



ATTACHMENTS

**Vision, Planning, Growth &
Environment Committee meeting
Separate Attachments 1**

Monday, 14 October 2024

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9.1 SmartGrowth Implementation and Funding Plan
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SMARTGROWTH STRATEGY 2024-2074

**IMPLEMENTATION
AND FUNDING PLAN**

Version Control

Version	Date	Author	Rationale
1.0 & 2.0	27 May 2024	SmartGrowth Advisory Team	First Drafts
3.0, 4.0 & 5.0	30 July 2024	SmartGrowth Advisory Team	Review by Task Force
6.0 – 9.0	20 August 2024	SmartGrowth Advisory Team	Review by SMG
10.0	3 September 2024	SmartGrowth Advisory Team	Review by SGIG
11.0	18 September 2024	SmartGrowth Advisory Team	Review by SLG Workshop
12.0	4 October 2024	SmartGrowth Advisory Team	Draft for SLG Meeting consideration and approval

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1.0 Purpose

The Implementation and Funding Plan (IFP) sets out the details of Key Actions over three years that are required to give effect to the SmartGrowth Strategy.

The aim of the IFP is to ensure that agreed implementation of the Strategy is clear, coherent and accessible to the SmartGrowth Partners and the community.

2.0 SmartGrowth Strategy

The SmartGrowth Strategy provides a 50 year direction for housing, employment, and people's wellbeing in the face of rapid and sustained long term growth, while safeguarding what people value most about the sub-region.

The SmartGrowth Strategy provides the "*where we want to be*" through the SmartGrowth vision and objectives, transformational shifts, spatial plan, and the Future Development Strategy.

The IFP provides the '*how we will get there*' for the SmartGrowth Strategy.

2.1 Overview

An overview of the key elements of the SmartGrowth Strategy is provided in the figure below.



SMARTGROWTH STRATEGY 2024-2074

SmartGrowth – An urban growth partnership involving Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council, tāngata whenua and central government. The purpose of SmartGrowth is to take a collaborative and coordinated approach to managing and shaping growth within the western Bay of Plenty sub-region.

Vision and Transformational Shifts

The SmartGrowth Strategy provides a 50 year direction for housing, employment, and people's wellbeing in the face of rapid and sustained long term growth, while safeguarding what people value most about the sub-region. The SmartGrowth Vision is: **Western Bay – a great place to live, learn, work and play.**

The Strategy identifies six transformational shifts for change:

Homes for Everyone	Targeted actions across all agencies strengthen the segments of the housing system that are facing the most significant challenges.
Marae as Centres and Opportunities for Whenua Māori	Marae as cultural, social, and economic centres, activate the affordable development of housing on whenua Māori and opportunities for papakāinga (housing, education, social, hauora facilities).
Emissions Reduction through Connected Centres	Greenhouse gas emissions are reduced through accessible Connected Centres.
Strong economic corridors linking the East and West to the City and the Port	Economic corridors provide important intra and inter-regional linkages into the Eastern Bay of Plenty, Rotorua and the Waikato.
Restore and enhance eco-systems for future generations	Beaches, harbour, open spaces, native bush, wetlands and air are restored and enhanced to a healthy functioning state
Radical change to the delivery, funding and financing model for growth	Funding, financing and delivery models, including public and private sector partnerships support agreed priority development areas and infrastructure for urban growth.

Spatial Plan

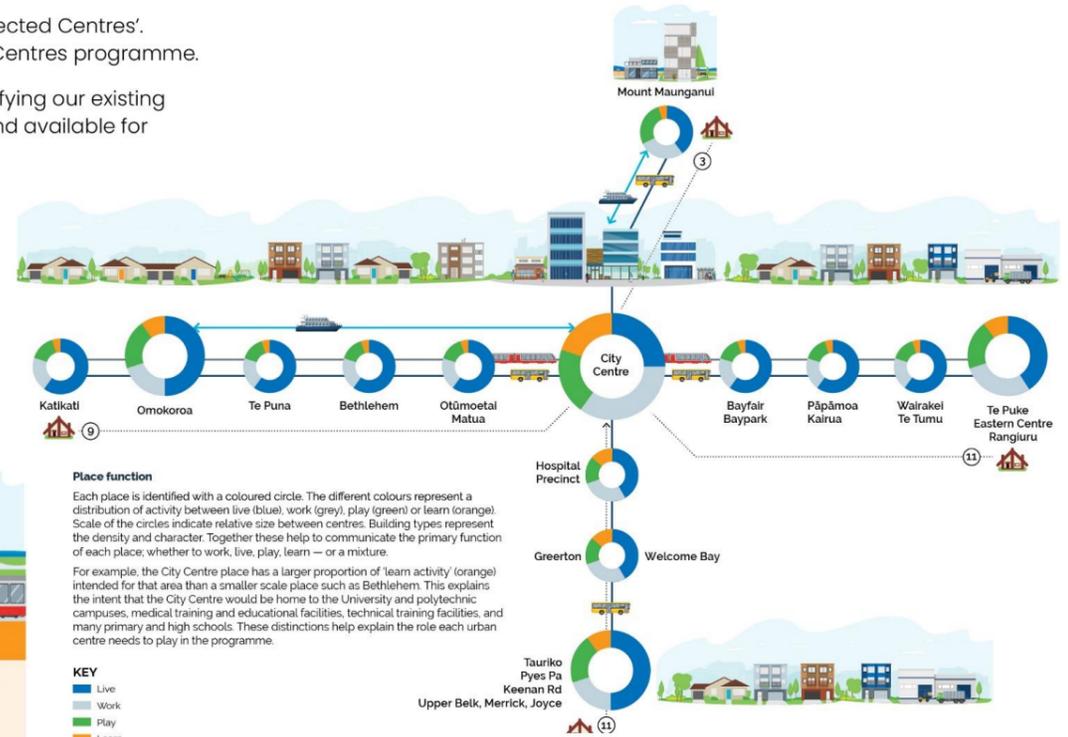
The Spatial Plan identifies the likely future scenario for population growth and change, the constraints and opportunities for accommodating future population, and provides the direction for how future development should be managed for future generations.

Connected Centres

The spatial scenario underpinning the strategy is 'Connected Centres'. There are two core concepts critical to the Connected Centres programme.

The first is increasing the number of dwellings by intensifying our existing urban and new growth areas. This is to maximise the land available for development and support a well-functioning multimodal transport system.

The second is being able to access local social and economic opportunities within a 15-minute walk or bike ride, and sub-regional social and economic opportunities within 30-45 minutes. These concepts encourage strong local centres and connected neighbourhoods.



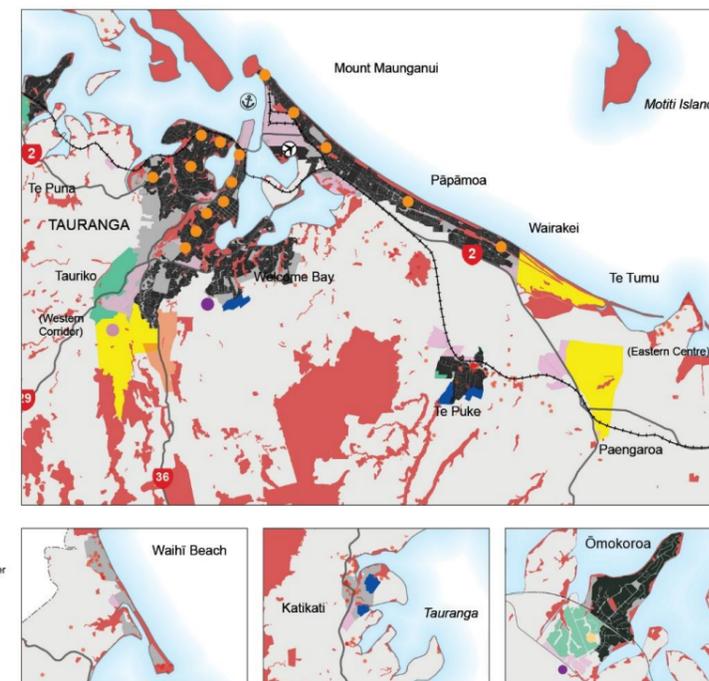
Future Development Strategy

The western Bay of Plenty has seen a rapid and sustained increase in population, with the sub-region's population expected to increase to reach between 246,000 and 318,000 people in the next 30 years.

The FDS shows how the sub-region will accommodate this growth for both housing and business land – it is underpinned by the Connected Centres programme. The FDS provides for an additional 43,000 houses and 1,000 ha of business land.



Future Development Strategy – Staging Map



Implementation and Funding

The SmartGrowth Strategy has a separate Implementation and Funding Plan for the next 3 years. Providing and funding the infrastructure required to meet demand and adequately accommodate growth is a critical issue for the sub-region and for the social and economic wellbeing of the community.

Find out more at smartgrowthbop.org.nz

To see the full SmartGrowth Strategy, go to: smartgrowthbop.org.nz

2.2 Future Development Strategy

The purpose of the Future Development Strategy (FDS) is to show the areas for development over the next 30 years and the infrastructure needed to support it.

An FDS helps local authorities set the high-level vision for accommodating urban growth over the long term and identifies strategic priorities to inform other development-related decisions, such as district plan zoning and related plan changes and priority outcomes in long-term plans and infrastructure strategies.

The spatial scenario underpinning the FDS is “Connected Centres”. The FDS has been informed by the Spatial Plan, including “No-Go” and “Go Carefully” constraints on development, and iwi values and aspirations for urban development: Manaakitanga – respect and care for others, and Kaitiakitanga – environmental responsibility and reciprocity.

These fundamental principles seek to achieve a balance between the growth and development imperatives with the Te Taiao – environmental values, community wellbeing, social services and amenity for future generations.

There are fundamental environmental and climate change principles that are embedded within the delivery of the FDS. These are ongoing and give effect to national, regional and local policy direction.

The IFP identifies the Key Actions where a SmartGrowth partnership-led approach can add value to the implementation of the FDS for the sub-region and each of the Growth Corridors, including land use planning, infrastructure delivery, and funding (including identifying funding gaps) aligned with the plans of partners including Long Term Plans.

2.3 Spatial Plan and Future Horizons

The Spatial Plan sets out the spatial approach for the western Bay of Plenty sub-region over the next 50 years. It identifies existing and future areas for growth, development and improvement including uses and activities, transport, Te Taiao (environment) and infrastructure.

For each spatial layer, an introduction and background information, Key Challenges, and Growth Directives are set out. The “Key Challenges” are the main hurdles that need to be overcome. The “Growth Directives” identify the significant policies, methods and other measures that should be implemented over time by partners to achieve the SmartGrowth vision and objectives. Partners have varying abilities to implement Growth Directives, affected by their legal and policy mandates, resourcing and information availability.

The IFP identifies the Key Actions to implement longer term spatial planning outcomes as “Future Horizons”, These Key Actions include investigations to support future Strategy and FDS reviews.

