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

Contents

Appendices

Maps

Appendix 1. Glossary of terms

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

Appendix 1. Glossary of terms *(Continued)*

Term	Description
Social infrastructure	Social infrastructure refers to the community facilities, services and networks that help individuals, families, groups and communities meet their social needs, maximise their potential for development, and enhance community wellbeing. Social infrastructure includes: • Universal facilities and services such as education, training, health, welfare, social services, open space, recreation and sport, safety and emergency services, learning, religious, arts and cultural facilities, civic and democratic institutions, and community meeting places • Lifecycle-targeted facilities and services, such as those for children, young people and older people e.g. early childhood centres and retirement villages • Targeted facilities and services for groups with special needs, such as families, people with disabilities, Maori, and people from culturally diverse backgrounds e.g. te kohanga reo, hauora. Social infrastructure is provided by a wide range of central, regional and local organisations.
Social Sector Innovation Trust	Organisation involved in valuing, strengthening and connecting the social sector
Social Sector Network	A network of western Bay of Plenty non-government, not for profit and social enterprise organisations
Spatial plan	A high level strategy for a sub-region or region that relates to its geography and activity patterns. It is evidence based and seeks to achieve broad outcomes. It is developed and implemented through collaboration between multiple stakeholders. It provides a mechanism for agreeing priorities, actions and investment.
Sustainable development	A series of sub-regional outcomes, which are the result of a process, that takes account of all necessary environmental, ecological, economic cultural and community factors: and which uses this information to provide a sustainable future for the western Bay of Plenty and its people.
Tangata whenua	Describes the direct kinship relationship a Maori person has to a particular area. This will relate to an area where an Iwi and or hapu hold mana whenua over that area. Tangata whenua have a direct relationship with their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.
Tikanga maori	Describes Maori customary values and practices held by tangata whenua in relation to the traditional resources.
View shaft	A corridor through which a significant natural feature can be viewed.
Waahi tapu	Are described as sacred sites/resources with cultural or spiritual importance for Maori and in particular the kaitiaki over the area. There are those sites that are important not just for their historical value but because they serve as reference points for direction and growth and ensure a stable cultural development. The removal, destruction, inappropriate development, modification and damage of waahi tapu causes great concern for Iwi / Hapu and threatens the integrity of the tribal/hapu identity, mana and growth and therefore the relationship of Maori with their culture and traditions with their ancestral lands, water, sites, waahi tapu, and other taonga.
Western Bay of Plenty sub-region	All the land within the administrative areas of the Tauranga City and the Western Bay of Plenty District and includes that part of the administrative area of Bay of Plenty Regional Council as it relates to the City and District and the relevant Coastal Marine Area.

Appendix 2. Acronyms

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

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

Appendix 3. Research

Building the Community

Date	Title	Author
Current Research		
2013	Understanding and meeting the present and future social needs of western Bay of Plenty communities - Stage 1	Liz Davies, WBOPDC
2013	Smart Arts Strategy – 2013 Update	Smart Arts Action Group
2012	The Implications and Opportunities of an Ageing Population in the Western Bay of Plenty Sub-region	Rachael Davie - Policy, Planning & Community Manager WBOPDC Carole Gordon - Social Gerontologist/ Consultant
2012	Maximising the social benefits of land use planning to build communities and support economic growth in the western Bay of Plenty Sub-region	Liz Davies, WBOPDC Cheryl Steiner, TCC
2012	Social Infrastructure stocktake report	Liz Davies, WBOPDC
2012	Growth management: Role of Demographic Projections	TCC/WBOPDC
2012	Smart Ageing Action Plan - Providing leadership in the development of ageing communities	BOPDHB
2012	Social Infrastructure Planning	WBOPDC, TCC
2009	Community Wellbeing Checklist	TCC, BOPDHB, WBOPDC
2009	SmartGrowth Social Infrastructure Planning Framework, guidelines and stock take for the WBOP sub-region	Liz Davies, WBOPDC, Cheryl Steiner, TCC
Reference Reports		
2006	Open Space Strategy	TCC
2012	Regional Parks Policy	BOPRC
2012	Recreation and Leisure – Extract from Long Term Plan 2012-2022	WBOPDC
2002	Growth in population and households in the western BOP: A 50 year forecast	Population Studies Centre, UoW

Tangata whenua Cultural Identity and Change

Date	Title	Author
Current Research		
2012	Post Treaty Settlement Development Perspectives of Tangata whenua	Antoine Coffin - Tu Pakari Advisor
2012	Facilitating the development of Maori Land - an update for the SmartGrowth Review (Implementation Update)	Steve Hill - Group Manager Customer Services WBOPDC
Reference Reports		
2013	Matakana-Rangiwāea hapu Management Plan	WBOPDC
2012	Nga Wawata a Te Roopu Tu Pakari	Tu Pakari
2011	Ngāti Rangitihi Iwi Environmental Management Plan – PART 1- Report 2011 - Matatā,Tarawera	Ngāti Rangitihi
2011	Ngāti Rangitihi Iwi Environmental Management Plan –Report 2011 - Matatā,Tarawera PART 2A and PART 2B	Ngāti Rangitihi
2011	Ngāti Kahu Hapū Environmental Management Plan 2011 -Tauranga, Wairoa	Ngāti Kahu
2011	Mōtītī Island Native Management Plan 2011 –Mōtītī Island	Mōtītī Island iwi
2011	Government planning and support for housing on Māori land (performance audit report)	Office of the Auditor General

Appendix 3. SmartGrowth Research *(Continued)*

Tangata whenua Cultural Identity and Change

2009	Ngāti Whakaue ki Maketū Hapū Iwi Resource Management Plan 2009 – Maketū	Ngāti Whakaue ki Maketu
2008	Papakāinga Feasibility Study	Boffa Miskell
2008	Tangata whenua Literature Review	Antoine Coffin
2008	Te Awanui: Tauranga Harbour Iwi Management Plan 2008 - Tauranga	Te Awanui
2007	Engagement with Māori Land Trusts	SmartGrowth Tu Pakari Advisor
2004	Nga Taonga Tuku Iho - Pirirakau Hapu Environmental Management Plan, 2004 - Tauranga	Pirirakau
2004	Whaia te mahere taiao o Hauraki - Hauraki Iwi Environmental Plan, 2004 - Paeroa/Thames	Hauraki Iwi
2003	Marae Sightlines	Kaahuia Consultancy
2003	The Sustainable Evaluation of the Provision of Urban Infrastructure Alternatives using the Tāngata Whenua Mauri Model within the SmartGrowth Sub-region	Mahi Maioro Professionals
2003	Tāngata whenua literature review	Des Kahotea, heritage consultant
2012	Te Keteparaha Mo Ngā Papakāinga brochure	WBOPDC, TCC, BOPRC, Housing New Zealand Corporation, Te Puni Kokiri
2012	PapakāingaToolkit	WBOPDC, TCC, BOPRC, Housing New Zealand Corporation, Te Puni Kokiri
2003	Nga Taonga Tuku Iho o nga Tipuna mai nga Kuriawharei ki Otamarakau Maori (Cultural Heritage Report)	SmartGrowth Tangata whenua Project Team
2003	Statutory Constraints on Multiple-Owned Maori Land	SmartGrowth Tangata whenua Project Team
2002	Te Whatu: Ngaiterangi Natural Resources Environment Management Manual, 2002 - Tauranga	Ngāiterangi
2001	Ngāpotiki Environmental Management Plan (Draft), 2001 - Western Bay of Plenty/Papapmoa	Ngāpotiki
1995	Ngāiterangi Iwi Resource Management Plan, 1995 - Western Bay of Plenty/Tauranga	Ngāiterangi Iwi
1993	Ngā Aukati Taonga o Tapuika me Waitaha,1993 - Te Puke/Maketū	Ngā Aukati Taonga o Tapuika me Waitaha,
1993	Ngāti Pūkenga Resource Management Plan, 1993 - Western Bay of Plenty	Ngāti Pūkenga

Growing a Sustainable Economy

Current Research

2012	Housing Affordability Strategies	Housing affordability Forum
2012	Making Housing More Affordable in the western Bay of Plenty	Antoine Coffin - Tu Pakari Advisor, Andy Ralph, Andrew Mead -TCC Housing Affordability Forum
2012	City Centre Strategy	TCC
2012	Smart Economy - Western Bay of Plenty Economic Development Strategy	Priority 1
2011	Bay of Connections Strategy	Bay of Connections

Reference Reports

2012	Bay of Plenty Freight Logistics Strategy "The Future of Freight Logistics"	Bay of Connections
2011	Bay of Plenty Energy Strategy "Our Future From Energy"	Bay of Connections

