

TAURANGA CITY COUNCIL

Our Direction – Tauranga 2050



Tauranga City



Credit: photographer Sam Hamett

What this document is about

***Our Direction – Tauranga 2050* outlines Tauranga City Council’s strategic direction.**

Guided by our vision and community outcomes, our strategies and our action and investment plans drive into our long-term and annual planning processes.

This provides Council and our communities with a clear line of sight between what we do and what we are aiming to achieve, and signals how we will work with mana whenua partners and our communities to create a better Tauranga, now and in the future.

We will monitor and report to Council on our progress and share the results with our communities regularly.

An annual review will ensure we’re adapting and responding to any unforeseen or emerging issues, or changes nationally and internationally.

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A vision for Tauranga

Tauranga, together we can

Prioritise nature

Tauranga is a city where . . . we celebrate, protect and enhance our natural environment, integrating it into the city for all to enjoy

Lift each other up

Tauranga is a city where . . . we foster and grow our communities, celebrate our differences, and lift-up those who are vulnerable

Fuel possibility

Tauranga is a city where . . . we foster creativity and innovation, celebrate our arts and culture, and empower our changemakers to create a vibrant city into the future

With everyone playing their part

Together we can create the change our city needs

Kei a tātou te pae tawhiti

The future is all of ours

Because Tauranga, together we can.

Tauranga, together we can is founded in the concept of Hoki whakamuri, haere whakamua (Walking backwards into the future). This acknowledges our past through the values of our kaumatua and focuses on the future through the hearts and minds of our rangatahi, as it is their voices that will shape the city they are set to inherit.

This vision for Tauranga aims to:

- acknowledge where we have come from and the challenges of today
- create a foundation of shared identity for everyone in the city
- bring our communities together and inspire meaningful change.

We have been listening to our communities and have heard from over 10,000 people through various methods. Three key themes were clearly expressed by our communities as being important for a future Tauranga – environment, community and inclusivity, and vibrancy. As such, they form the basis of the vision statement:

1. Environment – prioritising nature
2. Community and inclusivity – lifting each other up
3. Vibrancy – fuelling possibility

A call to action to individuals, communities, and organisations to both individually and collectively work towards creating the change our city needs. We hope that community groups, organisations and businesses will support the vision for Tauranga and consider how they can best take action to work towards the three key pillars of the vision – **Because Tauranga, together we can.**

Our strategic direction

Our strategic direction is Tauranga City Council's response to the vision for Tauranga and sets out our pathway to delivery.

The strategic direction is developed around eight 'strands' woven to form a framework.

Our five community outcomes (what we are focused on delivering):



An inclusive city
Tauranga Matarauui



A city that values, protects and enhances our environment
Tauranga Taurikura



A well planned city
Tauranga - Tātai Whenua



A city that we can move around easily
Tauranga Ara Rau



A city that supports business and education
Tauranga a te kura

and our three approaches (how we do things):



Te Ao Māori



Sustainability



Working beyond Tauranga

Council's community outcomes were adopted in March 2021 as part of the 2021-2031 Long-term Plan development. We have grouped our strategies and action plans around the community outcomes – creating a clear line of sight between what we do and what we're aiming to achieve for our city and communities, now and in the future.

Council has also identified three key approaches that need to be considered when we deliver our community outcomes, strategies, projects and services. These approaches are about how we work and are principles-based.

Together these approaches are embedded in our community outcomes, consistently running through and supporting everything we do. To enable this, they will be integrated into our planning, process and delivery.

New initiatives identified through our strategies and action and investment plans will begin to be implemented through the 2023/24 Annual Plan.

The diagrams on the following two pages show how Council is contributing to our vision and community outcomes, which is explained for fully in the remainder of this document.


**Vision : Tauranga, together we can...
Prioritise nature, lift each other up, and fuel possibility**

Community Outcomes



An inclusive city – Tauranga Mataraunui

Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities and backgrounds are included and feel safe, connected and healthy.



A city that values, protects and enhances our environment – Tauranga Taurikura

Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it.



A well-planned city – Tauranga - Tātai Whenua

Tauranga is a city that is well planned with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.



A city we can move around easily – Tauranga Ara Rau


Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.




A city that supports business and education – Tauranga a te kura

Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.


Approaches



Te Ao Māori
Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.



Sustainability
Tauranga City Council is committed to understanding and applying holistic sustainability to the way we work to enhance community well-being outcomes for our communities.



Working beyond Tauranga
Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region and nation.

Primary strategies

Tauranga Matarauui – Inclusive City Strategy 2022 (Draft)

Tauranga Taurikura – Environment Strategy 2022 (Draft)

Connected Centres Programme 2020 – urban development focus (UFTI, joint strategy)

Connected Centres Programme 2020 – transport and movement focus (UFTI, joint strategy)

Western Bay Economic Strategy 2021 (Priority One, joint strategy)

What Council will do

Council will contribute by...

- **Addressing housing needs, including affordability, and supporting healthy communities.**
- **Transforming the city centre into a place where people want to live, work, learn, do business and visit.**
- Reinforcing the cultural foundations provided by mana whenua, recognising and celebrating diversity, and providing equitable access to involvement and participation in city life.
- Delivering and facilitating cultural experiences that showcase our history and heritage.
- Eliminating barriers in the physical environments of our city, providing accessible information, and increasing people's city-wide accessibility.
- Building a city of connected and liveable neighbourhoods by providing local solutions in places of need and working with others to do the same.
- Collaborating widely to create safer communities, strengthening community resilience in times of emergency, and supporting water safety messages and responses.
- Prioritise Council investment, informed by diverse local communities, in high deprivation areas to better support and encourage connections and wellbeing and reduce levels of inequity.

Council will contribute by...

- **Increasing the range/ diversity of indigenous flora and fauna across the city and protecting their natural habitats; greening our city by increasing tree canopy cover and urban forest across the city; and finding the right 'fit' for nature and biodiversity in our urban context.**
- **Driving ongoing reductions in greenhouse gas emissions (particularly in transport); identifying and addressing key climate risks to the city; and implementing climate resilient development that integrates emissions reduction and resilience.**
- **Embracing the principles of Te Mana o Te Wai to protect and restore the health and wellbeing of our streams, rivers, wetlands and harbour, be efficient in our use of freshwater, and take an integrated approach to water management.**
- **Showing environmental leadership by considering the tensions between the goals of the built and natural environment in our decision-making processes to achieve positive outcomes for our natural environment in the design, development, and management of our built environment.**
- **Valuing our resources as taonga, promoting and supporting sustainable waste management (including a waste minimisation focus), and driving actions to transition Tauranga to a circular economy.**

Council will contribute by...

- **Planning to ensure there is sufficient zoned and serviced land for housing, business, and social infrastructure.**
- **Enabling intensification of our existing urban and new growth areas, including Te Papa, Te Tumu, and Tauriko.**
- **Investing with strategic partners in infrastructure that enables higher-density residential and high value commercial development.**
- **Driving delivery of the City Centre Masterplan – Te Manawataki o Te Papa (the heartbeat of Te Papa), the broader City Centre Action and Investment plan, and the Te Papa Peninsula Spatial Plan to revitalise the Te Papa Peninsula (from Greerton to the city centre) and reactivate the heart of the city.**
- **Investigating land-use options at the Mount Maunganui industrial area that balance the needs and aspirations of the commercial sector and residential communities, including the Whareroa Marae community.**
- **Providing a well-planned network of active and passive reserves, public spaces, libraries, community centres, indoor courts and aquatics centres that provide quality experiences and meet growing demands.**
- **Promoting good quality urban design that meets the access, mobility, recreational and living requirements of the communities they serve.**

Council will contribute by...