2.4 Urban Growth Partnership

The Strategy has commitment from a formal partnership between Bay of Plenty Regional Council, Tauranga City Council, Western Bay of Plenty District Council, tāngata whenua, central government and other key organisations.

The partnership brings together the people and organisations that have a significant role in managing growth. Strategy development and implementation rests on four key pillars:

- Partnership;
- Integration;
- Collaborative Leadership;
- Evidence-base.

The partnership is also underpinned by Te Tiriti o Waitangi (Treaty of Waitangi) principles, including partnership, making informed decisions, and active protection.

The IFP identifies the Key Actions to meet statutory obligations, enable delivery, and maintain and enhance SmartGrowth partnership arrangements.

3.0 Mandate

The Implementation and Funding Plan incorporates all SmartGrowth implementation initiatives (“Key Actions”) to implement the FDS and SmartGrowth Strategy spatial plan, and the urban growth partnership.

The NPS-UD 2020 requires an Implementation Plan to be prepared for the FDS:

“3.18 FDS implementation plan

- (1) Every tier 1 and tier 2 local authority must prepare and implement an implementation plan for its FDS.*
- (2) If a tier 1 or tier 2 local authority consists of more than one local authority, the implementation plan must be prepared as a single document by all the local authorities that jointly prepared the FDS.*
- (3) Every implementation plan, or part of an implementation plan, must be updated annually.*
- (4) An implementation plan or part of an implementation plan:*
 - (a) is not part of the FDS to which it relates; and*
 - (b) does not need to be prepared using the consultation and engagement requirements set out in clause 3.15; and*
 - (c) does not have the effect of an FDS as described in clause 3.17.”*

4.0 Key Actions

4.1 Scope

For each key action, the Implementation and Funding Plan identifies:

- Actions
- Timeframe
 - Short: 2024-2027
 - Medium: 2027-2034
 - Long: 2034-2054+
- Indicative costs and funding
 - cost based on ranges, with estimates in background information in the following bands:
 - \$ <\$1m
 - \$\$ \$1 – \$10m
 - \$\$\$ \$10 – \$25m
 - \$\$\$\$ \$25 – \$100m
 - \$\$\$\$\$ >\$100m

\$\$\$\$\$\$ >\$1bn

- funding categorised as follows:

Funded	Green
Partially Funded	Yellow
Not Funded	Red

- Partner role allocation to actions, including who leads and supports. The partner allocated to lead Key Action is responsible for delivery of that action, including regular reporting on progress. This Plan identifies the 'lead' agency in bold and others that are required to support the Key Action.

A database includes detailed information on all potential Key Actions. This database includes how each action links to the SmartGrowth transformational shifts, dependencies and interdependencies between Key Actions. This information is included in the Key Actions Table at the following [link](#).

There is uncertainty for some Key Actions that relate to infrastructure requirements, in particular timing, cost and funding. Some of the information provided in this IFP is subject

to change and is linked to other processes such as the outcomes of Long-Term Plans and other funding plans.

4.2 Prioritisation

Prioritisation of Key Actions is based on the extent to which the following criteria apply:

- Required to achieve SmartGrowth Transformational Shifts; SmartGrowth Objective or Growth Directive;
- Meets a legal or policy requirement;
- Enables a cross-organisational outcome to be achieved (i.e. not business usual);
- Realise the benefits of joint partner capacity and influence.

For the consideration of infrastructure priority under the FDS, one or more of the following are applicable:

- the ability for a substantial planned growth area to deliver serviced land is fundamentally at risk if not delivered.
- the ability for the sub-region to grow in alignment with the transformational shifts is fundamentally at risk if not delivered.
- it supports sustainability goals and enhances the city's resilience to climate change, natural disasters, and other potential crises.
- it is essential to social and cultural wellbeing, such as schools, hospitals, regional parks, recreational facilities, and cultural institutions.

Summary information on the priority Key Actions is shown in the IFP.

There are a number of actions which the SmartGrowth partners currently undertake which are considered 'Business as Usual'. These include important community infrastructure and open space activities as well as other projects that are the responsibility of individual partners.

These have been excluded from the Key Actions outlined in the IFP as they do not require cross-organisational leadership by the partnership in order to be achieved. They have not been included in the Key Actions, but they are an important part of delivery for each corridor as a well-functioning urban environment. These are summarised as 'Existing Actions'.

5.0 Operations

The IFP is intended to be a “living document” able to respond quickly to changing needs and requirements in the operating environment.

5.1 Partnership Implementation

SmartGrowth is implemented through a number of different mechanisms and across the partnership. There are some actions that require a SmartGrowth partnership approach and other that fall within the responsibility of individual partners. This is illustrated in the diagram below.



5.2 Annual Programming

The Implementation and Funding Plan provides the direction for SmartGrowth programming and budget each year, with indicative programmes and budgets for years 2 and 3 following.

5.3 Monitoring and Review

The Implementation and Funding Plan Key Actions are monitored and reported each quarter. This will be coordinated by the SmartGrowth Advisory Team.

The Implementation and Funding Plan is reviewed and updated each year in alignment with annual and long-term plan cycles of SmartGrowth Partners. Partner agreed midcycle updates can also occur when warranted by changing needs in the operating environment. Any updates will need to be approved through the SmartGrowth structure.

There are other strategy delivery existing actions being undertaken by SmartGrowth partners. These existing actions are critical and will be monitored and reported quarterly or as needed.

5.4 Operating Environment Statement

The Strategy and FDS follows the requirements of the National Policy Statement on Urban Development, informed by related national policy direction on housing, transport and the environment under the Urban Growth Agenda.

The operating environment has changed substantially with a recent change of government and associated coalition agreement, and will continue to change. It is important that strategy delivery responds appropriately to this changing operating environment.

Changing policy settings in the following areas are expected to have a significant impact on the delivery of the Future Development Strategy:

- SmartGrowth Partnership;
- Housing and Business;
- Infrastructure;
- Transport;
- Funding and Finance;
- Three Waters;
- Climate Change;
- Resource Management System Reform;

- Tāngata Whenua/Māori

These policy settings will be monitored regularly, and an assessment made of the need for changes or adjustments to the Implementation and Funding Plan and, where necessary, updates to the Future Development Strategy and/or Spatial Plan.

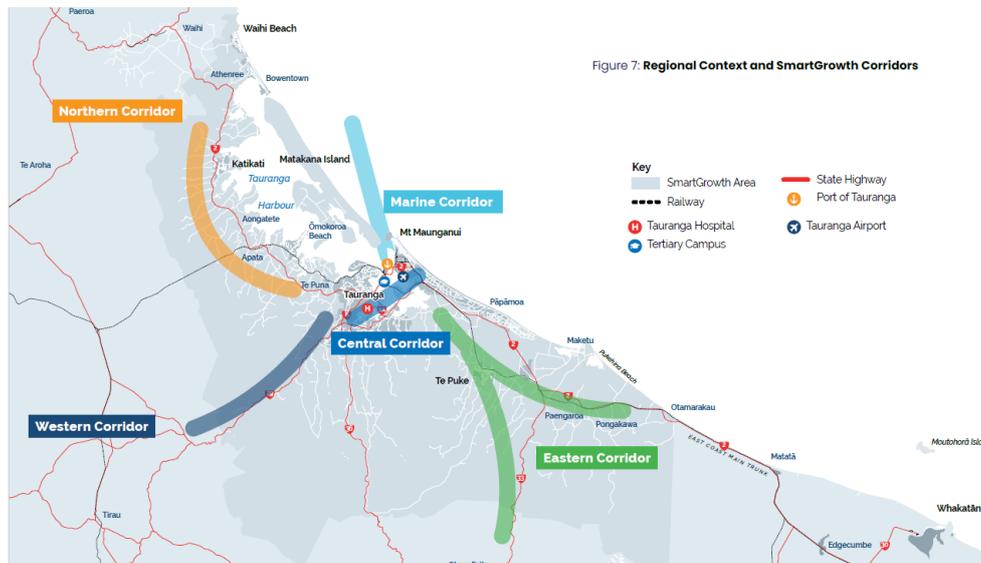
The Operating Environment Statement (OES) in Appendix A provides an outline of expected or likely policy settings at national, regional and local level that have the potential to have a significant impact on the delivery of the Future Development Strategy over the next three years.

6.0 Key Actions: Future Development Strategy

6.1 Context

6.1.1 Growth Corridors

The spatial scenario underpinning the FDS is “Connected Centres”. Connected Centres is made up of the key following corridors and centres over the next 30 years:



Corridor	Key Growth Areas ¹
Central	Te Papa, Ōtūmoetai, Mt Maunganui – Arataki/Bayfair
Western	Tauriko West, Keenan Road, Tauriko Business Estate, Upper Belk Rd
Eastern	Te Puke, Pāpāmoa, Wairakei, Te Tumu, Rangijuru, Eastern Centre
Northern	Ōmokoroa, Katikati

6.1.2 Dwelling Allocations

The FDS contains the following proposed dwelling allocations over the next 30 years to support the connected centres programme. These allocations have been informed by the HBA and Long-Term Plans. The allocations cover the period 2024 to 2054.

¹ Some growth areas are subject to further detailed investigations and other processes. As a result, the extent and nature of these areas may change.

Area	Dwellings Short term (2024-2027)	Dwellings Medium Term (2027-2034)	Dwellings Long Term (2034-2054)	Totals (2024-2054)
Infill / Intensification (sub-region wide)²				
Tauranga City Intensification Areas: Te Papa, Tauranga West, Mount Maunganui. Intensification of established areas outside of Intensification Area	900	3,300	8,000 ³	12,100
Western Bay of Plenty Intensification areas: Te Puke and Ōmōkoroa	80	150	330	560
Northern Corridor				
Waihi Beach – Bowentown / Athenree	40	100	10	150
Katikati	80	290	360	730
Ōmōkoroa	340	1,160	1,440	2,940
Central Corridor				
Bethlehem	270	890	530	1,690
Eastern Corridor				
Pāpāmoa	230	520	170	920
Wairakei	500	1,380	270	2,150
Te Tumu ⁴			4,200	4,200
Te Puke	410	2,230	10	2,650
Eastern Centre*			Up to 8,000	Up to 8,000
Western Corridor				
Pyes Pā	40	140	70	250
Pyes Pā West	110	180	130	420
Ohauti	100	230	120	450
Welcome Bay	60	110	30	200
Tauriko West ⁵	150	1,260	2,090	3,500
Ohauti South		190	280	470
Keenan Road ⁵			2,000	2,000
Upper Belk Rd followed by Merrick Rd/Joyce Rd ⁵			Up to 8,000	Up to 8,000
Total	3,310	12,030	20,040 – 28,040	35,380 – 43,380
Papakāinga (sub-region)	128	51	284-400	463-579

² The housing supply provided through infill and intensification may change depending on the outcomes of Plan Change 33 (Tauranga City) and Plan Change 92 (Western Bay of Plenty District Council).

