bay of Plenty District Council, Bay of Plenty Regional Council, Tangata Whenua and consideration of any relevant Future Development Strategy matters.

CARRIED

SG18/11.05

RESIDENTIAL DEVELOPMENT CAPACITY

Moved Mayor G Brownless / **Seconded** Mayor G Webber

That it be Resolved

That the SmartGrowth Leadership Group **endorse**:

That SmartGrowth partner staff actively progress opportunities to meet short term land supply by taking into account the following guidelines:(refer A to L in substantive report), which shall be appropriately weighted on a case by case basis, and

That in parallel, work will continue on medium term supply through the Future Development Strategy, Tauranga Urban Strategy, residential intensification projects and Greenfield Urban Growth Areas, and

That together with the Tu Pakari Advisor SmartGrowth partner staff will continue to progress opportunities to engage with Maori organisations to support their land development aspirations.

CARRIED

Adjourned 11.30am

Reconvened 11.45am

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 20 March 2019

SG18/11.06

**FUTURE DEVELOPMENT STRATEGY &
TAURANGA URBAN STRATEGY ENGAGEMENT REPORT**

Cr P Thompson commended the high calibre of SmartGrowth forum presentations at the SmartGrowth Leadership Group meeting on 31 October, noting the submissions were around key issues and expressed compliments to the forums involved.

Moved Cr P Thompson / **Seconded** Cr L Baldock

That it be Resolved

That the SmartGrowth Leadership Group:

1. **Receive** this update report on the consultation of the Future Development Strategy.

CARRIED

SG18/11.07

**URBAN FORM AND TRANSPORT INITIATIVE
HIGH LEVEL UPDATE**

Welcome extended to Rick Boven, David Cunliffe and James Oliver-Roche who have been developing the proposal and working on the urban form and transport initiative.

David noted they are here to provide an update on the proposed path forward, provisionally named the **Urban Form and Transport Initiative (UFTI)**, for which they are seeking the SmartGrowth Leadership Group's guidance and endorsement. Since 19 September SmartGrowth Leadership Group meeting they have engaged with staff from the Western Bay's local and regional Authorities, their stakeholders, and NZTA to agree a path forward which:

- Progresses WBOP's near-term transport priorities, such as the TNL/SH2
- Develops a long-term urban form and transport plan which resolves the issues highlighted in the Stocktake and Gap Analysis
- Mobilises a high quality cross-functional and cross-organisational Project background and high-level approach discussed noting the urban form transport initiative is to get an overview on the transport and economic so we can reduce congestion and get support from central government, and have a joined up process where the network dynamics work together and come forward in a way that reflects the needs of the community.

UFTI proposes to deliver high level urban form and transport recommendations throughout 2019

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 20 March 2019

Through the Urban Form and Transport Initiative (UFTI) Local Authorities are seeking to deliver on four objectives, which depend on three sets of interdependent processes.

The proposed approach delivers detailed urban form and transport plans over four phases:

- Providing an interim report which will include urban form and transport system investment options and high-level recommendations by August 2019
- Project governance has been designed to ensure the team is steered by and accountable to decision makers.
- The objectives, priorities, approach and plan are a team working draft still to be consulted /signed off by WBOP and Crown stakeholders.
- Today's consultation is one part of that process and your feedback is sought.

Through UFTI local authorities are seeking to deliver on four objectives



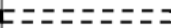




- Resolve urgent transport challenges to provide safe, sustainable and efficient transport solutions for the WBOP in partnership with NZTA and in the context of the new Government Policy Statement (GPS) on Transport.
- Develop a 30 to 50 year transport plan that integrates sustainable transport planning with the outlook for urban and economic growth, and, by addressing near and long term drivers, provides well-being improvements in the Bay of Plenty.
- Develop a shared understanding of the steps needed to deliver a high performing region for citizens and enable local leaders to get the long term plan implemented
- Establish a shared commitment to partnering and ways of working together amongst Local Authorities and Central Government.

Please note, objectives will be refined with NZTA and WBOP stakeholder feedback as part of the Terms of Reference development process

Which depend on three sets of interdependent processes

- Engage with NZTA to reposition and mobilise the near term projects
- Resolve acute transport challenges in the context of a long-term plan
- Develop a revised long-term, integrated, urban form and transport plan

Next steps include engaging with NZTA & developing detailed project plan:

Activity	2018		2019
	Nov	Dec	Jan
Engaging with NZTA on the near-term re-prioritisation process, in particular the TNL/SH2 Board decision and announcement in December			
Setting up meetings between the Mayors/Chair with the Minister and the Minister's visit to the WBOP			
Drafting and agreeing the Terms of Reference, detailed project plan and funding arrangements with NZTA's Board and the Local Councils			
Developing an initial understanding of the key issues which need to be resolved by the UFTI			
Present detailed draft project plan and end of Phase One Findings at the first Project Steering Group meeting			
Launching the first substantive phase of the UFTI in, with recommendations delivered throughout the year			

Full power point presentation available on request.

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 20 March 2019

SG18/11.08

REPORTING BACK: LOCAL GOVERNMENT AND OTHER FORUMS

Verbal updates:

- Metro sector - Queenstown is a member of the metro sector. Queenstown airport has reached the maximum capacity for flights and are looking at other alternatives. Rapid growth in tourism.
- Combined Tangata Whenua Forum – Update on the Maori development land trusts and hydroponics, noting the gateway to the regional development is through the port of Tauranga.
It was noted the tribal area and new initiative working with councils bringing different land trusts together, discussing housing and water. Need to simulate more robust discussion.
National Maori Conference came together recently to discuss Maori lands trusts and settlements in the future space. For Maori we need to be courageous. The capacity within our Maori development has support from central government.

LGNZ updates – Significant announcements made in the water space indication of what they are thinking, what can they do to fill the gap. The four wellbeing's is making some progress.

Social service number of actions making progress.

RMA cabinet paper released two stages of work, tweaks are being made in regards to reversal. Stage two proposals more relative around the water space but no detail yet although would like to see rapid improvement in our lakes and rivers.

Sector consulted in regards to drinking water and infrastructure, safe water drinking standards.

UDI framework will be out shortly.

SG18/11.09

PART C - RECOMMENDATIONS TO EXCLUDE PUBLIC

Moved Cr P Thompson / **Seconded** Cr L Brown

That it be Resolved

That the SmartGrowth Leadership Group:

1. Agree that the public be excluded from the following parts of this meeting:

a) Urban Form and Transport Initiative Briefing

b) Residential Development Capacity - Confidential

Appendix to the report on the open meeting agenda

c) Henley Hutchings: Principles and Protocols report and recommendation to move report into public. This report has already been received by SLG in September.

THESE MINUTES ARE YET TO BE CONFIRMED

To be confirmed by the SmartGrowth Leadership Group on 20 March 2019

2. **Note** that the reasons for excluding the public are that these matters are subject to negotiations between the various parties and they also relate to individual properties. These need to remain confidential in order not to prejudice the interests of any party.
3. **Note** that this resolution is made in reliance on section 48(1)(a) of the Local Government Official Information and Meetings Act 1987 and the particular interest or interests protected by section 7 of that Act, which would be prejudiced by the holding of this part of the proceedings of the meeting in public.
4. **Agree** that Nigel Tutt, Greg Simmonds Priority One, Scott Campbell from Campbell Squared, John Hanna, remain in the public excluded session.

CARRIED

The meeting concluded at 12:30 p.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 20 March 2019

Report to	SmartGrowth Leadership Group
Meeting Date	20 March 2019
Author	Partner Council Chief Executives
Purpose	UFTI Project Update: Principles, Project Plan, Briefing Papers, Communications & Engagement Strategy

1. Introduction & Context

The UFTI project has reached the stage where Phase 1 is virtually complete which required the development of a project plan; resourcing plan (which is still under consideration by Chief Executives) discussions on procurement and potential funding arrangements; and the pending appointment of a Project Director.

While for some members progress may have not been as fast as envisaged, it has been important to take the time to get the arrangements anchored across the partners and with NZTA who have a national approach and obligations. The project is now at the stage where proposed phases 2-4 have been scoped; procurement processes are underway in respect of obtaining the services of a Project Director to drive the project on behalf of the partners; and a Technical Director. The nature and scope of support resources will follow once the Project Director is appointed.

It is noted that the NZTA has signed off on the terms of reference recently and all partners have committed to the UFTI partnership approach and scope of work to be undertaken.

The development of a robust and agreed evidence base across the UFTI partnership is a critical foundation for making progress in addressing transport and urban form matters. The western Bay of Plenty sub-region is in competition with a number of other areas particularly when it comes to seeking government funding.

2. Project Overview- A3 Documents

The attached A3 documents provide a Project Overview and an overview of the Communications & Engagement Strategy. They are intended to be used in communicating the nature and scope of the UFTI project and its various components.

The meeting will focus on the A3's as they contain key elements of the below mentioned documents.

3. UFTI Principles

On page 1 of the UFTI Update A3, a number of principles are outlined in respect of partnership, protocols, and solutions. Feedback and input on these, is sought from the SmartGrowth Leadership Group, and to sign off on them in 'principle'. Amendments and additional principles may emerge

during the project. Many of the principles build on existing ones contained in the SmartGrowth strategy.

4. UFTI Project Plan- Draft

The attached plan has been considered and approved by the Executive Review Group at its meeting on 6 March 2019. The draft has also been discussed at a recent Project Sponsors Group. However, the plan is remaining as a draft to:

- accommodate any feedback and input from the Leadership Group; and
- Enable the project director, when appointed, to influence the project plan and own the delivery thereof.

David Cunliffe of Stakeholder Strategies will be in attendance to present on the plan and respond to queries members may have.

Responsibility for approval of the final project plan sits with the Executive Review Group.

5. Briefing Papers

A number of briefing papers are attached for discussion and comments are sought on these. The papers cover what are considered to be the most important topics for consideration by UFTI.

They are intended to highlight the current state of knowledge, the challenges, opportunities, approach and deliverables in respect of each key area of work.

Also, they will help ensure the thinking of all parties is aligned on each key area, and if thinking is not aligned, highlight what issues require further research and analysis

The papers will also provide a working base of material for use in stakeholder communications.

Those papers in particular (but not limited to) where comments are sought, include 'near Term Projects'; 'Mode Shift'; Multi Modal Transport Options', and 'Housing Supply'.

6. Communications & Engagement Strategy

A high- level strategy is attached for comment and noting. Scott Campbell of Campbell Squared will be in attendance to present and respond to queries.

7. Recommendations

That the SmartGrowth Leadership Group receives the report and subject to any comments and input;

- Endorses the UFTI principles;

- Notes the draft project plan;
- Notes the briefing papers as a basis for issue identification for consideration in the UFTI project;
- Notes the high- level communications and engagement strategy

URBAN FORM & TRANSPORT INITIATIVE

MARCH UPDATE

PARTNERSHIP

UFTI Terms of Reference have been approved

Phase One of UFTI has been completed in partnership between SmartGrowth, NZTA, BOPRC, WBOPDC and TCC, with support from Stakeholder Strategies and Campbell Squared

The Project Plan proposes that later Phases will include partnering with the Port of Tauranga, KiwiRail, the Ministry of Housing and Urban Development and the Ministry of Education

PROGRESS

The team's focus during Phase One has been on:

- Delivering the draft Project Plan, a key output for Phase One
- Contributing to the Resource Plan and Communications Plan
- Developing an agreed series of Briefing Papers, crisply expressing the key issues emerging for Phase One to date
- Developing the analytic methodology that will generate input into the system master plans and UFTI Foundation, Interim and Final reports (summarised in Project Plan)
- Conducting tactical workshops and baseline analysis on some key system issues – such as SH29, Sulphur Point to Hewletts Road sub-area, Regional flows, and multi-modal applications
- Developing, refining and agreeing with the team the:
 - Project Plan
 - Communications and Engagement Plan
 - Resourcing Plan
 - Other Executive Group (ERG), Project Sponsor Group (PSG) and SLG material
- Supporting the Mayors'/Chair's Ministerial visit and ongoing internal and external stakeholder engagement
- Reporting to the ERG and PSG

GUIDANCE FROM ERG AND PSG REVIEWS

Approved:

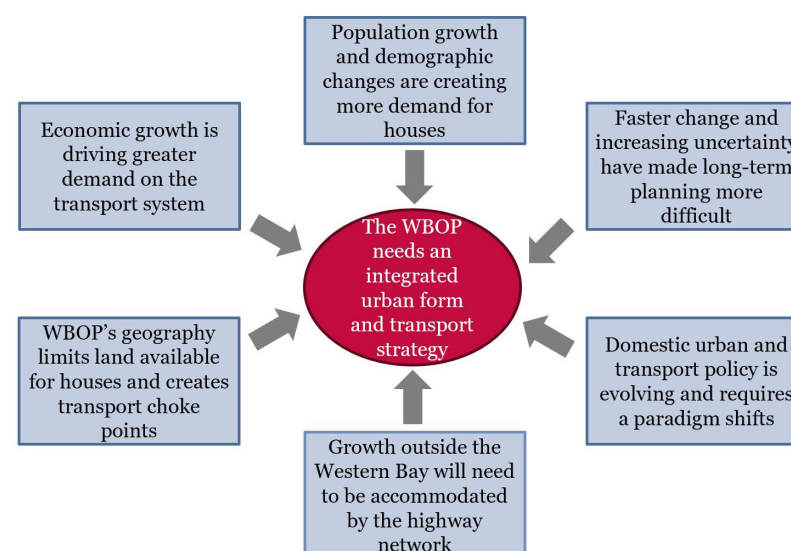
- Briefing Papers (excluding the Hewletts Road and Connected Projects papers which have not been reviewed until now)
- Proposed Project, Resourcing, Comms and Engagement Plans approved subject to minor changes

Substantive guidance:

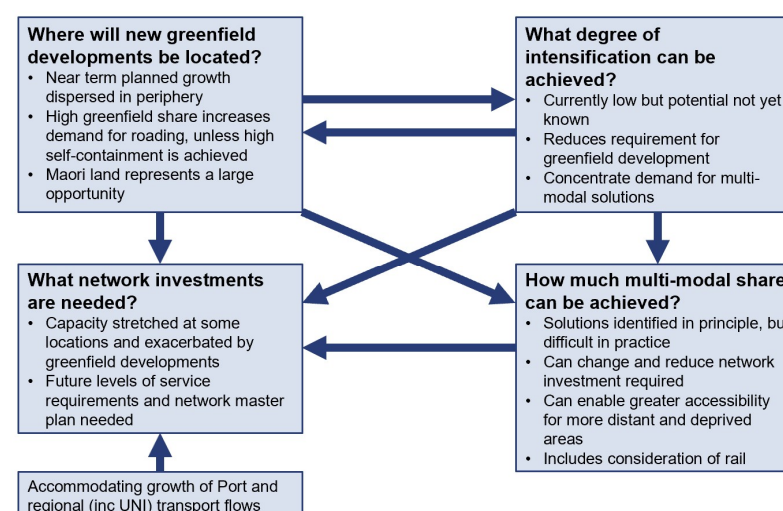
- Focus on what matters to the people of the Bay, drive for outcomes based on building shared understanding
- Emphasise the importance of the Port and KiwiRail
- Ensure UFTI integrates with NZTA's NLTP and BOPRC's RLTP processes

CHALLENGE

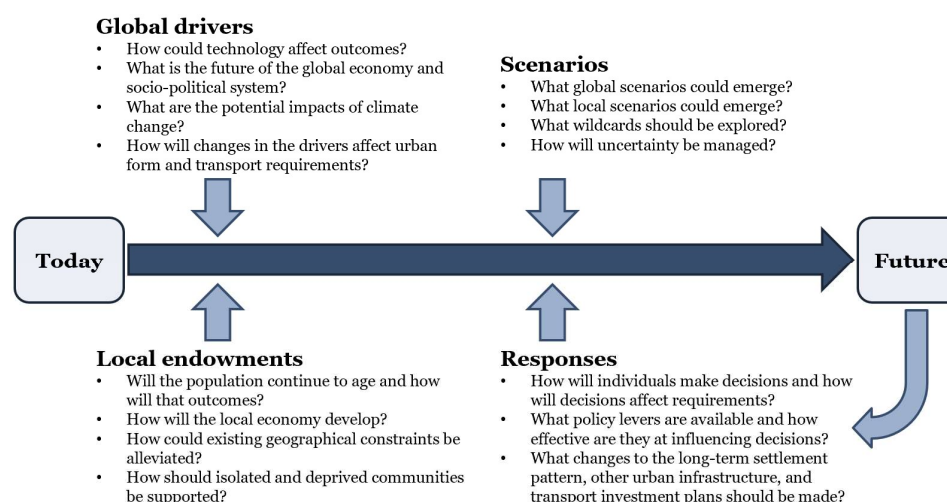
WBOP needs an integrated urban form and transport strategy



There are four key issues with sit at the core of the problem:



Outcomes on the core issues will be shaped by global and local forces.



PRINCIPLES

UFTI project team and governance members agree to work in ways consistent with the following principles. The principles have been divided into three types:

"Partnership" principles which guide how the parties should interact
 "Protocol" principles which guide how team members should operate
 "Solution" principles which guide the answers sought by the team

The "partnership" principles include:

- Participate in the project in good faith
- Recognise the need to examine existing policies and strategies where necessary
- Work collaboratively to deliver on the project objectives
- Make available relevant information as required
- Contribute staff time as required to complete the project successfully
- Communicate externally in partnership through UFTI
- Acknowledge sensitivities and release information publicly only when agreed

The "protocol" principles include:

- Build from past work and develop solutions iteratively
- Recommend decisions based on agreed evidence and processes
- Deliver in close partnership between the Parties
- Drive collaboration between connected projects and UFTI sub-teams
- Bring stakeholders and the public "along the journey"
- Build shared understanding and agreement

The "solution" principles have been developed to expand on the SmartGrowth Partnership principles developed in 2001. They include:

Underlying principles from the SmartGrowth Partnership

- Live, learn, work and Play
- Integrated planning for the long term
- Evidence Based
- Partnership

Additional principles to guide the solutions which are developed through UFTI

- Deliver the project's objectives outlined in paragraph five
- Align to the Government's urban growth and transport agenda while tailoring solutions to reflect the WBOP's unique situation
- Be ambitious and aspirational while also realistic and evidence backed
- Develop future proofed and adaptable solutions
- Bring stakeholders and the community "along the journey"

BRIEFING PAPERS

Key work area Briefing Papers were prepared on twelve of the most important topics in the Urban Form and Transport Initiative identified so far, in order to:

1. Highlight to ERG, PSG and SLG members the current state of knowledge, the challenges, opportunities, approach and deliverables of each key area of work
2. Ensure all parties' thinking is aligned on each key area of work, and if thinking was not aligned, to highlight what issues require further research and analysis to provide a basis for building shared understanding
3. Provide a working base of material that could be adapted for stakeholder communications when required

Briefing papers were written on the following topics:

1. Near term projects
2. Mode shift potential
3. Housing supply
4. Hewletts Road sub-area
5. UFTI challenge
6. UFTI methodology
7. Multi-modal transport options
8. Regional freight flows
9. Managing uncertain futures
10. SmartGrowth and UFTI relationships
11. UFTI additionality
12. Connected projects

Caveat:

These papers were developed through a combination of issues informed by early stage UFTI framework development, input from subject matter experts who are participating in UFTI, initial scans of existing research, and high-level analysis of publicly available and proprietary data.

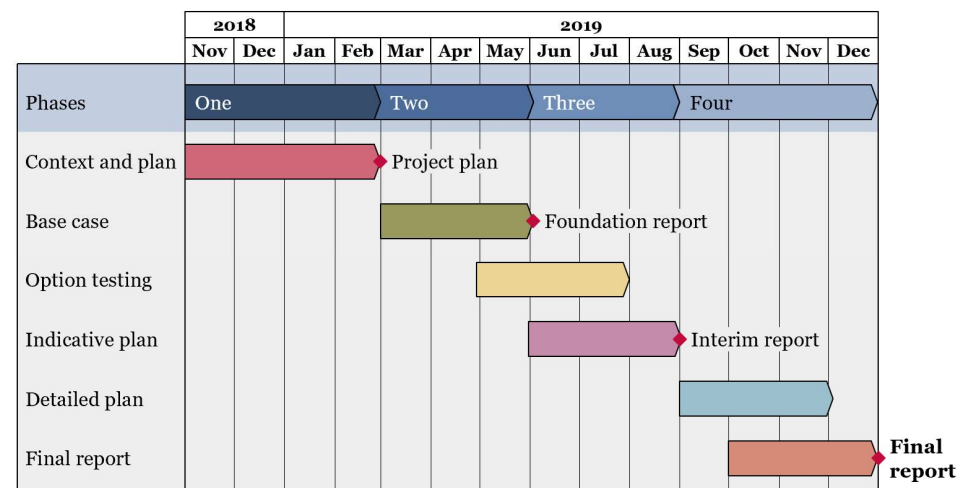
These briefs reflect team thinking at the time of writing and are outputs of initial analysis. They should not be considered final outputs, nor are they in a form designed for public release.

They are intended to provide free and frank advice to UFTI's governance and should not be considered ready for release in their current form. While the briefs have been agreed by project team members, they do not purport to represent the official view of any of the Parties.