- **Ensuring our transport infrastructure and services help towards reducing our road toll, both deaths and serious injuries (aligned to the national 'Road to Zero' targets).**
- **Supporting our communities and businesses to move to public transport, cycling and walking, to manage congestion and greenhouse gas emissions ('mode shift').**
- **Progressing funding packages that are required to deliver on the agreed transport programme, which includes priorities such as: accelerating decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic (which would see the full package of works start by 2025, rather than being staged over multiple decades); and progressing Hewletts Road/Hull Road/ Totara Street improvements to accommodate and speed-up traffic flows across the city and to the Port.**
- **Delivering transport options that provide our communities with local services within a 15-minute journey time, and sub-regional services within 30-45 minutes.**
- **Maintaining or improving travel time consistency for freight and general/light commercial movements on important freight routes during the day**

Council will contribute by...

- **Revitalising the city centre including the delivery of a library, museum, event and exhibition space, and a civic whare.**
- **Co-investing and incentivising affordable residential and student accommodation in the city centre.**
- **In partnership with Priority One and the private sector, leveraging the city centre blueprint to encourage commercial investment and prioritise public realm spending within the city centre.**
- Working collaboratively with our strategic partners to invest in the infrastructure that will enable high value commercial and high-density residential development.
- Planning to ensure there is sufficient zoned and serviced land for business and education.
- Working with the Bay of Plenty Tertiary Partnership to grow Tauranga's reputation as distinctive tertiary study destination of choice that leads into quality employment opportunities.
- Providing services that deliver life-long learning opportunities for everyone in the community.
- Investing via Priority One in support of economic development partnerships, including growing a strong Māori economy, targeted investment and talent attraction, local skills development and regional innovation capability – including growing commercial, marine and horticultural sectors so they can add value to our local communities.
- Investing via Tourism Bay of Plenty in the development of a vibrant, resilient tourism industry.

Bold text identifies actions to progress our strategic priorities



Strategic Six Priorities

The vision for Tauranga clearly identifies three key pillars that our communities want our future city to become. A city where we prioritise nature, lift each other up and fuel possibility.

Our Council response to the three key pillars can be found in our strategic direction – the five adopted community outcomes and the three approaches.

As part of Council's response, we have identified six priority areas where we seek to make significant change. These six priorities are:

1. Environmental leadership
2. Land review of the port and industrial land
3. Addressing housing needs, including affordability
4. City centre refresh
5. Moving around our city easily
6. A delivery focused organisation.

Examples of these six priorities in action are outlined in the blue boxes on the following pages

The three pillars of the vision:

Natural environment – prioritising nature

Our communities have told us that protecting and enhancing the natural environment is the first priority for our future Tauranga. More accessible green spaces, bringing nature back into our city and looking after our own backyard are crucially important for our communities.

As a result, Council is committed to demonstrating **environmental leadership**. There is a lot of work needed to address some of the issues facing our natural environment. We need to act now to address climate change, alleviate the pressure on our natural resources and halt the loss of biodiversity.

Tauranga Taurikura is the primary strategy to realise the community outcome that we are 'a city that values, protects and enhances the environment'. The strategy has five goals.

1. Thriving nature and biodiversity at the heart of our communities
2. Tauranga is a low emissions and climate resilient city
3. Tauranga is a water sensitive city
4. Tauranga values resources in a circular economy
5. Our built environment supports the wellbeing of our natural environment.

Tauranga Taurikura will be implemented through a range of new or refreshed action plans, including a Climate Action Plan that is planned to be developed in mid-late 2022.

Priority 1 & 2 ... environmental leadership and review of the Mount Maunganui industrial area

Heavy industry has lowered the air and water quality in the Mount Maunganui industrial area, as well as increased the presence of toxic substances. This is causing health concerns for the Whareroa and Mount Maunganui communities.

The key challenge to managing environmental impacts in this area, particularly air pollution, is the proximity of industrial zoned land to residential zoned land. Council acknowledges that this is a complex situation with many stakeholders involved, including Whareroa Marae and Mount Maunganui communities, the Port of Tauranga, business communities and heavy industry.

Council is committed to working with sub-regional stakeholders to investigate land use options, including options to prevent more heavy emitting activities establishing in this area in the future, to address environmental and health concerns.

Community and inclusivity – lifting each other up

Tauranga has many different communities, all with their own needs, strengths, and aspirations. As the city grows and changes, we want to improve the lives of everyone in our community. Currently there is significant inequity evident across the city. Some of us struggle to meet basic needs such as food, clothing, housing, and medical care. Lack of access to essentials can result in exclusion, mental health issues, and other social issues.

Tauranga's population is diverse and includes Iwi and hapū of Tauranga Moana as well as those from other areas living here. Over the coming years our communities will look different to what they are now, including greater ethnic diversity and changing age profiles.

With an increasingly diverse community coupled with a widening socio-economic gap, it might be easy to think that the future for our city looks divided. On the contrary, our communities have told us that a more inclusive Tauranga, a city where social cohesion is a priority and where we lift-up those more vulnerable is of utmost importance to them.

Council's initial response to our communities' aspirations is the development of our Inclusive City

Strategy – **Tauranga Matarauui**, which sits under the community outcome 'An Inclusive City'.

The strategy has five goals.

1. Wellbeing – contribute to people's personal, whanau and community sense of wellbeing, in every part of their lives.
2. Access – create a city that works for all, where no-one experiences physical barriers or is unable to access information that enables them to live their best life.
3. Inclusion and diversity – ensure that everyone can truly be who they are and feel a sense of belonging in our city.
4. Safe communities – make Tauranga a safe city to live, work, learn and play.
5. Strong neighbourhoods – build a city of connected and liveable neighbourhoods.

As part of improving wellbeing, we need to address housing needs. Our city is projected to grow by around 78,500 residents by 2063 and will need approximately 34,400 new homes to be built. Although this growth creates many benefits for our city, it also creates challenges for the housing market, including higher house prices, a lack of rental options and limited housing choice. This results in many lower income households struggling to find suitable homes at a price they can afford.

We have been working for many years to enable enough suitable housing for our fast-growing city, including all the infrastructure and amenities needed to support our 'Well Planned City' community outcome, through our Connected Centres Programme. We are now being more deliberate about how we incorporate our inclusive city focus into delivery of our Connected Centres Programme.

Priority 3 ... addressing housing needs, including affordability

Central Government has given us the job of enabling growth across Tauranga and our communities have told us housing is an important issue.

We are responding by looking ahead to make sure we have enough homes, suitable ways to get around and community spaces to support the wellbeing of everyone who lives here. This includes enabling more housing to be built at greater densities (number of homes per hectare) and heights within our existing urban areas such as the city centre, Te Papa and the Ōtūmoetai Peninsulas.

Te Papa Peninsula (the area of land from Greerton to the City Centre) is expected to accommodate homes for another 14,400 people in the next 30 years. The Te Papa Peninsula Spatial Plan provides for greater housing choice, safe and efficient transport options and the local amenities and infrastructure needed to support our growing communities.

We have also planned new greenfield growth areas, but further progress depends on delivering more infrastructure in greenfield areas. The inability to invest in infrastructure means that there is a shortage of land available for housing and as a result, land prices have increased. This creates a huge challenge for building the homes we need at an affordable price point in such a fast growing area.

Delivery of homes at an affordable price point is a key challenge given the costs of land acquisition, land development, infrastructure and house construction.