³ The infill / intensification figures in the long-term period assumes at least 40% of total Tauranga City growth depending on intensification uptake and timing of other areas.

⁴ Te Tumu Urban Growth Area is a Priority Development Area. Tauranga City Council and landowners are progressing a Plan Change for the growth area with the aim of it being notified by early 2026. Futureproofing for development includes infrastructure to service the growth area where that infrastructure also provides for growth in the Papamoa and Wairakei areas, and funding for infrastructure initial investigation, consenting, design and land purchase activities. Council, landowners and Central Government are working together to identify and secure the infrastructure funding or other financial arrangements that will enable the infrastructure that is required for the growth area to be brought forward and delivered in the 2024-34 LTP period.

⁵ The wider Tauranga Western Corridor area, which includes Tauriko West and Keenan Road, is being investigated through the Specified Development Process under the Urban Development Act 2020. Changes in the extent, timing, type, and scale of urban development may follow from this.

6.1.3 Business Land Allocations

The existing strategic industrial land allocations in the sub-region are as follows:

Industrial Area	Short Term (2024-2027)	Medium Term (2027-2034)	Long Term (2034-2054)	Allocation (hectares)
Wairakei	8	10	12	30
Te Tumu	0	0	60	60
Rangiuru Business Park	29	61	60	150
Te Puke	8	55	55	118
Tauriko Business Estate (including expansion)	30	70	20	117
Te Puna	30	0	0	30
Ōmokoroa ⁶	6	17	7	30
Katikati	13	13	13	39
Waihi Beach	0	0	25	25
TOTAL	124	226	252	602

The following table outlines the potential additional business land allocations over the next 30 years and beyond, informed by the HBA and supporting assessments.

Corridor	Potential Long-term Growth Area – Business Land	Allocation (hectares)	Delivery timing
Western	Upper Belk Road	150-200	Long-term (2034-2054)
Northern	Ōmokoroa/Apata	70	Long-term (2034-2054)
Western	Pukemapu* ⁷	115	Post-2054
Eastern	Rangiuru Business Park extension	45	Long-term (2034-2054)

6.1.4 Hamilton to Tauranga Strategic Corridor

The Waikato and Bay of Plenty regions have a joined-up approach to the Hamilton to Tauranga Corridor given the significance of this connection.

There are shared objectives and priorities, and a joint investment programme has been prepared (see Figure below). The joint investment programme objective is to fuel sustainable economic growth for New Zealand by highlighting the national importance of this strategic corridor which connects export industries through the Ports of Tauranga and Auckland, and inland ports.

⁶ Includes PC92 proposed Industrial on Francis Rd

⁷ Pukemapu is subject to further assessment for urban purposes and feasibility

Hamilton to Tauranga

Investment Programme

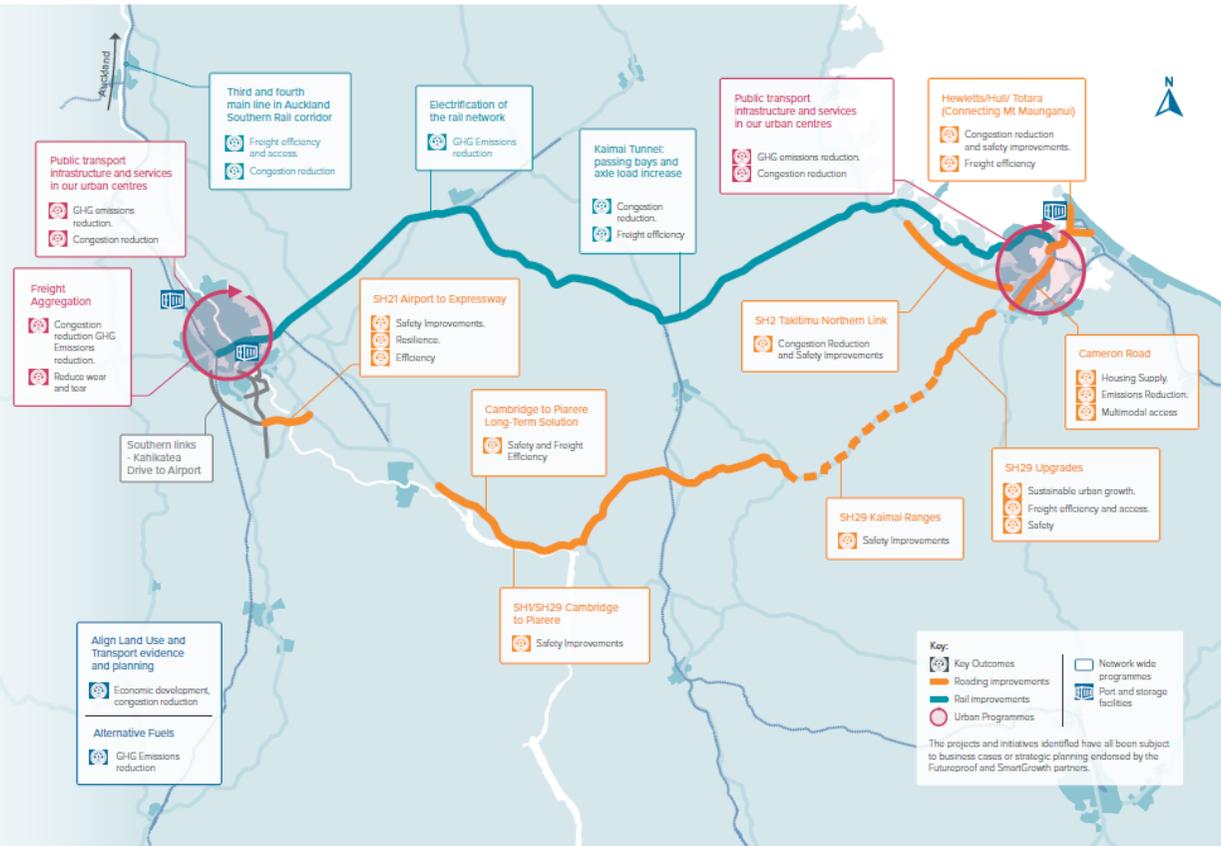
Fuelling sustainable economic growth for New Zealand

Key Outcomes:

- Providing safe and efficient options for goods and people to travel between Hamilton and Tauranga.
- Ensuring people living and working along the corridor can access the services they need (e.g. hospitals, schools, work) within 90 minutes.
- Supporting the transition to clean energy by providing key infrastructure and incentivising different ways to travel.
- Making the best use of land, ports, road and rail assets to support economic activity and community well-being.

Why do we need to invest?

- The population of the metro cities of Hamilton and Tauranga and towns along the corridor is growing rapidly resulting in additional traffic, reducing transport efficiency and creating safety issues.
- Reliable journeys and efficient access to the port is critical for fuelling our economic growth but is currently constrained due to congestion and resilience issues.
- We need to reduce carbon emissions from transport.



6.1.5 Critical Enabling Infrastructure and the Funding Gap

Critical enabling infrastructure required to support the development shown in the FDS is shown Appendix B.

This illustrates the capital funding gap that exists whereby infrastructure is either fully funded, partly funded or unfunded, or is unknown and subject to a business case and/or other decision.

This information can be improved over time to include quantified costs, and whole-of-life costs as the method for assessing this is developed.

This table will be updated periodically as funding decisions are made.

6.2 Sub-regional Key Actions

6.2.1 Context

This section sets out the FDS Key Actions that transcend the SmartGrowth corridors and are of sub-regional significance, and may also be of regional, interregional, or national significance in some cases.

Implementing these critical Key Actions will be transformational for the sub-regional and have a major economic, social, environmental and cultural impact.

These actions will underpin delivery of the Connected Centres programme including the 43,000 homes required and the 650ha of business land required over the next 30 years.

6.2.2 Existing Actions

There are a number of important actions that are either underway or planned for the sub-region. These are summarised below. These are critical actions led by SmartGrowth partners or key stakeholders. They do not require a SmartGrowth partnership-led approach so have not been included in the Key Actions summary.

- Regional Parks: the Noble family gifted the new regional park on Hot Springs Rd, Katikati to the BOPRC. BOPRC is investing to undertake improvements and protect the significant biodiversity of the park and improve community recreation opportunities.
- Electricity: progressing a range of upgrades and investments in the distribution and transmission networks to meet long-term growth including, new interconnecting transformers; establishing new Grid Exit Points; new 220 kV and/or 110 kV transmission lines and non-transmission solutions such as demand response.

- Potential redevelopment of Tauranga Hospital, including consideration of existing site and 'greenfield' opportunities (including Greerton Maarawaewae), to meet the health needs of the growing population.
- The Ministry of Education continues to work closely with the SmartGrowth partners to monitor growth and inform decisions regarding provision of additional capacity in the school network across the sub-region.

6.2.3 Key Actions Summary

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
3-00	<p>Close the Funding and Financing Gap</p> <p>To address the most significant issues facing the sub-region, identify the funding gap and develop a sub-regional position on funding and financing tools. This needs to focus on the tools that will have the most impact. To be used to inform and respond to Central Government initiatives.</p> <p>Understanding whole-of-life costs for infrastructure, such as maintenance and depreciation is an important part of the funding and financing story, as is "growth paying for growth" and demand management opportunities. TCC have work underway which will help to inform this component of the action.</p>	Short	\$	SmartGrowth
3-02	<p>Ensuring Alignment between Growth Strategy and Investment</p> <p>Commitment between local and central government on the key actions required to deliver the FDS and provide for 30 years of housing capacity.</p>	Short	\$	SmartGrowth

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	<p>This action includes identifying a means of providing enduring long-term commitment and certainty for the feasibility, funding and delivery of the agreed projects in a timely manner, such as a potential Regional Deal.</p> <p>Relationships and structure are an important component of achieving coordination across multiple agencies.</p>			
35-00	<p>Lower the barriers to delivery of Priority Development Areas</p> <p>Improve PDA delivery and outcomes by working collaboratively with central government agencies and across SmartGrowth partners to improve efficiency and effectiveness of planning processes, including consenting.</p> <p>This action also includes an organisation-wide focus for each partner on systems, culture and behaviour to support the delivery of the PDAs. The intention is to develop and agree a protocol to address this across the partnership.</p> <p>Regulatory relief mechanisms should also be considered in the development of any regional deal.</p>	Short	\$	SmartGrowth
15-03 - 15-07	<p>Empower Māori housing delivery</p> <p>Through the Marae centres and Māori Land Trusts develop:</p> <p>1 - business case models required to progress the feasibility, consenting, and infrastructure design and build for social housing and home</p>	Short - By June 2026 Ongoing approach.	\$	SmartGrowth Tū Pakari, CTWF, TCC, WBOPDC and Toi Moana