PROJECT PLAN

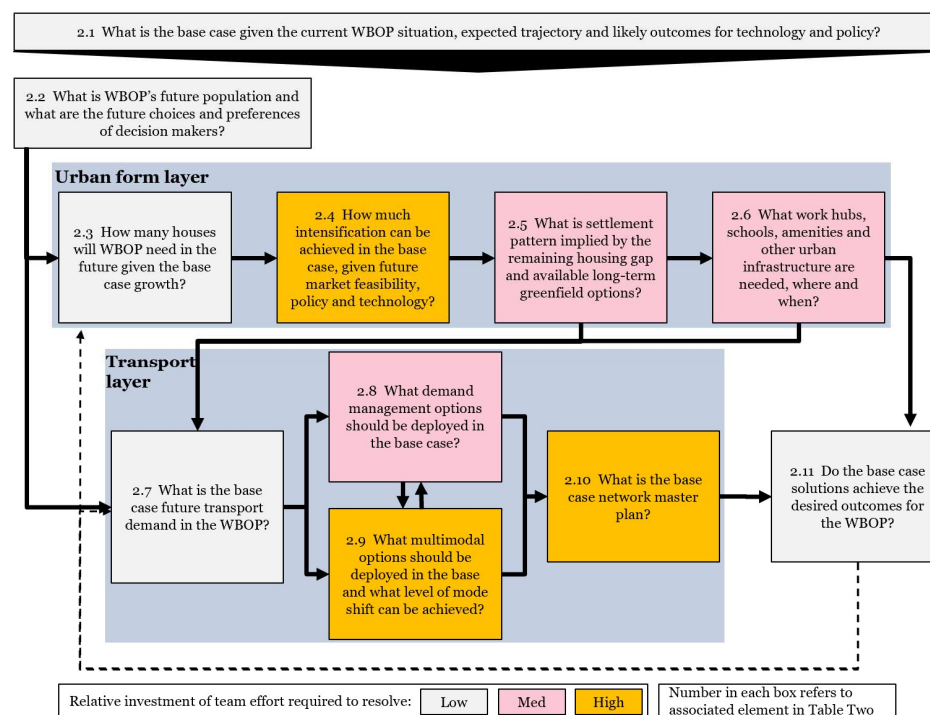
UFTI will be delivered over four Phases with six analytic Stages

- "Phases" and "Stages" align to ATAP's approach



The base case stage – UFTI's next stage of work – sets out to develop a view on the likely expected future for urban form and transport in the WBOP, based on what we know today. The early view will provide a foundation to understand what the major challenges, solution options, and drivers of uncertainty are. Learnings from this stage will inform later stages.

The base case stage includes resolving ten highly related questions, as outlined in the figure below:



Three base case teams will be launched to complete the analysis.

Key Stage Two analyses include:

Base case description

- Describe the BAU trajectory and future uncertainties
- Workshop the base case and alternative scenarios
- Describe the base case and scenarios

Brownfield intensification

- Understand current demand and supply profile and trajectory, drivers, success factors, barriers, and high-level options
- Sensitivity test changes in land values and building costs required to make greater brownfield intensification viable
- Identify lessons from international cities of a similar scale, type and land ownership configuration
- Model intensification opportunities and alternative uptake scenarios to estimate the housing need residual to be met by new development areas

New development areas

- Understand current demand and supply profile and trajectory, drivers, success factors, barriers, and high-level options
- Prioritise options so that a base case development sequence can be described

Demand management

- Identify leading global and NZ demand management solutions
- Develop base case suite of solutions for the WBOP
- Understand enabling system requirements and barriers to adoption
- Model impact on demand

Mode shift

- Identify leading mode shift solutions and strategies
- Develop system solution and understand how to tailor for specific circumstances
- Understand enabling system requirements and barriers to adoption
- Model impact on demand

Network plan

- Model implications of 2.6., 2.7, and 2.8
- Integrate planned and proposed system-level transport investments
- Define future network spine, including cross harbour connections and primary freight routes
- Develop a strategic approach to improve access to the network spine, for example the Sulphur Point to Bayfair sub-area

Note: Excerpt from UFTI Project Plan, not exhaustive

The base case stage will develop alternative scenarios which will be modelled and analysed in the option testing stage. Scenario analysis will allow base case solutions to be tested against more fundamental uncertainties such as future climate change, availability of advanced technology, the price of energy, policy and funding choices, and preferences of residents, developers, transport users and policy makers.

The indicative plan stage will deliver preliminary urban form and transport network master plans, strategies for intensification and multimodal, and recommended implementation steps. These will be tested, refined, detailed and communicated in the later stages.

Output from the base case and later stages will include further briefing papers, input into formal reports (such as a Foundation Report in May), and input into subsequent analysis.

URBAN FORM & TRANSPORT INITIATIVE
MARCH UPDATE

COMMUNICATIONS AND ENGAGEMENTS

Campbell Squared (C2) has been engaged to manage project communications and local engagement. C2 has led the development of the communications plan that is attached for consideration; is coordinating a regular meeting of council communications advisers and has supported the briefing for the Ministerial visit. The Communications and Engagement team will work closely and collectively with the broader UFTI team.

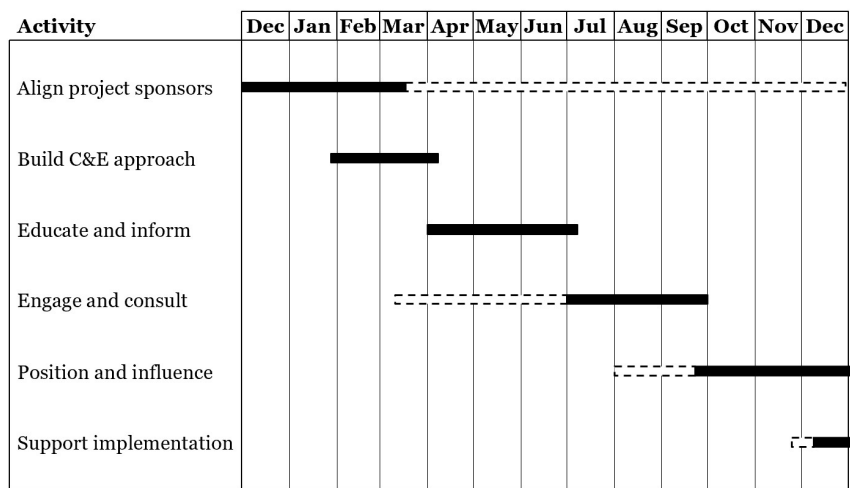
The communications approach will clearly articulate the opportunities and need for UFTI, namely:

- UFTI will build a collaborative process between its parties, including the SmartGrowth partners, the NZ Transport Agency, and other relevant Crown agencies
- The process will formalise partner engagement and buy-in while respecting the need for partners to manage other issues according to their own needs and governance processes
- UFTI will actively pursue integration of urban form development and transport outcomes
- Building public support for a strategic approach while mitigating short term constraints and ensuring critical path steps are identified and managed

The Communications and Engagement Team will:

- Tell the urban form and transport “story” in a way that makes sense to, and excites, public and local iwi / business / community leaders
- Support the Project Director’s and PSG Members’ engagement with Government, including relevant Ministers
- Support Western Bay leaders to communicate how existing operational projects align to the new Government’s transport and Urban priorities
- Ensure stakeholders are engaged through the right channels, at the right time, in the right way
- Align stakeholders around a shared long-term strategic approach to the sub-region’s urban form and transport, with a shared commitment

The key deliverables of the communications and engagements efforts are:

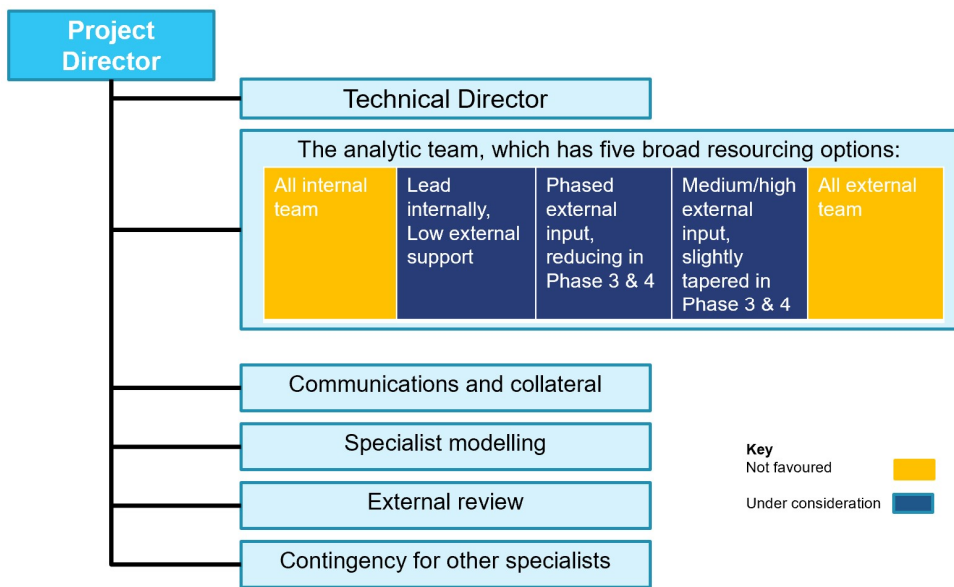


RESOURCE PLAN

UFTI is an extremely complex project that requires multiple layers of quantitative and qualitative analysis; integration across multiple portfolios (transport, urban planning, education, environment, economic development); and integration into a common team of staff and representation from multiple councils and central government agencies. It is being conducted on an aggressive timeline (one year c.f. ATAP’s four years).

Consideration has been given to a range of project team configurations that are outlined in a separate paper that is being brought to the ERG by the Project Leader for consideration and separate discussion.

At the highest level these can be summarised as:



Three variants of lead consultant costs have therefore been provided to TCC on behalf of ERG and approximate internal resource requirements estimated by Option. These estimates are preliminary and commercially confidential at this point.

Under all of the three Options being considered, joint team membership between consulting and in-house council and agency personnel is strongly recommended. That is to ensure rapid acquisition of existing data and information by the project team; insurance against unnecessary re-work; and real-time integration of perspectives and frameworks, to build shared understanding between the partners. Trade-offs exist between internal and external resourcing components and costs. Partners also need to manage competing demands on internal staff time, particularly at the crucial senior/mid layer.

All three Options currently envisage inclusion of an external Project Director and Technical Director, who would have line responsibility continuing after Phase Four to ensure project implementation and continuity. However configured and resourced, procurement timelines will need to manage and maintain project momentum given interim and final deliverable dates.

ISSUES OF SUBSTANTIVE TEAM DISCUSSION

The most substantive issues identified by the Project Team have been surfaced in the series of briefing papers attached to this summary. In addition, more detailed work has been done on several core areas of future analysis, including in several of the near-term project clusters (Sulphur Pt-Bayfair and SH29/Tauriko). The briefing papers have been agreed by the whole team, and that process has identified legitimate pressure points where further work is required for UFTI to make agreed recommendations. Examples include:

- How much intensification of urban form will be possible and what tools can be used to drive this? What balance between planning and urban form, technology and transport infrastructure investment? And between greenfields and brownfields development?
- How much mode shift and how to drive it? Tauranga starts from a very low public transport usage base. What is an aspirational but achievable goal and how can it be realised?
- How to progress and integrate the key near term projects. The major projects (SH2, SH29, Hewletts area) are crucial both in their own right and as components of the network spine/integrated system. Other smaller projects must maintain momentum where they are not contingent on UFTI outcomes. An agreed triage process is needed to align thinking on this.

It is pleasing to note that previously difficult issues are able to be discussed in the team context in a respectful and productive way. There is a shared commitment to evidence-based analysis and shared teamwork.

PRIORITIES AND RISKS

In the near term, the team will respond to ERG/PSG/SLG guidance, engage the Project Director, and progress setup for Phase 2 launch

Key risks to the project are resourcing, timing and stakeholder buy-in

- Timeline is ambitious but achievable: little scope for delay if deliverable deadlines are to be met
 - A high level of analytic complexity and interdependency within the subject matter will be managed
- Partners need to confirm funding commitments pursuant to TOR approval (now confirmed by all parties)
 - Funding for associated near term projects being managed in parallel is also required if these are not to stall and constrain the UFTI outputs and system masterplan
- Public communications on the project need to be increased and external stakeholders engaged
 - Now that the timing of a Ministerial visit has been confirmed and the Communications and Engagement Plan approved

URBAN FORM & TRANSPORT INITIATIVE

MARCH UPDATE

Outline

UFTI Terms of Reference link back to project Partners via Co-Chairs and the governance layers (ERG/PSG/SLG)

- Co-Chairs play an essential two-way communication and governance role
- Terms of Reference specify project governance as per diagram on RHS box opposite

Updated RASCI summary reflects the roles of all layers, and supported with detail for

- Co-Chairs and sponsoring organisations
- Project Steering Group
- Executive Review Group
- Project management, centrally and at module level

Project direction and lead consulting roles are subject to tendering processes for Phases 2-4

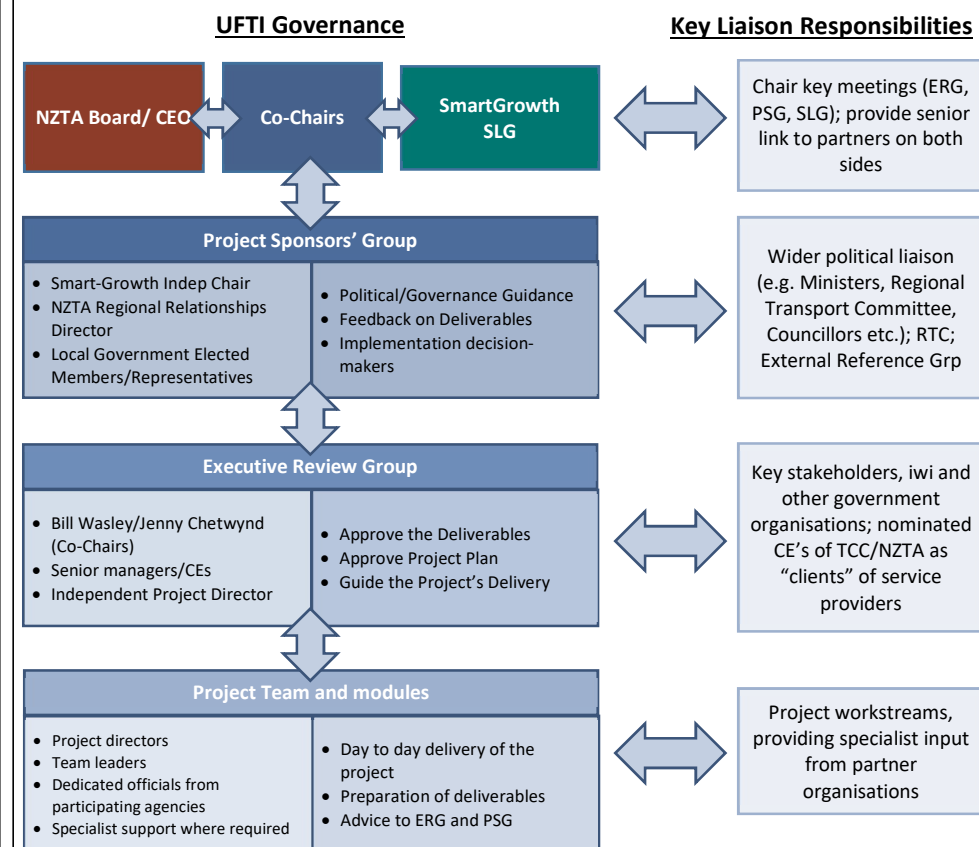
- Tendering processes must manage timeline risks

RASCI analysis has clarified roles and responsibilities at each level

		Roles and Responsibilities									
		Subject matter experts	Module team	Module team leaders	Project Directors	Executive Review Group	Project Sponsors Group	NZTA Board/ CEO	Smart Growth SLG (Councils & Tangata Whenua)	Local / Regional Councils	Partner comms
Process Activities	Stakeholder management	-	S	S	R	A	R	C	C	C	R
	Project plan	-	S	S	R	A	C	I	I	I	I
	Project arrangements	-	I	S	R	A	C	I	I	I	S
	Detailed workplan	-	S	R	A	C	I	-	-	-	-
Content Activities	Strategic oversight		S	S	S	R	A	S	S	C	C
	Implementation decisions		S	S	S	S	R	A	A	I	I
	Vision, outcome, objectives	C	S	S	R	R	A	C	C	C	C
	Issues and options	C	S	S	R	A	C	C	C	C	S
	Analysis / evidence	C	S	R	A	C	C	I	I	I	I
	Solutions and strategy	C	S	S	R	A	C	C	C	C	S

R	Responsible
A	Accountable
S	Supports
C	Consulted
I	Informed

UFTI TOR link back to sponsoring partners via co-chairs and governance layers



SLG and NZTA CEO are the sponsoring partners on behalf of their members/ board

Role	Persons	Core relationships	Relates by
NZTA Board /CEO	<ul style="list-style-type: none"> Chairman Michael Stiasny Board delegates to CE under TOR A/g CEO Mark Ratcliffe 	Ministers/ Government	Delegations via NZTA Board. Board delegates to CEO once TOR are signed and ratified
SLG / Member Councils	<ul style="list-style-type: none"> TCC (Mayor Brownless) WBOPDC (Mayor Webber) BOPRC (Chairman Leeder) 	Elected members and communities they represent	Reflect community views through Council decision making processes. Collectively sponsor the SG partnership
Co Chairs	<ul style="list-style-type: none"> Bill Wasley (SLG Chair) Jenny Chetwynd (NZTA GM Strat) Supported by their teams through the project governance structure 	Other community stakeholders	Influence via Councils, Minister and via Co-Chairs and PSG

Role	R	A	S	C	I
Overall project outcomes and direction					
Political guidance and alignment					
Overall project governance					
Consultation and leadership with colleagues					
Implementation decision makers (via Councils and NZTA Board)					
Opinion leadership in wider WBOP community					

Project Sponsor's Group (PSG) provides high level governance and links to Decision makers

Role	Persons	Core relationships	Relates by
Co-Chairs	<ul style="list-style-type: none"> S-G Ind Chair (Bill Wasley) NZTA Snr Rep (TBC) 	Ministers/ Government	Reporting and engagement, delegations via NZTA Board
Senior Council Reps	<ul style="list-style-type: none"> Mayor Webber (WBOPDC) Mayor Brownless (TCC) Chairman Leeder (BOPRC) 	Reg Transport Cttee	Conduit for information and transmission of views/decisions
Other Members	<ul style="list-style-type: none"> Tangata Whenua rep as agreed by SLG TW reps Buddy Mikaere 	Partner councils, NZTA Board, SLG	Leadership of project outcomes, Council, NZTA views to Project
		Stakeholders: Iwi, business, community	Leadership and liaison as appropriate

Role	R	A	S	C	I
Overall project outcomes and direction					
Political guidance and alignment					
Overall project governance					
Consultation and leadership with colleagues (Councillors, NZTA Board)					
Implementation decision makers (via Councils and NZTA Board)					
Opinion leadership in wider WBOP community					

Executive Review Group is accountable for delivery of project outputs to plan

Role	Persons	Core relationships	Relates by
Co-Chairs	<ul style="list-style-type: none"> S-G Ind Chair (Bill Wasley) NZTA GM (Jenny Chetwynd) 	Project Sponsor Group	Delivering outputs, providing advice
CEOs	<ul style="list-style-type: none"> Marty Grenfell Miriam Tavis Fiona McTavish Shad Rolleston- Tu Pakiri Adviser 	Project Directors	Holding responsible for deliverables
Project Directors/ Co-leader	<ul style="list-style-type: none"> Project Director to be appointed Christine Jones (Partner Council CE representative) 	Project teams	Responsibility and support
		Stakeholders, including Iwi, community, business	Agreed communication/ engagement to support project objectives

Role	R	A	S	C	I
Agree project deliverables					
Approve project plan (and review subsidiary module workplans)					
Sign off on project arrangements (implemented via delegation)					
Support and report to PSG in overall project governance					
Delivery of issues diagnosis and solution options					
Overseeing external relationships and project communications					

Project Team diagnoses issues, builds workplan and delivers outputs to budget

Role	Persons	Core relationships	Relates by
Project Directors (phase 1)	TBC	Module teams	Leadership and support
Project Leaders	<ul style="list-style-type: none"> Christine Jones Alastair Talbot TBC 	Other related projects	Informing and aligning
Module leaders	TBC	Partner organisations	Liaison and communication
		Data and information suppliers, contractors	Requests, follow up, approved contracting

Module	Personnel	R	A	S	C	I
Stakeholder engagement and communication	TBC					
Outcome and success definition	TBC					
Near term decisions	TBC					
Problem and solution development	TBC					
Regional transport flow	TBC					
Operational and logistics support	TBC					

Western Bay of Plenty
Urban Form and Transport Initiative

Project Plan

Final Draft 8 March 2019

UFTI Urban Form +
Transport Initiative

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1 Parties

1. The Parties to this agreement are New Zealand Transport Agency (“NZTA”), the Western Bay of Plenty District Council and Tauranga City Council, the Bay of Plenty Regional Council (“Local Authorities” or “LAS”).