With development capacity still some years away, we plan to:

- identify how council can best influence housing across our city
- investigate options for reinvestment of proceeds
- from the sale of elder housing villages to deliver housing outcomes for the city, this may include supporting the delivery of a range of housing options such as affordable housing, public housing, and housing support targeted at high need groups.
- support papakāinga housing and registered community housing providers
- continue to use city planning tools to encourage more housing density and greater housing types and price points across the city
- work in partnership with other key agencies such as Kāinga Ora – Homes and Communities, local community housing trusts and Māori land trusts.
- explore opportunities for capturing the increase in value from rezoning and urban infrastructure investment and reinvesting this into more affordable housing supply.

Vibrancy – fueling possibility

Our communities have told us that they desire a future that is full of energy, possibility, and personality. The need for vibrancy in our city was a key theme captured through the city vision work. People want more events and activities, and increased opportunities for young people.

Other clear messages we have heard include that:

- we have underinvested in our city for too long and we do not have the infrastructure and community facilities we need
- our city needs and deserves a heart we can all be proud of.

Actions that sit under the 'Well planned city' and 'Supporting business and education' community outcomes will help enhance our city through providing successful and thriving compact centres that attract and support a range of businesses and educational opportunities adding to the vibrancy of our city.

Priority 4 ... city centre

Our community has told us loud and clear that they want a vibrant, well-planned city centre that is inclusive, accessible and diverse, with more activities and events for all to enjoy. Together with our city partners, we're on our way to making this a reality.

After years of indecision, we have an opportunity to put Tauranga on the map as a place that provides the experiences you would expect in a modern city, created in a way that reflects our unique culture and history. A place that is vibrant and attracts people from near and far, providing opportunities for more jobs, gigs and concerts, and better places to spend time with friends and whanau, right in the heart of our city.

Council has already committed \$303m of investment in the city centre over the next six years. This includes the Te Manawataki o Te Papa – the heartbeat of Te Papa (Civic Precinct) redevelopment*, ongoing waterfront improvements, movement projects and public space and facilities upgrades. Our partners are also committing to grow our city centre. The University of Waikato is continuing to invest in their city centre campus and Priority One's CBD Blueprint anticipates \$1.5b of private investment in residential, commercial and retail development by 2030.

The coming years will bring significant investment and transformation to the city centre, and with this will come challenges. We will help the city centre flourish through what will be significant periods of construction and change.

* Key features of Te Manawataki o Te Papa (Civic Centre) redevelopment include:

- a library and community hub
- civic whare (a venue for council and community meetings)
- museum and exhibition/events space for telling important stories – past and present – of Tauranga Moana
- upgrading Baycourt and Durham Street
- landscaping of open spaces and the development of the waterfront reserve, between Hamilton and Wharf Streets, linking the harbour with the civic precinct via Masonic Park; streetscape upgrades on adjacent streets would also be included.

Other strategic priorities in action...

Moving around our city easily is a community outcome and a strategic priority for Council that we will continue to work towards as our city continues to experience transport and mobility challenges.

We will focus on working with our SmartGrowth partners to deliver on the commitments we have made in the Urban Form and Transport Initiative (UFTI, which developed the Connected Centres Programme) and the Transport System Plan (TSP).

Delivering the Connected Centres Programme transport and movement focus and the TSP will result in infrastructure, policy and land use change. This will in turn generate a noticeable shift from cars to public transport, improved safety, reliable travel times (including for freight journeys and commercial traffic), and better walking and cycling connections.

It will also transform existing urban areas such as the City Centre and Te Papa Peninsula and support expansion into Te Tumu and Tauriko growth areas. To support this expansion Council will seek to:

- accelerate decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic which would see the full package of works start by 2025, rather than being staged over multiple decades
- actively progress Hewletts Road/Hull Road/Totara Street improvements to accommodate and speed-up traffic flows across the city and to the Port.

As our Council moves into the next phase of governance with Commissioners, we are transitioning to **a delivery focused organisation**. We have done a lot of planning over the years and now it is time to put our plans into action.



Community outcomes

Our community outcomes are...



An inclusive city
Tauranga Matarauui



A city that values, protects and enhances our environment
Tauranga Taurikura



A well planned city
Tauranga - Tātai Whenua



A city that we can move around easily
Tauranga Ara Rau



A city that supports business and education
Tauranga a te kura

A summary of Tauranga City Council's strategic direction for each community outcome follows.



This symbol identifies actions to progress our strategic priorities.

Many of our actions contribute to more than one community outcome and have been shown as such. These do not signal duplicated projects or budgets.





An inclusive city

Tauranga

Matarauui

Tauranga is a city that celebrates our past, is connected in our present and invested in our future. Where people of all ages, beliefs, abilities and backgrounds are included and feel safe, connected and healthy.

Success looks like...

- We have connected, engaged and resilient communities that thrive.
- Our city centre is full of energy, possibility and opportunity.
- Our unique history and culture is well known and highly valued.
- Our city is accessible and enables healthy living and recreation to support improved wellbeing.
- Our city is equitable where resources are prioritised so that everyone has the chance to flourish.
- Communities are connected within neighbourhoods and have a sense of belonging to the city as a whole.
- People feel safe in their communities and when moving around the city.



Council will contribute by...



- Addressing housing needs, including affordability, and supporting healthy communities.
- Transforming the city centre into a place where people want to live, work, learn, do business and visit.
- Reinforcing the cultural foundations provided by mana whenua, recognising and celebrating diversity, and providing equitable access to involvement and participation in city life.
- Delivering and facilitating cultural experiences that showcase our history and heritage.
- Eliminating barriers in the physical environments of our city, providing accessible information, and increasing people's city-wide accessibility.
- Building a city of connected and liveable neighbourhoods by providing local solutions in places of need and working with others to do the same.
- Collaborating widely to create safer communities, strengthening community resilience in times of emergency, and supporting water safety messages and responses.
- Prioritise Council investment, informed by diverse local communities, in high deprivation areas to better support and encourage connections and wellbeing and reduce levels of inequity.

Council's key moves now to 2031...

In the next 2-3 years

- Investing in solutions that enable our community to connect, explore and engage in valued experiences including the accessible recreation programme, investing in boardwalks, park furniture, shade and sports facilities, \$400k each year.
- Funding contestable community grants fund for community organisations delivering valuable support and services to our community, \$1.8m.
- Supporting the role of arts and culture in adding to our vitality and uniqueness, \$750k.
- Assessing the needs of roller sports, upgrading skatepark facilities, developing the design of a destination skatepark facility and contributing funds towards construction, \$900k.
- Supporting and promoting community pride and belonging, wellbeing and participation, events and activation, community relationships, safety, resilience and social equity.

In the next 10 years

-  Revitalising the city centre as a regional hub and the 'heart of the city', \$303m.
-  Creating more liveable places and laying the groundwork for future homes and businesses in Te Papa, Te Tumu and Tauriko, \$2.6b.
- Community facilities and open spaces investment, including aquatics, sports halls, sports fields and libraries, \$689m, then ongoing after 2031.



Te Ao Māori

Te Tiriti o Waitangi, and the principles of participation, protection and partnership, provide a positive and distinctive foundation for building an inclusive Tauranga. Our commitment to Te Tiriti o Waitangi means to achieve community wellbeing we prioritise tangata whenua as key partners. To action this, a focus on inclusive communication, relationships of integrity and reciprocity to ensure we gain equitable outcomes is vital.