Appendix 3. SmartGrowth Research *(Continued)*

Growing a Sustainable Economy

2011	Bay of Plenty Forestry and Wood Processing Strategy "Are We Ready?"	Bay of Connections
2013	Bay of Plenty Aquaculture Strategy "Word Class Aquaculture"	Bay of Connections
2008	Retail commercial strategy implementation	Phil McDermott Consultants
2008	Retail and commercial strategy peer review	Phil McDermott Consultants
2002	Possible Future Economic Activity: An Economic Scan	McKinley Douglas Limited
2002	Economic Drivers and Determinants	Joanna Smith and Phil Briggs, New Zealand Institute of Economic Research

Sustaining the Environment

Current Research

2012	Assessment of the natural character of the Bay of Plenty coastal environment : Parts 1, 2 & 3	Boffa Miskell
2012	BOPRC Catchment Management Action Plans	BOPRC
2009	Water Sustainability Strategy Western Bay Sub-Region	BOPRC
2009	Tauranga Harbour Sedimentation Study	NIWA

Reference Reports

2013	Matakana Whole of Island Plan	WBOPDC
2012	Rena Recovery Plan	BOPRC
2011	Tauranga City Landscape Study	Boffa Miskell
2011	Bramley Drive Landslip Hazard Assessment	Tonkin & Taylor
2010	Water Meter Report – Economic Impact of Water Meters on Tauranga Community	Peter Bahrs
2008	Indigenous Biodiversity of Tauranga City	Wildlands Consultants
2007	Mauao - Landscape management protection	Boffa Miskell
2003	Land and Ocean Discharge of Wastewater	Montgomery Watson Harza
2003	Landscapes and Natural Features	Boffa Miskell Ltd
2003	Identification of ecological constraints to development in the Western Bay of Plenty	Wildlands Consultants

Integrated Planning and the Settlement Pattern

1.   General

Current Research

2012	Growth Management Key Issues - Overview Report	TCC
2012	Review of Restrained Growth Paper – Implementation Update	Ken Tremaine, SmartGrowth Strategic Advisor
2011	The Effects of Urban Limits on Development	TCC

Reference Reports

2010	Broad Approaches to Growth: Comparison of approaches past, present and future	TCC
2010	Broad Approaches to Growth: Comparison of approaches past, present and future – Powerpoint Presentation	TCC
2009	SmartGrowth Growth Management Implementation Issues	TCC

Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern

2009	Financial Pressures on Local Government Growth Areas - Part 1	Tauranga City Council, Hamilton City Council, Queenstown Lakes District Council and Western Bay of Plenty District Council
2009	Financial Pressures on Local Government Growth Areas - Part 2	Tauranga City Council, Hamilton City Council, Queenstown Lakes District Council and Western Bay of Plenty District Council
2012	SmartGrowth Teaching Resource 2012	SmartGrowth partners in association with Indogo Pacific
2003	Restrained Growth - A review of public policy issues	Ken Tremaine, SmartGrowth Strategic Advisor
2002	Rural Issues background Report	Harrison and Grierson
2002	Contextualising Tauranga: Towards an Understanding of the Consumer City and SmartGrowth	Dr Colin McLeay, Department of Geography, The University of Waikato at Tauranga

2. Residential Land		
Current Research		
2012	Review of Identified Residential Urban Growth Areas - Overview Report	TCC
2012	Assessment of Residential Development Feasibility for the Te Tumu Urban Growth Area	TCC
2012	Assessment of Residential Development Feasibility for the Omokoroa Urban Growth Area	WBOPDC
2012	Assessment of Residential Development Feasibility for the Te Puke (Mcloughlin Drive) Growth Management Area	WBOPDC
2012	Prospects for Residential Infill and Intensification in Tauranga City	TCC, WBOPDC
2012	Housing Stock and Housing Demand - Tauranga City	TCC
2012	Methodology for Housing Stock and Demand	TCC
2012	SmartGrowth Development Trends Technical Report 2012	WDBOPC, TCC
2011	Assessment of Development Feasibility for the Wairakei Urban Growth Area	TCC
2011	Residential Land Capacity and Suitability Study – Post 2041	TCC
2010	Western Bay of Plenty District Council Housing Stock and Housing Demand report	Western Bay of Plenty District Council Policy and Planning Group
Reference Reports		
2011	"The Challenges of Delivering Residential Intensification" [Article in Growth Misconduct, Avoiding Sprawl and Improving Urban Intensification in New Zealand – pp97-107]	Andy Ralph. Edited by Karen Witten, Wokje Abrahamse and Keriata Stuart. New Zealand Centre for Sustainable Cities centred at University of Otago, Wellington, 2011.
2010	City Living Zone Assessment Report	Martin Udale
2009	Housing Stock and Housing Demand	TCC
2007	Response to Proposal to Proceed with Te Tumu at 2011	TCC
2007	Peer Review of Response to Proposal to Proceed with Te Tumu at 2011	Answer Company
2003	Intensification Scenario Testing	Boffa Miskell Ltd

Appendix 3. SmartGrowth Research *(Continued)*

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

Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern

2011	Regional Land Transport Programme, 2012-2015	BOPRC
2011	Tauranga Eastern Link Network Plan – A Road of National Significance	NZTA
2009	Tauranga Northern Corridor Strategy	NZTA
2008	Southern Pipeline – preliminary cost estimate for provision of pipe with 25 years capacity	URS
2008	Hewletts Road Corridor Access Alternatives	BECA
2006	Tauranga Eastern Corridor Strategy	NZTA

Reference Reports

2011	Local Government Infrastructure for Growth	BERL
2011	Bay of Plenty Regional Transport Targets and Monitoring	BOPRC
2011	Regional Passenger Transport Plan	BOPRC
2010	Study of the Relationship Between an Aging Population and the Transport System in the Bay of Plenty Region	BOPRC
2010	Bay of Plenty Transport Futures Study	BOPRC
2010	Bay of Plenty Regional Transport Trends and Issues	BOPRC
2010	Analysis of Road Safety Trends	OPUS Consultants
2010	Bay of Plenty Regional Freight Study	Richard Paling Consulting
2009	Resident Perceptions of Future Growth	BOPRC
2009	WBOPDC Walking and Cycling Strategy	WBOPDC
2009	Bay of Plenty Regional Walking and Cycling Strategy	BOPRC
2008	Transport Model Greenfields versus Intensification – Growth Allocations Assessment of Strategic Impact	Beca & TCC
2007	Bay of Plenty Rail Strategy	BOPRC
2006	Bay of Plenty Regional Airport Feasibility Study	URS
2004	Sustainable Techniques for the provision of Infrastructure for Urban Development at Pāpāmoa East, Stage 3	Montgomery Watson Harza and CSIRO urban Water
2004	Transport Infrastructure Issues Report	SmartGrowth Transport Project Team
2003	Tauranga Central Area Future Development Scenarios discussion paper	SmartGrowth Transport Project team
2003	New Transport Technology	Beca Carter Hollings & Ferner Ltd
2003	Car Ownership Forecasting	Beca Carter Hollings & Ferner Ltd
2002	Bay of Plenty regional airport requirements	Bay of Plenty Regional Council
2003	SmartGrowth Refined Transport Modelling	Beca Carter Hollings and FernerLimited
2002	Bay of Plenty regional airport requirements	Bay of Plenty Regional Council
2002	SmartGrowth Refined Transport Modelling	Beca Carter Hollings and FernerLimited
2002	Public Transport Viability - western Bay of Plenty sub-region	Booz Allen Hamilton
2002	Bay of Plenty Regional Airport Requirements	McGregor & Company

6. Demographics

Current Research

2012	Growth management: Role of Demographic Projections	TCC, WBOPDC

Reference Reports

2006	Population and Employment Projections Update	Craig Batchelar and Boffa Miskell

Appendix 3. SmartGrowth Research *(Continued)*

Integrated Planning and the Settlement Pattern

2002	Researching characteristics of people moving into and out of the western Bay of Plenty and Tauranga Districts: Some Methodical issues	Population Studies Centre, Waikato University
2002	Recent Developments in population movement and Growth in the Western Bay of Plenty	Population Studies Centre, Waikato University
7. **Funding**		
2011	Alternative Funding Options for Growth Related Infrastructure	TCC

National Documents

Reference Reports		
2013	Report of The Local Government Infrastructure Efficiency Expert Advisory Group	Department of Internal Affairs
2013	Upper North Island Freight Story – summary of critical issues	Upper North Island Strategic Alliance
2012	Productivity Commission - Inquiry into international freight transport services. Draft Report	NZ Productivity Commission
2012	Submissions to Draft Productivity Commission Report into Housing Affordability	SmartGrowth, Christchurch Urban Development Strategy, FutureProof, NZPI, LGNZ,Western Bay of Plenty Housing Affordability Forum
2012	Productivity Commission - Housing Affordability Inquiry Final Report	NZ Productivity Commission
2011	Draft Auckland Plan and associated technical reports	Auckland Council
2011	Government Policy Statement on Land Transport Funding	NZTA
2011	Improving the Design, Quality and Affordability of Residential Intensification in New Zealand	Prepared by City Scope Consultants for the Centre for Housing Research, Aotearoa New Zealand (CHRANZ)
2011	National Infrastructure Plan 2011	National Infrastructure Unit, The Treasury, New Zealand Government, Wellington
2010	The Value Proposition for Private Sector Investment in Local Government Infrastructure	Pricewaterhouse Coopers (PWC)

Appendix 4. Priority Actions

Several of the actions within the Implementation Plan have been identified as priorities for SmartGrowth and are highlighted in yellow throughout the Implementation Plan. Completion of these actions is considered essential if the SmartGrowth Strategy is to be successfully implemented. The SmartGrowth partners are required to develop and agree a detailed 3 yearly implementation and funding plan in accordance with action 7I1. Actions contained within this implementation and funding plan will be drawn from actions identified as priorities. These actions are listed below across all 6 SmartGrowth interest areas.