2 Purpose of this Project Plan

2. This project plan sets out how the Parties will undertake the Urban Form and Transport Initiative (“UFTI” or “the Project”).

3 Context for the Project Plan

3. The Western Bay of Plenty sub-region (“WBOP”) needs a revised and integrated strategic approach to urban form and transport.
 - i. Rapid current and forecast population and economic growth of the WBOP and its surrounding areas is placing pressure on housing and infrastructure, compromising desired social, cultural, environmental and economic outcomes
 - ii. The characteristics of the WBOP, such as its complex natural topography, increasingly aging population and economically important port and industries, combine to create distinctive planning challenges which require unique solutions
 - iii. Changes to the Government’s urban and transport priorities place a stronger emphasis on broader outcomes, including supporting more compact liveable urban areas, travel safety, increased travel choices, improved access to social and economic opportunities, and reducing environmental harm
 - iv. Several major transport projects in the WBOP are being re-evaluated, to reassess their outcome focus, priority, and timing within the context of the 2018 Government Policy Statement on Land Transport (“GPS”). The projects include the SH2 Tauranga to Waihi, SH2 Tauranga Northern Link and SH29 Tauriko West
 - v. The UFTI project builds on work done by preceding strategy projects including the Tauranga Transport Plan (TTP), the Future Development Strategy (FDS) and the Tauranga Urban Strategy, and UFTI is the vehicle to ensure that the strategic direction is integrated and supported by robust evidence
 - vi. Global and local trends are creating new opportunities and challenges which will need to be navigated including climate change, global socio-economic and geopolitical uncertainty, and emerging and future technologies
4. The Urban Form and Transport Initiative (UFTI) has been launched by the Parties to develop a strategic approach for the development of WBOP’s urban form and transport system which provides short (0 to 10 years), medium (10 to 30 years) and

long term (30+ years) recommendations to help guide the Parties' statutory decision-making processes.

5. UFTI will deliver an integrated urban form and transport strategic approach that:
 - i. Enables, supports and shapes sustainable, vibrant and interactive communities, and a more liveable urban form
 - ii. Enables housing supply and choice in existing and new urban areas to meet current and future needs
 - iii. Improves measurable transport outcomes such as transport system safety, predictability, accessibility, travel choice, mode shift away from single occupancy vehicles, and improved environmental outcomes, including CO₂ emissions
 - iv. Supports and improves access to economic and social opportunities as the WBOP's population and economy grows
 - v. Ensures long-lasting economic, social, environmental and cultural benefits and value for money from the agreed strategic approach
6. The main output of UFTI will be a recommended strategic approach to urban form and transport in the WBOP, which includes the following components:
 - i. Agreed problems, objectives, opportunities, benefits, outcomes, and evidence
 - ii. Agreed preferred urban form options and transport system solutions at the city and sub-area level, by time period (short (0 to 10 years), medium (10 to 30 years) and long term (30+ years)), including a conceptual description
 - iii. Description of the preferred options and solutions, and the expected outcomes resulting
 - iv. Changes needed to implement the strategic approach and preferred solutions
7. The urban growth areas that are already zoned and the committed short term urban growth areas currently being planned will proceed and not be reconsidered through the UFTI project. For example Omokoroa, Tauriko West and Te Tumu. Similarly the existing urban development area intensification enablement planning by Tauranga City will continue. To the extent possible the planning for the new greenfield areas will be aligned with the agreed principles of the UFTI project and the Project's emerging direction. Tauriko West and Omokoroa are particularly aligned with near term transport projects that fit within the scope of UFTI.

4 Approach

8. The strategic approach will consider the WBOP's growth outlook, long-term settlement and destination patterns, and the transport solutions required to deliver a liveable and sustainable growing city and sub-region. It will also include analysis of

regional flows to reflect the WBOP's economically important role within the upper North Island's economy, and of scenarios to test and manage uncertainty.

9. In fulfilling its purpose, the UFTI project should:

- i. Ensure that the agreed urban form and transport strategic approach meets the project objectives and delivers the best possible outcomes, including value for money
- ii. Understand the costs, benefits, funding and other implications of implementing the agreed and aligned strategic approach and its main alternatives
- iii. Provide a set of recommendations on how to implement the aligned strategic approach (including consideration of further work and any changes to statutory documents and structures)

10. For the avoidance of doubt, the purpose of the project is not to replace the statutory decision-making responsibilities of the Parties.

11. The project will be undertaken in four broad phases, with the following deliverables:

- i. Phase One: The project's agreed objectives, an agreed process to move forward with the near-term projects, a detailed project plan including resource and cost plan for UFTI, a procurement plan, a public communication and stakeholder engagement plan, and guidance for how the project team should operate
- ii. Phase Two: An overview of the context, long-term trends and scenarios, problem definition, desired outcomes and key performance measures, and an early identification of options in a 'Foundation Report'
- iii. Phase Three: Initial testing and evaluation of the urban form and transport options, a draft of the high-level urban form and network master plans, and high-level recommendations in an 'Interim Report'
- iv. Phase Four: Completion of a 'Final Report' which details the best performing options, the integrated urban form and transport plan, and recommended actions to achieve implementation, and launching implementation projects

5 Methodology

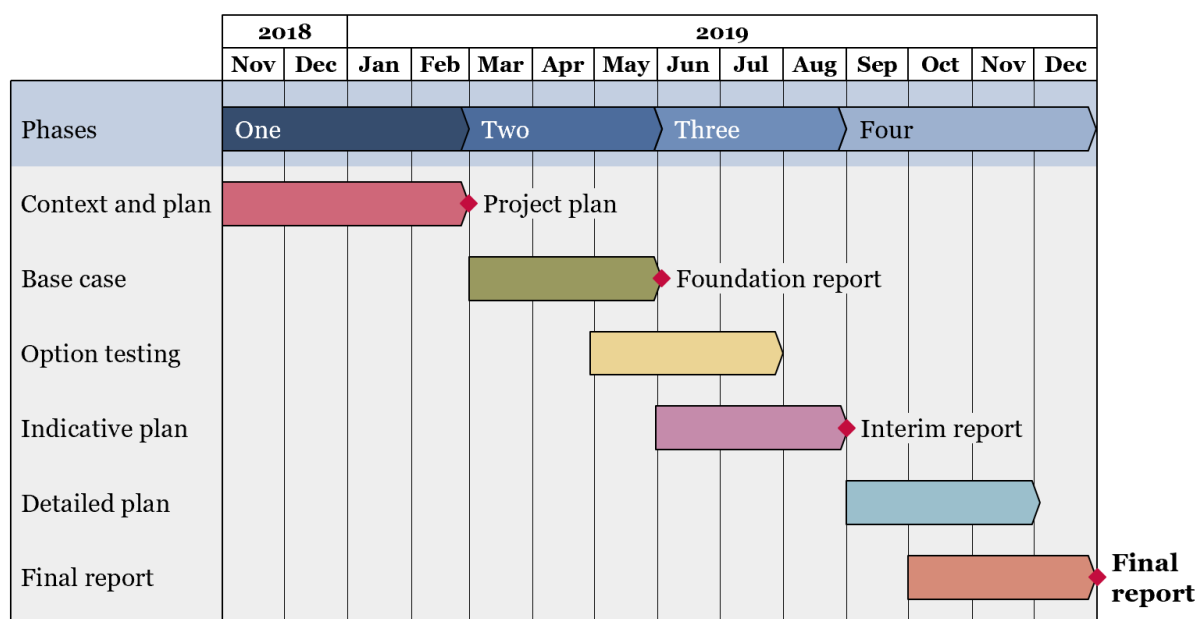
12. The analytic process underlying development of an agreed strategic approach is made up of six stages, which include context and planning, testing base case and other scenarios, and then developing indicative and detailed plans and a final report.

13. The six stages are summarised in Figure One below and are described in more detail in the following sections. The descriptions include overviews of the key analyses, deliverables and approximate timing of activities.

14. In general, the deliverables for each analysis include:

- i. Briefing Papers which will force the project team to synthesise learnings into a form which allows them to demonstrate and communicate emerging conclusions to stakeholders
- ii. Content input into the formal deliverable reports (for example, the Foundation Report at the end of Phase Two)
- iii. Analytic input into subsequent analyses

Figure One: UFTI project stages.



Stage One: Context and project plan

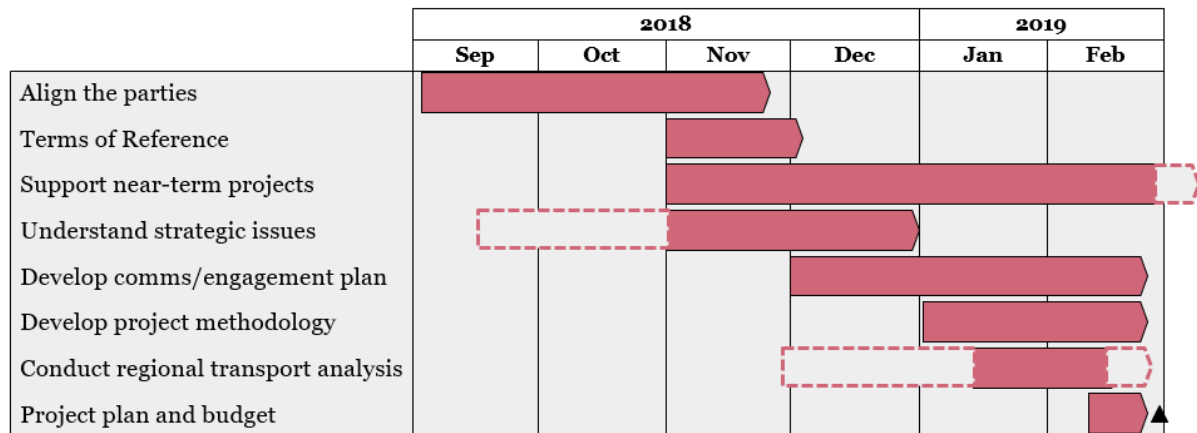
15. Stage One set out to align the parties regarding the need for a revised strategic approach, agree a Terms of Reference for the project, develop an early understanding of the problem, and prepare a detailed plan to complete the project.
16. The key tasks, deliverables and timing for Stage One are outlined in Table One and Figure Three below.

Table One: Key tasks for Stage One.

	Analysis	Deliverable	Proposed team	Peer review?
1.1	Support near-term projects	Project Plan input Briefing papers to the UFTI Executive Review Group, Project Sponsors Group and other stakeholders	Phase one team which included: <ul style="list-style-type: none"> Senior Managers from NZTA, BOPRC, WBOPDC, TCC Governance by SmartGrowth Strategy consultants from 	No
1.2	Develop comms/engagement plans			
1.3	Understand the strategic issues			
1.4	Develop the project methodology			
1.5	Conduct preliminary regional transport analysis			

1.6	Develop project plan, resource plan and budget		Stakeholder Strategies <ul style="list-style-type: none"> Communications and stakeholder engagement specialists from Campbell Squared 	
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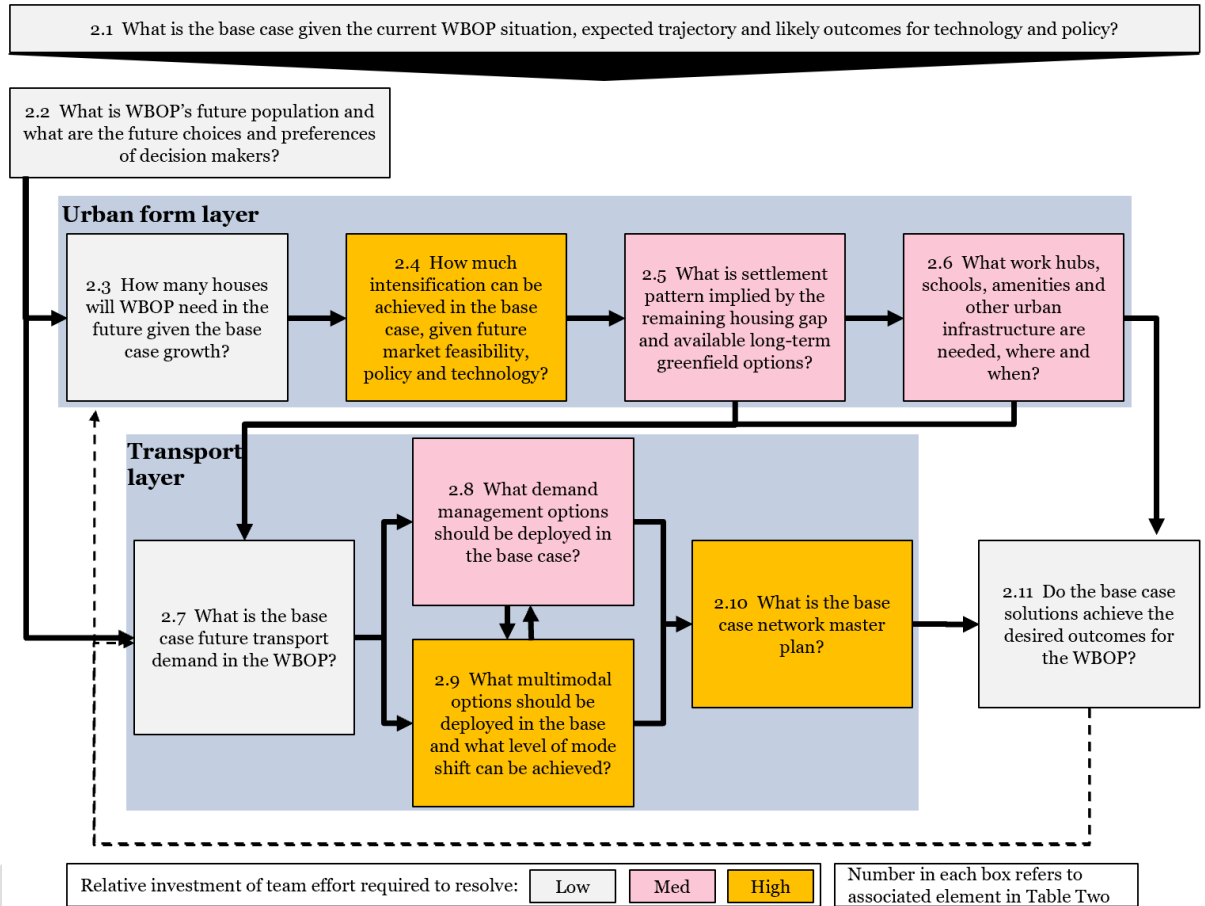
Figure Three: Diagram showing timing for Stage One.



Stage Two: Base case development and assessment

17. The base case stage involves developing a view on the likely expected future for urban form and transport in the WBOP. The early view will provide a foundation to understand the major challenges, key problems, benefits, high level solution options, and drivers of uncertainty to inform later stages.
18. The base case stage will deliver a Foundation Report which will provide an overview of the context surrounding urban form and transport in the WBOP, long-term trends and scenarios, define the key problems which need to be resolved, the benefits resulting, desired outcomes and measures and targets, and an early identification of options.
19. The base case will include a description of the current state, the expected trajectory given current assumptions, and a hypothesis for the future state based on what can be reasonably expected regarding the future of technology, policies and preferences. The base case does not include proposing new solutions, which will be developed in later stages.
20. The base case will build from projects completed previously, such as the Tauranga Transport Project, Future Development Strategy, Tauranga Urban Strategy, intensification viability studies and NZTA's demand management and multi-modal projects.
21. Figure Four below outlines the questions which need to be resolved in the base case analysis, colour coded to indicate the expected relative effort required by the team to resolve each issue.

Figure Four: Diagram showing analytic framework for Stage Two.



22. The team will be organised to undertake analysis at five layers: the base case description layer, people layer, urban form layer, transport layer, and outcome layer. Not all layers will receive the same investment of team effort. The base case description, people and outcome layers are expected to be completed relatively quickly by a small sub-team while the urban form and transport layers are expected to require substantially more effort and two sub-teams to complete.

23. The key analyses and deliverables which the team proposes to deliver in the base case stage are outlined in Table Two below. High-level timing for each analysis is indicated in Figure Five. Figure Five also provides an indication of the relative expected effort required for each analysis.

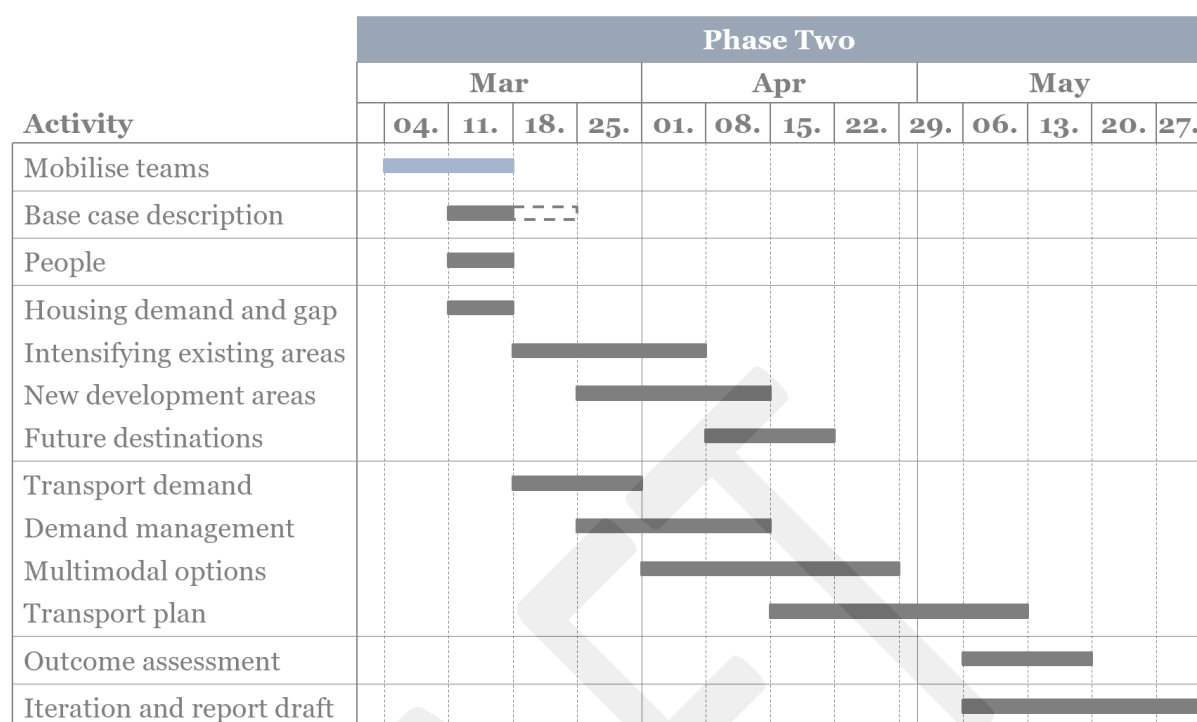
Table Two: Key tasks for Stage Two.

	Analysis	Deliverable	Proposed team	Peer review?
2.1	Base case description <ul style="list-style-type: none"> Describe the BAU trajectory and future uncertainties 	<ul style="list-style-type: none"> Briefing papers for project team 	Project team comprising: <ul style="list-style-type: none"> Partner staff 	Yes, at the end

	<ul style="list-style-type: none"> Workshop the base case and alternative scenarios Describe the base case and scenarios 	<ul style="list-style-type: none"> and stakeholders Input into subsequent analyses Foundation Report 	<ul style="list-style-type: none"> Consultants to provide project leadership and management, domain knowledge, analytic and modelling competences, strategy development and communication skills 	of phase two
2.2	People <ul style="list-style-type: none"> Test existing base case population and demographic projections Understand qualitatively how future choices and preferences may evolve 			
2.3	Housing demand <ul style="list-style-type: none"> Test existing base case housing need based on projected population, demographic preference changes 			
2.4	Brownfield intensification <ul style="list-style-type: none"> Understand current demand and supply profile and trajectory, drivers, success factors, barriers, and high-level options Sensitivity test changes in land values and building costs required to make greater brownfield intensification viable Identify lessons from international cities of a similar scale, type and land ownership configuration Model intensification opportunities and alternative uptake scenarios to estimate the housing need residual to be met by new development areas 			
2.5	New development areas <ul style="list-style-type: none"> Understand current demand and supply profile and trajectory, drivers, success factors, barriers, and high-level options Prioritise options so that a base case development sequence can be described 			
2.6	Urban form needs <ul style="list-style-type: none"> Develop a base case view on the likely future locations of employment, education and amenities given future housing centres 			
2.7	Transport demand <ul style="list-style-type: none"> Use the Tauranga Transport Model to project base case peak daily transport demand at a network, sub-area and corridor level 			
2.8	Demand management			

	<ul style="list-style-type: none"> Identify leading global and NZ demand management solutions Develop base case suite of solutions for the WBOP Understand enabling system requirements and barriers to adoption Model impact on demand 			
2.9	Mode shift <ul style="list-style-type: none"> Identify leading mode shift solutions and strategies Develop system solution and understand how to tailor for specific circumstances Understand enabling system requirements and barriers to adoption Model impact on demand 			
2.10	Network plan <ul style="list-style-type: none"> Model implications of 2.6., 2.7, and 2.8 Integrate planned and proposed system-level transport investments Define future network spine, including cross harbour connections and primary freight routes Develop a strategic approach to improve access to the network spine, for example the Sulphur Point to Bayfair sub-area 			
2.11	Outcomes <ul style="list-style-type: none"> Develop criteria and a process for evaluating the success of proposed urban form and transport solutions Assess the base case and describe expected outcomes 			

Figure Five: Diagram showing timing for Stage Two.