Sustainability

Realising the benefits of diversity and striving for an inclusive society improves health, economic and justice outcomes – all leading towards the creation of sustainable communities. Council works with providers to lead and facilitate sustainable community-led solutions across a broad set of programmes. There is room to harness the potential of community knowledge and goodwill and work alongside all our communities in pursuit of shared sustainability goals to improve community wellbeing and social equity.



Working beyond Tauranga

Failing to address social inclusion comes at a cost not just to the excluded individual themselves but their families and whānau; their communities, hāpu and iwi; organisations; and the nation as a whole. As leaders of one of New Zealand's major cities we are committed to fostering common values and inclusive social norms.

Success measures include the following...

Improving trends in our communities' perceptions over time, such as:

- diminishing numbers of housing-deprived in the city – addressing housing need
- increasing numbers of events and initiatives, places and spaces that celebrate culture, diversity and Tauranga's history – increasing vibrancy
- increasing community preparedness for major emergencies.

Improving Council-related measures, such as:

- increasing engagement of our communities that tend to be harder to reach.
- increasing voter turnout in local elections and evidence of increased/broader community engagement in Council decision making processes.

For more information

Our *Tauranga Mataraunui – Inclusive City Strategy 2022-2032* spells out what needs to happen to ensure Tauranga becomes an inclusive city, for all. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





Valued, protected and enhanced environment

Tauranga Taurikura

Tauranga is a city that values our natural environment and outdoor lifestyle, and actively works to protect and enhance it

**Toitū te marae a Tāne, toitū te marae a Tangaroa,
toitū te tangata.**

If the land and sea are sustained so too will the people.

Success looks like...

- Thriving nature and biodiversity at the heart of our communities.
- We are a low emissions and climate resilient city.
- We are a water sensitive city.
- Our city's built environment supports the wellbeing of our natural environment.
- Our communities value resources in a circular economy.



Council will contribute by...

- Increasing the range/diversity of indigenous flora and fauna across the city and protecting their natural habitats; greening our city by increasing tree canopy cover and urban forest across the city; and finding the right 'fit' for nature and biodiversity in our urban context.
- Driving ongoing reductions in greenhouse gas emissions (particularly in transport); identifying and addressing key climate risks to the city; and implementing climate resilient development that integrates emissions reduction and resilience.
- Embracing the principles of Te Mana o Te Wai to protect and restore the health and wellbeing of our streams, rivers, wetlands and harbour, be efficient in our use of freshwater, and take an integrated approach to water management.
- Showing environmental leadership by considering the tensions between the goals for the built and natural environment in our decision-making processes to achieve positive outcomes for our natural environment in the design, development, and management of our built environment.
- Valuing our resources as taonga, promoting and supporting sustainable waste management, and driving actions to transition Tauranga to a circular economy.
- Valuing our resources as taonga, promoting and supporting sustainable waste management, and driving actions to transition Tauranga to a circular economy.

Council's key moves now to 2031...

In the next 2-3 years

- Managing reduction of greenhouse gas emissions through implementing a Climate action and investment plan.
- Developing and implementing an action and investment plans for Nature and Biodiversity.
- Delivering on our 30-year water supply strategy and 10-year water supply plan to investigate future supply opportunities and mitigate expected water shortages.
 - Implementing the 2022-2028 Waste Management and Minimisation Plan.
- Encouraging a more consistent approach to waste education and behaviour change programmes based around a circular economy.

In the next 10 years

- Improving walking and cycling facilities through the Accessible Streets programme, and improving public transport facilities and upgrades to core transport corridors across the City, \$2b.
- Strengthening our ability to cope with natural hazards like tsunamis, floods, landslides, erosion and sea level rise, \$296m.
- Supporting development of iwi and hapū management plans.

Beyond 2031

- Continuing to implement the 315 projects identified to improve our city's resilience to natural hazards via the Infrastructure Resilience Project, \$550-650m.



Te Ao Māori

Mātauranga Māori provides a foundation of knowledge that includes important principles and values for kaitiakitanga of the environment.

Understanding mātauranga Māori supports a holistic and connected approach to the wellbeing of nature and people. It is a vital store of knowledge, against which environmental change can be understood, measured and enhanced. We will always take mātauranga Māori into account when considering our environment strategy delivery.



Sustainability

This Environment Strategy and its action plans will be a key contributor to TCC making sustainability an integral part of everything that we do. A city cannot be sustainable if it does not look after its natural environment. Weaving sustainability into the way we deliver this strategy will ensure we think holistically and long-term, seeking and managing interconnections and relationships.



Working beyond Tauranga

The natural environment is not restricted to our city boundaries, and what we do within them has far reaching consequences (positive and negative), locally, sub-regionally, regionally, nationally and globally. It is essential that we work collaboratively with others beyond Tauranga to reach our goals and to look outwards for emerging issues and trends in the areas of evolving national legislation.

Success measures include the following...

Improving trends over time:

- increasing quality and quantity of nature and indigenous biodiversity
- increasing tree canopy cover/urban forest, both native and non-native
- greenhouse gas emissions are reducing per capita, and we are showing progress towards reducing emissions in line with New Zealand's goals
- greater community understanding of risks relevant to them because of climate change, and greater awareness of what they can do to lessen those risks.
- greater evidence of climate resilient development that integrates emissions reduction and resilience
- increasing health of our streams, wetlands and harbour
- greater efficiency in the use of freshwater within the city – business, industry and residential.
- Council infrastructure is increasingly designed to be sensitive to the natural environment.

For more information

Our *Tauranga Taurikura – Environment Strategy 2022-2032* spells out what needs to happen to ensure Tauranga becomes a city that values, protects and enhances our environment, now and in the future. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





A well-planned city

Tauranga -

Tātai Whenua

Tauranga is a city that is well planned with a variety of successful and thriving compact centres, resilient infrastructure, and community amenities.

Success looks like...





- We have enough housing with a variety of types, tenures, and price points, together with development ready land, to meet the needs of our communities, now and in the future.
- Our city centre is vibrant and welcoming, and we have neighbourhoods that are liveable, unique, and connected, with urban form and design that facilitates safe, healthy, and active lifestyles.
- We have easy access to a variety of open spaces, suitable for a range of uses and quality, fit-for-purpose community facilities.
- We have quality public spaces that provide opportunities for us to relax and connect.
- We use land efficiently around centres, providing easy access to services, employment, and leisure opportunities in a city we can move around easily.
- Our unique Māori and Pakeha history is embodied in the design of our city, with Tangata Whenua partnerships an integral part of this process.
- Our neighbourhoods and infrastructure are well designed and built to last, protecting people from the impacts of climate change and natural hazards.

Council will contribute by...

- Planning to ensure there is sufficient zoned and serviced land for housing, business, and social infrastructure.
- Enabling intensification of our existing urban and new growth areas, including Te Papa, Te Tumu, and Tauriko.
- Investing with strategic partners in infrastructure that enables higher-density residential and high value commercial development.
- Driving delivery of the City Centre Masterplan – Te Manawataki o Te Papa (the heartbeat of Te Papa), the broader City Centre Action and Investment plan, and the Te Papa Peninsula Spatial Plan to revitalise the Te Papa Peninsula (from Greerton to the city centre) and reactivate the heart of the city.
- Providing a well-planned network of active and passive reserves, public spaces, libraries, community centres, indoor courts and aquatics centres that provide quality experiences and meet growing demands.
- Promoting good quality urban design that meets the access, mobility, recreational and living requirements of the communities they serve.

Council's key moves now to 2031...