7. Strengthen visionary leadership and collaboration

7A1	SmartGrowth Partner Forums
7B1	Memorandum of Agreement
7B2	Strengthening the SmartGrowth partnership
7C1	Focus on shared outcome areas
7C2	Bay of Plenty/Waikato Policy Office
7C3	Integration with the DHB
7F1	Sub-regional policy alignment
7H1	Unlock the potential for joined-up community investment
7H2	Better business case approach to fund identified projects
7H3	Closing the funding gap
7I1	Resourcing implementation
7I2	Regular performance monitoring and reporting

8. Sustain and Improve the Environment

8A2	Water availability and demand
8B5	Tauranga Moana (harbour) and its catchments
8B7	Improving water quality
8B10	Climate change implications for the western Bay
8C2	SmartGrowth Environment Forum

9. Build the Community

9A2	On-going communication and engagement with the community
9C2	Universal design housing
9C3	Promote inter-generational, livable communities
9D2	Establish a regional tertiary facility
9D3	Tertiary education and population ageing
9E1	Future arts and cultural facilities
9F1	Promote and provide for walking and cycling

10. Grow a sustainable economy

10A1	Business friendly processes
10A2	Business and innovation parks
10A5	Events
10B5	Maori economic development
10C1	Key anchor projects
10D1	Research sub-regional workforce implications of population ageing
10E1	Availability of land
10E5	Housing affordability pilot project
10E6	Advocate for housing affordability

11. Recognise tangata whenua cultural identity and change

11A1	Cultural heritage database – project plan
11A2	Cultural heritage database – project implementation
11B1	Facilitate Papakaianga development
11B2	Land-use aspirations resulting from Treaty settlements not currently provided for
11C1	Maori demographics

21. Integrated Planning and the Settlement Pattern

21A1	Sub-regional demographic analysis
21A4	Consider future employment needs
21A5	On-going improvements of transport modelling
21B1	Assess identified and possible future Urban Growth Areas
21B2	Confirm residential intensification approach
21C1	Rangiuru business park infrastructure
21C2	Assess infrastructure funding options
21C3	Provide limited flexibility for industrial development
21C4	Assess cost of infrastructure associated with business land
21C5	Assess business land uptake rates
21D2	Engagement with the community on natural hazard risk
21D3	Natural hazards framework
21D4	Mitigation of tsunami risk in established Urban Growth Areas
21E1	Road freight
21E2	Rail freight
21E3	Transport interventions – eastern corridor
21E3	Transport interventions – northern corridor
21E3	Transport interventions – southern corridor
21E3	Transport interventions – western corridor
21F1	Assess alternative infrastructure technologies and delivery mechanisms
21F2	Sub-regional infrastructure overview
21G1	Settlement Pattern Review

Appendix 5. Residential Intensification Work Programme

Workstream	Lead Agency Support agencies	Time	$$$	Measure of success
PHASE 1 – URGENT ACTIONS (completed within one year of adoption of 2013 SmartGrowth Strategy Update)				
1: **Understand and Align with Market Drivers** • Work with the development community including the SmartGrowth Property Developers Forum and the local branch of the Property Council to identify areas in the city where residential intensification could realistically be a commercially viable proposition either now or in the foreseeable future. This is to include assessment of medium to high density residential development opportunities in the 'second' and 'third' generation' urban growth areas, including possible sites not currently zoned for residential development. .	**TCC** Development community	Urgent	No additional funding.	Areas identified and documented.
• Taking account of the value that many people/communities place on the existing suburban character and amenity, work with the development community to understand the planning framework/provisions necessary to enable residential intensification and encourage developers to consider taking on intensification projects.				Possible planning framework/provisions developed.
• Understand whether the development community believes there is a role or need for the SmartGrowth Partners or TCC to play a more active role in delivering intensification such as opportunities to provide land or funding, or to partner with developers or other organisations to deliver demonstration projects.	**TCC** SmartGrowth Partners Development community	Urgent	No additional funding.	Leadership options identified and assessed.
• Determine whether developers would benefit from TCC making additional property data publically available through existing web based tools to enable identification of sites that might be well suited for redevelopment e.g. sites with low improvement value to capital value ratios.	**TCC** SmartGrowth Partners Development community	Urgent	No additional funding. If additional data was provided there may be a small cost involved.	Identified information that developers would find useful. Determined whether the data will be made available. Data made publically available in an accessible and easy to use format.
PHASE 2 – SHORT TERM ACTIONS (completed between one and three years after adoption of 2013 SmartGrowth Strategy Update)				
2: **Infrastructure Investment** • Determine the capacity available within network infrastructure (e.g. water, wastewater, stormwater, transportation, electricity and telecommunications) and social infrastructure (e.g. parks and reserves, community facilities, schools and neighbourhood centres) to accommodate residential intensification in the different parts of Tauranga. Note: A substantial TCC project that will answer the stormwater part of this issue commenced in 2013.	**TCC** Ministry of Education Powerco Telecommunication providers	Short	No additional funding.	Available capacity identified and documented.
• Identify the cost of upgrading infrastructure capacity to allow the delivery of residential intensification in each part of Tauranga.				Upgrade costs identified and documented.
• Identify whether infrastructure capacity, or the inability to build additional infrastructure capacity in a cost effective manner is a 'fatal flaw' for intensification in any part of Tauranga City.				Infrastructure servicing 'fatal flaws' identified and documented.

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

Workstream	Lead Agency **Support agencies**	Time	$$$	Measure of success
• Identify areas of the city where residential intensification would assist with the funding of major projects such as the Southern Pipeline and Route K.	**TCC**	Short	No additional funding.	Areas identified and documented.
3: **Partner Forum Engagement on Broad Residential Growth Management Options** • Undertake high level community engagement with the SmartGrowth Partner Forums on the costs and benefits of intensification and comparison of intensification with other growth options.	**SmartGrowth Partnership**	Short	No additional funding.	Information provided to SmartGrowth Partner Forums. Their views received
4: **Reporting and Direction** • Report findings for items 1, 2 and 3 of the work programme to TCC for direction (including whether or not there is comfort to continue with the work programme and/or whether any modifications to the work programme are required) • Report findings and seek SGIC endorsement of TCC proposed direction	**TCC**	Short	No additional funding.	Agreement reached to either: • Continue work programme or amended work programme • Cease delivery of the work programme.
PHASE 3 – MEDIUM TERM ACTIONS (completed between three and five years after adoption of 2013 SmartGrowth Strategy Update)				
5: **Draft Package of Planning Provisions** • Consider whether any areas in Tauranga would not be suitable for residential intensification due to natural hazards, including tsunami risk.	**TCC** SmartGrowth Partnership Property Developers Forum	Medium	No additional funding.	Areas potentially affected by natural hazards identified and documented.
• Consider how (if at all) to address the potential adverse effects of infill development on the ability of the development sector to deliver residential intensification in the long-term.	**TCC** Property Developers Forum	Medium	No additional funding.	Options identified, assessed and documented for consideration.
• Further refine planning techniques on how best to ensure good quality outcomes for neighbours and existing communities whilst still maintaining an enabling consenting framework for developers.	**TCC** Property Developers Forum	Medium	No additional funding.	Options identified, assessed and documented.