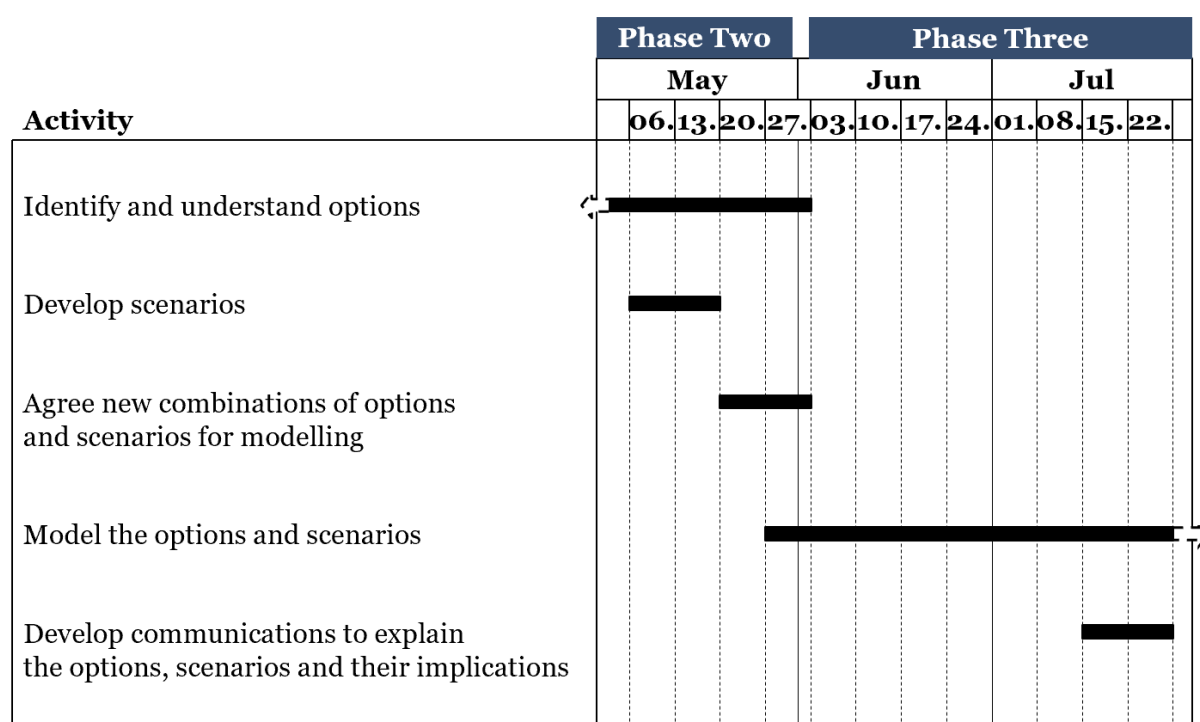
Stage Three: Option testing

24. Stage Three sets out to test different options for addressing the issues identified in the previous stages.
25. Options will include different combinations of policy choices and interventions, capital projects, and broad opex services. They will incorporate the work on intensification, new greenfield development areas, demand management and multimodal options initiated in Stage Two, as well as the emerging conclusions developed in the base case work. Options will be described and assessed against the project's objectives, using an appropriate level of quantitative analysis.
26. For the initial round of testing, options will not be subject to a funding constraint. For subsequent testing of revised options, some options will be developed to fit within the broad range of funding available under the base case funding scenario. However, higher-cost packages will also need to be developed to test the extent to which the project's objectives might be better met with additional funding.
27. In addition to option testing, the team will undertake scenario analysis to test more fundamental uncertainties. Uncertainties include different outcomes on drivers which affect the state of the world (such as climate change, the cost of energy, and technology development) and local decisions (such as policy choices, funding constraints, future user preferences and the economy).
28. Table Three and Figure Six below outline the indicative analysis plan, deliverables and timing for Stage Three.

Table Three: Key tasks for Stage Three.

	Analysis	Deliverable	Proposed team	Peer review?
3.1	Develop and prioritise a list of scenarios to analyse against the preliminary base case	<ul style="list-style-type: none"> Briefing papers for project team and stakeholders Input into subsequent analyses Input into the Foundation and Interim Reports 	Project team comprising: <ul style="list-style-type: none"> Partner staff External consultants as required 	Yes, at the end of phase two
3.2	Identify the high-level urban form and transport options			
3.3	Undertake analysis to understand the options and how they interact with the base case urban form and transport outcomes			
3.4	Rerun the base case models with different combinations of options and scenarios			

Figure Six: Diagram showing timing for Stage Three.



Stage Four: Indicative plan development

29. Stage Four will build on the base case and option testing to develop indicative urban form and network master plans.

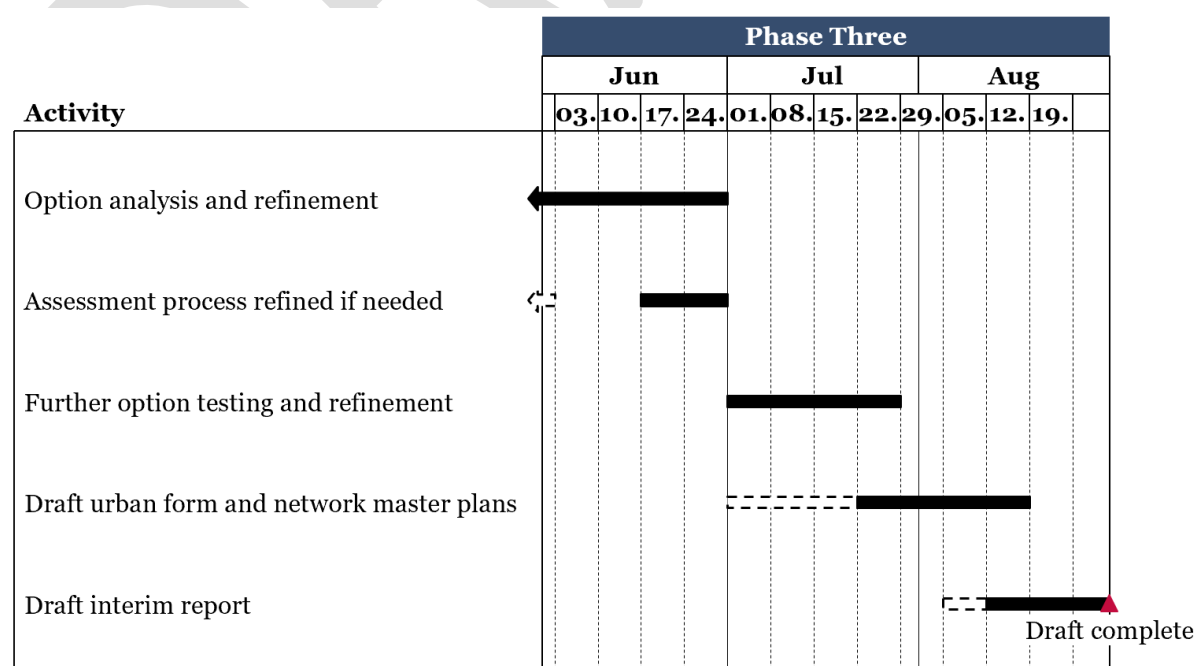
30. The deliverable for Stage Four is the Interim Report which outlines the initial testing and evaluation of the urban form and transport options, the high-level draft urban form plan and network master plan, and high-level recommendations.

31. Table Four and Figure Seven below outline the analyses, deliverables and broad timing for Stage Four.

Table Four: Key tasks for Stage Four.

	Analysis	Deliverable	Proposed team	Peer review?
4.1	Refine the urban form and transport options developed in Stages Two and Three	<ul style="list-style-type: none"> Briefing papers for project team and stakeholders Input into subsequent analyses Interim Report 	Project team comprising: <ul style="list-style-type: none"> Partner staff External consultants as required 	Yes, at the end of phase two
4.2	Refine the criteria used to evaluate the refined options if needed			
4.3	Undertake analyse to understand the performance of the options against the criteria (this will include economic modelling of the long-run costs of each option)			
4.4	Test the preferred options against the base case and alternative scenarios			
4.5	Draft the indicative urban form and master plan			
4.6	Develop the Interim Report			

Figure Seven: Diagram showing timing for Stage Four.



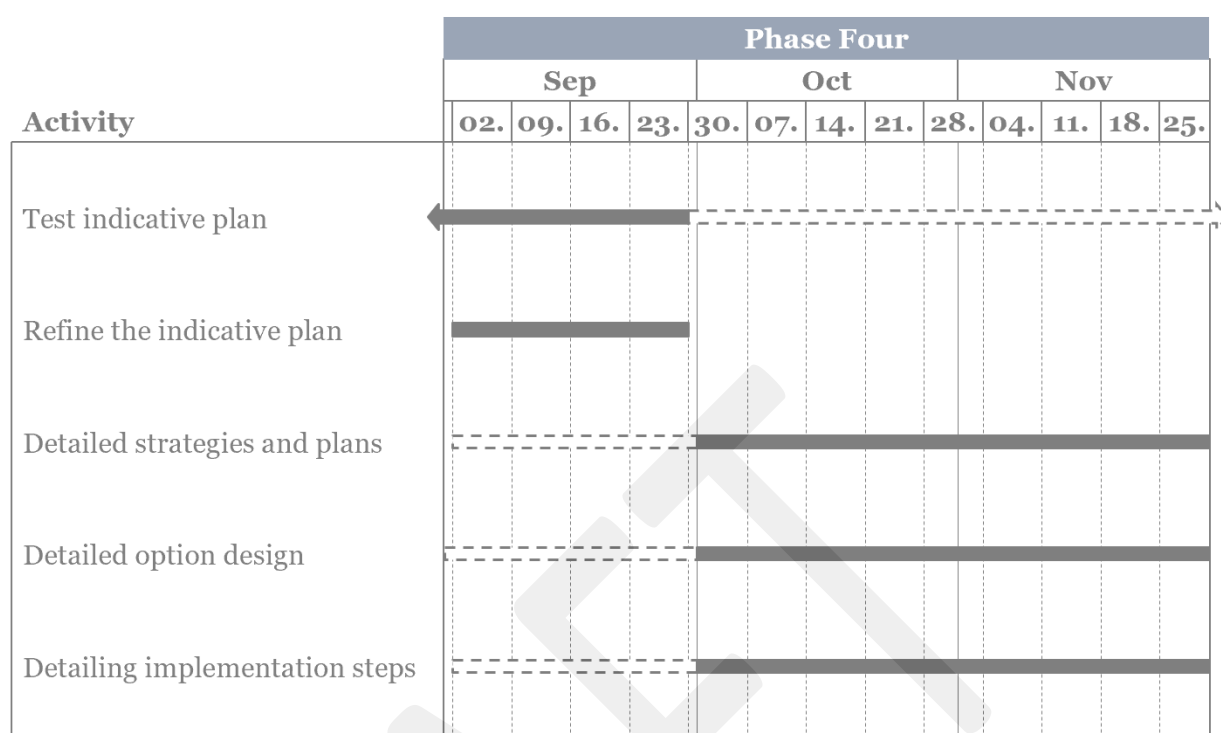
Stage Five: Detailed plan development

32. Stage Five sets out to test and refine the indicative plan developed in Stage Four and expand on it in more detail. Ultimately, the stage sets out to prepare plans for operationalisation and implementation.
33. The deliverable of the phase is input into the Final Report which will begin being developed towards the end of Stage Five.
34. The resources required to complete Stage Five are indicative only. The current proposed team is based on the teams developed for Stages Two, Three and Four.
35. Resource requirements will be confirmed at the end of Stage Four.
36. Table Five and Figure Eight below outline the team's current expected workplan for Stage Five.

Table Five: Table outlining key tasks for Stage Five.

	Analysis	Deliverable	Proposed team	Peer review?
5.1	Testing the indicative plan and recommendations with stakeholders	<ul style="list-style-type: none">• Briefing papers for project team and stakeholders• Input into subsequent analyses• Input into the Final Report	Project team comprising: <ul style="list-style-type: none">• Partner staff• Consultants• Other specialist advisors as required Note: proposed project team likely to change as detailed requirements for Stage Five are better understood	Yes, in Nov
5.2	Refining the indicative intensification, long-term settlement, demand management and multimodal plans			
5.3	Exploring the preferred options and strategic approach in more detail			
5.4	Refining the recommendations and implementation steps shared in the Interim Report			

Figure Eight: Diagram showing timing for Stage Five.



Stage Six: Final report

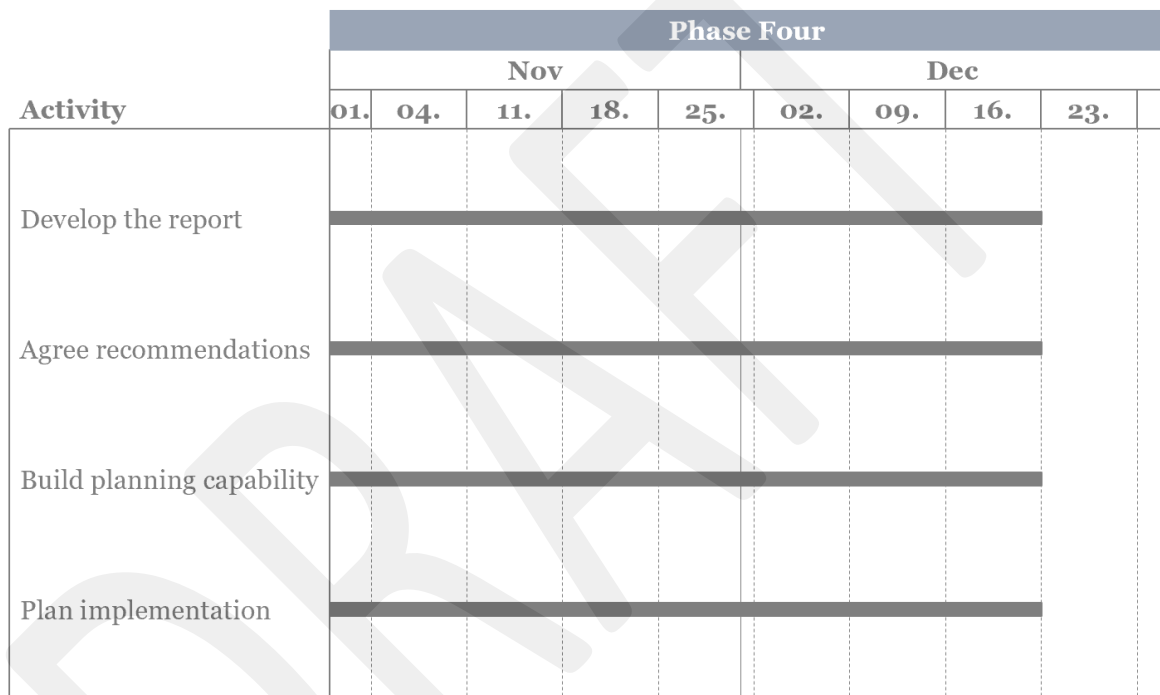
37. Stage Six prepares, and agrees between the Parties, the final recommendations and report.
38. The final report will detail a preferred strategic approach, including the best performing options, with recommendations including necessary changes to achieve implementation.
39. In addition, Stage Six includes building the integrated planning approach into the partnership between the Parties, planning for the next round of implementation steps, and updating previous strategy and planning documents and business cases if required (for example, the Tauranga Transport Plan Business Case).
40. Like Stage Five, resourcing for Stage Six is uncertain and will become clearer as the project progresses. For the purposes of proposing a preliminary plan, the proposed team has been built from the Stages Two, Three and Four teams.
41. Table Six and Figure Nine below outline the indicative workplan for Stage Six.

Table Six: Table outlining key tasks for Stage Six.

	Analysis	Deliverable	Proposed team	Peer review?
6.1	Develop the final report to communicate the recommended strategic approach	<ul style="list-style-type: none"> Final Report 	Project team comprising: <ul style="list-style-type: none"> Partner staff Consultants 	No
6.2	Test and obtain approval from decision makers			

	regarding the major recommendations		<ul style="list-style-type: none"> Other specialist advisors as required 	
6.3	Begin formally building the integrated planning capability into the partnership between the Parties		Note: proposed project team likely to change as detailed requirements for Stage Six are further understood	
6.4	Plan for the next round of implementation steps			

Figure Nine: Diagram showing timing for Stage Six.



6 Connected projects

42. UFTI will engage with and support three types of connected projects throughout the project:

- i. Near-term transport system projects which require input and support from UFTI. The near-term projects include:
 - SH29 Network Connections business case to support “Tauriko for Tomorrow” which has a joint project team that is being connected to the UFTI team and which requires analysis inputs and connections to a network master plan from UFTI

- SH2/TNL which is awaiting decision from NZTA as part of the re-evaluation process and which will also require inputs, support and connection to the network master plan from UFTI
 - The Sulphur Point to Hewlett's Road – Bayfair sub-area which is already congested, does not currently have a dedicated Project team, requires leadership and is a part of the network that requires analytic capacity and direction from UFTI
- ii. Partner strategies and planning processes which need to avoid duplication. The Partner strategies and planning processes include the Future Development Strategy, Tauranga Urban Strategy and Tauranga Transport Plan. Each project provides a strong foundation for UFTI to build from and will remain in draft status to enable any refinement or change which may be required to align with the outcomes of UFTI.
 - iii. Ongoing related projects such as the Regional Council's Rail Study, the District Council's strategic investigation of the Eastern Corridor, the City Council's investigations within the Cameron Rd/CBD area, and NZTA's innovation and demand projects. The ongoing related projects should continue to run in parallel with UFTI. UFTI will engage with the ongoing projects as appropriate to ensure that processes are aligned, and insights are shared

7 Stakeholder Engagement and Communications

43. The Terms of Reference state that the ERG may engage with external stakeholders to receive feedback as appropriate throughout the development of the options and recommended strategic approach.
44. The engagement approach will be tailored throughout the project and will range from listening to stakeholders on issues to revealing our thinking on specific issues such as future multimodal options.
45. Stakeholder engagement will be targeted to specific groups and broad public consultation is not envisaged.
46. A Stakeholder Engagement and Communications Strategy has been developed and agreed by the Parties.
47. A short-term communications approach has been developed to clearly articulate the opportunities and need for UFTI, namely:
 - i. UFTI will build a collaborative process between its parties, including the SmartGrowth partners, the NZ Transport Agency, and other relevant Crown agencies
 - ii. The process will formalise partner engagement and buy-in while respecting the need for partners to manage other issues according to their own needs and governance processes

- iii. UFTI will actively pursue integration of urban form development and transport outcomes
 - iv. Building public support for a strategic approach while mitigating short term constraints and ensuring critical path steps are identified and managed
48. Longer term, the communications strategy has been developed with an aim of mitigating the following risks:
- i. Lack of clarity of why UFTI is needed, so need to communicate rationale
 - ii. Long term nature of outcome challenged by short term public pressures
 - iii. Need for tangible outcomes, visible milestones and timely progress
 - iv. Multiple stakeholder groups and interests, both among institutional partners and across the affected communities
 - v. Requirement for significant public mindset change over time (e.g. urban development; multimodal)
 - vi. Risk of consultation fatigue by stakeholders engaged in previous processes
 - vii. Need for simplicity, clarity and consistency of communications
49. A set of communications and engagement principles have been developed with input from all partners.
- i. These principles will direct the governance and process of the communications and engagement work; including reporting, processes, consistency across public messages and announcements, allowance for individual partner input and tailoring of messages
 - ii. These principles will also shape the content; prioritising local presentations to local audiences, recognising the paradigm shift required for a multimodal intensified future form and aligning with the Transport Government Policy Statement (GPS)
50. The communications and engagement team will:
- i. Tell the urban form and transport “story” in a way that makes sense to, and excites, public and local iwi / business / environmental / community leaders
 - ii. Support the Project Director’s and ERG Members’ engagement with Government, including relevant Ministers, to recognise the challenge facing the Western Bay and the need for urgent solutions
 - iii. Support Western Bay leaders to communicate how existing operational projects align to the new Government’s transport GPS and Urban Growth Agenda priorities
 - iv. Ensure stakeholders are engaged through the right channels, at the right time, in the right way

- v. Align stakeholders around a shared long-term strategic approach to the sub-region's urban form and transport, and a shared commitment to build it together

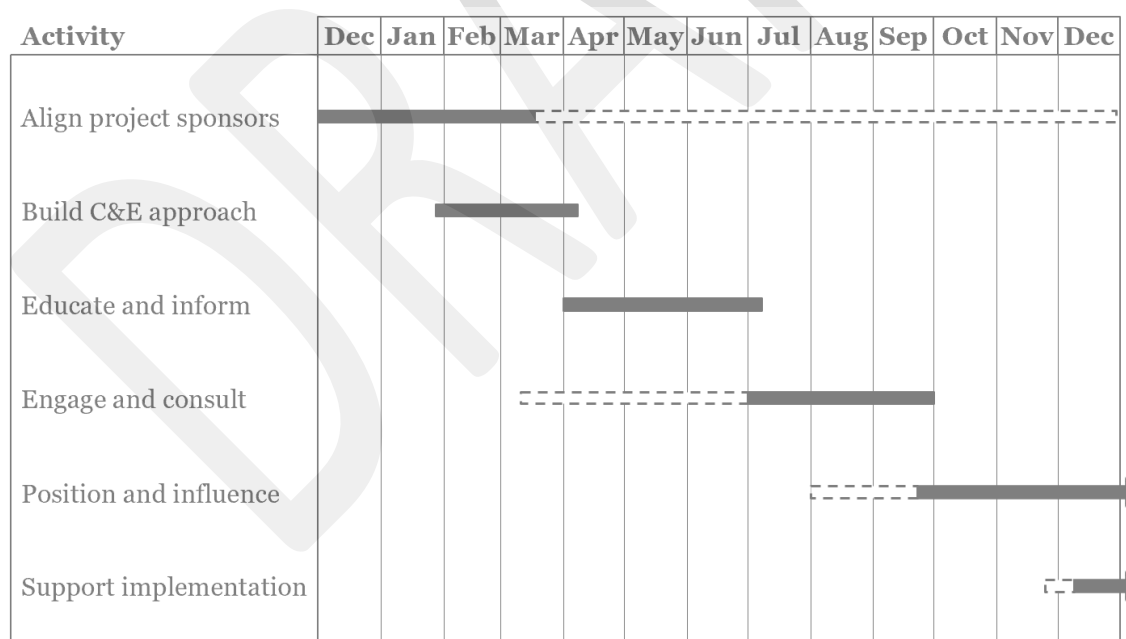
51. The following actions will be taken to deliver local engagement:

- i. Information flow will cover three layers of decision-making: local, regional and national, and both internal and external communication are critical
- ii. Communications will include information sharing, information gathering and consultation, both one-way and two-way communications
- iii. UFTI will work with local communities of interest to build alignment around project goals and outcomes

52. Consultation and education will utilise a range of channels including media statements, advertising, direct engagement, online, partner communications channels, information sharing meetings and roadshow, and public summary documents and submission dissemination.