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	<p>ownership aligned with the Marae and corridors approach.</p> <p>2 – resourcing models for the engagement with each tāngata whenua forum within each corridor:</p> <ul style="list-style-type: none"> a) Te Kāhui Mana Whenua o Tauranga Moana within the Northern and Western Corridors. b) Te Ihu o te Waka o Te Arawa within the Eastern Corridor. c) Te Rangapū Mana Whenua o Tauranga Moana within the Central Corridor. 			
3-04	<p>Progress a Coordinated approach to Road Pricing Opportunities</p> <p>If legislation is enabled, the potential for a time of use pricing scheme should be explored with the community. This is a key tool for managing demand and influencing travel decisions to create a more efficient transport with reduced congestion. It will also generate revenue that will be invested back into transport projects in the region and could also have an impact on development location decisions. Any decisions will need to be mindful of social equity consequences, and the availability of public transport options.</p> <p>A consistent and agreed approach to road tolling in the sub-region should also be considered.</p>	Short - Medium	\$\$	Waka Kotahi, TCC, WBOPDC, TSP
32-00 & 41-00	Create High Frequency Public Transport Connections	Short - Medium	Subject to a business case	BOPRC, Waka

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	Creating high frequency public transport routes. Includes enhanced public transport services, infrastructure and corridor improvements as identified in the public transport services and infrastructure business case and is a core concept in delivering "Connected Centres".		\$\$\$\$\$ Not currently funded in NLTP	Kotahi, TCC, WBOPDC
25-30, 25-31 & 25-32	<p>Deliver Tauriko Network Connections</p> <p>The transport package will deliver enhanced sub-regional network and freight connections including to and from the Waikato and Port as well as supporting significant local housing and business capacity.</p> <p>Tauriko Network Connections (Stages 1-2) - Omanawa Stream Bridge and Corridor Protection</p> <p>Tauriko Network Connections Stages 3 (SH29A Tauriko to Barkes)</p> <p>Tauriko Network Connections (Stage 4) - SH29 Off-line</p>	<p>Commence design short</p> <p>Construction medium</p> <p>Long⁸</p>	\$\$\$\$\$ RONS so has funding in NLTP	Waka Kotahi
16-01	<p>HSP: Delivery of Place Based Housing Plan</p> <p>Monitor and react to changes in central government social housing delivery, further develop Housing</p>	Short	\$	HWG, HUD

⁸ SmartGrowth local government and tāngata whenua partners have resolved and communicated to the Waka Kotahi - NZTA board that there is a strong preference and need for Western Corridor transport improvements to be delivered in a single stage within a decade (by 2034) as opposed to the proposed staged delivery over many years potentially extending until 2050 given the significance of the corridor locally and nationally. These transport improvements not only enable housing but also business land and provide important improvements to a significant freight route and connection to the Port of Tauranga.

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	System Plan actions following further advice on the allocation of Budget24 1,500 social housing places. Resourcing for the coordination of the Housing Working Group			

6.3 Central Corridor

6.3.1 Context

- City Centre – cultural and economic hub of the region – civic facilities, business, residential, tertiary education and hospital
- Compact City – focussing more development within existing urban area – including social and affordable housing
- Te Papa Peninsula – residential intensification, business, community facilities
- Supporting quality urban growth within Ōtūmoetai and Mt Maunganui
- Providing safe and multimodal transport choices across the central corridor

6.3.2 Existing Actions

There are a number of important actions that are either underway or planned for the Central Corridor. These are summarised below. They are critical actions but do not require a SmartGrowth partnership-led approach so have not been included in the Key Actions summary.

- Three Waters Projects, particularly stormwater to support Te Papa/Cameron Rd intensification. Stormwater is particularly challenging and important for the central corridor.
- Te Manawataki o Te Papa (city centre) – library, museum, community hub space, waterfront public realm upgrades including destination playground. This is a flagship project for the city centre that will provide important community space and help to support intensification outcomes.
- Community infrastructure to support growth and meet required levels of service, including provision of new and improved existing open spaces and community facilities such as Blake Park, Pōteriwahi and Memorial Park Pool, Baypark community sports hub.

- Provision of an interconnected network of open spaces, reserves and ecological corridors.
- Education – growth likely to be accommodated in existing school network.
- Monitoring Te Papa delivery through PDA tracker.
- Ongoing monitoring of the 12 Marae in TCC and Te Whetu o Te Rangī Marae Welcome Bay which is in WBOPDC area and Māori Land Trusts through the Papakāinga PDA.
- Tāngata whenua engagement with Te Rangapū Mana Whenua o Tauranga Moana Forum at the Tauranga City Council.

6.3.3 Key Actions Summary

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
23-03, 23-27, 25-13	Planning, funding, financing and delivery of Central Corridor transport network including: <ul style="list-style-type: none"> • Cameron Road multimodal upgrade stage 2 • Connecting the People - Fifteenth Avenue to Welcome Bay • Hewlett's Road sub area - Connecting Mount Maunganui 	Short - Long	\$\$\$\$\$ (Cameron Road – not funded in NLTP, Connecting the People is funded, Hewlett's Road likely to have partial funding)	TCC, Waka Kotahi, TSP
23-23	Pukehinahina/Gate Pā and Merivale Support APL to provide additional social, affordable and market housing, including a collaborative approach to planning and infrastructure investment.	Short - Long	\$\$	HUD, APL

6.4 Northern Corridor

6.4.1 Context

- Growth area of Ōmōkorōa (residential, business, community facilities, schools)

- Smaller growth area at Katikati (residential, business)
- Long-term Growth Area opportunity for investigation – Te Puna
- Reliable and safe strategic corridors for freight and longer distance movements
- Rail links to Hamilton and Auckland

6.4.2 Existing Actions

There are a number of important actions that are either underway or planned for the Northern Corridor. These are summarised below. They are critical actions but do not require a SmartGrowth partnership-led approach so have not been included in the Key Action summary.

- SH2/Ōmokoroa intersection and Francis Road / Industrial Road intersection on Ōmokoroa Road
- Ōmokoroa Structure Plan stage 3 implementation – roading (developer delivered)
- Tākitimu North Link Stage 1 - connecting Tauranga and Te Puna with a new four-lane expressway and shared path. Construction is already underway.
- Ōmokoroa - reserves and open space
- Planning for Ōmokoroa school provision
- Monitoring Ōmokoroa delivery through PDA tracker.
- Ongoing monitoring of the 11 Marae including 4 Marae on Matakana and Rangiwaia Islands and Māori Land Trusts through the Papakāinga PDA.
- Tāngata whenua engagement with Te Kāhui Mana Whenua o Tauranga Moana Forum at the WBOPDC.

6.4.3 Key Actions Summary

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
24-26	Northern Corridor - Kaimai Spatial Plan Includes Te Puna	Short	\$	WBOPDC
24-13	Tākitimu North Link Stage 2	Design - Short Construction - Medium	\$\$\$\$\$	Waka Kotahi

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
			RONs so has funding in NLTP	
24-01	<p>Potential long-term industrial land - Ōmokoroa/Apata</p> <p>Further investigations to determine feasibility, scale and range of uses.</p> <p>Note: This will be initiated under the Kaimai Spatial Plan action.</p>	Medium	\$	WBOPDC

6.5 Western Corridor

6.5.1 Context

- Growth area at Tauriko West and Keenan Rd (residential, community facilities, schools)
- Long-term Growth Area opportunities (Belk, Joyce, Merrick)
- Tauriko Business Estate including extension
- Improved links to the Waikato and Auckland
- Multimodal transport to enable urban growth
- Reliable freight connections to Port of Tauranga

6.5.2 Existing Actions

There are a number of important actions that are either underway or planned for the Western Corridor. These are summarised below. They are critical actions but do not require a SmartGrowth partnership-led approach so have not been included in the Key Action summary.

- Variation 1 – Tauriko West Urban Growth Area and PC35 – Tauriko Business Estate Stage 4
- Structure Planning for Keenan Rd
- Keenan Road access to planned urban growth

- Tauranga Crossing bus facility improvements
- Tauriko West Spine Road – developer delivered
- Tauriko West Enabling Works (transport)
- Western Corridor Ring Route (SH29–SH36) – further planning and route protection.
- Western Corridor – Three Waters Enabling Works
- Western Corridor – Water Supply & Wastewater – Stages 1 & 2 and Stages 3 & 4
- Relocation and expansion of Tauriko School, establishment of a new co-educational secondary school, possible educational provision elsewhere in the Western Corridor as growth proceeds.
- Delivery of community infrastructure to support growth and meet required levels of service including Tauriko West active reserve and community facilities, Western Corridor active reserves and indoor sports centre.
- Provision of an interconnected network of open spaces, reserves, and ecological corridors.
- Monitoring Tauriko West delivery through PDA tracker.
- Ongoing monitoring of the Akeake / Taumata Marae located in the upper Pyes Pa Road area and Māori land Trusts through the Papakāinga PDA.
- Tāngata whenua engagement with Te Kāhui Mana Whenua o Tauranga Moana Forum at the WBOPDC.

6.5.3 Key Actions Summary

Delivering the Tauriko Network Connections is included as a Sub-regional Key Action in section 6.2.3 above. Tauriko Network Connections will deliver enhanced sub-regional network and freight connections including to and from the Waikato and Port as well as supporting significant local housing and business capacity in the Western Corridor.

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
25–37	<p>Western Corridor Structure Delivery Tools</p> <p>Determine the leadership structure and tools required to plan for and consequentially deliver the Western Corridor growth areas.</p>	Short	\$\$	Kāinga Ora, TCC, WBOPDC

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	There is a Specified Development Project (SDP) process currently underway for the Western Corridor. Until decisions are made on the SDP there are some uncertainties around the pathways for developing land in the Western Corridor.			
25-06 & 25-19	<p>Western Corridor – Structure Planning for Upper Belk Rd</p> <p>Undertake structure planning for Upper Belk Rd including undertaking feasibility work. Structure planning will include further investigations required for industrial land.</p> <p>This will also need to consider boundary arrangements.</p>	Short	\$\$	TCC, WBOPDC
25-19	<p>Potential long-term industrial land – Pukemapu</p> <p>Further investigations to determine feasibility, scale and range of uses.</p>	Medium	\$	TCC, WBOPDC
3-03	<p>Western Corridor – Feasibility, Funding and Financing Planning</p> <p>Undertake feasibility studies and develop funding / financing plan for other infrastructure needs (est. at \$5-9b based on SDP work)</p>	Short	\$\$	TCC, Kāinga Ora
25-18	<p>Wastewater Treatment for long term growth</p> <p>Initial planning for a long-term wastewater solution for the Western Corridor. Investigations to occur in the short term, delivery would be in the long</p>	Short – Medium (planning) Medium – Long (delivery)	\$ - \$\$ (planning)	TCC

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	term. Directly related to structure planning for Upper Belk Rd.			

6.6 Eastern Corridor

6.6.1 Context

- Growth Area at Pāpāmoa East – Wairakei and Te Tumu (residential, business, community facilities, schools)
- Growth Area at Te Puke (residential, business, community facilities)
- Rangiora Business Park
- New Eastern Centre (Te Kāinga) opportunity (residential, business, community facilities)
- Links to the eastern Bay of Plenty and Rotorua
- East/west safe and connected networks for existing and planned urban growth
- Strategic corridors for future Rangiora area growth

6.6.2 Existing Actions

There are a number of important actions that are either underway or planned for the Eastern Corridor. These are summarised below. They are critical actions but do not require a SmartGrowth partnership-led approach so have not been included in the Key Actions summary.