• Prepare an issues discussion document with draft planning provisions for residential intensification taking into account:
  • Known community views on the matter
  • The results of the research on residential intensification completed for the 2013 SmartGrowth Strategy Update
  • The results of the further research on intensification as per this work programme
  • The need for the planning framework for intensification to be broadly enabling if a reasonable amount of intensification is to be delivered
  • The desire of SmartGrowth to deliver a more compact urban form.
• Ensure the discussion document outlines in a balanced way the costs and benefits of intensification and comparison of intensification to other broad growth options.
	TCC
	
	SmartGrowth Partnership
	SmartGrowth Partner Forums
		Medium	Peer review costs	Discussion document and draft planning provisions developed and approved by TCC and then by SGIC.

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

Workstream	Lead Agency **Support agencies**	Time	$$$	Measure of success
6: Community Engagement • Prepare a community engagement strategy for the discussion document and draft planning provisions.	**TCC** SmartGrowth Partnership SmartGrowth Partner Forums	Medium	No additional funding.	Strategy completed and adopted by TCC.
• Implement the community engagement strategy			Possible additional funding required	Strategy implemented. Outcomes of community engagement assessed and documented.
7: Reporting and Direction • Report findings for items 5 and 6 of the work programme to TCC for direction (including whether or not there is comfort to continue with the work programme and/or whether any modifications to the work programme are required) • Report finding and seek SGIC endorsement of TCC proposed direction	**TCC**	Medium	No additional funding.	Agreement reached to either: • Continue work programme or amended work programme • Cease delivery of the work programme.
8: Plan Change to City Plan • Subject to the outcomes of public engagement on an issues discussion document and draft planning provisions, undertake a plan change or series of plan changes to provide more opportunity for residential intensification. • Following the submission and hearing stages on the proposed plan change(s), seek TCC direction on whether there is support to continue the process or whether the proposed plan change(s) should be withdrawn.	**TCC** SmartGrowth Partnership SmartGrowth Partner Forums	Medium	$25,000-$30,000 excluding possible appeal costs	Plan change notified. Submissions received & hearings completed. TCC direction provided on whether to continue with plan change or to withdraw it. If decide to continue then decisions on plan change made. Appeals resolved (if any). Plan change made operative.
9: SmartGrowth Strategy Implications • Undertake a revised uptake assessment for residential intensification to determine updated residential intensification growth projections/estimates taking into account the results of work completed in relation to this work programme and previous research on residential intensification for the 2013 SmartGrowth Strategy update. • Note: Revised projections are likely to be closer to the 5-6% historic trend rather than the 19% previously in the SmartGrowth Strategy. • Consider the potential value of having both an evidence-based realistic intensification target and a higher, more visionary target. • Note: This part of the work programme is required even if decisions are made not to alter the City Plan to further enable residential intensification.	**TCC** SmartGrowth Partnership Property Developers Forum	Medium	No additional funding.	Assessments undertaken and documented for political direction. Revised projections/ estimates incorporated into the SmartGrowth Strategy.
• Determine options to use and fund potential spare infrastructure capacity in infrastructure projects like the Southern Pipeline as the result of the likelihood that intensification projections will be less than the 2011 SmartGrowth projections. This may include consideration of new 'greenfield' urban growth areas.	**TCC** SmartGrowth Partners	Medium	No additional funding.	Options assessed and documented for political direction.
• Consider the cumulative effect of potentially lower residential intensification growth projections on the requirement for additional land in greenfield residential urban growth areas so that this can be factored into the future revision of the SmartGrowth Settlement Pattern.	**TCC** SmartGrowth Partnership	Medium	No additional funding.	Assessment undertaken and documented.

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

| Workstream | Lead Agency
Support agencies | Time | $$$ | Measure of success |
|---|---|---|---|---|
| **LONG TERM ACTIONS (completed between five and ten years after adoption of 2013 SmartGrowth Strategy Update)** | | | | |
| To be determined | | | | |
| **ONGOING ACTIONS** | | | | |
| **City Plan Implications**
• Monitor the development of the residential intensification provisions of the Auckland Unitary Plan and other planning documents in NZ to identify good practice that might be applied in Tauranga. | **TCC** | Ongoing | No additional funding. | Good practice identified and assessed as to its relevance to the Tauranga / Western Bay of Plenty context. |
| **Role of Central Government**
• Better understand the role that central Government might play in assisting Tauranga to deliver residential intensification.

• Monitor and report on Government policy changes on housing matters, especially responses to affordable housing issue and Auckland Unitary Plan provisions. | **SmartGrowth Partnership** | Ongoing | No additional funding | Government policy positions understood and funding/other opportunities maximised. |
| **Latest Research and Practice for Residential Intensification**
• Remain informed and aware of leading research and practice in delivering residential intensification, such as the Resilient Urban Futures research being undertaken by the University of Otago. | **TCC**

SmartGrowth Partnership | Ongoing | No additional funding | Leading research and practice identified and assessed as to its relevance to the Tauranga / Western Bay of Plenty context. |

Appendix 6. Governance & Advisory Forums Terms of Reference

6.1
SmartGrowth Implementation Committee (SGIC)

Purpose:	Pursuant to Section Clause 30 Schedule 7 of Government Act 2002, a joint Committee of Tauranga City Council, Western Bay of Plenty District Council and Bay of Plenty Regional Council be retained to implement the SmartGrowth Strategy and Implementation Plan. The joint SmartGrowth Implementation Committee be delegated authority to implement the SmartGrowth Strategy and Implementation Plan in accordance with the following functions: • Overseeing the implementation of the 2013 SmartGrowth strategy update in particular the strategy actions. • Ensuring organisation systems and resources support the strategy implementation. • Taking responsibility for progressing those actions specifically allocated to the "SmartGrowth Implementation Committee" in the strategy and making sure the implementation does occur. • Monitoring and reporting progress against milestones. • Over-viewing the management of the risks identified in implementation. • 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. • Facilitating consultation with the community. • Establishing and maintaining the SmartGrowth Partner Forums • Having an agreed Memorandum of Agreement with the Social Sector Forum to utilise that Forum. • Selecting and appointing an Independent Chairman Implementing a Memorandum of Agreement be adopted by the Committee to provide a basis for developing working relationships and the resolution of any conflict.
Membership:	That representation be comprised of three elected member representatives as appointed by the contributing authorities, including the Mayors and Regional Council Chairman, and three representatives to be nominated by tangata whenua. That an independent Chairman, to be appointed by the Committee, chair the Committee. That the standing membership be limited to thirteen members, but with the power to co-opt up to a maximum of three additional non-voting members from the Strategic Partner Forum or Combined Tangata whenua Forum where required to ensure the effective implementation of any part or parts of the Strategy. That NZTA be represented through its Regional Director as an observer with speaking rights but in a non voting capacity.
Meeting frequency:	At least bi-monthly.

6.2
SGIC Independent Chairman

Key Responsibilities:	• Chair meetings of the SGIC Committee. • Liaise with Partner Mayors and Regional Chair, SmartGrowth Programme/Implementation Manager, Strategic Advisor, Partner staff. • Provide key advice on courses of action to progress the committee in its deliberations and outcomes. • Manage public communication processes in relation to implementation strategies that are related to governance matters. • Other responsibilities as may be decided by the SGIC. • Coordination of joint approaches to Central Government in relation to strategy issues including briefings of Ministers, MPs and officials
Key Tasks:	• Chair meetings of SGIC. • Chair Chief Executives Advisory Group and IMG. • Develop and manage meeting agendas in conjunction with SmartGrowth Programme/Implementation Manager. • Provide a facilitative style of Chairmanship that enables quality participation and outcomes. • Ensure that timeframes/targets set by the Committee are achievable and achieved. • Develop time lines for specific tasks and projects • Development of agendas. • Management of issues as they arise. • Communication with interested persons including public and stakeholder groups.