53. Figure Ten below outlines the key deliverables and timing of the Communications and Stakeholder Engagement work.

Figure Ten: Diagram showing timing for stakeholder engagement and communications.



8 Working Principles

54. UFTI project team and governance members agree to work in ways consistent with the following principles. The principles have been divided into three types:

- i. "Partnership" principles which guide how the parties should interact

- ii. “Protocol” principles which guide how team members should operate
- iii. “Solution” principles which guide the answers sought by the team

55. The “partnership” principles include:

- i. Participate in the project in good faith
- ii. Recognise the need to examine existing policies and strategies where necessary
- iii. Work collaboratively to deliver on the project objectives
- iv. Make available relevant information as required
- v. Contribute staff time as required to complete the project successfully
- vi. Communicate externally in partnership through UFTI
- vii. Acknowledge sensitivities and release information publicly only when agreed

56. The “protocol” principles include:

- i. Build from past work and develop solutions iteratively
- ii. Recommend decisions based on agreed evidence and processes
- iii. Deliver in close partnership between the Parties
- iv. Drive collaboration between connected projects and UFTI sub-teams
- v. Bring stakeholders and the public “along the journey”
- vi. Build shared understanding and agreement

57. The “solution” principles have been developed to expand on the SmartGrowth Partnership principles developed in 2001. They include:

- i. Underlying principles from the SmartGrowth Partnership
 - Live, learn, work and Play
 - Integrated planning for the long term
 - Evidence Based
 - Partnership
- ii. Additional principles to guide the solutions which are developed through UFTI
 - i. Deliver the project’s objectives outlined in paragraph five
 - ii. Align to the Government’s urban growth and transport agenda while tailoring solutions to reflect the WBOP’s unique situation
 - iii. Be ambitious and aspirational while also realistic

- iv. Develop future proofed and adaptable solutions
- v. Bring stakeholders and the community “along the journey”

9 Other party Involvement

58. Several other parties will need to be closely engaged during Stages Two, Three and Four of the project. In particular:

- i. The Ministry of Housing and Urban Development, regarding future housing demand, near-term policy and options to support urban development
- ii. The Ministry of Education, regarding the future location of primary and secondary schools
- iii. KiwiRail, regarding their long-term investment strategies and their connections to the UFTI planning process
- iv. The Port of Tauranga, regarding their analysis of regional freight demand and supply options, and the implications for Tauranga’s transport network

59. The project team may also need to call on other parties during the project and will seek approval from the Co-Chairs when required.

10 Governance of the Project

60. The Parties agree the project will be governed by two bodies:

- i. A Project Sponsors’ Group (“PSG”), which:
 - Includes the Mayors/Chair of the LAs, NZTA Senior Officials, a tangata whenua representative, and the Chair of SmartGrowth
 - Receives the Project deliverables
 - Provides guidance and direction regarding the desired outcomes and process, feedback on deliverables, and liaises with decision makers regarding implementation (for example, with the Regional Transport Committee)
- ii. An Executive Review Group (“ERG”), which:
 - Includes the Chief Executives of the LAs, NZTA Senior Officials, and the Chair of SmartGrowth
 - Agrees the project plan detailing the working protocols for the agencies, the project scope, resource plan, cost plan and funding arrangements for the project, procurement plan and timeframes
 - Appoints an Independent Project Director, who will oversee the day-to-day running of the project

- Considers key findings and recommendations throughout the project and approves the project's deliverables
- Provides regular updates, at least once at the end of each phase, and deliver recommendations to their respective Parties and Project Sponsors Groups
- Ensures the project is delivered to the agreed scope and timeframes
- Endeavours to resolve issues or refer where necessary to the Executive Chairs

61. The Parties agree that the Project Team tasked with delivering the UFTI will include a mix of NZTA and WBOP LA staff, and other external consultants and contractors as required.

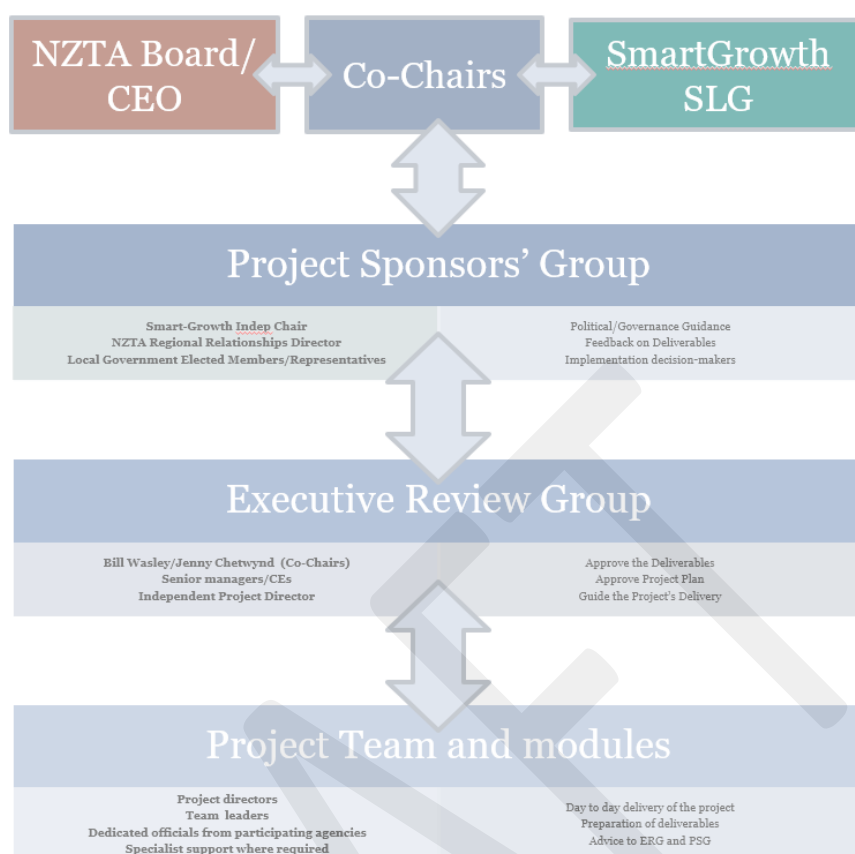
62. Jenny Chetwynd (General Manager at NZTA) and Bill Wasley (Chair of SmartGrowth) will act as 'Co-Chairs' of the PSG and ERG. The Executive Co-Chairs will:

- i. Ensure the PSG are regularly advised on the project's progress
- ii. Provide the PSG with the deliverables at the end of each project phase
- iii. Resolve differences in position and agree the preferred position
- iv. Recommend changes to this Terms of Reference if required

63. The Parties agree that the Governance arrangements will be finalised at the end of Phase One.

64. Figure Eleven below provides an overview of the governance structure.

Figure Eleven: UFTI governance structure.



11 Project team

65. The Parties agree that the Project Team tasked with delivering the UFTI will include both NZTA and WBOP LA staff, and other external consultants and contractors as required.
66. The Project Team will be managed on a day-to-day basis by an Independent Project Director, who will be appointed by the ERG.
67. The Project Team will work with the Project Director to:
 - i. Execute the project plan
 - ii. Meet regularly to prepare and review outputs for the ERG
 - iii. Establish, guide and provide oversight to workstreams for specific tasks
 - iv. Identify specialists for workstreams, including individuals from the Project Team, from agencies including the Other Involved Parties and other organisations or external consultants for specific tasks (i.e. finite time and scope)
 - v. Formally meet with peer-review team and experts as appropriate
68. The Project Director will manage the Project Team to:

- i. Ensure the project outputs and outcomes are delivered in accordance with the Project Plan to time, scope, budget and quality parameters
 - ii. Report to the ERG on progress including identifying risks to the project and potential solutions
 - iii. Plan and schedule tasks including reviewing timeframes, dependencies and risks
 - iv. Commission and manage consultant resources (as agreed by ERG)
 - v. Oversee stakeholder engagement and communications
 - vi. Oversee the project coordinator
 - vii. Identify and resolve issues and conflicts within the Project Team
69. The Project Director may be supported by a project team member who plays a management and coordinator role which:
- i. Reports to the Project Director and support with monitoring, tracking and reporting on the project's progress
 - ii. Assists with procurement of consultant support and administering contracts (e.g. invoicing)
 - iii. Maintains the activity and meeting schedule, risk register and other documents as appropriate
 - iv. Provides secretariat support for meetings and administrative support to the project team
 - v. Undertakes information management and record keeping for the project
70. The Parties agree to provide appropriate staff to ensure the project can be progressed quickly and robustly.
71. The Parties acknowledge that any issues or differences in view are to be addressed at the Project Team level and, should they be unable to be resolved, be escalated to the Independent Project Director or ERG as appropriate.

12 Resourcing plan

[Placeholder – WIP and subject to ongoing discussions - to be distributed separately]

13 Indicative Project Budget

[Placeholder – WIP and subject to ongoing discussions - to be distributed separately]

14 Risks

72. Major risks for the project include:

- i. Pressures on internal and external resources, including
 - a. Managing stakeholder demands
 - b. Availability of specialist resources (e.g. modelling)
- ii. Maintaining confidentiality of work, particularly during key points such as stakeholder engagement
- iii. Scope creep
- iv. Changes in land use plans render the project recommendations uncertain
- v. Lack of alignment between the parties
- vi. Broad scope, high complexity and short timeline implies vulnerability to process or decision-making blockages that could impede progress
- vii. Project partner decision processes not well understood/ managed could create delays for urgent near-term issues
- viii. Delivery risk if a content sticking point is encountered, there is a failure to deliver a compelling story, or high-quality stakeholder engagement is lacking
- ix. Anticipating emerging Government policy and Urban Growth Agenda toolkit
- x. Budget blow-out if more external consultant support is required than indicatively budgeted for

73. The Project Director will work with the Project Team to develop and oversee a risk management plan.

15 Amending the Project Plan

74. If required, the Project Director will present any significant amendments to the ERG for approval and the PSG for information.

Signed for and on behalf of the Parties:

Fiona McTavish
Chief Executive
Bay of Plenty Regional
Council

Date:

Marty Grenfell
Chief Executive
Tauranga City Council

Date:

Miriam Taris
Chief Executive
Western Bay of Plenty
District Council

Date:

Jenny Chetwynd
GM Strategy, Policy & Planning
NZ Transport Agency

Date:

UFTI Briefing Papers

Purpose:

Key work area Briefing Papers were prepared on ten of the most important topics in the Urban Form and Transport Initiative identified so far, in order to:

1. Highlight to ERG, PSG and SLG members the current state of knowledge, the challenges, opportunities, approach and deliverables of each key area of work
2. Ensure all parties' thinking is aligned on each key area of work, and if thinking was not aligned, to highlight what issues require further research and analysis to provide a basis for building shared understanding
3. Provide a working base of material that could be adapted for stakeholder communications when required

Contents:

Briefing papers have been written on the following topics:

1. Near term projects
2. Mode shift potential
3. Housing supply
4. Hewletts Road sub-area
5. The UFTI challenge
6. UFTI methodology
7. Multi-modal transport options
8. Regional freight flows
9. Managing uncertain futures
10. SmartGrowth and UFTI relationships
11. UFTI additionality
12. Connected projects

Caveat:

These papers were developed through a combination of issues informed by early stage UFTI framework development, input from subject matter experts who are participating in UFTI, initial scans of existing research, and high-level analysis of publicly available and proprietary data.

These briefs reflect team thinking at the time of writing and are outputs of initial analysis. They should not be considered final outputs, nor are they in a form designed for public release. They should be considered as "working drafts" reflecting the team's thinking at this time.

They are intended to provide free and frank advice to UFTI's governance and should not be considered ready for release in their current form. While the briefs have been agreed by project team members, they do not purport to represent the official view of any of the Parties.

Near Term Projects

Progressing critical short-term transport and related projects

Situation:

UFTI will engage with and support three kinds of connected near-term projects: transport system projects, Partner strategy and planning projects, and other related projects which are running in parallel to UFTI.

Three near-term transport system projects are critical to unlocking near-term housing development capacity and alleviating congestion. Each project requires greater focus, coordination, technical input and partner support to progress.

Figure 1: Current status and next steps for the transport system projects.

Project	Current status	Next steps
State Highway 2/ Tauranga Northern Link	On hold subject to NZTA's Re-evaluation Process outcome No Project Team established	<ul style="list-style-type: none"> • Launch joint Project Team • High-level option design • Connection to network master plan
State Highway 29/Tauriko/ "Network Connections"	Detailed design phase Consultation deferred Uncertain team funding Subject to NZTA's Re-evaluation Process	<ul style="list-style-type: none"> • Confirm NZTA funding for Project Team • Reset joint team engagement • Option analysis • Connection to network master plan
Hewletts Rd sub-area	No formal project established Bad congestion, expected to get worse Many potential initiatives identified	<ul style="list-style-type: none"> • Launch joint Project Team • Identify combinations of near-term initiatives to "tactically" manage congestion

Three partner strategy and planning projects which need revised long-term settlement and network masterplans from UFTI. The projects include Future Development Strategy, Tauranga Urban Strategy and Tauranga Transport Programme. Each project provides a strong foundation for UFTI to build from and will remain in draft status to enable any refinement or change which may be required to align with the outcomes of UFTI.

The Tauranga Transport Programme (TTP) was approved by Tauranga City Council but was not supported by NZTA. NZTA's view was the TTP lacked emphasis on mode shift and lacked clarity on how other processes, such as land use, support mode shift and improved transport choice. In the absence of an approved programme there is a need for an agreed approach to how those projects which are to be progressed in the near term will be assessed and have their funding secured.

In addition, a range of other related projects are under implementation or development and momentum must be maintained while ensuring appropriate linkage with UFTI analysis and outcomes. For example, the Regional Council's Rail Study, the SmartGrowth partnerships strategic investigation of the Eastern Corridor, the City Council's Cameron Rd/CBD studies, and NZTA's innovation and demand projects.

Opportunity:

The transport system projects are critical to unlocking near-term housing supply and alleviating congestion. Partner strategy and planning projects could be integrated into a single long-term planning document. Other related projects should maintain momentum while ensuring insights are shared between projects and UFTI.

Challenge:

Each of the transport system projects require specific input from UFTI to progress:

1. SH2/Tauranga Northern Link depends on NZTA's funding decision, form of the new offline option, connections especially into the city network, cycleway connections, likely modal shift, detailed form of the multi-modal solution, timing of the Omokoroa intersection, impact of TNL on city traffic.
2. SH29/Tauriko requires funding to complete the business case for area-wide transport investments which unlock housing and business capacity in Tauriko, interim access solutions, public transport and active road user investments, multi-modal solutions, and a means of resolving differences in opinion on the design and investment direction between Partners.
3. Hewletts road corridor needs a joint Project Team to develop plans to tactically manage short-term congestion and develop a long-term sub-area transport plan in the context of the network master plan. Solutions will include developing a mode-neutral transport system.

Other near-term projects should not be unnecessarily delayed due to parallel system analysis being conducted by UFTI. Other projects are being documented and triaged to ensure appropriate management and linkage to UFTI outcomes.

Approach:

UFTI will provide support to the near-term projects in several ways:

- Provide tactical analysis and a means of resolving issues to the Northern Link, Tauriko and Hewletts Road corridors
- Support ongoing decision making and progress
- Communications support around the Northern Link, Tauriko and Hewletts Road corridors re-evaluation announcements
- Establish and lead an UFTI sub-team dedicated to solving issues for the Sulphur Point to Baypark corridor
- Connect with and support other projects as required

Deliverables:

- Ongoing updates on the near-term projects throughout the UFTI project via Briefing Papers
- Transport network strategy and sub-area solutions in Phases Three and Four of UFTI
- Near term project inventory and triage documents
- An agreed approach to how projects are to be progressed in the near term, with funding secured
- Communications collateral to support community consultation as appropriate

Key takeaway: UFTI will ensure a clearly defined pathway to continue to progress near-term projects.

Mode shift

Multi-modal in the western Bay of Plenty

Situation:

The Western Bay of Plenty (WBOP) is New Zealand's most car-dependent metropolitan area. Congestion continues to increase on key strategic routes causing frustration to customers. The Tauranga Transport Programme (TTP) has indicated that with Tauranga's increasing population and commercial growth, just building more road capacity will not be the solution to manage congestion. UFTI needs to build on the outcomes of the TTP, to deliver an improved multi-modal transport strategy. Public transport, active modes, emerging technologies, and the right measures and conditions (e.g. land use; policy & regulation; attractive mode choices) must play a greater role to meet the growing transport needs and to shift current general traffic away from single occupancy light vehicles and provide for future travel demand.

Trip types vary from short local trips to school or visiting friends and relatives, to commuting for work, travelling for business purposes, to moving goods and services within WBOP and between it and other parts of the country. Some of these trips are more suitable for public transport, walking and cycling than others, although all trips have the potential to benefit from the greater use of these modes. The nature and type of future travel patterns and trips will need to be factored in when considering urban form.

To ensure the development of a multi-modal solution, UFTI must determine the measures and conditions relevant to WBOP, including understanding the potential and likely proportion of current and future traffic that will shift modes. Initial research suggests that WBOP has unique attributes which may require mode shift solutions different to other cities:

- Service vehicle occupants may make up a material proportion of trips and are unlikely to carpool or shift mode due to specialised vehicle and storage requirements
- Inter-regional trips are also unlikely to shift to modes such as public transport or micro-mobility due to length of trips
- Peak time flows into Central Tauranga along a limited number of key corridors are likely to be well suited to public transport
- Trips under 3km that are likely to be well suited to walking, cycling, and Mobility-As-A-Service solutions if safe and attractive facilities were available

Challenges:

To deliver a plan to reduce car dependency, manage congestion in the Western Bay, and accommodate future demand growth, UFTI will need to understand current and future travel patterns and the required measures and conditions to support multi-modal outcomes, including (not in priority order):

- Who are the individuals who can shift modes?
 - What are the trends in trip purposes? (including trade and commercial vehicles)
 - What are the trends in the start and end trip destination?
 - What are the trends in trip distances?
- What will encourage individuals to shift mode? (the drivers behind mode decisions)
- What will make mode shift options more attractive than private light vehicles?

Challenges (continued):

- What interventions and policy tools (push and pull levers) are required/available to drive mode shift?
 - Land use planning systems
 - Policy and regulatory enablers
 - Technology; catalyst development
 - Transport investment (infrastructure and services)
- How many individuals will shift modes?
 - Which urban form and transport solutions have the greatest mode shift?
 - How many individuals will shift away from private light vehicles?
- What urban form/ development area conditions (e.g. distance/ intensity etc.) support future demand to be accommodated by non-private vehicle modes of transport?

Opportunities:

When developing the multi-modal transport strategy, UFTI will need to understand the full range of enablers for mode shift, including urban form, policy and regulatory enablers, transformative infrastructure investment and technology potential. By completing this analysis, UFTI should be well informed of the drivers that affect mode selection and adoption, enabling a strategy that effectively offers modes which meet current and future demands.

Solutions:

UFTI will assess the impact of drivers on the amount of mode shift, including options regarding:

- urban form
- enabling investment
- policy and regulation.