- Wairakei WWPS to Te Maunga WWTP
- Wairakei to Kaituna Stormwater Overflow – Phases 1 & 2
- Te Puke Wastewater Treatment Plant Upgrade
- Te Tumu Plan Change and Structure Planning – Complete the structure plan development and delivery of the Te Tumu Plan Change; in parallel, undertake further feasibility, funding and financing work to respond to funding gaps and needs to enable delivery.
- Te Tumu Trunk Mains
- Resolve access to Te Tumu: Securing infrastructure corridors through Tumu Kaituna 14 (TK14) land

- Papamoa East Interchange
- Rangioru Business Park Interchange
- Te Puke Spatial Plan
- New schools in Te Tumu if that development proceeds. Te Kāinga would require careful consideration of school network provision.
- Te Kāinga Strategic Case in partnership with HUD.
- Tāngata whenua engagement with Te Ihu o te Waka o Te Arawa Forum at the WBOPDC.
- Delivery of community infrastructure to support growth and meet required level of service, including: Wairakei/Te Tumu active recreation and community facilities.
- Provision of an interconnected network of open spaces, reserves, and ecological corridors.
- Monitoring delivery of Rangioru, Te Tumu and Te Kāinga through PDA tracker.
- Ongoing monitoring of the 11 Te Arawa Marae and Māori Land Trusts through the Papakāinga PDA.

6.6.3 Key Actions Summary

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
26-27	Te Kāinga – understanding infrastructure and feasibility.	Short	\$	WBOPDC

6.7 Māori Housing / Papakāinga

6.7.1 Context

The SmartGrowth partnership has the opportunity to enable the development of Māori freehold land in the western Bay of Plenty subregion to contribute to the delivery of affordable, healthy, safe, durable, sustainable, and intergenerational housing solutions for whānau. The western Bay of Plenty subregion has an estimated 19,558ha of Māori freehold land in subregion which is approximately 10% of the total land area in the subregion.

Rural Māori freehold lands are most common type of Māori land in the western Bay of Plenty subregion, and is approximately 18,697ha, which is 96% of the total Māori land in the

subregion. A total of 17,633ha (94%) in the WBOPDC and 1,063ha (6%) in Tauranga City. These rural land blocks enable a diverse range of land use activities that support many primary agriculture and horticulture production as well as cultural amenities and services including marae, urupā, kaumātua units, kohanga reo, hauora, whānau papakāinga and heritage sites.

Māori freehold lands in urban areas that are zoned residential total approximately 718ha in the subregion. A total of 616ha (86%) in TCC, with 306ha (43% of the TCC Total) are in the Te Tumu Kaituna blocks in Papamoa East. The balance of 102ha of residentially zoned Māori freehold lands are in the WBOPDC.

There are 37 Marae who are supported by whānau, hapū and Iwi as their cultural centres providing indigenous services and facilities across the western Bay of Plenty subregion. There are 24 Marae in WBOPDC, 11 Marae in TCC and 2 Marae on Motiti Island.

The collaboration between Marae and Māori land trusts on their common future housing needs and aspirations are aligned with the appropriate transport corridor:

- Northern and Western corridors with Te Kāhui Mana Whenua o Tauranga Moana at WBOPDC
- Eastern corridor with Te Ihu o te Waka o Te Arawa at WBOPDC
- Central corridor with Te Rangapū Mana Whenua o Tauranga Moana at TCC.

6.7.2 Existing Actions

There are several important actions that are either underway or planned that support and enable Māori housing. These are summarised below. They are critical projects but do not require a SmartGrowth partnership-led approach so have not been included in the key action's summary:

- The SmartGrowth Western Bay of Plenty Te Keteparaha mō ngā Papakāinga (Māori Housing Toolkit) 2019.
- Monitoring the delivery of Māori Housing / papakāinga on Marae, Māori Land Trusts, Iwi Housing providers and other options through the PDA tracker.
- The delivery of Māori housing development workshops, and support services in the western Bay of Plenty subregion by Ara Rau Tāngata Inc.
- Te Matapihi He Tirohanga Mo Te Iwi Trust "Te Matapihi" is an independent national Māori housing entity established by the Māori housing sector in 2010. Te Matapihi is an advocate for Māori housing outcomes, an independent voice for the Māori housing sector, and Māori housing policy development at central and local government levels.
- Western Bay of Plenty District Council's Papakāinga Plan Change 96.

6.7.3 Key Actions Summary

Empowering Delivery of Maori Housing is included as a Sub-regional Key Action in section 6.2.3 above. Empowering Delivery of Maori Housing requires a subregional approach to establish an agreed business case framework and resourcing approach.

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
15-01	<p>Iwi PSGE's and Māori Housing / Papakāinga The need to work with Iwi Post-Settlement Governance Entities (PSGE) regarding opportunities to utilise and develop housing projects on commercial redress properties in WBOP sub-region.</p>	Medium	Subject to a business case	SmartGrowth Tū Pakari
15-03 – 15-07	<p>Development of a housing business case with each tāngata whenua forum within each corridor:</p> <p>a) Te Kāhui Mana Whenua o Tauranga Moana within the Northern and Western Corridors.</p> <p>b) Te Ihu o te Waka o Te Arawa within the Eastern Corridor.</p> <p>c) Te Rangapū Mana Whenua o Tauranga Moana within the Central Corridor.</p> <p>The CTWF will provide overall direction and co-ordination for each Iwi / Tāngata Whenua Forum.</p>	Short	\$\$	SmartGrowth Tū Pakari, CTWF

7.0 Key Actions: Future Horizons

7.1 Context

This section sets out the Spatial Plan Key Actions as well as planning actions that need to be completed to inform the next Strategy. The Spatial Plan Key Actions cover the eleven sections of the SmartGrowth Spatial Plan:

- Areas to be Protected and Developed Carefully
- Tāngata Whenua
- Climate resilience
- Te Taiao – Our Environment
- Rural
- Urban Form and Centres
- Housing
- Transport
- Three Waters and Other Infrastructure
- Social Infrastructure and Wellbeing
- Economic Wellbeing

Not every section has actions that need to be addressed within the three year timeframe of this Plan.

Only the actions identified as being critical are included below.

7.2 Key Actions Summary

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
5-00	Closing the Gaps in District and Regional Plans Assess the extent to which current District and Regional Plans and/or other policies, strategies and plans of partners deliver on the Areas to be Protected and Developed Carefully	Short - Medium	\$	BOPRC, TCC, WBOPDC

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	using the most up to date information, Te Taiao – Our Environment and Climate Resilience components of the SmartGrowth Strategy (in particular the growth directives). Prepare a gap analysis report to confirm additional data/information requirements, aligned aspirations and proposed next steps.			
6-00	Supporting existing and future industry: Issues and Options Analysis Consider pathways for heavy and emitting industries to potentially relocate to low sensitivity areas and/or implement progressive environmental improvements. Consider feasibility, energy requirements, health risk, amenity and odour etc.	Short	\$	SmartGrowth
17-00	Allocation of Growth between East/West Corridor Building on existing and planned work, investigate feasibility, timing, mix of uses and spatial extent of long-term urban development in the Eastern and Western Corridors. This work will need to undertake a cost-benefit, MCA or other evaluation of options to support decisions. Requires actions in Western and Eastern Corridors to be completed to inform this work.	Short - Medium	\$	SmartGrowth

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
19-00	Commercial Centres Strategy Prepare a Commercial Centres Strategy, to assist in future planning and decision making for the sub-region, including relevant plan changes.	Short	\$	TCC, WBOPDC
38-00	Housing and Business Development Capacity Assessment (HBA) Prepare HBA in time for 2027 FDS. Consider if any work is required to be undertaken on projections.	Short	\$	SmartGrowth
39-00	Review and Update of FDS The FDS component of the SmartGrowth Strategy will be reviewed and if necessary updated by 2027.	Short	\$	SmartGrowth
16-03	Housing System Plan Action Plans to deliver a range of housing types, tenures and price points and Māori land within new growth areas	Short	\$	HWG

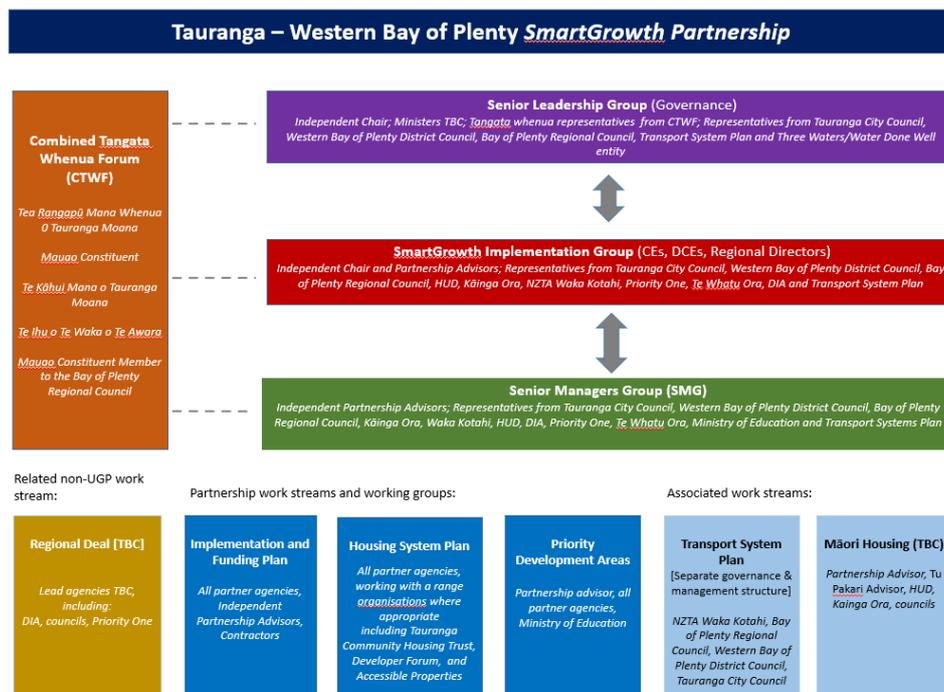
8.0 Key Actions: Urban Growth Partnership

8.1 Working Together: SmartGrowth Governance, Management and Operations

SmartGrowth provides a collaborative leadership approach to the management of key issues facing the western Bay of Plenty. Working together from one agreed Strategy allows for greater efficiencies and provides certainty to the community that partners are collaborating to manage growth.

This Implementation and Funding Plan relies on all partners working together to deliver on the strategy.

The current SmartGrowth structure is shown below:



The Implementation and Funding Plan is implemented through the SmartGrowth structure outlined above. There are a number of actions that require individual partners to implement. SmartGrowth has oversight of these actions and ensure they are monitored.