In the next 2-3 years

-  Developing City Centre community spaces and a central library, and re-development of the Memorial Park aquatics facility, \$118.2m.
-  Undertaking spatial planning for the Otumoetai / Brookfield peninsula and the Mount / Arataki Coastal Strip.
-  Investigating land-use options at the Mount Maunganui industrial area that balance the needs and aspirations of the commercial sector and residential communities, including the Whareroa Marae community.
-  Advancing development of Poteriwahi (Parau Farms), in partnership with and Ngati Kahu, by securing access to this land parcel and by undertaking community consultation on the use of part of this land for housing.
- Completing Stage 1 of the Waiāri Water Treatment Plant to boost the supply of drinking water for Tauranga City, \$168m.
- Preliminary work and design on the Papamoa East Interchange which will connect the eastern parts of the city to the Tauranga Eastern Link (TEL) Highway to be brought forward, \$12m.

In the next 10 years

-  Revitalising the city centre including the delivery of a library, museum, event and exhibition space, and a civic whare, \$303m.
-  Creating more liveable places and laying the groundwork for future homes and businesses (Te Papa, Te Tumu, Tauriko), \$2.6b.
- Community facilities and open spaces investment, including aquatics, sports halls, sports fields and libraries, \$689m.
- Upgrading the Te Maunga Wastewater Treatment Plant to increase treatment capacity, \$197m.
- Strengthening our ability to cope with natural hazards like tsunamis, floods, landslides, erosion and sea level rise, \$296m.

Beyond 2031

-  Ongoing investment to support growth and intensification in Te Papa, the Otumoetai / Brookfield peninsula, and the Mount / Arataki Coastal Strip.
- Building the network of reserves and community facilities in Tauriko and Te Tumu.
- Ongoing investment to improve our city's resilience to natural hazards.



Te Ao Māori

The history, culture, and values of tangata whenua are part of what makes Tauranga Moana a special part of New Zealand. As such we work in partnership to support tangata whenua aspirations and recognise cultural values in projects.



Sustainability

When we plan, we now seek to ensure our new areas provide transport choice and are well serviced by public transport, and that we protect our significant natural features and landscapes; we manage our water resources now and for the future, we create opportunities for different types of housing in the right locations, and we plan to ensure we are resilient to natural hazards.



Working beyond Tauranga

To play its part in contributing to the prosperity of the golden triangle (Auckland, Hamilton and Tauranga), we need to forge even stronger links with our regional partners and align strategic planning to unlock investment in infrastructure to ensure greater and more efficient movement of people, goods and services.

Success measures include the following...

- Improving Vital Signs survey perceptions on a range of issues including:
 - » affordable housing
 - » vibrancy of the city centre
 - » better public transport.
- Median house price is no higher than the national average.
- Increase in intensification and urban densities, including an additional 2,000 homes in Te Papa and surrounding urban areas by 2031.

For more information

Our *Connected Centres Programme 2020 (urban development focus)*, developed through UFTI, spells out what needs to happen to ensure Tauranga becomes a well-planned city that meets the needs of all our current and future communities. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





Moving around our city easily Tauranga Ara Rau

Tauranga is a well-connected city, easy to move around in and with a range of sustainable transport choices.

Success looks like...

- All of our communities have reliable, safe and efficient access to services, jobs, education and recreation.
- All of our communities are well-served by a range of transport options, with sustainable options such as public transport, walkways, cycleways and low-emission vehicle use being prioritised.
- Low carbon transport modes and alternative energy sources have dramatically reduced transport emissions and the use of fossil fuels.
- Commercial sectors (including the Port of Tauranga) are supported by a transport system that allows for easy movement of people and freight.

Council will contribute by...

- Ensuring our transport infrastructure and services help towards reducing our road toll, both deaths and serious injuries (aligned to the national 'Road to Zero' targets).
- Supporting our communities and businesses to move to public transport, cycling and walking, to manage congestion and greenhouse gas emissions ('mode shift').
- Delivering transport options that provide our communities with local services within a 15-minute journey time, and sub-regional services within 30–45 minutes.
- Maintaining or improving travel time consistency for freight and general/light commercial movements on important routes during the day.
- Progressing funding packages that are required to deliver on the agreed transport programme, which includes priorities such as: accelerating decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic; and progressing Hewletts Road/Hull Road/ Totara Street improvements to accommodate and speed-up traffic flows across the city and to the Port.

Council's key moves now to 2031...

\$2 billion is being invested over the next 10 years. In

the next 2-3 years

- ⬇ Preliminary work and design on the Papamoa East Interchange that will connect the eastern parts of the city to the Tauranga Eastern Link (TEL), \$12m.
- ⬇ Improved cycleways and walkways in Ōtūmoetai, Bellevue, and Judea, \$24m.
- ⬇ Maunganui Road safety improvements, \$12m.
- ⬇ Cameron Road stage 1 (City Centre to 17th Ave) programme delivering improved public transport, walking and cycling, \$39m.
- ⬇ A harbourside walkway between the CBD and Memorial Park, \$19m.
- Working with Waka Kotahi to investigate how dynamic road pricing could be used in the Bay of Plenty to better manage traffic volumes and congestion, influence behaviour change, as well as providing additional revenue to deliver the Connected Centres programme
- Developing parking management plans for key areas, such as the city centre, to implement the Parking Strategy.

In the next 10 years

- ⬇ Improving safety, access to the Port and multi-modal improvements in the Hewletts Road area, \$137m.
- ⬇ Developing the local Ōtūmoetai transport network to accommodate the planned increase in housing density, \$46m.

- ⬇ Public transport, walking and cycling improvements as part of the Cameron Road stage 2 project (17th Avenue to Barks Corner), \$153m.
- ⬇ Cycleways and walkways across the city, \$126m.
- ⬇ Park and ride facilities in Papamoa East and Tauriko, \$40m.
- ⬇ Accelerate decision-making for SH29 improvements, enabling separation of inter-regional freight traffic from local traffic which would see the full package of works start by 2025, rather than being staged over multiple decades.
- Improving the Welcome Bay Rd, Turret Rd, and 15th Ave transport corridor, \$66m.

Long term (2031 and beyond)

- ⬇ Construction of Arataki to Pāpāmoa multi-modal improvements.
- ⬇ Construction of Te Tumu urban growth area multi-modal transport network and facilities.
- ⬇ Complete construction of SH29 Tauriko long-term infrastructure and multi-modal facilities.
- SH2 travel time reliability improvement at Elizabeth St (construction) to support strategic freight journey from Port of Tauranga.
- Construction of Western Corridor Ring Route (SH36 to Oropi Road/SH29A).



Te Ao Māori

We will work closely with tangata whenua in the planning and delivery of transport projects.



Sustainability

We will enable a transport system that is sustainable by reducing the emissions associated with transport activities and providing more environmentally friendly and accessible transport options. This includes creating a more compact urban environment where people live, work, play and learn in the same community.



Working beyond Tauranga

Given the strategic importance of the Port of Tauranga, the city's freight network is vital for the regional, upper North Island, and New Zealand economies. Our actions and delivery of transport options will ensure that this network is accommodated.

Success measures include the following...

Jobs accessible within a 15-30 minute morning commute by public transport.

Improving trends over time:

- decreasing rates of death and injury from vehicle collisions and to people using active transport modes (such as cyclists and pedestrians)
- increasing number of trips on and access to public transport
- increasing use of active travel modes (such as walking and cycling), and decreasing use of private vehicles
- decreasing per capita transport-related carbon emissions.