In the short-term (to develop the Foundation report), UFTI will determine how the traffic is distributed across the different types of trips, including trip purposes, trip distances and trip vehicles type. UFTI will approximate trip purpose by conducting a traffic composition analysis, which may include analysing video camera footage from several main intersections during the morning and evening peaks. This analysis will indicate the lower bound of how many road users are able to shift mode.

In addition, UFTI will estimate the likely mode shift based on analysis of international city experiences under similar circumstances. UFTI will analyse mode uptake trends to estimate future behaviours and decision making. The Tauranga Transport Hybrid Model will then be used to test and refine the likely mode shift in Tauranga based on the detailed services developed and evolving decision factors.

Future deliverables and outputs:

Insights driven from the mode shift potential analysis will be used to inform the multi-modal strategy.

Interim briefing notes will also be prepared, which will be integrated into the Foundation report (Phase 2 deliverable).

Key take-away: We need to understand the potential, and what tools need to be employed to achieve transport mode-shift and a more multi-modal WBOP sub-region.

Housing supply

Providing for housing supply to support liveability in WBOP

Situation:

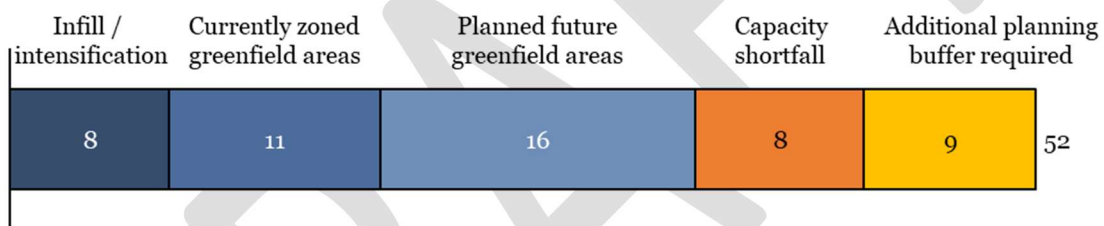
Western Bay of Plenty's near term housing supply is at risk due to high population growth and unforeseen delays in the release of capacity in the Omokoroa, Te Tumu and Tauriko West new communities. These delays relate to the New Zealand Transport Agency's transport investment and Māori Land Court issues.

The SmartGrowth Partnership agreed in late 2018 to take a more flexible approach to addressing short-term housing challenges. Tools will remain limited by the Government's decision not to extend the Special Housing Area legislation, unless new legislation provides alternative approaches.

Approximately 17,000 of the 52,000 homes for which development capacity is needed by 2048 are not yet provided for in the current settlement pattern. This shortfall grows to UFTI's planning horizon of 2063 and requires the identification of new infill/intensification and greenfield capacity.

Figure 1: Planned housing capacity in 2048

(000s, FDS, 2018)



Historically, intensification in the existing urban area has delivered only a small share of additional dwellings, despite significant capacity being zoned and serviced in some locations. TCC is undertaking a range of plan change and spatial planning projects to provide more intensification development options, but the commercial feasibility of intensification is currently limiting uptake.

The location and scale of the long-term housing solution is still uncertain. Rising house prices are creating affordability issues for residents but have not yet risen sufficiently to stimulate re-development at scale. Currently building costs are high and trending upwards, especially for multi-unit construction. It is uncertain whether this trend will continue or whether future building costs may start to decline through initiatives such as prefabrication.

The interaction between the housing and intensified urban centres and future transport solutions will be an important consideration.

Challenges:

To deliver the urban form plan which embodies the liveable communities WBOP aspires to, UFTI will need to answer the following questions:

- What are the barriers to developers delivering high density housing?
 - What are the key components of their cost?
 - What market condition changes (e.g. house prices) would stimulate intensification?
 - What non-cost factors are preventing the delivery of intensification?

Challenges (continued):

- What interventions and innovations could overcome intensification delivery barriers?
 - Are similar cities delivering greater intensification and how?
 - Are there any large-scale site redevelopment opportunities in Tauranga?
 - What is a realistic range of intensification scenarios?
- What is the prioritisation of greenfield corridors to supplement infill/intensification of existing urban areas following Omokoroa, Te Tumu, Tauriko West and Keenan Road? Noting this work will be done in partnership with SmartGrowth Partner staff working on the Future Development Strategy.

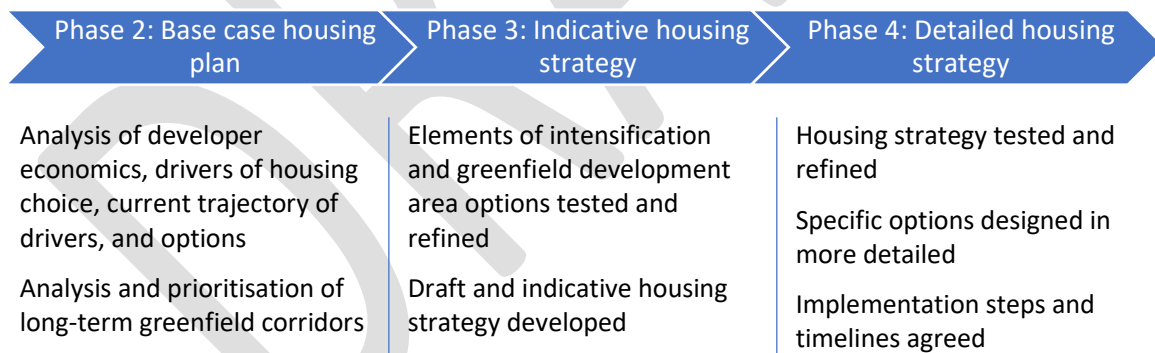
Opportunities:

UFTI will deliver the high-level plan to support liveable communities in WBOP, identifying the likely timing and location of the number and type of housing the community needs, integrated with urban form and transport solutions. An integrated, higher-density, urban form and transport solution will support increased access to various modes of transport, reduced transit times and reduced cost to the community.

Solutions:

UFTI will build from previous work done in the FDS, TUP and TTP to develop a plan to deliver housing supply and choice in existing and new areas to meet current and future needs. (Housing matters other than supply will be dealt with through subsequent SmartGrowth and UFTI work.) UFTI's approach is outlined in Figure 2 below.

Figure 2: Development of housing strategy throughout UFTI



Future deliverables and outputs:

UFTI will deliver a long-term future housing and urban form plan that includes a report covering:

- The likely range of future intensification, including key actions or variables that could affect intensification delivery
- A high-level prioritisation of long-term greenfield corridors for further residential development.

Key take-away: UFTI will assess the extent to which increased intensification of existing urban areas and greenfield intensification is achievable.

Hewletts Road sub-area

Current thinking on the approach to resolving acute transport issues in the short term under a BAU land use scenario

Situation:

The Stocktake and Gap Analysis of 2018 identified that the Western Bay of Plenty needs a transport network master plan. The network master plan needs to resolve a number of central issues, such as: what is the future network “spine”, what harbour crossing options are available and attractive, and what multi-modal and demand management solutions should be deployed? The issues need to be resolved for the network and for three sub-areas – Hewletts Rd, Cameron Rd to Tauriko, and the CBD to TNL. Early team focus has been on the Hewletts Rd sub-area.

The Hewletts road sub-area, which includes SH2 from Sulphur Point to the Sandhurst Drive interchange plus the surrounding industrial, commercial and residential areas, is an important and priority sub-area. The sub-area’s State Highway and rail network provides access to and from New Zealand’s largest port (handling 43% of all NZ’s port export volume), the CBD, Eastern Corridor and wider BOP, and Mount Maunganui’s tourism, education, and retail propositions. The area faces a range of competing demands that are difficult to manage with growing congestion and road safety issues. However, interventions that are effective in this sub-area would have the potential to be effective in other parts of the sub-region

The starting position for the sub-area is challenging. Commuter and freight traffic are congested at peak times, and increasingly during shoulder periods. Recent and expected traffic growth is about 5% per annum, above the 4% per annum GDP growth for the region. Intersections and driveways along Hewletts Road make accommodating future growth difficult. The existing harbour bridge may have sufficient current capacity, but does not seem to have an engineering-driven capacity increase option. Rail expansion is feasible but impacts on the roading network need to be managed.

Challenges:

The challenge is to determine how to provision for growth across a variety of nationally (e.g. the Port, Mount Maunganui), regionally (e.g. Bayfair shops) and locally (e.g. schools) significant sites.

- What is the expected growth in travel demand traffic during the peak?
 - BAU rail and heavy road traffic growth driven by Port and wider regional growth
 - BAU commuter growth, increased if intensification of existing areas grows and new development areas go ahead, partly offset at a network level through urban planning which achieves a higher degree of trip self-containment
 - Growth in access needs of local communities (e.g. Arataki)
 - BAU growth of summer tourism, particularly into and from the Mount
- What is likely growth given the potential for further intensification along the coastal strip, the Rangiuru and Kawerau developments, and additional freight volume from the east?
- What additional growth and solution options are possible if global, local and technological conditions change (for example, if part of the Port or Airport moved location)?

Opportunities:

The WBOP needs to develop a suite of solutions that can accommodate 5% annual growth in travel demand through the Hewletts Road sub-area and provide sufficient access to places of national, regional and local significance (the Port, CBD, the Mount, Bayfair and schools).

Future deliverables and outputs:

UFTI's Hewletts Road sub-area workstream will deliver:

- Long-term demand projections
- Option development and analysis
- Investigation of other leading cities
- Agreed near-term interventions
- Agreed demand management and multi-modal solutions
- Medium and long-term transport system investments
- Connection between sub-area solutions and the network and settlement plans
- Modelling and expected outcome evidence to support decisions
- Decisions required and decision-making processes
- Identification of implementation projects.

Key take-away: The Hewletts Road sub-area urgently needs solutions, but the near-term solutions need to be consistent with a longer term strategic approach for the sub-area and network

The Urban Form and Transport Challenge

Building a liveable city with transport that works for the future

Situation:

Tauranga and the WBOP are growing fast; there are more people, houses, jobs and increasing transport needs. The Port is vital, and the region is increasing its freight demand. The infrastructure is not keeping up and new investment is needed. The future can't look like the past. As Tauranga grows it has the potential to become a leading urban lifestyle destination, but it has some tough issues to resolve before it can achieve this. Further, the investment and planning decisions are spread across multiple parties. The critical issues which make up the UFTI challenge are:

- Rapid population and economic growth, placing pressure on housing and infrastructure, compromising social, cultural, environmental and economic outcomes
- WBOP's complex topography, aging population and economically important port and industries, create planning challenges which require unique solutions
- Government urban and transport priorities now emphasise intensification and liveability, access to social and economic opportunities, and reducing environmental harm
- Several major roading projects in the WBOP are being re-evaluated, to reassess their priority, form and timing within the context of the 2018 Government Policy Statement on Land Transport ("GPS") - major projects include the TNL and SH29, and others are also delayed.
- Gaps were identified in the preceding Tauranga Transport Plan (TTP), the Future Development Strategy (FDS) and Tauranga Urban Strategy (TUS). UFTI will take forward the TTP and FDS work.
- Global trends are creating new opportunities and challenges which will need to be navigated, including; climate change, global economic and political uncertainty, emerging and future technologies.

Challenges:

UFTI is faced with a set of complex challenges that need to be resolved together across multiple dimensions. UFTI will consider and provide options to address:

- How will UFTI resolve key issues and options; How much urban intensification? How much can people shift to public or active or other transport modes? How will technology reshape our region? What options can be presented to policy makers?
- How will UFTI create an evidence-based process that supports bringing the parties together?
- How will UFTI align decision making around a plan that works for the region and Government?
- How will UFTI engage with and manage the expectations of a wide range of stakeholders?

Opportunities:

UFTI can deliver an integrated urban form and transport strategic approach that:

- Enables, supports and shapes sustainable, vibrant and, interactive communities
- Enables and improves housing supply, choice and affordability in existing and new urban areas to meet current and future needs
- Improves measurable transport outcomes such as transport system safety, predictability, capacity, travel choice, vehicle dependency, and environmental impact

Opportunities (continued):

- Supports economic and social opportunity as WBOP's population grows
- Ensures long-lasting economic, social, environmental and cultural benefits

Solutions:

UFTI was envisaged by the parties as an intense one-year project over four phases from December 2018 to December 2019. During Phase One a detailed Project Plan and resourcing requirement has been specified, underpinned by an initial round of baseline analysis and framework development.

In general, the deliverables for each analysis include:

- Methodologies to analyse/model the key WBOP' urban/transport issues
- Briefing Papers which synthesise learnings into a form that demonstrates emerging conclusions to the wider team and to stakeholders
- Input into the formal deliverable reports (for example, the Foundation Report)
- Analytic input into subsequent analyses

UFTI's recommended approach to this is set out in the companion paper "UFTI Methodologies" and is reflected in the Project Plan.

UFTI will work to bring all parties along by involving key council and New Zealand Transport Agency staff in the analysis and option testing.

Local and national stakeholders will be communicated with and consulted via a professionally managed Communications and Engagement Plan.

Future deliverables and outputs:

The Key UFTI deliverables are set out in the Project Plan and its accompanying Resource and Communications & Engagement plans.

Deliverables relevant to the key issues are summarised in the current series of Briefing Papers.

Essentially, UFTI will deliver its outputs across four broad phases:

- Phase One: The project's agreed objectives, an agreed process moving forward for the near-term projects, a detailed project plan including resource and cost plan for UFTI, a procurement plan, a public communication and stakeholder engagement plan, and teamwork.
- Phase Two: Overview of the context, long-term trends and scenarios, problem definition, desired outcomes and KPIs, and early identification of options in a 'Foundation Report'.
- Phase Three: Initial testing and evaluation of the urban form and transport options, a draft of the high-level strategic plan / network master plan, and recommendations in an 'Interim Report'.
- Phase Four: Completion of a 'Final Report', detailing the best performing options, the integrated urban form and transport plan, and recommended actions for implementation.

UFTI will also provide a neutral and evidence-based forum for resolution of some key points of difference between the parties (while respecting their own governance prerogatives). It aims to build a collegial, team-based approach to its work.

UFTI will maintain strong connections with the community, and local business, iwi and community

Key take-away: UFTI will build a team to take an analytical, evidence-based approach to resolving WBOP's most critical urban development and transport challenges.

Multi-modal transport options

UFTI will investigate and propose leading multi-modal solutions

Situation:

The Western Bay of Plenty is experiencing increasing congestion problems that can no longer be relieved by road-focused approaches alone. Therefore, its heavy reliance on private vehicles must shift to the use of multiple transport modes. Any multi-modal solution will have interdependencies with urban form, infrastructure, regulation, policy and community adoption. Some analysis has been completed as part of the Tauranga Transport Programme (TTP) but needs to be expanded to the wider WBOP and built on by testing the applicability of leading mobility modes used globally, given WBOP's current and future characteristics. The present global situation provides many examples that UFTI could consider for further analysis in WBOP's short term context, as shown in Table 1.

Table 1: Global transport examples that may provide short term solutions

Type of mode	Description of innovative application	Example
Bus and train	Improved by higher frequencies of service and network connectivity, and transit priority on roads	Studies in the US have shown that transit signal priority for buses can improve travel times by 5% to 18%
Cycleways and pedestrian access	Infrastructure is improved to provide a safe, connected network for active mode users	A survey of users of Christchurch's new cycleway indicated 15% had previously used a car for the same trip
Smart HOV lanes	High occupancy vehicles and select traffic may use a dedicated lane	Onewa Rd T3 lane in Auckland carries >70% of commuters during peak
Tidal lanes	Traffic lane direction is reversed to add capacity at peak time and relieve congestion	Initial trials on Whangaparaoa Rd in Auckland indicated 2-7 minute savings of travel time per car, per peak period
Car-sharing	Users rent a car from an operator for single trips	In Sydney, led to eased parking congestion saving residents \$21m/year
Online tools and services	Increased ease of use of services by enabling users to receive updates, pay or plan trips online or via app	The OPAL app in NSW recommends the fastest public transport trip based on actual network conditions
Shared ride-hailing	Multiple users are connected to a single driver to travel a similar journey together	In New York, UberPOOL is a reliable and affordable option for areas where connections to public transport is poor
Micro-mobility	Users own or rent small vehicles such as e-scooters or e-bikes	Survey in US showed 70% of respondents view scooters as a car alternative

UFTI must also consider solutions that are currently in development or trialling stages to ensure a future-proof strategy. Global examples that could be analysed for WBOP are outlined in Table 2.

Table 2: Global transport examples that may provide long term solutions

Type of mode	Description of innovative application	Example
Mobility-as-a-Service (MaaS)	An app provides users with combinations of different modes to efficiently reach their destination	Initial trials in Helsinki show increased public transport use from 48% to 74% by providing convenient alternatives
Shared autonomous electric vehicles	Emerging technology is currently being developed by major car companies. AV shuttles are being trialled globally.	Christchurch Airport has autonomous shuttles in operation. Net impact on congestion is unknown, with increases in both network efficiency and demand

Challenges:

To determine how to apply leading solutions in WBOP, the following questions need to be resolved:

- How might the different transport modes attract users and to what degree?
- What conditions are required for each of the multi-modal options to feasibly operate? (e.g. minimum population, population density, infrastructure, relative costs (for provider and user))
- How might different modes depend on or influence current or planned urban form, infrastructure, policy, regulations, economics and user preference?
- What barriers exist that might block or slow the uptake of different transport options?

Opportunities:

For UFTI to deliver a multi-modal strategy that effectively relieves the congestion problems in WBOP, it must have a good understanding of all potential transport modes and their effect on WBOP should they be implemented. The analysis of requirements and dependencies of each mode will ensure that the strategy will work alongside UFTI's urban form strategy.

Solutions:

The multi-modal transport option analysis will inform the multi-modal strategy developed throughout UFTI. The mode shift Briefing Paper outlines how mode shift targets will be developed and how the multi-modal strategy will be developed is included in the UFTI methodology Briefing Paper.

Future deliverables and outputs:

Analysis and evidence to inform Phase Two and Three multi-modal strategy development.

Key take-away: UFTI's future multi-modal strategy is likely to combine several elements of leading global solutions.

Regional freight flows

Facilitating growth in the wider Bay of Plenty and Upper North Island

Situation:

The Western Bay of Plenty (WBOP) receives a large amount of freight traffic from other regions because it is home to the country's most productive port and is a key node in the Upper North Island's (UNI) "Golden Triangle".

Road and rail freight are contributing to WBOP traffic. Each road freight vehicle has a disproportionate impact on traffic, with one truck equivalent to between 2.5 and 10 passenger cars (AustRoads). Historically, freight movements have increased at a rate 1.4 times that of GDP.

Freight trains have less of an impact, but delay traffic at level crossings. Trains delay traffic for up to six minutes at level rail crossings. There are currently only 3 trains during the hours of 8am-9am and 5pm-6pm in Tauranga, but this could change.

Initial research into regional freight flows in WBOP focussed on EBOP developments, and has shown:

- The Eastern Bay of Plenty has historically grown at a much lower rate than that of the rest of New Zealand, and the WBOP, but a significant PGF application may change this
- PGF facilitated growth is concentrated in horticulture, aquaculture and tourism
- Kawerau Putuaki Industrial Develop (KPID) has made a PGF application for rail infrastructure which they expect to remove more trucks from the road than the other EBOP PGF projects put on.
- The net impact of EBOP PGF applications should be an improvement in traffic.
- Two water bottling plants may also be built in the Eastern Bay, which could bottle 1,400 containers of water per day according to proposed applications.

Note that initial work focussed on the Eastern Bay, and this will be extended to other areas, particularly the UNI. The inland port at Ruakura, if it progresses, will have an impact on how freight is handled in the UNI, and there will likely be more PGF applications in Rotorua, Waikato and the Coromandel.

Challenge:

For UFTI to better understand the likely future impact of regional freight flows on traffic in WBOP, it will need to determine how freight flows are likely to grow, and whether the WBOP state highway and local road network has capacity and resilience to absorb this growth.

Some challenges have arisen from initial analysis in this area, and UFTI will need to consider:

- What is the net impact of diverting a unit of road freight to rail in regard to WBOP traffic?
- Will future freight flows continue to grow ahead of GDP?
- Will KiwiRail change their schedule to increase the number of trains entering Tauranga or Mount Maunganui during peak hours? And, how will this affect road traffic?
- Will Murupara and Otakiri water bottling plants proceed, and if so, how will their goods be transported?

Challenge (continued):

- If water is transported by rail, will it terminate at Sulphur Point, or Mount Maunganui before being trucked to Sulphur Point given limited handling capacity at Sulphur Point?
- What PGF or other projects are planned for areas other than EBOP that cause step-change growth in:
 - The UNI economic growth
 - Future modal mix of freight (e.g. proportion of road and rail freight)
- How will national and other port strategies influence freight flows into Tauranga?

Opportunities:

For UFTI to deliver an accurate and effective strategic approach, it must be across all sources of transport demand that impact local traffic. This component of UFTI will help us estimate freight growth that originates outside of WBOP that may not be picked up by other UFTI work.