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

6.2
SGIC Independent Chairman *(Continued)*

Key Tasks:	• Liaison with other people or groups as is appropriate.
	• In conjunction with SmartGrowth Programme/Implementation Manager, liaise with partner council staff.
	• Facilitate the provision of additional specific information and expert advice to the Committee if required.
	• Chair Strategic Partners Forum and other SmartGrowth Partner Forums as required.
	• Maintain effective working relationships with the appropriate Maori groups.
	• Attend the Partner Forums as necessary.
	• Provide key advice on matters to enable progress of the Committee in its deliberations and outcomes.
	• Provide specific advice to the Committee as is appropriate to facilitate successful implementation of SmartGrowth.
	• Manage public communication processes in relation to strategies being developed.
	• Prime responsibility for all public communication in relation to the governance aspects of implementation.
	• Special liaison with Mayor of Tauranga City Council, Mayor Western Bay of Plenty District Council and Chairperson Bay of Plenty Regional Council in relation to specific issues that may arise.
	• Special liaison with Chairs of SmartGrowth Partner Forums.
	• Have a framework that recognises political sensitivities and the communication of issues to the public.
	• Liaise with the SmartGrowth Programme Manager in relation to development of documents for public information.
	• Be aware that publications and communication may need a bi-cultural approach.
Meeting Frequency:	Not applicable

6.3
Combined Tangata whenua Forum

Key Responsibilities:	• Have input into the development of the SmartGrowth strategies and implementation of actions from tangata whenua perspective.
	• Support the implementation of the Strategy through an audit role and the provision of information and advice.
	• Provide timely and effective feedback on implementation actions.
	• Provide essential communication links to and from constituent iwi and hapu.
	• Provide input into the appointment of a Tu Pakari Advisor in conjunction with SGIC chair and CTWF chair.
	• Maintain links between Treaty settlement outcomes and strategy implementation.
Form:	• Membership comprising the Tauranga Moana Tangata whenua Collective (TCC) and iwi/hapu members of Maori Forum (WBOPDC).
	• Meet at least six times a calendar year, generally on a bi-monthly basis.
	• Meeting attendance funded in a manner consistent with TCC and WBOPDC Council policy.
	• Scope for members of the Combined Tangata whenua Forum to be seconded to the Committee if required to provide insight into specific issues.
	• Serviced by the Tu Pakari Advisor in respect of agendas, papers, and report preparation.
	• Chair appointed by CTWF.
Kia Tu Pakari ai Tatou:	• The CTWF will be responsible for ensuring the Rangatiratanga of the hapu and Iwi (tangata whenua values, principles, traditions and customs) are taken into account and maintained throughout the implementation of the strategy.
	• The CTWF provides a reference group to support the future growth related needs of hapu and Iwi.
Tangata whenua Audit:	• An audit on the implementation of the strategy by the CTWF will be a key monitoring function for tangata whenua in assessing the outcomes of the strategy.
Tangata whenua Leadership:	• The collective knowledge and experience within the CTWF provides strong leadership and direction to the SmartGrowth Implementation decisions on specific and generic actions affecting tangata whenua.
	• Tangata whenua will provide leadership in the implementation of some actions solely, shared as a member of the SmartGrowth Implementation Committee or as a support to other lead agencies.
	• Tangata whenua engagement in the implementation and monitoring will provide confidence in the growth and development processes.
Communication and Liaison with Tangata whenua:	• The CTWF provides a regional forum for hapu, Iwi and Maori to raise implementation issues. The use of Marae and specialist workshops has proven to be an effective communication tool in engaging tangata whenua. These internal networks and techniques should be utilised to ensure that momentum of the strategy is maintained.

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

6.3
Combined Tangata whenua Forum *(Continued)*

Relationships:	• CTWF participants are able to raise issues for discussion within the CTWF meetings to be taken to the SGIC and other forums by the tangata whenua representative and/or the Tu Pakari Advisor. • The CTWF is able to develop issues/ recommendations that have not been solicited by the SGIC and present these to the committee.
Participation:	• The CTWF will openly debate issues, with the opportunity for all participants to contribute. All meetings are open to whanau, hapu Iwi and Maori across the sub-region.
Autonomy:	• The CTWF will consolidate and summarise all the knowledge and representations of the participating organisations. It is recognised that this knowledge will be based on personal/organisation values and views. • It is acknowledged that the CTWF participants will not always agree on issues. • Any feedback/ recommendation to the SGIC will include all of the opinions and positions of the CTWF participants. • CTWF participants will be able to present, in person, their differing views to the SGIC, to ensure their position is appropriately articulated.
Communication:	• Communication between the CTWF and the SGIC will be either a formal written report or presentation. • A major focus of the communication between the two groups will be on building relationships, trust and honest interaction.
Operational Process:	• Facilitation, Independent Chair to continue in this role. • CTWF participants own the process and operation of the group so they must contribute to the running of the process. • Participating organisations will support each other to ensure equal opportunity to contribute. • Open invitation for members of both the CTWF and SGIC to attend each other's meetings. • Alternate's representation is allowable. • Alternate must come prepared for meetings and may not propose different organisational agendas to those already raised by the usual representative. • The CTWF will have access to copies of all the reports sent to the SGIC.

6.4
Strategic Partners Forum

Role:	Provide community governance to the SmartGrowth strategy with the broad responsibilities being: • Acting in a community audit role • Providing a monitoring function to ensure the strategy and actions are met with input from partner forum members. • Acting as a knowledge pool to the SGIC and to assist guiding decisions relating to implementation. The basis of this role is that the Strategic Partners are able to provide support to the SmartGrowth Governance structure in a collaborative fashion rather than in a strict audit and monitoring role. • Providing sound community governance advice to the SGIC and identifying potential solutions to issues.
Relationships:	• SPF participants are able to raise issues for discussion within the SPF meetings to be taken to the SGIC. • The SPF is able to develop issues/recommendations that have not been solicited by the SGIC and present these to the committee. • It is acknowledged that the SPF participants will not always agree on issues • Any feedback/recommendations to the SGIC will include all of the opinions and positions of the SPF participants. • SPF participants will be able to present, in person, their differing views to the SGIC, to ensure their position is appropriately articulated.
Membership:	• Chamber of Commerce • Priority One • Katikati Fruitgrowers • Te Puke Fruitgrowers • Kiwifruit Growers Inc • Federated Farmers • Te Puke Fast Forward • Bay of Plenty Tertiary Partnership • Forest and Bird • Grey Power • Planning & Funding- BOPDHB • EnviroHub Tauranga • Bay Trust • Property Council

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

6.4
Strategic Partners Forum *(Continued)*

Membership *(Continued)***:**	• Katikati Arts Trust • Katch Katikati • Creative Tauranga • Housing NZ Corporation • Disability Sector • Sport Bay of Plenty • Youth Sector • Te Puke EDG • Toi Te Ora • National Council of Women • Property Developers Forum • Housing Affordability Forum • Population Ageing Technical Advisory Group • Social Sector Forum • Combined Tangata Whenua Forum • Other SmartGrowth Partner Forums Others as determined by existing Terms of Reference. Representation is limited to one per organisation. An alternate can be sent in the absence of the nominated representative.
Communication:	• Communication between the SPF and the SGIC will be by both formal written report and by personal representation. • A major focus of the communication between the two groups will be on building relationships, trust and honest interaction.
Operational Process:	• Independent Chairman to chair the Forum. • SPF participants own the process and operation of the group so they must contribute to the running of the process. • Participating organisations will support each other to ensure equal opportunity to contribute. • Open invitation for members of both the SPF and the SGIC committee to attend each others meetings. • The SPF will receive copies of all the reports sent to the SGIC, preferred distribution method is by e-mail.
Membership Criteria:	Strategic Partners Forum generally consists of organisations based on the following: • Agencies with a national or regional/sub-regional affiliation. • Mandate to speak on behalf of sectors affected by the SmartGrowth Strategy. • Cover the sub-region, which is the scope of the strategy. • Represent the interest areas defined in the strategy being social, economic, cultural and environmental. • Have a structure in place that allows outwards and inwards communication in respect of membership.

6.5
Social Sector Forum

Membership Criteria:	The Social Sector Forum is intended to be a voice for the non-government and not for profit sector. Other organisations and government agencies are welcome to attend as participating observers.
Purpose:	The purpose of the Social Sector Forum (the forum) is to draw on existing experience and positively contribute to the on-going evolution and success of the SmartGrowth Strategy (the Strategy). The forum will provide a view that reflects the interests of social and community groups across the wider western Bay of Plenty. The forum will enable direct social sector industry participation in Strategy implementation and monitoring in order to provide vital sector input (in collaboration with the Strategy partners and lead agencies) into the wide range of challenges faced in the sub-region, including specific input into: • Building the Community • Housing affordability • The contribution of the social sector to economic growth
Role:	The Forum will have on-going input into Strategy development and implementation including the following specific aspects: • Providing input and feedback in respect of partner projects relating to strategy actions • Monitoring of strategy actions. • The development of statutory and non- statutory policies by the SmartGrowth Partners that either arise from the strategy or have the potential to impact on the strategy. • SmartGrowth representations to regional and national forums and central Government. • Identifying proposed actions during Strategy review/update to respond to emerging social and community issues