For more information

Our *Connected Centres Programme 2020 (Transport and Movement Focus)*, developed through UFTI, spells out what needs to happen to ensure Tauranga becomes a city that we can move around safely and easily for work, play, learning and living. The strategy is underpinned by several 'action and investment plans' that clearly describe how Council will deliver in this space.





Supporting business and education Tauranga a te kura

Tauranga is a city that attracts and supports a range of business and educational opportunities, creating jobs and a skilled workforce.

Success looks like...

- Our city centre is strong and vibrant, acting as commercial, educational and activities hub for the region.
- We are known as a university city, with strong links between tertiary education, research and development, new business, and employment opportunities.
- We plan for the land use needs of our commercial and industrial sectors.
- We have a high wage economy with quality locally-based jobs and easily accessible employment centres.
- We have a sustainable visitor economy, which celebrates our history and culture and attracts visitors year-round.
- Our infrastructure provides sustainable connections to national and international markets for our key sectors.
- Business, employment and educational opportunities are accessible for everyone, with Māori education and employment outcomes equal to that of non-Māori.



Council will contribute by...


- Working collaboratively with our strategic partners to invest in the infrastructure that will enable high value commercial and high-density residential development.
- Planning to ensure there is sufficient zoned and serviced land for business and education.
- Working with the Bay of Plenty Tertiary Partnership to grow Tauranga's reputation as a distinctive tertiary study destination of choice that leads into quality employment opportunities.
- Providing services that deliver life-long learning opportunities for everyone in the community.
- Investing via Priority One in support of economic development partnerships, including growing a strong Māori economy, targeted investment and talent attraction, local skills development and regional innovation capability – including growing commercial, marine and horticultural sectors so they can add value to our local communities.
- Investing via Tourism Bay of Plenty in the development of a vibrant, resilient tourism industry.

Council's key moves now to 2031...

In the next three years

-  Co-investing and incentivising affordable residential and student accommodation in the city centre, \$500k.
-  In partnership with Priority One and the private sector, leveraging the city centre blueprint to encourage commercial investment and prioritise public realm spending within the city centre.
- Developing a new wharf to provide additional berthage and access for the commercial marine sector, \$5m (as part of a total \$25m within 10 years).
- Supporting Tourism Bay of Plenty to deliver its Te Ha Tapoi destination management strategy.
- Establishing a fund for the film and media sector, to be administered by Priority One. This will be used to attract and support a range of businesses and educators across film and media creating both new jobs and a more skilled workforce, \$100k.

In the next 10 years

-  Revitalising the city centre including the delivery of a library, museum, event and exhibition space, and a civic wharf, \$303m.
-  Creating more liveable places and laying the groundwork for future homes and businesses in Te Papa, Te Tumu and Tauriko, \$2.6b.
- Continued support for Priority One and its delivery partners through Council's partnership agreement, and for Tourism Bay of Plenty, and development of business cases for strategic visitor economy facilities, \$31m in 2022 (plus \$3m increase each subsequent year).

Long term (2031 and beyond)

- SH2 travel time reliability improvement at Elizabeth St (construction) to support strategic freight journey from Port of Tauranga.



Te Ao Māori

Council champions and supports iwi and hapū aspirations as strengthening players in the economy. Through Priority One we support Ara Rau – the skills and employment hub which provides connections between job seekers and employment / training pathways, especially for those most disadvantaged such as Māori and youth. We also support Toi Kai Rawa a ‘by Māori, for Māori’ economic development trust which is developing Māori businesses and has a focus on improving educational and vocational pathways for rangatahi, especially towards STEM-based careers. Through Tourism Bay of Plenty we support the development of tangata whenua tourism products that align with Te Ao Māori.



Sustainability

We are enabling and investing in a higher-density, lower environmental impact urban form and supporting our partner agencies to lead the evolution towards a sustainable, low carbon economy.



Working beyond Tauranga

Our economic connections across the Bay of Plenty and the Upper North Island are integral to economic wellbeing and sustainable development. We foster these through strategic partnerships and joint spatial planning. Links through to logistics and infrastructure development in the Upper North Island (particularly Waikato) are important for the Port of Tauranga and the flow of import / export trade for the country in general. Trade and logistic links between Tauranga, Rotorua (forestry, tourism), and the Eastern Bay (aquaculture, exports) are also key. The importance of these connections is expected to continue to grow in future years, alongside a shared need for talent availability. Alignment between central and local government and industry players is essential. Planning at a regional level is undertaken between Economic Development Agencies and through the Regional Skills Leadership Group.

Success measures include the following...

- There is a sufficient supply of appropriately zoned land to meet business and commercial need.
- Mean annual earnings rises to the New Zealand average by 2035.
- Unemployment is at, or below, the New Zealand average.
- Knowledge-intensive employment levels rise to levels equivalent to other major New Zealand cities.
- Educational attainment levels of our people, including rangatahi Māori, rise to levels equivalent to other major New Zealand cities.
- Visitor-spend per visitor increases and is distributed more evenly across the year.

For more information

The *Western Bay Economic Strategy 2021*, led by Priority One, spells out what needs to happen to ensure Tauranga becomes a city that supports business and education. The strategy is underpinned by several ‘action and investment plans’ that clearly describe how Council will deliver in this space.



Our approaches

Council's approaches are about *how we work* and together are embedded in our community outcomes, consistently running through and supporting everything we do.

These are our commitments to



Te Ao Māori:

We commit to integrating key Māori concepts into how we work, to work in partnership with mana whenua and to strengthen relationships with tangata whenua of Tauranga Moana. This includes the principles of manaakitanga, rangatiratanga, kaitiakitanga, whanaungatanga, wairuatanga, tūmanako and Te Reo Māori.



Sustainability:

We commit to delivering our projects and services in a holistic manner, protecting and enhancing our city for the future and considering the environmental, social, cultural and economic impacts of everything we do.



Working Beyond Tauranga:

We commit to working collaboratively, building constructive partnerships with our key stakeholders and considering the impacts of what we do, and don't do, on not just our city but also our region and country. We acknowledge our role as the largest city in the Bay of Plenty region and the connections we have beyond the city boundaries.

Overall, these approaches will commit us to thinking broadly and long-term, seeking and managing interconnections and relationships for better outcomes. The three approaches are interlinked and complementary, each with its own specific focus area.

More information about each approach follows.



FOCUS:

Te Ao Māori

Tauranga City Council will understand and apply key Māori concepts to enhance outcomes for our communities, thereby bringing to life the principles of Te Tiriti o Waitangi.

Te Ao Māori is the Māori world, where the world is perceived holistically, acknowledging the interconnectedness and interrelationships of all living and non-living things. When in balance, this supports healthy environments and healthy communities.

Ngā Whanonga Pono o Te Ao Māori (understanding Te Ao Māori principles)

To determine a framework that enables Council to understand and incorporate Te Ao Māori into our work, we need to identify the mātāpuna (the source of its wellbeing), its core values which contribute to holistic health. These life-giving principles are acknowledged and underpin all aspects of Māori society.

Manaakitanga	▶ ahurutanga/haumarutanga – a strong duty of care and safety for our people
Rangatiratanga	▶ mana motuhake – self determination ▶ tikanga – best practice ▶ tāuutuutu – reciprocity
Kaitiakitanga	▶ stewardship of the natural environment
Whanaungatanga	▶ relationships and network support systems
Wairuatanga	▶ mana atua & whakapono – a well-grounded belief system that supports instinct and intuition in line with whāia te tika – the pursuit of the right way forward
Tūmanako	▶ the objectives and aspirations of the community ▶ whai rawa/ōhanga – financial sustainability, economic health and business strategy
Te Reo Māori	▶ active commitment to protect and promote this taonga, the Māori language, for future generations of all New Zealanders

Why do we need to change the way we work?