Solutions:

To meet the above challenges, UFTI will:

- Complete the analysis on the road and rail freight impact of Otakiri and Murupara water bottling plants under a range of modal share scenarios
- Adopt holistic planning process to ensure implications of development projects are considered
- Determine the impact of a change in KiwiRail schedule by modelling a substantial increase in train movements during peak hours
- Determine impact of grade separating remaining level crossings in WBOP
- Determine net impact of diverting road freight to rail
- Model the impact of a material change in the relationship between freight kilometres and GDP
- Add EBOP, other PGF, water bottling and Kawerau – Putauaki Industrial Development freight growth numbers to the Tauranga Traffic Model (TTM) to determine the impact on when WBOP roads' capacity is exceeded
- Model the potential for freight growth and changes to supply chains and their impact on freight movements to/from the west and south
- Leverage any work carried out during the 2019 BoP Rail Study.

Future deliverables and outputs:

Regional freight flows work will be delivered during the "Estimate gross transport demand" module of the base case stage. Specific output will include:

- Updated TTM inputs which include any known potential growth (e.g. water bottling plants, PGF projects)
- An interim read-out to the Regional Land Transport Committee
- A revised briefing paper
- Input into formal reports such as the Foundation Report.

Key takeaway: Regional flows are a material component of local WBOP traffic, and shifting road freight to rail could release a large amount of road capacity.

UFTI's analytic methodology

A minimum sufficient approach for a complex problem with many moving parts

Situation:

UFTI has been launched to develop a strategic approach for the development of WBOP's urban form and transport, answering issues regarding housing capacity, intensification, multi-modal transport and network capacity at key choke points, while also providing short, medium and long-term solutions with implications of trends and emerging technology built in.

It is a complex problem with many moving parts. The project needs to cover investment in urban form and transport options, deliver solutions for short- and long-term issues, provide answers urgently but with analytic rigor, and integrate multiple organisations with (in some cases) different objectives.

The modelling work and analysis undertaken in TUS, TTP and FDS must also inform the work being done by UFTI.

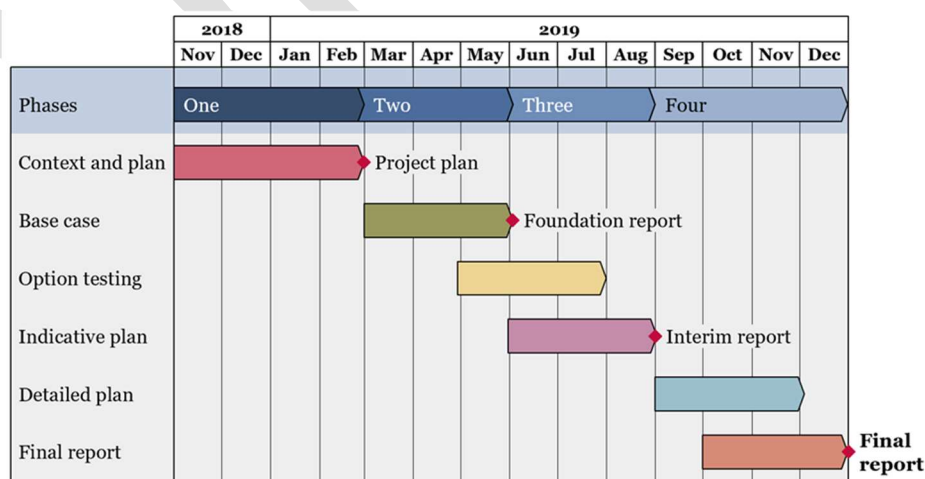
Challenge:

The challenge is designing an analytic methodology which is rigorous, comprehensive, and which answers the following questions:

- How will UFTI build from the good work that has been done in the past, including FDS, TTP and TUP?
- How will UFTI integrate urban form and transport analysis and solutions?
- How will UFTI develop solutions iteratively to allow thorough engagement and testing?
- How will UFTI build in the management of uncertainty?

Solution:

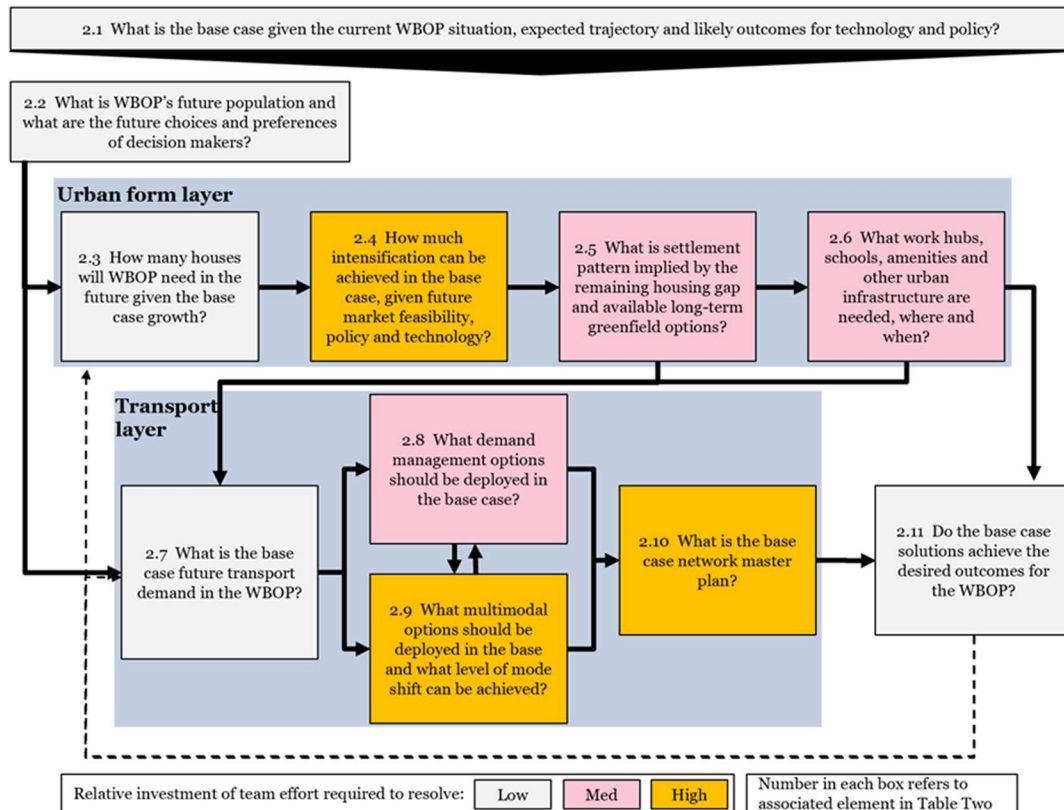
UFTI has developed an analytic methodology based on the Auckland Transport Alignment Project (ATAP), tailored to reflect UFTI's wider scope (including urban form) and unique needs. The methodology is made up of six stages which are summarised in the figure below:



The base case stage – UFTI's next stage of work – sets out to develop a view on the likely expected future for urban form and transport in the WBOP, based on what we know today. The early view will provide a foundation to understand what the major challenges, solution options, and drivers of uncertainty are. Learnings from this stage will inform later stages.

Solution (continued):

The base case stage includes resolving ten highly related questions, as outlined in the figure below:



The base case stage will develop alternative scenarios which will be modelled and analysed in the option testing stage. Scenario analysis will allow base case solutions to be tested against more fundamental uncertainties such as future climate change, availability of advanced technology, the price of energy, policy and funding choices, and preferences of residents, developers, transport users and policy makers.

The indicative plan stage will deliver preliminary urban form and transport network master plans, strategies for intensification and multimodal, and recommended implementation steps. These will be tested, refined, detailed and communicated in the later stages.

Output from the base case stage and later stages will include further briefing papers, input into formal reports (such as a Foundation Report in May), and input into subsequent analysis.

The team proposed to complete the analysis includes a mix of internal partner-organisation staff and external consultants as required.

Future deliverables and outputs:

The outputs of the project need to include:

- Agreed "base case" long-term settlement and urban development plans
- Agreed "base case" demand management, multi-modal and transport network master plans
- Agreed approaches to adjusting "base case" plans under alternative scenarios
- Agreed implementation steps (which may include any changes to statutory processes)

Key takeaway: UFTI has been tasked with solving a high-stakes, complex and unique problem, and has developed a robust methodology which will deliver success.

Managing uncertain futures

Planning liveable communities is more challenging than in the past

Situation:

Faster technological, scientific and societal change and increasing uncertainty gives rise to long-term planning challenges. To address this, UFTI must consider a range of possible scenarios that could impact UFTI outcomes and test each proposed option against those possible scenarios.

The aim is to consider how well each of the options developed would perform under a range of possible futures, and then arrive at a decision that is the most resilient and future proofed.

UFTI has identified five important drivers of uncertainty so far:

- **Climate change.** Temperatures have increased 1°C since 1900 and another .6°C is committed from emissions already released. Tauranga City Council has a good understanding of the housing and infrastructure at risk under different sea-level rise/increased flooding scenarios.
- **People's preferences and decision drivers.** According to observed behaviour, people in Tauranga value standalone properties and the flexibility of private vehicles over their alternatives. How might this change?
- **Disruptive technologies.** Shared electric vehicles, micro-mobility (e.g. e-scooters etc.) and advanced robotics are developing at pace and will have a material impact on the transport and urban form over the coming years
- **Global and local economic performance.** A long period of stable growth has facilitated Western Bay's rapid growth in housing and transport demand. How might this change if the economy was to slow or reverse?
- **Central government policy.** How might each solution withstand any foreseeable shift in central government policy regarding urban form and transport?

Challenge:

Analysis must provide a means to manage uncertainty about the size and timing of expected trends. This work will need to consider the following:

- Scenarios that could have a significant impact on the WBOP and therefore the success of UFTI:
 - Much more rapid growth of population and economy if New Zealand becomes a safe haven and WBOP is an attractive destination for immigrants
 - Technology and policy combine to deliver much higher or much lower energy costs
 - Global changes which disrupt supply chains and interrupt the anticipated arrival of future technologies
- Wildcards, which include making relatively localised adjustments to test the impacts of certain events, should they occur; for example:
 - Development of the racecourse and golf course
 - Movement of a large part of Port of Tauranga to a location shared with Auckland's Port
- Wildcards might also include major global or New Zealand events; for example:
 - A second more serious GFC
 - Aggressive mobilisation establishing an effective response to climate risks.

Opportunities:

UFTI must provide a framework and sufficient guidance to give confidence that near- and long-term decisions will establish a pathway to successful outcomes despite uncertainty about the future.

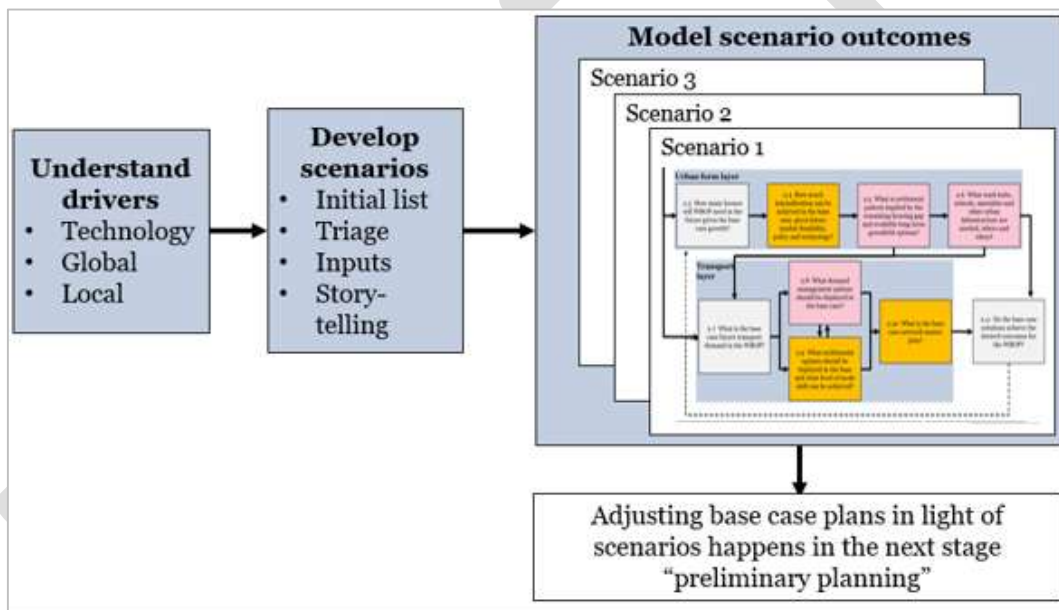
The aim of this work will be to identify and test material risks that are likely, quickly discarding risks that are either immaterial or highly unlikely to occur.

Considering a range of futures will make UFTI's strategic approach more robust and more likely to withstand changes in Central Government ideas of which type of urban form and transport solutions should be developed.

Solution:

Scenario development is a core component of future planning. UFTI will identify options in the base case stage and use the learnings to develop scenarios. The developed scenarios will then be triaged based on their likelihood of occurrence and impact should they occur. Options will then be tested against the post-triage scenarios. This process is visualised below:

Figure 1: UFTI's approach to scenario development and modelling



Future deliverables and outputs:

Scenario development and testing will take place for three months from May 2019, running concurrently with the Base Case stage for all of May, and with the Indicative Plan stage for June and July. The outputs from this work will be:

- A list of possible scenarios, with materiality and likelihood values assigned
- Draft “stories” for scenarios and wildcards
- A set of related parameters by which to alter the base case for each scenario
- Communications to explain options, scenarios and implications of the scenarios for options

The implications of the scenarios for each option will then feed in to indicative and detailed plans, and the final report.

Key takeaway: Urban form and transport needs of tomorrow will be materially different than today's. UFTI needs to develop a resilient strategic approach that will withstand the changing context.

SmartGrowth and UFTI relationships

Linking previous strategic studies with UFTI

Situation:

The Future Development Strategy (FDS), Tauranga Urban Strategy (TUS) and Tauranga Transport Programme (TTP) projects delivered reports in 2018.

One of the results of the FDS and TUS work, along with the Stocktake and Gap Analysis, was that it became clear that further work was required in the WBOP sub-region to better link urban form and transport issues and different organisations' strategic plans. The Urban Form and Transport Initiative (UFTI) was launched to develop the integrated strategy approach.

The work done in the FDS, TUS and TTP has indicated that with Tauranga and the WBOP's increasing population and commercial growth, building more roads will not be the sole solution to relieving congestion. UFTI needs to build on the outcomes of the TTP as well, to deliver an improved multi-modal transport strategy.

The FDS, TUS and TTP need to be connected to UFTI because UFTI will build on the work completed by those teams.

Challenges:

For the connection between the projects to be successful, UFTI needs to resolve:

- How will UFTI integrate the evidence and insights developing through the FDS, TUS and TTP projects?
- How will consultation through UFTI complement what was done through the FDS, TUS and TTP?
- Should current FDS and TUS streams of work be put on hold until UFTI is progressed or completed?
- Should resources assigned to FDS and TUS join the UFTI team to support progress and ensure insights are shared across projects?
- What will the future of the FDS and TUS projects be once UFTI is completed? Will a new joint and integrated planning process be implemented?

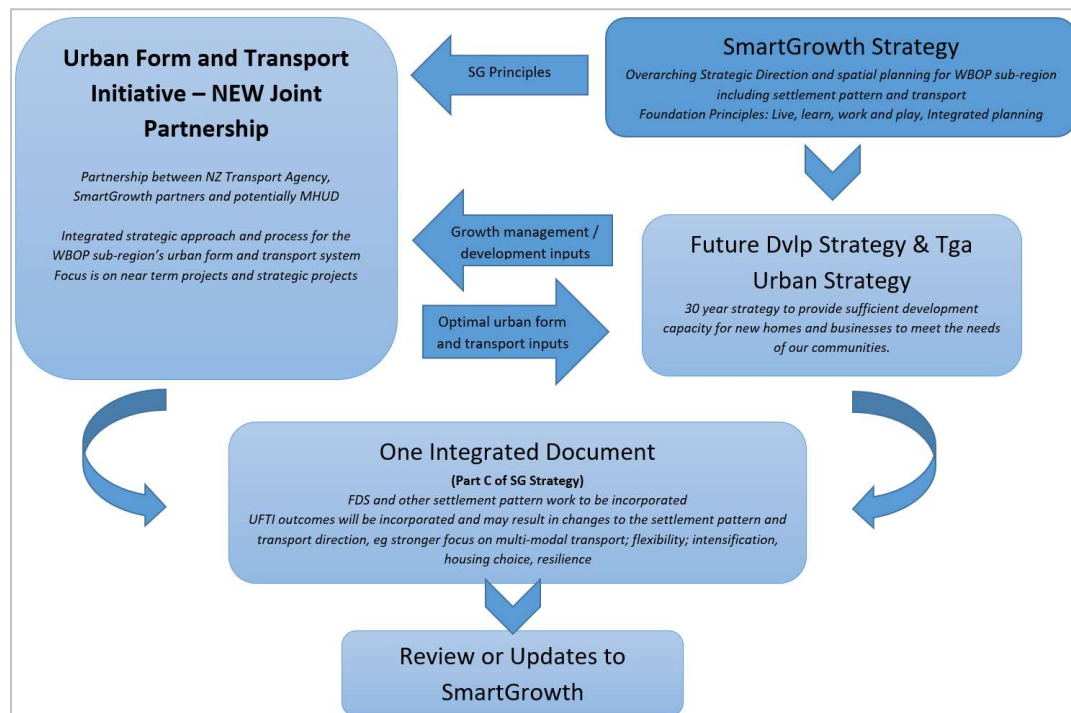
Opportunities:

The opportunity is to ensure that UFTI builds from the excellent work completed by the FDS, TUS and TTP project teams, ensure that no council resources are wasted undertaking duplicate activities, and to develop an improved integrated planning process for the SmartGrowth Partnership.

Solutions:

Figure 1 below is a diagram which illustrates the relationships between SmartGrowth, UFTI and the Future Development Strategy / Tauranga Urban Strategy.

Figure 1: Connections between UFTI, SmartGrowth strategy, FDS, TUS



Both the FDS and the TUS remain key documents and will provide a basis for UFTI. It will be an iterative process with UFTI also informing the integration of the FDS and TUS. All three will be merged into one document so that we have one integrated planning response across the partnership. The work done in the TTP will also provide an input to the development of UFTI.

In the meantime, the SmartGrowth partners will progress the Proposed FDS work programme in terms of investigations already underway as well as releasing development capacity through the required Resource Management Act planning process. This capacity will be provided through enabling intensification of existing urban areas (as proposed in the TUS) and rezoning of planned greenfield growth areas. In all other respects the FDS will be paused until the UFTI work is further progressed.

In some cases, people who would have otherwise been working on the FDS and TUS may be able to contribute their available time to UFTI.

Future deliverables and outputs:

By the end of 2019, one integrated strategy will be developed through UFTI

FDS and the TUS may continue to progress necessary and non-duplicative work in parallel, and will update stakeholders as appropriate

Key take-away: UFTI will connect with past work in order to avoid duplication and to build on prior institutional knowledge.

Connected Projects

Engaging and building on other related projects already underway.

Situation:

There are several key pieces of work already underway that relate to UFTI's scope of work. It's important to be aware of these so UFTI can build upon and engage with them.

Figure One: Description of projects and estimated timeframes

Project	Description and current status
Mode Shift Strategy (NZ Transport Agency)	The NZ Transport Agency is developing a mode shift strategy to clearly articulate what interventions are required to reduce dependency on private vehicles and promote the use of public transport, walking and cycling. This includes both national-level system changes and regional place-based 'programmes of action' in major urban areas.
Travel Demand Management NZ (NZ Transport Agency)	Working to achieve a nationally co-ordinated approach to Travel Demand Management (TDM) which includes a national pipeline of innovative solutions to demand issues, with regional relevance and practical application.
Long Term View (NZ Transport Agency)	A Long Term View is being developed to provide a 30-year, shared view of the drivers of change facing NZ and the implications for the land transport system to inform planning and decision making of the Ministry of Transport, NZ Transport Agency, Councils and the rest of the land transport sector.
Future of Rail Programme (Ministry of Transport)	The Review is taking a strategic view of NZ's rail network, within the wider transport system, including possible future planning and investments.
Upper North Island Supply Chain Strategy (Ministry of Transport)	The Government is reviewing the logistics and freight supply chain to ensure it is fit for purpose in the long term. The review will guide development and delivery of a freight and logistics strategy for the Upper North Island including a feasibility study to explore moving the location of the Ports of Auckland, with serious consideration to be given to Northport.
Urban Growth Agenda (Ministry of Housing and Urban Development)	The Urban Growth Agenda (UGA) is focused on addressing the fundamentals of land supply, development capacity and infrastructure provision by removing undue constraints.
Bay of Plenty Passenger and Freight Rail - Phase 1 Investigation	The Bay of Plenty Regional Land Transport Plan 2018 (RLTP) makes provision for a Bay of Plenty Rail Study to explore the potential for increased use of the rail network for passengers and freight in the region.

Opportunity:

The table below outlines the opportunity from connecting and aligning UFTI with the related projects.