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

6.5
Social Sector Forum *(Continued)*

Membership:	The forum membership is representative of the wider community within the western Bay of Plenty and currently has representation from the following organisations; • Plunket • Settlement Support • Welcome Bay Community Centre • Relationships Aotearoa • Waiapu Anglican Services • Volunteer Centre • Seniors United to Promote Age-Friendly NZ (SUPA-NZ) • Age Concern • WBOP Mental Health trust • Alzheimers Association • Budget Advice • Housing Trust • Yoga Centre • National Council of Women • Rise Up Tauranga • Headway Bay of Plenty • Foundation for youth development • Home Instead Senior Care • Strengthening Families • Churches
Other SmartGrowth Forums and the SmartGrowth Implementation Management Group (IMG) – Linkages and Reporting:	In order to provide transparency, a member (an alternate can be appointed) of the other SmartGrowth Forums and the IMG (as selected by those groups) will be invited to attend and participate in the Social Sector Forum meetings. The Social Sector Forum may also appoint a member to attend and contribute to the wider Strategic Partner Forum. Meeting minutes and reports from each of the SmartGrowth Partner Forums will be made available to the other forums, to IMG and to SGIC.
SmartGrowth Implementation Committee (SGIC) – Linkages and Reporting:	The forum members are able to present to the SGIC at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues. The minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair, Programme /Implementation Manager and Strategic Adviser.
Information Provision and Feedback:	Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC for decision-making. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback. This feedback will be presented to SGIC.
Meetings:	**Attendance and presentations** • The Independent Chair, Programme/Implementation Manager, Strategic Advisor may attend meetings from time to time, provide written reports, advice and seek input on various matters. • SGIC members may also be invited to attend the Forum from time to time. **Frequency** • The Forum will meet bi-monthly, prior to the SGIC meeting to provide information and feedback on specific issues directly relating to Strategy implementation. **Servicing** • The Forum will be serviced by SmartGrowth through the Programme/Implementation Manager, for matters including venues, agenda circulation, minute- taking and report materials. **Chair** • A Chair will be appointed by the Forum.

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

6.6
Property Developers Forum

Purpose:	• To enable direct property industry participation in the strategy review and subsequent strategy implementation in order to provide vital private sector input, in collaboration with the strategy partners and lead agencies into the wide range of challenges faced in the sub-region, including specific input into:
	    • Land use and urban form, including the RPS and resulting City and District Plan responses.
	    • Infrastructure planning, funding and implementation.
	    • Housing affordability.
	    • Development viability.
	    • Economic growth.

Role:	• The Forum will have ongoing input into strategy implementation including the following specific aspects: • Providing input and feedback in respect of partner projects relating to strategy actions where such input is sought by the Implementation Management Group (IMG) projects. • Monitoring of strategy actions. • The development of statutory and non statutory policies by the SmartGrowth Partners that either arise from the strategy or have the potential to impact on the strategy. • SmartGrowth representations to regional and national forums and central Government.
Membership:	The Property Developers Forum has representation from the following groups/industries: • Landowners / Developers. • Land Developers and Subdividers. • Property Developers. • Residential and Commercial. • Property Industry - Management Consultancies. • Property Industry – Professional. • Planning and Engineering Consultancies. • Building Contractors. • Residential and Commercial.
Operation:	• In order to provide transparency, a member (an alternate can be appointed) of the other SmartGrowth Forums and the IMG (as selected by those groups) will be invited to attend and participate in the Property Developer Forum meetings. • For consistency, only the members nominated by each individual forum / group shall attend these meetings. These members will be able to report back to their respective forum / groups on the Property Developer Forum meetings. • A reciprocal arrangement will also apply allowing the Property Developer Forum to appoint a member (alternate can be appointed) to attend and contribute to the Strategic Partner Forum. • Meeting minutes and reports for each of the forums will be circulated to the other forums. • Implementation Committee at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues. • Minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair and Programme/Implementation Manager. • Minutes are also provided to the SmartGrowth IMG for information and for actioning of any particular matters.
Information Provision and Feedback:	• Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback.
Meeting Attendance and Presentations:	• The Independent Chair and Programme/Implementation Manager may attend meetings from time to time, provide written reports, advice and seek input on various matters. There are also a range of presentations on matters of interest to SmartGrowth implementation and to Forum members. • SGIC members may also be invited to attend the Forum from time to time.

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

6.7
Housing Affordability Forum

Purpose:	The purpose of the Housing Affordability Forum ('the forum') is to provide a mechanism for SmartGrowth to progress initiatives to improve the affordability of housing in the sub-region. The forum will enable direct participation into the implementation, monitoring and review of SmartGrowth, in collaboration with the strategy partners and lead agencies into the range of challenges facing the sub-region in relation to improving the affordability of housing.
Role:	The role of the Housing Affordability Forum ('the forum') is as follows: • Identification of potential strategy actions across the range of key determinants that impact on housing affordability • Leading the implementation of specific strategy actions as agreed e.g. pilot project • Raise awareness and educate stakeholders and the general public • Supporting the delivery of other partner projects relating to housing affordability • Monitoring of all relevant strategy actions. • Development of policies by the SmartGrowth Partners relating to housing affordability • Making representations/submissions to local, regional and national Government in relation to housing affordability
Membership:	The Housing Affordability Forum has representation from the following groups/industries/sectors: • Development community • Local authorities (council officers and elected members) • Economic Development specialists • Planning and urban design specialists • Community Housing Trusts • Real estate sector • PATAG • Tangata whenua • Relevant central Government agency • SmartGrowth Programme/Implementation Manager
Key Principles	The key principles underpinning the establishment of the Housing Affordability Forum are: • The provision of sufficient affordable housing to provide for low to medium income residents as well as support the region's future labour force; • Acceptance that, without intervention, the market will be unable to provide adequate affordable housing; and • Recognition of the different spatial and cultural needs of residents.
Other SmartGrowth Forums and the SmartGrowth Implementation Management Group (IMG) – Linkages and Reporting:	The Chair of the forum will represent the group on the SmartGrowth Strategic Partners Forum and any other SmartGrowth Forums as required. The minutes will be provided to the SmartGrowth IMG for information and for action as required. Meeting minutes and reports for each of the SmartGrowth Partner Forums will be available to the other forums.
SmartGrowth Implementation Committee (SGIC) – Linkages and Reporting:	The forum members are able to present to the SGIC at any of the formal meetings with agreement of SGIC Chair and at any agreed workshops, held between SGIC and the forum. Every six months SGIC has a workshop with the individual forums to discuss a range of matters and issues. The minutes of the forum meetings are provided to SGIC as part of the regular reporting process and any particular issues are drawn out and highlighted in the bi-monthly report presented to SGIC by the Independent Chair, Programme /Implementation Manager and Strategic Adviser.

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

6.7

Housing Affordability Forum *(Continued)*

Information Provision and Feedback:	Relevant draft reports, ideas, submissions, and proposed initiatives are provided to the Forum for discussion and input prior to matters going to SGIC for decision-making. These may be part of a meeting agenda item, or if between meetings, circulated by email to the Forum Chair, for feedback.
Meetings:	**Attendance and Presentations** The Independent Chair, Programme/Implementation Manager and Strategic Advisor may attend meetings from time to time, provide written reports, advice and seek input on various matters. SGIC members may also be invited to attend the Forum from time to time. **Frequency** The Forum will meet as required, prior to the SGIC meeting to provide information and feedback on specific issues directly relating to Strategy implementation. **Servicing** The Forum will be serviced by SmartGrowth through the Programme/Implementation Manager for matters including venues, agenda circulation, minute-taking and report materials. **Chair** A chair will be appointed by the Forum

6.8

Population Ageing Technical Advisory Group

Function:	• PATAG is a collaboration between the Bay of Plenty District Health Board (BOP DHB) and SmartGrowth. It is anchored through a memorandum of understanding signed by the BOPDHB and the SmartGrowth partnership on 13 February 2008. It is a BOP DHB Technical Advisory Group. • The role of the Population Ageing Technical Advisory Group (PATAG) is to provide expert technical advice to the Bay of Plenty District Health Board and SmartGrowth regarding: policy, planning, and service development to best meet the needs of the community having regard to the impacts and opportunities arising from the ageing population, now and in the future. • These needs encompass the social, economic, cultural, and environmental determinants of health and wellbeing.
Membership:	Membership of PATAG will have knowledge/ expertise in the four well beings and clinical expertise from the health sector. Members will be appointed by the CEO of BOPDHB and the Independent Chair of SmartGrowth. PATAG will have an opportunity to make recommendations for membership. Members will be appointed for their individual expertise and experience. An ability to contribute to the achievement of the objectives of PATAG will form the basis of the skills, knowledge, or experience required. The mix of skills and experience within the PATAG will be taken into account.
Aims:	**BOP DHB:** • The prioritization of investment in services to ensure the health and support needs of older people are met; and • To manage the impact of our ageing population on health services and support the provision of high quality and sustainable services for all people. **SMARTGROWTH:** • Enhanced capacity of communities to facilitate both 'active ageing' and 'ageing in place'. • Improved access to information and research as a basis for decision making to achieve successful population ageing. **BOTH PARTNERS:** • Provide advice that is professionally credible, evidence based, internationally current, and locally relevant. • To encourage collaborative planning and implementation across all agencies. • Encourage innovative leadership in consideration of population ageing matters and its impact on potential impacts and opportunities.
Relationships:	PATAG will: • Take direction from the BOP DHB and SmartGrowth. • Be provided with management and secretarial support from the BOP DHB. • Engage as appropriate with sub-regional planning processes. • Maintain effective relationships with community providers and agencies including SmartGrowth's Strategic Partner Forum and the Combined Tangata whenua Forum. • Engage with national and regional bodies as appropriate. • Recognise the autonomy of the collaborating partners and the roles of participating individuals and organisations. • Have a "no surprises" approach and work in a collaborative and respectful manner within its membership and partners. • BOP DHB and SmartGrowth will from time to time work with PATAG to create community discussion and debate on relevant issues relating to population ageing.