8.2 Targeted Delivery

8.2.1 Context

As outlined in the SmartGrowth structure diagram above, there are working groups and other entities connected to SmartGrowth that are important to implementation of the Strategy and delivery of the actions outlined in this Plan.

SmartGrowth has a Housing Working Group and a Priority Development Area Working Group in place. Other working groups are set up as and when needed.

8.2.2 Priority One

Priority One is the western Bay of Plenty sub-region's economic development agency. Their role is to grow a sustainable economy that improves productivity and delivers prosperity to local people and communities. Priority One is a SmartGrowth partner and is represented at all levels including the SmartGrowth Leadership Group but in a non-voting capacity.

The economic component of the SmartGrowth Strategy is implemented via Priority One and its Economic Strategy: <https://www.priorityone.co.nz/wp-content/uploads/Priority-One-Economic-Strategy-2021.pdf>

The SmartGrowth Strategy is consistent with the Priority One Economic Strategy.

There are particular areas of interest between Priority One and SmartGrowth, including the provision of business land, transport access, affordable housing and promoting a circular economy.

8.2.3 Transport System Plan

The Transport System Plan (TSP) is a shared transport vision and plan for the next 30 years. The TSP brings together Tauranga City Council, Bay of Plenty Regional Council, Western Bay of Plenty District Council, Waka Kotahi NZ Transport Agency, tāngata whenua, Priority One, KiwiRail and Port of Tauranga to coordinate transport planning, investment and project decisions.

The TSP helps to deliver the SmartGrowth Strategy, which considers how transport along with housing, infrastructure, community facilities and the environment work together. The TSP has a separate Governance Board but works collaboratively to ensure decision making, planning and funding is coordinated.

The TSP also closely aligns with national and regional policy and strategic direction, including long-term plans, the regional land transport plan and the national land transport plan.

Further information on the TSP can be found at: <https://www.smartgrowthbop.org.nz/our-focus/transport>

Key TSP projects that are required to deliver the FDS have been included in this Implementation and Funding Plan.

8.2.4 Housing System Plan and Housing Working Group

The SmartGrowth partners have developed a sub-regional housing system plan. This plan brings together the key housing information for the western Bay of Plenty sub-region, identifies gaps, and lays out a clear Action Plan to improve the housing system in the sub-region, now and into the future.

This Implementation and Funding Plan contains key actions to deliver on this place-based housing plan. The Housing Working Group is responsible for leading most of these actions, acknowledging that a number will require specific partners taking accountability for particular actions. The Housing Working Group has membership from community housing providers, central government, councils, tāngata whenua and the private sector.

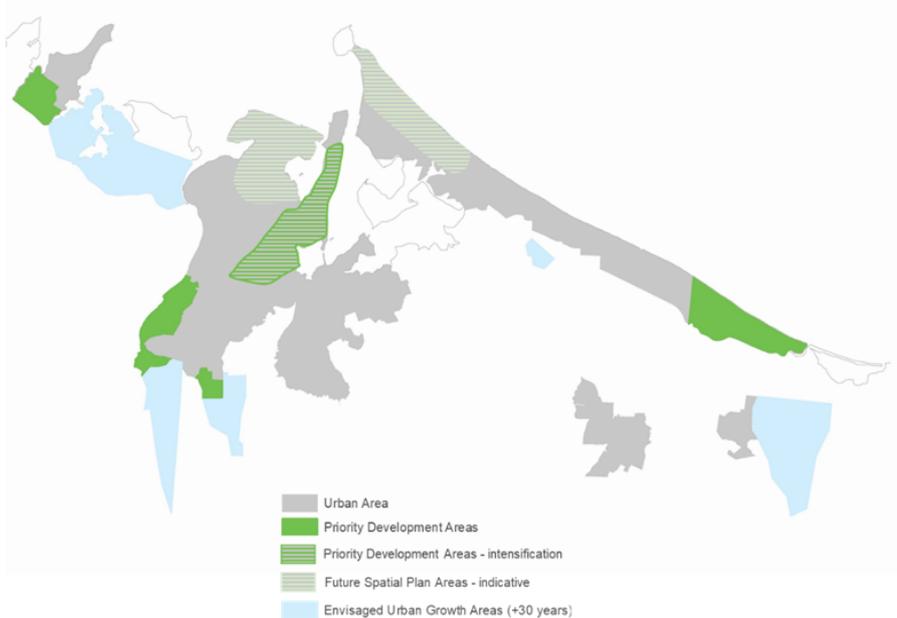
8.2.5 Priority Development Areas and Working Group

Priority Development Areas (PDAs) are identified to address the significant and urgent housing and business land needs within the SmartGrowth area with an enhanced, high-energy and 'can do' partnership focus that works to 'unlock' development at the required pace and scale.

PDAs are tracked and reported each quarter to the SmartGrowth Partners. PDAs seek to ensure close alignment, integration and coordination between respective key public sector agency programmes and actions.

The SmartGrowth PDA Working Group is responsible for providing information, tracking and reporting on the PDAs.

Current PDAs are shown in the Figure **Placeholder** below.



8.3 Our Future Waters

The “Our Water Future Programme” is a joint initiative of TCC and WBOPDC (in addition to 10 year and 30 year planning strategies) with the overall goal of developing a holistic and integrated approach to the management of potable water, wastewater, and stormwater in the western Bay of Plenty sub-region.

It is a response to the challenges for three waters delivery, catering for ongoing growth, the need to adapt to climate change, and anticipated changes in regulation, including giving effect to the principles of Te Mana o te Wai.

One of the key outcomes is to strategically align three waters infrastructure planning at a sub-regional scale in accordance with growth assumptions and ongoing spatial planning under SmartGrowth.

This work is ongoing with an immediate focus on consenting existing water takes and wastewater discharge consents, while advancing investigations into additional water takes, alternative water sources (rainwater storage, recycled wastewater etc), demand management (eg: Waterwatchers) and wastewater treatment and disposal methods to provide for growth into the future.

There is uncertainty at present in terms of how three waters will be delivered. All water supply authorities are required to provide delivery plans setting out their proposals by July 2025.

8.4 Social and Environment Sectors

SmartGrowth will continue to engage on a regular basis with social and environmental groups during the implementation of the SmartGrowth Strategy as set out through this Plan.

Some of these sectors are already represented in SmartGrowth Working Groups such as housing.

8.5 Infrastructure Providers and Development Sectors

SmartGrowth plays an important role in providing the foundation for others to plan from, both in the public and private sectors.

A strong evidence-base behind the growth scenarios, and commitment to where, how and when development will occur in the sub-region increases the level of confidence for other sectors to plan and make major investment decisions.

Under the NPS UD Policy 10, SmartGrowth is directed to:

- engage with providers of development infrastructure and additional infrastructure to achieve integrated land use and infrastructure planning; and
- engage with the development sector to identify significant opportunities for urban development.

SmartGrowth undertake regular engagement and consultation with key infrastructure providers, including health, education and utilities, in growth planning. This enables providers to plan for infrastructure to support well-functioning urban environments.

A Development Sector Group (DSG) includes a wide range of development sector interests involved in the growth and development of the western Bay of Plenty sub-region. The DSG is independent of SmartGrowth. It provides development industry input and information in relation to various strategy development and implementation processes being led by SmartGrowth or its partner agencies. Relevant draft reports, ideas, submissions, and proposed initiatives by partner councils or central government agencies are provided to the DSG for discussion and input prior to matters going to the SmartGrowth Leadership Group (SLG). DSG administration is supported by TCC.

Where there are studies or investigations, or proposals by either local government or the private sector, then a boundary-less approach is to be taken in the development of any studies, consideration of proposals or applications to ensure that consideration is given to the most appropriate outcome in the best interests of the sub-region in the long term.

8.6 Future Implementation

8.6.1 Regional Deals

Central and local government are currently working on possible regional deal arrangements with a Regional Deals Strategic Framework was announced in August 2024.

Regional deals will unlock growth in specific geographic areas by providing a regional-level approach. They will focus on:

- funding and financing tools,
- regulatory relief mechanisms
- efficient and innovative use of existing funding and planning mechanisms, and
- improved central government coordination.

Regional Deals will be long-term commitments, intended to endure with the Priority Objectives of building economic growth, delivering connected and resilient infrastructure and Improving the supply of affordable and quality housing

Partnerships will involve central and local government, with opportunities for the private sector and iwi/Māori to participate.

The western Bay of Plenty sub-region has been working on a Regional Deal with Central Government although no commitments have been made yet.

8.7 Other Growth Management Organisations

SmartGrowth works with other growth management organisations to share knowledge, promote consistency in approach and to identify opportunities for collaboration.

8.7.1 Rotorua and Eastern Bay of Plenty

SmartGrowth is working with Rotorua (Te Rautaki Whakawhanake i te Āpōpō o Rotorua) and the Eastern Bay of Plenty (Our Places) who have both developed or are developing spatial plans and future development strategies.

There are significant land use and infrastructure interdependencies between the subregions.

8.7.2 Future Proof

The Future Proof area sits within the Waikato Region and is made up of Hamilton City, and Waipā, Waikato and Matamata Piako District. Future Proof considers all of the major growth challenges impacting the sub-region.

Regular liaison at technical and governance level recognises the national importance of the economic corridor between Hamilton and Tauranga and the Port.

8.7.3 Other Urban Growth Partnerships

Liaison with Urban Growth Partnerships in Queenstown, Christchurch, Wellington, Waikato and Auckland occurs each quarter to provide a forum for information sharing and to promote alignment.

8.7.4 Upper North Island Strategic Alliance

The Upper North Island Strategic Alliance (UNISA) was established in 2011 and is a collaboration between Northland, Waikato and Bay of Plenty Regional Councils, Auckland Council, Whangarei District Council and Hamilton and Tauranga City Councils. UNISA covers a range of inter-regional and inter-metropolitan issues.

Further information can be found here:

<https://www.waikatoregion.govt.nz/services/regional-growth-and-development/unisa/>

SmartGrowth will monitor the outputs from UNISA and any relevant projects that involve the western Bay of Plenty sub-region.

8.8 Monitoring and Reporting

8.8.1 Key Performance Indicators

SmartGrowth contains the following Key Performance Indicators (KPIs) taken from the Urban Form and Transport Initiative. These are currently under review to ensure that they align with the updated SmartGrowth Strategy and in particular the transformational shifts.