1. The spirit of partnership between the council, tangata whenua and the community is lacking.
2. Council processes and systems do not prioritise or value Te Ao Māori principles and therefore the consideration of tangata whenua as partners in projects and work programmes across the organisation is inconsistent.
3. Iwi and hapū are under resourced and therefore are unable to participate adequately in the many council projects and processes that impact tangata whenua.

What success looks like

- A spirit of partnership is created between the council, Māori and the community and we work together to restore trust and confidence.
- Noho rangapū (partnership) is achieved between Council and mana whenua and is evident through Māori participation in decision-making practices.
- Tauranga's culture and history are well understood, embraced and celebrated.
- Taonga are protected, including:
 - » mātauranga - knowledge systems and intellectual property
 - » taiao – natural environment
 - » ngā taonga tuku iho nō ngā tūpuna¹ – heritage
 - » Te Reo Māori – Māori language.
- Māori exercise rangatiratanga of knowledge systems, kaitiakitanga of our natural environment, and mātauranga Māori.
- A set of shared outcomes and actions that benefit both parties and effectively add value to Tauranga Moana are developed and implemented.
- Partnerships and projects are advanced through resource and capacity building so that Māori can participate fully as Treaty partners in the growth and reinvigoration of Tauranga Moana.

¹Treasures handed down by our ancestors



FOCUS:

Sustainability

Tauranga City Council is committed to understanding and applying holistic sustainability to the way we work to enhance community well-being outcomes for our communities.

Sustainability is about considering the interactions and balance points between social, economic, cultural and environmental wellbeing.

Social sustainability	Involves individuals, their families, whanau, hapū, iwi, and communities and includes goal setting relating to education, health, community networks, financial and personal security, equity of opportunity, and rights and freedoms.
Cultural sustainability	Shared beliefs, values, customs, behaviours and identity are protected through language, stories, visual and performing arts, ceremonies and heritage.
Economic sustainability	The economy can generate the employment and wealth necessary to provide for a range of lifestyles, financial security, and equity of opportunity.
Environmental sustainability	The natural environment supports the activities that constitute healthy community life, such as air quality, fresh water, uncontaminated land, and control of pollution.

Why do we need to change the way we work?

1. Council needs to create an environment that empowers and enables our communities to undertake, support and participate in initiatives for the benefit of the city and the communities that live in it, now and in the future.
2. The resources we use to grow, live, work and play in our city are finite. We therefore cannot continue to function as we do unless more sustainable choices are made.
3. We are missing social, cultural, economic and environmental opportunities to make our city more sustainable for future generations.
4. Council processes and systems do not prioritise or value sustainability and therefore it is not considered adequately in decision making processes.

What success looks like

- Our communities own and actively participate in achieving the vision and community outcomes.
- A future-focused city that meets the needs of the present without compromising the ability of future generations to meet their needs. We have learned to live within the boundaries established by ecological limits.
- Our city fosters and enhances community wellbeing, (cultural, environmental, economic and social).
- Our city continuously works to harmonise economic growth, social and cultural inclusion, and environmental protection so we can provide a sustainable and resilient city. We have reformed or abolished practices which impose excessive burdens on the environment.
- Our city takes a regenerative approach² to design for a thriving interconnection of ecosystems. Our economy is an enabler of social, cultural and environmental value, that supports the laws of physics, biology and chemistry.
- Our city ensures it focusses on the opportunities and risks to our community via proactively considering holistic community well-being. We have changed systems of governance and decision making, procurement, investment, and consumption to support sustainable lifestyles, and we have empowered our community to own and achieve sustainable lifestyles.

² A regenerative approach is based on a holistic worldview and aims for thriving whole living systems. (Sustainability 2020, 12, 5483; doi:10.3390/su12135483, <http://www.mdpi.com/journal/sustainability>, retrieved 11 April 2022).



FOCUS: Working beyond Tauranga

Tauranga City Council recognises that Tauranga is an integral part of the wider Bay of Plenty region and upper North Island and has a key role in making a significant contribution to the social, economic, cultural and environmental well-being of the region and nation.

Tauranga is the fifth largest city in New Zealand and located strategically close to two of New Zealand's other largest cities, Auckland and Hamilton, forming what is known as the 'golden triangle'.

Our city's success is integrally connected to the success of the wider Bay of Plenty region, upper North Island and New Zealand. To respond effectively to our communities' needs and to deliver on our community outcome areas, we need to work effectively with our partners, regionally and nationally. We need to consider how the services we deliver connect with the wider region, and how our mana whenua work with neighbouring iwi and hapū. This requires building strong partnerships with others, considering and addressing the impact of regional, national and global factors on Tauranga, and advocating for our city's needs. We also need to consider how we contribute to the success of our neighbours and wider New Zealand, by ensuring the decisions we make (or do not make) result in sustainable outcomes both within and beyond our borders.

The way we work beyond our boundaries

- We work in partnership with other governing entities, at a local, regional and national level, both informally and via formal mechanisms such as SmartGrowth and Local Government New Zealand, to ensure we plan and deliver initiatives collaboratively.
- We listen to and connect with our communities, working with them to achieve the best possible outcomes for Tauranga and the region.
- We work in partnership with our mana whenua, recognising that city boundaries differ from those of our iwi and hapū
- We actively advocate for Tauranga's needs, providing feedback on proposed legislation, policies and plans.
- We consider the impacts of what we decide to do and not to do, in terms of how it affects Tauranga, our regional neighbours, the upper North Island and wider New Zealand.
- We actively consider how our wider environment, regionally, nationally and globally, impacts on Tauranga, factoring external forces into our decision making.

What success looks like

- Tauranga plays its role as a regional hub for the Bay of Plenty, attracting people and businesses to its growing educational institutions, dynamic and thriving city centre, commercial and industrial offerings, import and export opportunities offered by the Port of Tauranga, and world class national and international events.
- Services, land use, facilities and infrastructure are planned and delivered within the context of sub-regional, regional and national networks and connections.
- The city's location and resources, including its port, harbour, the wider sub-region's horticultural economy and its climate and attractions, are protected, enhanced, and leveraged for the long-term success and health of our communities.
- Emerging trends, potential legislative shifts, and other local, regional, national, and global forces are identified early and managed proactively. This ensures Tauranga is well placed to respond to external challenges and rapid changes and benefits from a holistic, long term approach to delivering benefits for the city and sub-region.