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

6.8
Population Ageing Technical Advisory Group *(Continued)*

Scope:	• PATAG will define and analyse issues to provide future strategic direction and advice to ensure the wellbeing of the communities having regard to the impacts and opportunities arising from an ageing population. • The scope of work will take into account the BOPDHB Annual Plans and Regional Plans, the SmartGrowth Strategy and Implementation Plan; and subsequent iterations of these documents.
PATAG will provide:	• Expert advice and stakeholder group participation in issues of ageing relevant to the work of both the BOPDHB and SmartGrowth integrated planning for population ageing in the region, through collaboration, co-ordination, effective and efficient productivity. • Information that will create and encourage community awareness and debate on ageing population.
PATAG will consider and provide advice on:	• The health, wellbeing and disability needs of the ageing population in the Bay of Plenty region, funded by both Vote Health and Health and Disability Services. • Social and economic issues related to wellbeing, workforce participation, skill development, retention and development. • Improved coordination and responsiveness of services provided to an ageing population and their families. • The impact of the four wellbeings: social, cultural, economic and environmental, as they relate to an ageing population. • The related strategies and implementation programmes that at any time may be relevant to the growth and development of the region.
Operational Structures:	• The formal structure and process will align with the established BOP DHB Technical Advisory Group and SmartGrowth structure and purpose.
It is expected that PATAG will:	• Meet at least quarterly. • Undertake work within specific working groups to progress tasks. • Meet goals according to BOP DHB and Smartgrowth reporting time frames. • Nominate a representative from PATAG to SmartGrowth Strategic Partners Forum.
Chairperson:	• A Chairperson will be appointed jointly by the BOPDHB CEO and SmartGrowth Independent Chair for a specified and agreed term.
Communication:	• The Chair of PATAG or nominee will be responsible for all communication under the agreed communication policy.
Reporting Requirements: PATAG will provide a report every 6 months to:	• BOPDHB. • SmartGrowth Implementation Committee.
Committee:	• Other specific reports as requested.
Performance:	The performance of PATAG will be reviewed by the members annually. Discussions will be held with the BOP DHB and SmartGrowth regarding: • Recommendations. • Priorities. • Membership. • Other matters arising.

Appendix 7. Management & Technical Terms of Reference

7.1
Chief Executives Advisory Group (CEAG)

Terms of Reference:	• Promote SmartGrowth within the culture of each of their organisations. • Assess the impact on their organisations of requests for internal resources. • Support the setting aside of sufficient funding to complete the Strategy. • Review achievement of action milestones. Focus on inter-organisation process and document alignment. • Advise SGIC where necessary. • Assist with effective and consistent internal communication. • Monitor the SmartGrowth budget and approve partnership budget contribution on an annual basis
Membership:	SmartGrowth Independent Chair (chair), Chief Executives and Regional Director NZTA.
Meeting frequency:	At least Bi-monthly.

7.2
Strategic Implementation Management Group (SIMG)

Membership:	• Independent Chair (Chair) • Partner Council General Managers/ Group Managers • SmartGrowth Programme Manager/Implementation Manager and Strategic Advisor • Tu Pakari Advisor • NZTA representative • Representatives from other implementation agencies
Terms of reference:	• Take a strategic, integrated SmartGrowth partner overview on broad corporate policy and implementation challenges within both a sub-regional and where appropriate a wider regional context. • Form a view on and provide guidance on the strategic issues associated with SmartGrowth Strategy implementation. • Set the direction and expectations for the Technical Implementation Group. • Oversee the Implementation Plan in particular the action milestones, and ensure appropriate monitoring is undertaken. Ensure that the SmartGrowth Implementation Committee is aware of these. • Ensure that systems and resources are functioning effectively. • Promote the SmartGrowth Strategy within the culture of each partner organisation. • Assess the impact on organisations of any requests for additional resources. • Support the setting aside of sufficient funding to implement and update the Strategy. • Review achievement of action milestones. • Advise the SmartGrowth Implementation Committee (SGIC) and the Chief Executives Advisory Group (CEAG) where necessary. • Provide guidance to Programme/Implementation Manager and Strategic Adviser. • Assist with effective and consistent internal communication. • Ensure that a joint plan is developed and implemented for all actions to enable all partners to prioritise and resource efficiently implementation.

7.3
Technical Implementation Group (TIMG)

Terms of Reference:	• Provide technical input into various documents and processes. • Be guided by the direction set by the Strategic Implementation Management Group (SIMG). • Undertake detailed Strategy implementation through specific planning instruments, eg RPS, District Plans, RLTS, RLTP, LTPs and other documents. • Undertake and report on action monitoring and risk management issues via IMG and the SGIC. • Maintain close links between Future Proof and any other related strategies to ensure consistent outcomes. • Ensure that any related studies and investigations are drawn to the attention of IMG and the SGIC in order to avoid duplication of effort. • Promote the Strategy within the culture of each SmartGrowth partner organisation. • Review achievement of action milestones. • Focus on inter-organisation process and document alignment. • Advise the IMG and SGIC where necessary. • Assist with effective and consistent internal communication.

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

7.3
Technical Implementation Group *(Continued)*

Membership:	• SmartGrowth Programme/Implementation Manager (Chair) • Two Partner council representatives from each partner council appointed by the respective partner Strategic IMG member. • Tu Pakiri Advisor. • Two representatives from NZTA. • One representative from the SmartGrowth Communications Project Team (as required). • Strategic Adviser. • Others as co-opted from time to time and appointed by the Strategic Implementation Management Group.

7.4
Tangata Whenua Implementation Group (TWIMG)

Purpose:	• Technical and management support for the implementation of Tangata whenua actions in the SmartGrowth Strategy.
Terms of Reference:	• Provide input into the SmartGrowth Strategy Review • Provide technical support to Chairperson of the Combined Tangata whenua Forum (CTWF) including agenda items and background papers • Discuss and formulate appropriate responses to tangata whenua issues • Monitoring and reporting on completing tangata whenua outputs
Membership:	The Tangata whenua IMG is made up of representatives of the three council Maori liaison Units, chair of CTWF and the Tu Pakari Advisor. The group will be facilitated and led by the Tu Pakari Advisor. • Bay of Plenty Regional Council • Tauranga City Council Takawaenga Unit • Western Bay of Plenty District Council Community Development Team • Tu Pakari Advisor • Chairperson CTWF • SmartGrowth Programme/Implementation Manager
Meetings:	Meetings will be held quarterly

7.5
Communications Team

Role:	• The Communications Team is to assert SGIC, CEAG, and the Strategic IMG with maintaining high levels of awareness of strategy issues within the community and the value of the SmartGrowth brand. • The Communications Team will report to the Programme Manager.
Membership:	Communication Team to comprise of a communications representative from the SmartGrowth partner Councils, Tu Pakiri Adviser and SmartGrowth Programme Manager/Implementation Manager (Chair) .
Meeting Frequency:	As and when required .

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

7.6
SmartGrowth Programme/Implementation Manager

Terms of Reference:	• Leading and planning the implementation of the strategy and managing the resources that are employed to achieve the agreed objectives.
	• Day to day project management, including planning, organising and control of the physical and financial resources provided by the three Council partners for the implementation of the strategy.
	• Prepare tender briefs and provide the IMG with a detailed evaluation and recommendation on all proposals received.
	• Convene meetings of the Implementation Management Group (IMG) and CEAG.
	• Management of the budget for the strategy, with accounting assistance from TCC.
	• Report to the SGIC on key issues arising from actions and on the risk profile.
	• Liase between the various SmartGrowth Partner Forums, the SGIC and the IMG.
	• Provide support to the SmartGrowth Partner Forums.
	• Liaise as and when necessary with the Chairperson and members of the SGIC.
	• Briefing partner Councils, SmartGrowth Forums, and other agencies on implementation progress on at least an annual basis.
	• Facilitate forums and encourage community participation.
	• Promote the aims of this strategy within the context of sustainable development outcomes.
	• Establish and maintain administrative and information support systems and resources, including the selection and appointment of the IC.
	• Selecting and appointing the Tu Pakari Advisor in conjunction with the CTWF Chair and Independent Chair.
	• Make submissions on central and local government and other agencies policies and plans to promote alignment with SmartGrowth.
	• Manage the implementation of the SmartGrowth communication strategy and lead communication on issues as they arise.
	• Support the Independent Chair on Governance issues.
	• Reports to Independent Chair and CEAG .