UFTI benefits	UFTI investment objectives	UFTI key performance indicators
Housing We have the housing we need and can afford	Housing affordability (as measured by the ratio of median gross (before tax) annual household income to the median dwelling house price/rent) in the western Bay of Plenty sub-region is increasingly better than the national New Zealand average by 2070	KPI: Infrastructure costs per new dwelling/business as a proportion of the property costs compared to national average → KPI: % of households with housing costs greater than 30% of income † KPI: Proportion of average household income spent on transport →
Movement We can move and enjoy our live, learn, work, and play lifestyle	Proportion of population living within travel thresholds (15, 30, 45 minutes) of key social and economic opportunities (including education, health care, supermarkets etc.) by different modes (walking, cycling, public transport, vehicles)	KPI: % of jobs that are accessible within a 30–45-minute travel threshold by private vehicles (currently 80%; 2070 –67%), PT (currently 22%; 2070 –58%) †, and cycle †, in morning peak KPI: Percentage of people living in an urban area within 500 metres of frequent PT services (≤ 15–10 minutes) † KPI: Number of DSIs and FSI crashes within western Bay of Plenty sub-region by mode †
Environment The quality of our environment is improving	Transport-related greenhouse gas emissions in the western Bay of Plenty sub-region reach net zero by 2050 and maintain this level into the future	KPI: Tonnes of harmful emissions emitted per year from transport † KPI: Mode share for people (% of travel by SOV/HOV/PT/Active modes) in AM peak period †
Prosperity Our economic productivity and prosperity are improving for all.	The efficiency and effectiveness of the core freight network (road and rail tonnes per km) in the western Bay of Plenty sub-region is maintained	KPI: Predictability of interpeak travel times on freight priority journeys → KPI: Mode share of domestic freight (% of freight moved by, rail, and coastal shipping) †

8.9 Key Actions Summary

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
15-02	Māori Housing Joint Agency Group Develop a SG Joint Agency Group (JAG) to oversee Māori Housing delivery across the western Bay of Plenty sub-region, taking a WBOPDC & TCC Tāngata Whenua / Iwi Forum catchment approach	Ongoing	\$	CTWF, SmartGrowth
16-02	HSP: Monitoring Detailed monitoring and market intel function – will require significant input from private sector	Ongoing	\$	HWG, HUD
21-00	Our Water Future implementation reporting Development and implementation of Our Water Future (includes water, wastewater and stormwater). Reporting progress and	Short	\$\$	TCC, WBOPDC

Action Number	Key Actions	Proposed Timeframe	Indicative Cost and Funding	Who
	<p>implementation to Partners is necessary due to the link to potable water supply provision for future growth.</p> <p>Includes reporting on three waters infrastructure provision to marae centres and papakāinga.</p>			
37-00	<p>Local Water Done Well Delivery Model</p> <p>Investigate options and implement the government's Local Water Done Well delivery model to enhance infrastructure investment and ensure long-term financial sustainability for water services across the sub-region.</p>	Short	\$ (business case / initial reports)	TCC, WBOPDC

9.0 Managing Risk and Uncertainty

There is risk and uncertainty inherent in any long-term strategy. This includes changes in political, economic, social, technological, legal and environmental factors that influence the Strategy. Monitoring and review important to ensure that the Strategy adapts to any new initiatives and changes that occur.

A summary of the main factors and influences, risk level, and mitigation for SmartGrowth are outlined in the table below:

Change Factor or Influence	Risk Level	Mitigation
<p>Population growth</p> <p>An envisioned population scenario of 400,000 people over the next 50+ years is used for the SmartGrowth Strategy.</p> <p>The FDS plans for between 37,000 and 43,000 new homes over the next 30 years.</p> <p>There are many factors that influence population growth, including migration settings and economic cycles.</p>	Moderate	The inherent uncertainty in population forecasting cannot be removed, but it can be managed to a more acceptable degree of uncertainty. Over the next 30 years Stats NZ projections are used. To help manage the uncertainties, these forecasts are reviewed regularly and adjusted as new information arises—such as Census data or similar.
<p>Infrastructure Cost and Delivery</p> <p>The costs of constructing infrastructure has been rising.</p> <p>There are significant infrastructure constraints that need to be overcome to enable the Connected Centres programme.</p>	High	SmartGrowth will actively monitor this and work on delivery constraints.
<p>Funding</p> <p>Current funding sources are inadequate to deliver the FDS / Connected Centres programme.</p>	Critical	The SmartGrowth Partners are working closely to identify alternative funding sources to enable implementation.

Change Factor or Influence	Risk Level	Mitigation
<p>Regulatory and Delivery Risk</p> <p>Several of the Connected Centres growth areas rely on plan changes occurring and an assumption that development can physically occur in some locations. Should a major growth node or intensification fail to go ahead for legal / regulatory reasons or due to inability to develop land, the settlement pattern will be at risk and a full re-set of the plan may be required.</p>	Moderate	This risk is managed through annual updates to the Implementation and Funding Plan as well as three yearly reviews of the FDS. The PDA tracker also helps to identify particular barriers and escalate these.
<p>Changes in government policy</p> <p>The operating environment has changed substantially with a recent change of government and associated coalition agreement and will continue to change. It is important that strategy delivery responds appropriately to this changing operating environment.</p>	High	This is being actively tracked through the Operating Environment Statement contained in Appendix A.
<p>Alignment Risk</p> <p>SmartGrowth and the Connected Centres programme relies on coordinated actions and investment decisions by several different agencies working together over multiple planning and investment cycles.</p>	High	The SmartGrowth governance model is intended to manage this risk by providing a mechanism for regular review and alignment conversations. Any Regional Deal may assist with achieving better alignment across different organisations. Also note action 3-02.
<p>Global Events and Impact of Technology</p> <p>Global events such as the recent pandemic can have a significant impact on our planning environment.</p>	Moderate	Careful monitoring of demand and an adaptive approach to implementation is required. This occurs

Change Factor or Influence	Risk Level	Mitigation
Technology is also evolving rapidly. It is likely that over time, new technologies will impact on how we move people and the degree to which people still need to move around the sub-region to work.		through SmartGrowth's existing monitoring and reporting frameworks, including the TSP.

Appendix A: **Operating Environment Statement**

Operating Environment Statement - 2024-2027

As of 4 October 2024

The Strategy and FDS follows the requirements of the National Policy Statement on Urban Development 2020 – Updated May 2022, informed by related national policy direction on housing, transport and the environment under the Urban Growth Agenda. The operating environment has changed substantially with a recent change of government and associated coalition agreement and will continue to change.

It is important that strategy delivery responds appropriately to this changing operating environment.

The Operating Environment Statement (OES) provides an outline of expected or likely policy settings at national, regional and local level that have the potential to have a significant impact on the delivery of the Future Development Strategy over the next three years.

Policy settings will be monitored regularly, and an assessment made of the need for changes or adjustments to the Implementation and Funding Plan and, where necessary, updates to the Future Development Strategy and/or Spatial Plan.

Changing policy settings in the following areas are expected to have a significant impact on the delivery of the Future Development Strategy

SmartGrowth Partnership

The NPS UD clearly mandates a joined-up approach to long term planning by defined Tier 1 and 2 authorities, with requirements for a Future Development Strategy and Implementation Plan.

Joint regional spatial planning that is robust and has weight in council land-use decision-making and investment ensures enough land and infrastructure is available to support housing and business growth objectives.

Central government partners have a major role in the provision of growth infrastructure, and engagement through the partnership will continue to support effectiveness.

Housing and Business

The sub-region has been significantly affected by the national housing crisis, with Tauranga City having some of the worst housing affordability in the country. The sub-region is one of the only areas in the country to have an identified housing and business and shortfall over a 30-year period. The sub-region continues to face significant challenges in enabling sufficient development capacity for both housing and business in the short, medium, and long term.

Under the “Going for Growth” policy, there will be new housing growth targets introduced for Tier 1 and 2 councils, requiring them to zone enough developable land (feasible housing capacity) for housing to meet 30-year long-term demand estimates but make it available over the short-term (0-3 years), not long term. Greater enabled capacity in existing urban areas and on city fringes is intended to bring down land prices and increase the supply of affordable housing.

New prescriptive rules and guidance will be set for how councils calculate how much housing capacity they need (e.g. requiring councils to use ‘high’ demand projections).

There will also be new requirements that price indicators (such as urban fringe land price differentials) do not deteriorate (and ideally improve) over time.

New central government tools will be introduced to monitor council compliance and a mandate to take action where there is unjustified non-compliance.

The Government is investigating options to require councils to plan for 50 years of growth in their Future Development Strategies (up from 30) and be more responsive to private plan changes.

Facilitation of housing growth is an explicit goal of the Government Policy Statement on Land Transport, and one of the funding criteria in the National Land Transport Plan.

Enabling more density in transit corridors with the requisite infrastructure will support growth, with more flexibility for councils to reduce intensification in suburbs without infrastructure capacity.

Housing performance incentives are proposed for councils that deliver extra houses built in a Tier 1 and 2 Council above the long-term average for the Council. This includes considering sharing a portion of GST collected on new residential buildings with councils.

Tier 1 councils will be given the ability to alter or remove the MDRS, provided they demonstrate compliance with their Housing Growth Target.

A Specified Development Project (SDP) under the Urban Development Act 2020 is under consideration for the Western Corridor. If approved by the Ministers of Housing and Finance, the SDP will bring together multiple and otherwise separate processes required for urban development and enable them to be accessed through a single, integrated process, addressing planning, infrastructure funding and implementation issues that stop complex urban development projects getting off the ground. The SDP would be overseen by a project Governance Body.

New national direction to enable papakāinga housing is being developed. This will require that each district plan has provisions to enable more papakāinga housing.

Infrastructure

From 1 December, Crown Infrastructure Partners (CIP) will be repurposed to be the new National Infrastructure Agency. The new Agency will coordinate government funding, connect investors with New Zealand infrastructure, and improve funding, procurement, and delivery to:

- Prioritise regional and national projects of significance.
- Facilitate or procure funding for regional and national projects of significance.
- Procure from government agencies for appropriate Crown projects.
- Oversee procurement from the private sector.

Regional Deals

The Government has released a framework for long-term regional deals. There will be a staged approach for rolling out Regional Deals around the country with up to five regions invited to provide straightforward basic proposals. The first Regional Deal is expected in 2025.

Regional Deals will be a tool to help coordinate capital investment between central and local government and to enable regions to utilise new and existing funding tools to fund and finance infrastructure.

Infrastructure Plan

The NZ Infrastructure Commission – Te Waihanga will develop a 30-year National Infrastructure Plan with the aim of greater stability for infrastructure priorities. The plan will signal what is required for the future, both in terms of the better use of existing assets, and new investment required. Central to this Plan will be a priorities programme. The Government aims to achieve bipartisan buy-in to the National Infrastructure Plan which is due for completion in December 2025.

NPS on Infrastructure

The aim of a new NPS is to ensure that resource management decisions consistently enable infrastructure to be developed, operated and maintained, whilst also managing its effects on the natural environment.

Designations and Ports

The Government is proposing to expand the scope of requiring authorities to include port operators and emergency service providers.

Default designation lapse period will be increased from 5 to 10 years to support route protection and reduce costs by simplifying the test to get a designation.

The duration of port coastal permits will be extended by a further 20 years.