Project	Opportunity
Mode Shift Strategy	Opportunity for UFTI to align its education strategy around shifting mindsets away from car usage to multimodal with the Mode Shift Strategy. Opportunity for the Transport Agency to use the wBOP as a “testing ground” for its Mode Shift Strategy.
Travel Demand Management NZ	The Transport Agency are using research and customer insights to design and establish principles and mechanisms to support a TDM approach. These insights could feed into UFTI’s approach to addressing current issues related to travel demand.
Long Term View	It’s imperative for UFTI to be across findings of the Long Term View so it can provide contexts for sub-regional planning and insights for what the new GPS will contain.
Future of Rail Programme	Rail is a consideration for UFTI projects so it’s important for UFTI to understand the Government’s strategic view, and opportunities for future planning and investments.
Upper North Island Supply Chain Strategy	Outcomes of this strategy are likely to impact the Port of Tauranga so it’s important for UFTI to be across this and work through implications and opportunities with the Port.
Urban Growth Agenda	As focus areas deliver their responses, any implications and opportunities for UFTI will need to be understood.
Bay of Plenty Passenger and Freight Rail Phase 1 Investigation	Opportunity for both phases to directly feed into sub-regional planning and considerations under UFTI.

Challenge:

It’s important for UFTI to be aware of the findings and timings of each of the projects above so each can be understood and fed into UFTI projects accordingly.

Open communication lines and information sharing will be vital to ensure projects align and can be implemented effectively and cost efficiently.

Approach:

UFTI will look to align with the connected projects in several ways:

- Request and provide all UFTI partners with updates on connected projects
- Identify changes to UFTI’s or related projects’ work plans that result from closer connection (for example align UFTI’s multimodal education campaign with the Mode Shift Strategy)
- Utilise learnings from all connected projects to implement urban and transport planning
- Work with key partners e.g. Port of Tauranga to understand and plan for potential implications from any of the connected projects
- Connect with and support projects as required

Deliverables:

- Outline how UFTI will connect with each of the connected projects
- Ongoing updates on the connected projects throughout the UFTI project via Briefing Papers

Key takeaway: UFTI will ensure alignment to connected projects

UFTI additionality

Articulating why UFTI is needed

Situation:

As the region grows at a significant rate, it is constantly being challenged to ensure urban and transport infrastructure meets the needs of local communities. Planning, investment and development has been unable to keep up with demand.

In the past five years, local councils and SmartGrowth have tried to focus on overcoming these challenges. A lot of planning and community engagement has been done but it has been in silos, and generally we have lost momentum from a sub-regional perspective.

Transport is a major issue, so too is a lack of affordable housing, and land supply which is constrained due to the natural environment.

There are at least 24 major urban development or transport projects underway across the WBOP. Many have been developed separately and there is not an adequate master plan, supported by advanced modelling of options and scenarios, to align these at a governance or operational level. There is an opportunity to build a much more cohesive approach.

Recent feedback on the SmartGrowth Futures Development Strategy (FDS) was loud and clear – local people want bold leadership as we move forward.

UFTI is a partnership between SmartGrowth partnership and NZTA, both having equal roles, and will provide an approach to solving these issues. But there is a strong need to clearly articulate what UFTI is, and how it will build on work that has already been done, like TTP, FDS and TUS, to provide the blueprint for identifying the common transport, housing, liveability and urban development challenges shared by our communities.

It is important that consistent, proactive and credible information reinforcing the need for UFTI is shared.

Challenges:

Currently there is little understanding about what UFTI is, and confusion about why it is needed. The public won't have the background understanding of why UFTI is needed, and there is the potential for UFTI to be seen as duplication of work that has already been done.

The nature of the UFTI partnership also presents some challenges, as at times individual partners will have competing interests.

We need to ensure language is not too bureaucratic, and that externally UFTI has clear objectives and deliverables.

In addition, the move towards multi-modal transport plans, and new urban form development will challenge our councils and our communities. It will require a significant change in mindsets and culture, from a car and road first environment to a modern, integrated, multi-modal, region-wide future, which will need to be achieved through education and engagement.

Opportunities:

Clear articulation of the need for UFTI. This should include how it will build on the previous work done and, then go beyond that to deliver a cohesive, robust and evidence-based blueprint for the future.

It is important we communicate that UFTI is needed to answer strategic issues regarding housing capacity, intensification, multi-modal transport and network capacity at key choke points, while also providing short and long-term solutions with implications of trends and emerging technology built in.

The community is voicing a strong need for a collaborative approach to transport and urban form planning in the WBOP, and a committed focus on from all partners will be supported.

Solutions:

A strategic communications and engagement plan has been developed that will demonstrate and communicate why UFTI is needed, how it relates to previous studies, and how its recommendations will improve the lives of the people of WBOP. The plan covers a strategic communications approach, engagement plan, implementation plan, stakeholder mapping, key messaging and core story – all developed with input from partners, and to be signed-off by partners.

Community engagement will contribute to the success of the project as a whole by helping to ensure that the WBOP public and key stakeholders are informed about the project, have the opportunity for feedback, support the process, and are more likely to accept UFTI's recommendations. UFTI will work with iwi, the business sector, community groups, and political leaders. This is being done at a local, regional, and national level.

The UFTI 'story' will cover:

- Describe the situation (high growth, constrained geography, fast change, the 'why')
- Propose what success looks like (vision, outcomes, and measures, the 'what')
- Explain UFTI's work programme (phases 1-4, why it's different, outputs, the 'how')
- Describe the urban form drivers (economy, intensification, settlement)

Future deliverables and outputs:

The following deliverables will be completed by the end of Phase One.

- Communications and engagement plan with input from all partners
- Key messaging and a 'core story' agreed on by all partners
- Implementation plan identifying key dates, actions and responsibilities for communications and engagement
- A stakeholder list identifying method of engagement and priority of engagement
- Briefing documents as required for Mayors, Chairs, Elected Members, ERG and SLG.

Key take-away: Articulating the reason UFTI is needed, and how it will build on the work done to date, and the outcomes of UFTI are crucial to the success of this project.

An aerial photograph of a coastal city and harbor, overlaid with a semi-transparent blue filter. The city is situated along a curved coastline, with a large body of water (the harbor) to its right. A prominent, forested mountain with a rocky peak is in the foreground on the right. The sky is filled with soft, white clouds. The text 'UFTI' is displayed in large, white, sans-serif capital letters in the upper left corner.

UFTI

Urban Form & Transport Initiative

Communications & Engagement

UFTI

- UFTI will provide the blueprint for identifying the common transport, housing, liveability and urban development challenges shared by our communities.
- An important opportunity to work together with key investment partners in a high growth area to resolve current, emerging and long-term urban form and transport system challenges.
- Building on local initiatives, such as the Future Development Strategy, Tauranga Transport Plan and Tauranga Urban Strategy and using valuable insights and feedback from the public and interest groups.
- UFTI is an evidence-based and quantified approach for the future.
- It is sub-regional in its focus and is fully integrated across urban and transport issues and aligned from the ground up with the new GPS and Urban Growth Agenda.
- A coordinated plan and approach that brings together more than 24 transport and urban development projects currently underway in the western Bay of Plenty.
- Provides a clear way forward and confidence for government to support through investment and funding.

COMMUNICATIONS

- UFTI will leverage the good work already done during the development of previous plans such as the Tauranga Transport Plan, Tauranga Urban Strategy and Future Development Strategy.
- Communications will always allow for two-way discussion – either through face to face engagement, online feedback portals, roadshows and email.
- UFTI will provide regular updates internally to the NZ Transport Agency and council partners, and externally to all identified stakeholders. This will include the use of a microsite, a bi-weekly newsletter or update, media engagement, and advertising.
- Communications will be simple and engaging to ensure a clear story and project overviews are shared.
- UFTI covers the western Bay of Plenty sub-region – communications will be developed at a sub-region-wide focus, and also adapted to provide insights for individual communities.

ENGAGEMENT

- It is important that UFTI engages with multiple communities of interest throughout the project, especially at a local level. This includes (but is not limited to):
 - General public – ratepayers and wBOP taxpayers
 - Iwi and tangata whenua
 - Community groups
 - Business sector
 - Institutional stakeholders – councils, schools, health, emergency services
- UFTI will use a combination of information sharing, information gathering, consultation, and an education campaign.
 - Information sharing meetings (briefings / not feedback critical)
 - Consultation / possible roadshows (generating feedback / input)
 - Public education campaigns about multimodal, urban form and transport matters
- Stakeholder engagement has already begun, but will increase during Phases 2-4 (from April onwards).

KEY POINTS

- Councils, through the SmartGrowth partnership and the Transport Agency, are working together on an important strategic urban development and transport project called the Urban Form and Transport Initiative (UFTI).
- UFTI will provide the blueprint for identifying the common transport, housing, liveability and urban development challenges shared by our communities.
- The initiative will deliver a refreshed and coordinated approach for housing development and transport infrastructure planning across the western Bay of Plenty, focusing on a multimodal future and identifying and progressing key short and long-term priority areas.
- UFTI will use an integrative and strategic approach based on robust evidence and quantitative modelling of future scenarios to develop sustainable options.
- UFTI will support the western Bay of Plenty as urban form changes and it transitions from a car and road first environment to a modern, integrated, multimodal, region-wide future.
- UFTI is a collaborative approach being driven by the understanding that to create a better future, the leaders of the western Bay of Plenty must all work together to more fully integrate and action urban development and transport planning.

SmartGrowth

Bi-Monthly Report (Paper B)

- Kaituna Link
- Measuring Intensification
- Housing Update



Committee Name	SmartGrowth Leadership Group (SLG)
Committee Meeting Date	20 March 2019
Author (s)	Ken Tremaine – SmartGrowth Strategic Advisor
Purpose	To inform and update the SLG of key SmartGrowth projects and implementation progress

Bimonthly Report

1. Kaituna Link

A report on the Kaituna Link came to the SmartGrowth Leadership Group (SLG) on 21 November 2018. There was a lot of discussion by the SLG on this report. The matter was reported to CEAG in December 2018 where it was agreed that the Strategic Advisor would undertake further work on the Kaituna Link route which would be reported back.

The Strategic Advisor has now had the opportunity to investigate the matter further and has met with Western Bay of Plenty District Council staff and reviewed the provisions of the District Plan. The Strategic Advisor is of the view that the District Plan provisions, including the zoning, are adequate to provide sufficient protection for the route should it be needed in the future.

The Technical Implementation Group has also discussed this matter and it has been noted that the Kaituna Link will remain an option and can always be reconsidered should circumstances change. In the meantime we can be confident that the land that the route would need to traverse will not be compromised. Tauranga City Council will also be including the potential alignment in the structure plan for Te Tumu and associated provisions in the Te Tumu plan change.

2. Measuring Intensification

At the November SLG meeting, the matter of how we measure residential intensification was discussed. At present there is an emphasis on measuring higher densities in the existing urban area and in particular the Central City.

However, recent trends are indicating that we are seeing much higher densities in greenfield areas.

Tauranga City Council is currently working on an evidence base which will look at density and typologies. A framework for this is currently being discussed and worked on by the Technical Implementation Group. Areas identified for improvement include:

- Monitor dwelling typology information spatially
- Monitor a lower level of detail for the “Retirement Village Units” and “Townhouses, flats, units and other dwellings” categories.
- Monitor number of bedrooms and floors
- Maintain a table of resource consents for multi-unit residential developments
- Update the RPS density assessment at Wairakei and Mount North High Density area, and apply it to other urban growth areas as they are released, and to intensification areas.
- Update the density assessments on an annual basis, reported through the SmartGrowth Development Trends report. This could include density achieved over the previous 12 months, and overall density being achieved for the spatial area defined.
- Monitor the number of residential lots created within specified size thresholds, along with average lot sizes spatially.
- In addition to average floor size, monitor dwelling size by size categories category.

We have also been canvassing what other high growth councils are doing in this space and how they measure density. Most councils focus on the existing urban area. Auckland Council has undertaken specific work in greenfield areas to measure the density levels being achieved. These are done on an area by area basis.

Once the improved monitoring framework has been finalised, it will be reported to the Chief Executives Advisory Group and then the SLG.

3. Development Capacity and Special Housing Areas

There is currently around 6 years of theoretical development capacity remaining as at 1 January 2019. Some areas, such as The Lakes effectively have no remaining subdivision capacity and only a few years of sites in the pipeline for house builders. Further compounding the issue are some infrastructure challenges for particular sites and a slow release to the market by some developers. The developers and building companies in the sub-region have clearly communicated that in their view the reality is there is less than 18 months realisable supply. Council staff concur with this view that the realisable supply is significantly less than the theoretical supply.

Additional development capacity has been projected to come online through three main factors:

1. New major greenfield areas at Te Tumu, Tauriko West and Omokoroa.
2. Enabling more opportunity for intensification within the existing urban area of Tauranga City.
3. Provision for Special Housing Areas.

With particular regard to the last point, the SmartGrowth partnership agreed in late 2018 to take a more flexible approach to addressing development capacity shortfalls in the short-term. With the Housing Accord and Special Housing Areas legislation not being extended beyond September 2019, a critical tool for allowing this flexibility is no longer available. This limits opportunities for new

capacity to be released in appropriate locations beyond the agreed settlement pattern areas, but also removes a potential pathway to releasing capacity in the agreed new growth areas faster than conventional processes under the Resource Management Act. The repeal therefore compounds the issue of an impending shortfall of development capacity in the sub-region.

4. Eastern Corridor

A number of submissions on the Proposed Future Development Capacity supported future growth being catered for at Paengaroa, as well as other locations in the Eastern Corridor such as Pongakawa. The submissions also requested the need to undertake the assessment now, rather than over the next three years, particularly in relation to the shortage of housing for the rapidly expanding kiwifruit industry.

A project plan has been prepared to undertake a study in order to determine whether further urban development should be provided for in the Eastern Corridor. This is in addition to the currently agreed urban growth areas of Te Tumu and Te Puke.

The project will be undertaken in two phases:

1. The first phase is to consider whether additional urban growth areas should be provided in the Eastern Corridor or not.
2. If the answer to 1 is that there should be further urban development opportunities, a detailed study is required to determine the location and to consider other factors such as timing, viability and cost.

5. Smart Housing Action Framework

In March 2018, the SmartGrowth Leadership Group approved the Smart Housing Action Framework as its response to the Housing Need and Demand Research Report completed in December 2017. The Leadership Group endorsed a series of next steps for the framework including mapping out the best process for taking the framework forward and determining the leadership of actions. It also asked for regular updates on progressing the next steps and action areas.

The framework has four action areas.

1. Land provision and new partnerships – promoting and activating new ideas and joint projects.
2. Policies and planning – getting our strategies, planning rules and regulations right.
3. Community capacity and capability projects – developing skills, systems and resources to do things differently.
4. Co-ordinated advocacy and communications – sharing our housing story and actions. Acting together to get results.

This report outlines progress on the action areas of the framework.

Land provision and new partnerships

Tauranga City Council and Western Bay of Plenty District Council:

- Monitoring rental housing stock as part of the requirements of the National Policy Statement on Urban Development Capacity.
- Contributing to the work of the Regional Healthy Housing Forum
- Continuing to support the SmartGrowth Housing Affordability Forum's process to develop affordable housing on a designated block within the Omokoroa Special Housing Area
- Coordination and participation in the externally chaired Our Community Project work, and in the People's Project Governance Group.

Western Bay of Plenty District Council

The Council has adopted a Housing Action Plan. Targeted consultation included a presentation to the region's Social Housing Advisory Group. This Western Bay of Plenty District Council plan aligns to the four focus areas of the Smart Housing Action Framework but is more specific to the council's roles and priorities for action. The action plan is developed around four key outcomes for housing.

- Affordable housing
- Accessible housing
- Habitable housing
- Security of tenure

The Housing Action Plan has a three-year implementation plan. Proposed actions include continuing to support 'A Healthy Whare Project' and expanding it into three new communities over the next three years.

Western Bay is also investigating a Plan Change for its residential zones to ensure a mix of housing types and price points can be delivered in growth areas. It will also consider exploring incentives to enable assisted rental and assisted ownership models and inclusionary zoning. Changes to the Infrastructure Development Code may also be considered to deliver more accessible neighbourhoods.

Seasonal work accommodation is a major area of interest, given the forecast in kiwifruit export growth. The council is reviewing its Post-Harvest Zone in its District Plan to ensure it is fit for purpose to provide for seasonal worker accommodation.

The Council is also providing ongoing support to the Joint Agency Group work to develop papakāinga. It would also like to partner with others and carry out more research into Maori housing need to support development of a detailed Maori Housing Strategy.

Council is planning to investigate social housing developments in Te Puke, in partnership with other potential providers.

Tauranga City Council – Tauranga Urban Strategy

This strategy and related projects are focused on the delivery of a more compact urban form for the city via redevelopment and intensification of the existing urban area. Higher density greenfield

outcomes can also contribute toward compact city aims. A number of projects are being scoped that seek to give effect to the Tauranga Urban Strategy.

The following plan changes are underway:

- Review of the City Living Zone (the zone adjacent to the CBD).
- Changes to the City Plan objectives and policies to give effect to the centres-based growth principle in the TUS.
- Investigation of growth and intensification of centres on the Te Papa peninsula.
- A city-wide stormwater plan change to address the stormwater implications of intensification and the management of existing flood risk.
- An external TUS advisory group has been set up to rationalise and refine the TUS (focusing it more on key urban form outcomes).

Accessible Properties is investigating the potential of its land holdings in the Tauranga central area as well. They have sought, as part of this investigation, input from the SmartGrowth partnership.

Policies and planning

The development of the Proposed SmartGrowth Future Development Strategy has been the main action completed under the policies and planning focus area.

The Tauranga Urban Strategy has been refined based on stakeholder feedback with an emphasis on increasing density around centres, public transport and improving the quality of public spaces. An outline of how the Tauranga Urban Strategy will be implemented has been incorporated into the Proposed Future Development Strategy. The pre-scoping of the Te Papa Peninsula Strategic Framework by Tauranga City Council is underway.

Tauranga City Council's adoption of its 2018-2028 Long Term Plan includes funding for delivery of a range of housing initiatives related to the action areas of the Smart Housing Action Framework. The council's Our Community Project group continues to meet and is considering its next area of housing actions.

Community capacity and capability projects

The SmartGrowth Housing Affordability Forum (HAF) met in August 2018 and discussed progress on the Smart Housing Action Framework. Tauranga City Council, SmartGrowth's Chair and Western Bay of Plenty District Council reported on the work to the forum.

Following discussion of the framework, the Housing Affordability Forum agreed the following key messages for the SmartGrowth Leadership Group.

- HAF would like to recommend a more targeted bi-monthly reporting structure on the implementation of the Housing Action Framework.
- HAF encourages the partners and other agencies to ensure there is sufficient funding and resources allocated to this priority Housing Action Framework (as per the SmartGrowth Leadership Group resolutions in March 2018).

Relevant community initiatives

BayTrust along with other not-for-profit and mission based community groups are investigating options to make a difference to the availability of affordable housing products in the Western Bay of Plenty District and also the wider Bay of Plenty.

One option being explored is being an 'impact investment' approach to providing shared equity housing models/products into the Bay of Plenty market. The thinking involves this product being delivered with and through the New Zealand Housing Foundation and other partners. The work is underway, with specific investment proposals now under consideration that could be delivered in 2019 depending on other partner buy in.

The opportunity would require a number of impact investment partners (which could include the local councils) to come on board to progress and develop the proposals successfully. It could also deliver a local and customised offering of new affordable housing products that would boost market and community understanding of, and support for, shared equity housing models. The products would aim to assist with meeting the demand and need for assisted affordable homes, secure market rentals and key worker housing.

The work is focused on identifying specific gaps in the market for affordable housing products, and supporting social and other enterprises that would complement other regional housing providers/products. The groups involved in the work are keen to combine their thinking with others including councils. They are conscious of the need to ensure maximum collective impact of everyone's work in the housing space, and avoid any duplication of effort and investments.

Co-ordinated advocacy and communications

SmartGrowth representatives met with more than 10 planning and funding and other interested public health staff from the Bay of Plenty District Health Board last year.

The meeting enabled key council staff to outline and discuss the findings of the SmartGrowth Housing Need and Demand Research and the Smart Housing Action Framework with District Health Board senior managers interested in housing outcomes. The District Health Board's General Manager of Planning and Funding, Simon Everitt and Dr Phil Shoemack, the Medical Officer of Health from Toi Te Ora – the Public Health Service were among the managers who attended the meeting.

The District Health Board has been considering how it can align with, contribute, support and strengthen the aims and action areas of the SmartGrowth housing framework as an implementation partner. It is already involved at a detailed level in structure planning in new growth areas, healthy housing projects and in supporting transport action plans.

6. Recommendations

That the SmartGrowth Leadership Group:

1. Note that the Strategic Advisor in conjunction with Western Bay of Plenty District Council has undertaken an analysis of the relevant District Plan provisions and concluded there is adequate protection for Kaituna Link should it be required in the future.
2. Agree that, given there is adequate protection for the proposed route, that this matter not be taken any further at this time.
3. Note that a framework for measuring intensification, including in greenfield areas, is currently being worked on and will be reported back to the SLG.
4. Note the issues that the sub-region is currently facing in terms of the impending shortfall in development capacity.
5. Note that a project plan has been prepared and work is about to get underway on investigating whether further urban development should be provided for in the Eastern Corridor.
6. Receive the update and note the progress on the Housing Action Framework.