7.7
Tu Pakiri Adviser (TPA)

Terms of reference:	• Advise the SmartGrowth Programme/Implementation Manager and IMG on the planning and execution of actions, specifically those related to tangata whenua.
	• Participate in meetings of the IMG and CTWF.
	• Maintain an overview of the work of support groups and provide guidance and advice to ensure that tangata whenua issues are addressed throughout.
	• Communicate information relating to implementation of the strategy to tangata whenua.
	• Communicate issues and concerns of tangata whenua to the SmartGrowth Independent Chair and IMG.
	• Report to the SGIC, tangata whenua representatives on the SGIC, CTWF, and SPF on tangata whenua issues arising during the implementation of the strategy.
	• Undertake specific tasks assigned by the SmartGrowth Independent Chair.
	• Accountable to SmartGrowth Independent Chair on Management issues and to the Combined Tangata whenua Forum on leadership and direction.

Appendix 8. SmartGrowth Implementation Committee - Memorandum of Agreement:

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

Section 1 - Objective

The objective of this Agreement is to:

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

Section 2 - General Principles

The parties to this Agreement:

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

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

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

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

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

The parties to the Agreement also **ACKNOWLEDGE:**

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

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

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

Section 3 - SmartGrowth Approach

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

All parties have a responsibility both collectively and individually to:

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

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

Section 4 - Implementation, Monitoring and Review

The parties to this agreement: have:

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

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

Section 5 - Interpretation

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

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

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

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

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

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

Bay of Plenty Regional Council

Chairman: **John Cronin**

Chief Executive: **Mary-Anne Macleod**

Tauranga City Council

Mayor: **Stuart Crosby**

Chief Executive: **Garry Poole**

Western Bay of Plenty District Council

Mayor: **Ross Paterson**

Chief Executive: **Glenn Snelgrove**

Combined Tangata Whenua Forum

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

Dated this 30th day of August, 2013

Appendix 9. SmartGrowth Implementation Committee – Operational Protocol

Section 1 - Background

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

Section 2 - Intentions of the Parties

The parties are committed to the implementation of SmartGrowth.

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

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

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

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

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

Section 3 - Scope of Protocol

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

Section 4 - Protocol Matters

Resolution of Conflicting Views.

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

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

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

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

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

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

Co-option of Persons to SGIC.

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

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

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

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

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

Section 5 - Effective Date

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

Section 6 - Administration

This agreement will be administered by the SGIC.

Appendix 10. The SmartGrowth Way

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

Background

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

The SmartGrowth Way:

> Acts as a tool to inform future Strategy implementers so that they can continue to contribute to the Strategy's objectives and outcomes;

> Outlines the features which contribute to the success and workings of the SmartGrowth Strategy including:

• key commitments and actions;

• the key success factors for the SmartGrowth partnership;

• expectations for implementation – what the SmartGrowth Way means in practice for how the partnership and people work together;

• the principles that bind the partnership.

Key Ingredients of the SmartGrowth Way

• **Voluntary** – a coalition of the willing between the regulators and the regulated;

• **Collaborative** - the notion that a community needs to plan together as a sub-region rather than as separate authorities;

• **Wider than local Government** - recognising the contribution of the Partner Forum agencies and the degree of significance the community plays in community, social and cultural infrastructure;

• **Partnership approach** - recognising that

collaboration means taking time to work through and resolve issues.

Key Commitments and Actions

The key approach to the SmartGrowth Strategy is summed up in the following commitments and actions:
• Parties will at all times seek a cooperative approach to addressing issues;
• Action implementation through cooperation and consensus (does mean giving some things up or compromising);
• Issues are to be considered in a measured, effective and timely manner;
• Commitment to act in good faith in meeting SmartGrowth obligations.

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

Key success factors of the SmartGrowth Partnership

SmartGrowth has sustained its collaborative approach for over 10 years and is still going. Key factors for the success of the SmartGrowth partnership include:
• The systematic approach to developing commitment to implementation and review of actions;
• Collaboration at all levels;
• Governance and Leadership:
  - Achieving inclusiveness;
  - Maintaining trust and a seamless dialogue on the issues;
  - Ensuring that the framework fairly represents all the Strategy partners;
  - Representatives keeping parent organisations fully informed;
  - Representatives understanding the extent and role of any implementation toolkit;
  - Involvement and commitment by Governance group providing the basis for organisational commitment;
  - Achieving "governance comfort"

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

Implementation of the SmartGrowth Way

On-going Expectations

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

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

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

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

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

Appendix 10. The SmartGrowth Way *(Continued)*

Advisory Group and the Implementation Management Group.

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

What does this mean at governance level?

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

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

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

What does this mean for conflict resolution?

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

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

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

Binding Principles

The parties have agreed to:

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

2 **RECOGNISE AND SUPPORT** the established voluntary, cooperative and coordinated approach (SmartGrowth) to spatial planning and growth management in the western Bay of Plenty sub-region and that such an approach between regional and local government and relevant community sector groups be continued and fostered.

3 **ENDORSE** the continued use of SmartGrowth as the primary spatial plan for the western Bay of Plenty sub-region to be used by the regional and local government and community sectors to cooperatively manage growth in the sub-region. The strategy is also to be promoted to central Government and agencies as the basis for engagement and action in respect of the western Bay of Plenty.

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

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

Appendix 11. Acknowledgements

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

Implementation Committee

Independent Chairperson
• Bill Wasley

Bay of Plenty Regional Council (BOPRC)
• Cr John Cronin (Chairperson)
• Cr Jane Nees
• Cr Paula Thompson

Tauranga City Council (TCC)
• Stuart Crosby (Mayor)
• Cr Larry Baldock
• Cr Terry Molloy

Western Bay of Plenty District Council (WBOPDC)
• Ross Paterson (Mayor)
• Cr Garry Webber
• Cr Paul Thomas

Tangata Whenua representatives
• Karora Te Mete
• Cr Raewyn Bennett
• Maru Tapsell

The SmartGrowth Partner Forums

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

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

Combined Tangata Whenua Forum
• Karora TeMete (Chair)
• Ngāi Te Rangi (Hamiora Faulkner, Reon Tuanau, Whitiora McLeod)
• Ngāi Te Ahi (Te Pio, Rangiwhakaehu Walker, Tai Taikato, Parengamihi Gardiner, Iria Whiu)
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Housing Affordability Forum
• Christine Ralph (Chair)
• Mark Day
• Jeff Fletcher
• Annie Hill
• Bob Thorne
• Jo Gravit
• Chris Johnstone
• Cr Rich Curach
• Andrew Mead
• Liz Davies
• Don Barnes
• Victoria Kingi
• Cr Terry Molloy
• Cr Larry Baldock

Population Ageing Technical Advisory Group
• Graeme Young (Chair)
• Tony Lawson
• Elizabeth Spellacy
• Anna Thurnell
• Don Barnes
• Annie Hill
• Liz Davies
• Mary Dillon
• Ngaire Kerse
• Lorraine Wilson
• Anne Pankhurst

Social Sector Forum
• Carole Gordon
• Adrienne von Tunzelman
• Jo Gravit
• Mark Bramley
• Mary Stewart
• Sharon Hanna
• Alan Withy
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Property Developers Forum
- Jeff Fletcher (Chair)
- Aaron Collier
- Albie Mulder
- Andrew Collins
- Bill Miller
- Craig Batchelar
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Chief Executives: Advisory Group

- Bill Wasley (Chair)
- Mary-Anne MacLeod (BOPRC)
- Glenn Snelgrove (WBOPDC)
- Garry Poole (TCC)
- Harry Wilson (NZTA)

Implementation Management Group: Management

- Bill Wasley (Chair)
- Christine Jones (TCC)
- Andy Ralph (TCC)
- Andrew Mead (TCC)
- Miriam Taris (WBOPDC)
- Steve Hill (WBOPDC)
- Philip Martelli (WBOPDC)

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Research Working Group
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- Andrew Mead
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- Annie Hill
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- Martin Buttler
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- Ken Tremaine
- Philip King

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