How our vision, strategies and plans work together

Our framework

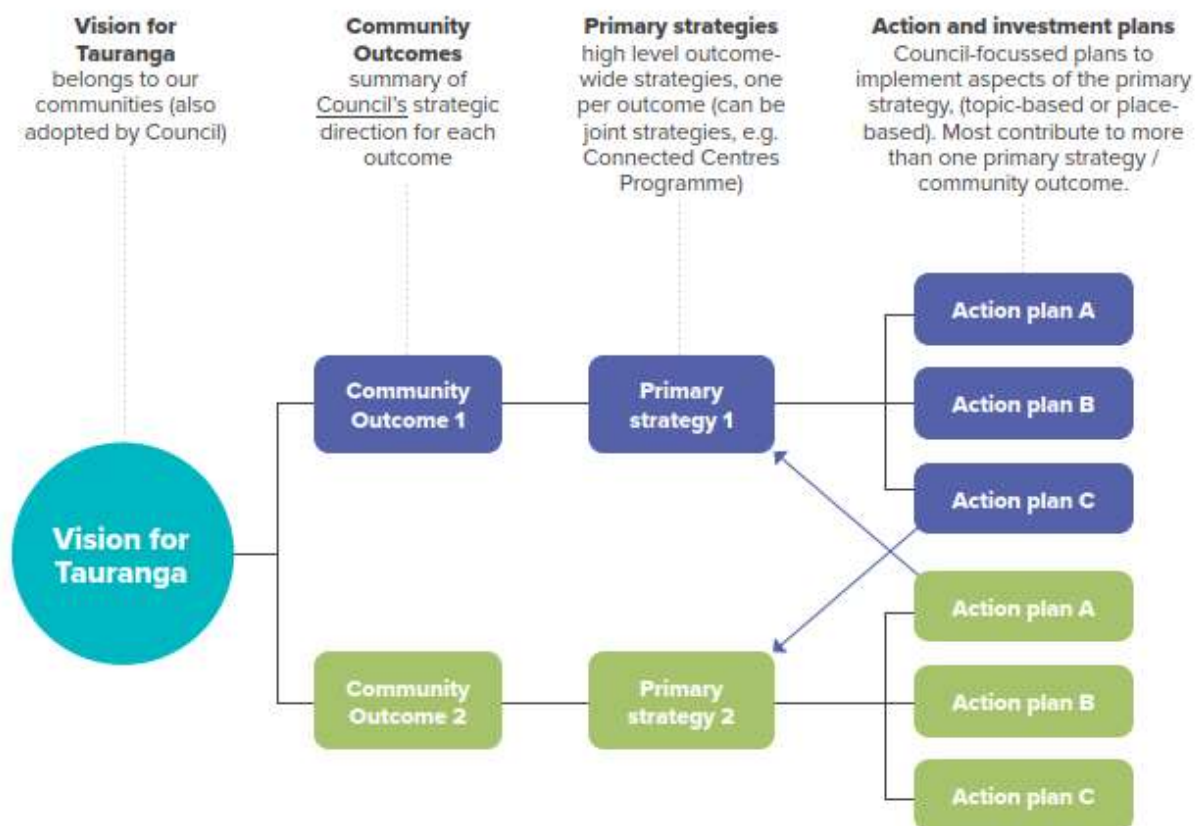
To make our strategies and plans more accessible, we are streamlining them and including information about how they work together. We have developed a very simple hierarchy and some clear guidance for what a strategy or action plan should include. All strategies and action and investment plans will be succinct, action-focused documents that support Council to deliver at pace and with purpose for our communities.

Each primary strategy identifies and considers the strategic context for the community outcome it supports. This includes the national/regional (in some cases international) legislative and policy

drivers, and consideration of any other factors driving change in that area.

The concept for our strategic framework hierarchy is shown in the diagram below. This is to describe the levels in our framework, moving from strategy to action as we move down each level, so does not include all community outcomes, strategies or action plans.

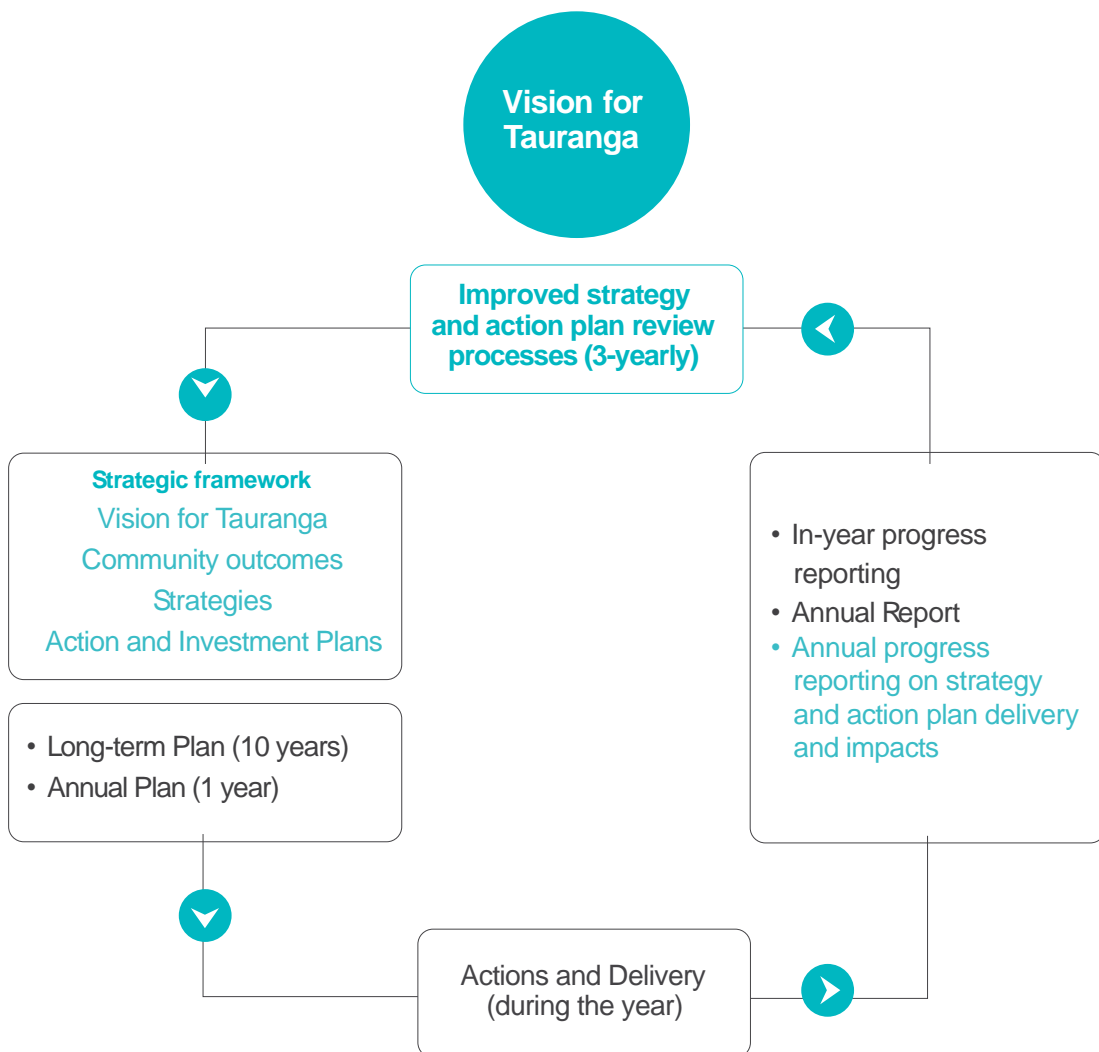
As referenced earlier, our three approaches (to Te Ao Māori, Sustainability and Working beyond Tauranga) are embedded in everything we do so are not shown separately in this conceptual diagram.



Contributing documents are other council documents that contribute to the strategies or action plans. Not formally part of the strategic framework, but contribute to any number of plans, may be joint or Council-specific, and any level or type of document, e.g. Tauranga City Council design guidelines, Tauranga City Council Reserves Management Plan etc

Where our framework fits

Council's refreshed strategic framework is shown in the context of the planning cycle below, with the elements in blue text identifying changes or improvements made through the strategic framework project during 2021-2022.



You can find more information about Council's strategic direction on our website: www.tauranga.govt.nz

Our Direction – Tauranga 2050.





Tauranga City

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