Transport

The Government's top priority for investment through the draft Government Policy Statement on land transport 2024/25–2033/34 (GPS) is to support economic growth and productivity. Efficient investment in the land transport system connects people and freight quickly and safely, supporting economic growth and creating social and economic opportunities including access to land for housing growth.

Core to this priority is the re-introduction of the Roads of National Significance programme. Investment in Roads of National Significance with direct benefit in the SmartGrowth subregion are:

- State Highway 1: Cambridge to Piarere
- Tauriko West State Highway 29
- Tākitimu Northern Link Stage Two

The Roads of National Significance have been included in the National Land Transport Programme (NLTP) for 2024–2027. The key projects for the western Bay of Plenty in the NLTP include the RONS projects listed above as well as Connecting the People. Fifteenth Avenue to Welcome Bay; Domain Rd upgrade and funding for several business cases. There is also funding for increased maintenance and resilience.

Cameron Road Stage 2 has not been included in the NLTP. There is also very limited funding for walking and cycling and the Low Cost Low Risk programme.

There is funding for public transport although not to the level required to achieve the frequent network envisioned by Connected Centres.

Overall there is an increase of planned expenditure in the subregion compared to the previous NLTP period, although there are areas that have been deprioritised, such as multimodal corridors, that are critical to achieving the UFTI long term vision of Connected Centres. These outcomes remain a critical component to the transport strategy and will be a focal point for future investment as funding becomes available for those activity classes.

Road pricing, such as tolling and time of use charging, will play a key role in the delivery of the Roads of National Significance programme as part of a wider package of transport revenue and investment tools.

Investments in rail will be focused on the busiest and most productive parts of the existing rail network, to support efficient movement of freight. This will complement investment in the state highway network to deliver a productive and efficient supply chain.

Long Term Plans 2024–2034

These plans, and in particular the Tauranga City Council LTP, have been adopted in a challenging fiscal environment where there is constrained investment in infrastructure delivery with a focus on continuing to undertake the required planning to accommodate growth and undertake necessary land purchase.

Funding and Finance

The Infrastructure Funding and Financing (IFF) Act will be reformed to reduce red tape for developers to fund infrastructure. Combined with targeted rates to fund greenfield developments, the aim is to remove the need for councils to fund greenfield infrastructure from their balance sheets.

Councils will be required to declare that infrastructure for new greenfield development will be funded from rates and levies applied to the new development, instead of being subsidised by other communities.

Proposed value capture tools will mean that new state highways facilitating housing growth could be partly financed by levies on land unlocked by the road. The same could be true of major new public transport projects in urban centres.

Standardised Development Contributions will be explored to determine whether there is merit in standardising the methodology that local authorities can use when charging development contributions.

The Local Government Funding Agency (LGFA) is also reviewing whether it can prudently provide additional flexibility to councils to meet the future challenges faced by the sector. That work will include consideration of increasing debt limits

for high growth councils beyond the current ceiling of 285 percent of operating revenues to a level of 350% subject to LGFA board approval on a bespoke basis.

Three Waters

"Local Water Done Well" is the Coalition Government's plan for managing water services delivery and infrastructure following the repeal of Water Services Reform legislation (Three Waters).

"Local Water Done Well" is a new policy/legislation aimed at addressing concerns about New Zealand's water quality and water services' infrastructure investment, while keeping control over water services and assets local.

Government has advised that two bills will be put forward to establish "Local Water Done Well". The first bill was passed on 27 August and sets out guidelines relating to how councils will manage water services and water costs through the transition. It will also make it easier for councils to establish council-controlled organisations (CCOs). The legislation requires councils to develop Water Services Delivery Plans within 12-months.

The second bill (expected mid-2025) will provide for the long-term framework of managing water services, including required guidelines for long-term financial sustainability, a complete economic system for controlling water-related costs, and a new range of structural and financing tools, including a new type of financially independent council-controlled organisation.

The Local Government Funding Agency (LGFA) has confirmed that it will provide financing to support water organisations established under Local Water Done Well and look to assist high growth councils with additional financing. The LGFA will support leverage for water organisations up to a level equivalent to 500 percent of operating revenues (around twice that of existing councils), subject to water organisations meeting prudent credit criteria. LGFA will treat borrowing by water organisations as separate from borrowing by parent council or councils.

Climate Change – Emissions Reduction

The Emissions Trading Scheme (ETS) is the Government's key tool to reduce emissions. The second emissions reduction plan is due to be published by the end of 2024 under the legislation. This will include deciding on the cross-sector policy mix, to ensure the second emissions budget is achieved, and NZ is on track to achieve net-zero by 2050.

The Government is committed to doubling renewable energy through its Electrify NZ policy by removing red tape and regulatory constraints. The Government is also committed to delivering 10,000 public EV chargers by 2030, subject to cost benefit analysis. Doubling renewable energy and delivering a comprehensive, nationwide network of public EV

chargers will reduce New Zealand's emissions by enabling the electrification of New Zealand's vehicle fleet.

The Government has released a draft of New Zealand's second Emissions Reduction Plan. The Plan will be finalised by the end of 2024.

Resource Management System Reform

The Natural and Built Environment Act 2023 (NBA) was repealed in December 2023 as the first phase of reform.

The second phase of reform encompasses new fast track consenting legislation, and changes in National Policy Statement direction.

A fast-track consenting process is proposed to ease the delivery of locally, regionally, and nationally significant infrastructure and developments. The fast-track system will set out a 'onestop shop' process for approvals under a range of legislation, including the RMA. The process includes a referral by the Infrastructure Minister for suitable projects. Referred projects will go to an Expert Panel, which can approve or decline the project.

Changes in National Policy Statement direction under the RMA include:

- Cease implementation of new Significant Natural Areas and seek advice on the operation of existing Significant Natural Areas as part of the Government's programme to reform the Resource Management Act.
- Review and replace the National Policy Statement for Freshwater Management 2020 in this parliamentary term. This will be done through the RMA process for developing and amending national direction. The Government has extended the statutory deadline for councils to notify freshwater planning instruments to implement the NPS-FM by three years.
- In the interim the Government has signalled its intention to progress changes to how the hierarchy of obligations contained in the Te Mana o te Wai provisions of the NPS-FM applies to consent applications and consent decisions. The intention is that these changes will be made through a separate RMA amendment bill this year.
- Commence an urgent review into the implementation of the National Policy Statement on Indigenous Biodiversity before any implementation.
- Re-focus the NPS-HPL by maintaining protection of the most productive soils (LUC 1 & 2), while excluding LUC-3 category land.
- A new NPS on Infrastructure.
- New national direction to enable papakāinga housing.

- New national direction on natural hazards, which will provide a comprehensive, nationally consistent framework for addressing the risks posed by these hazards, including increased risk from climate change.
- Changes to the NPS-UD to give effect to Going for Housing Growth.

An integrated national direction package is proposed for completion by early 2026.

The third phase of reform will develop replacement RMA legislation in the form of two new laws. Both Acts will have clear and distinct purposes – one to manage environmental effects arising from activities, and the other to enable urban development and infrastructure. Legislation is expected to be passed by 2026. The general thrust of the RM system changes is predicated on the enjoyment of property rights and will aim to remove or reduce constraints to development.

Under the new legislation, spatial planning and a simplified designation process is intended to lower the cost of future infrastructure. There will be greater use of national standards to reduce the need for resource consents and to simplify council plans. There will be one regulatory plan per region jointly prepared by regional and district councils.

Tāngata Whenua/Māori

2024 has seen many government policy changes that will impact on tāngata whenua / Māori in the cultural wellbeing arena that has seen Iwi from across the motu to unite through the collective Kotahitanga and Mana Motuhake principles.

Some of these key changes that will have impacts on the SmartGrowth Strategy 2024-74 that support the feasibility assessments and infrastructure design and build for housing on Māori land, co-governance, management and allocation of water for future use, growth and development, Māori wards and representation and the use and recognition of Te Reo Māori,

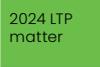
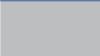
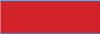
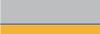
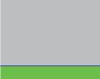
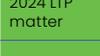
Appendix B:

Development Infrastructure and Funding Gap

Development Infrastructure

The FDS identifies enabling infrastructure to support development including the following critical infrastructure:

Funding Key		Timing Key	
Funded or Signalled for Funding ¹		Short	2024-2027
Partly Funded		Medium	2027-2034
No funding allocated		Long	2034-2054
Subject to a business case			
Subject to Water Services Entity (WSE) funding			

Area	Critical Enabling Infrastructure	Timeframe	Funding
Sub-region Wide	Te Manawataki o Te Papa (city centre) – library, museum, community hub space, waterfront public realm upgrades including destination playground	Short	 2024 LTP matter
	Public transport services and infrastructure enhanced services	Medium	
	Hewletts Road sub area (connecting Mount Maunganui)	Short	
	Connecting the People – Fifteenth Avenue to Welcome Bay	Short	
	Wider managed lanes network	Medium	
	Te Maunga Wastewater treatment plant upgrades	Medium	
	Te Maunga Ocean outfall	Medium	
	Waiāri Water Supply Scheme – Stages 2 and 3	Medium	
Northern Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	Takitimu North Link Stage 2	Medium	
	Park and ride – Ōmokoroa	Short	
	Park and ride – Te Puna	Short	
	SH2 revocation/repurposing – Public Transport	Short	
	Tauranga Moana Coastal Cycle Trail	Medium	
	Ōmokoroa Library	Medium	
	Ōmokoroa Swimming Pool	Long	
Central Corridor	Ōmokoroa Primary and Secondary schools	Medium	
	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	City Centre Public Transport Hub	Short	
	Accessible Streets	Short	
	Cameron Rd Multimodal Stage 2	Short	
	Te Papa/Cameron Rd Intensification – Wastewater, Water Supply & Stormwater projects	Short	 2024 LTP matter
Brookfield and Greerton Community Centres	Long		

¹ Funded means fully funded in Long-Term Plan, National Land Transport Plan or other funding plan. Some projects are still being considered as part of 2024-27 Long-Term Plans and the National Land Transport Plan so can only be identified as being signalled for funding.

Area	Critical Enabling Infrastructure	Timeframe	Funding
Eastern Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	Pāpāmoa East Interchange	Short	
	Rangiuru Business Park Interchange	Short	
	Wairakei WWPS to Te Maunga WWTP	Medium	
	Wairakei to Kaituna Stormwater Overflow – Phases 1 & 2	Medium	
	Te Puke Wastewater Treatment Plant Upgrade	Short	
	Te Tumu Trunk Mains	Medium	
	Wairakei/Te Tumu Indoor Pool Development	Medium	
Western Corridor	Public transport infrastructure and corridor improvements as identified in the public transport services and infrastructure business case	Medium	
	Cameron Rd Multimodal Stage 2	Short	
	Tauriko West Enabling Works – Transport Improvements including public transport, walking and cycling	Short	
	Tauriko Network Connections (Stages 1-3) – SH29 and 29A	Short	
	Tauriko Network Connections (Stage 4) – SH29 and 29A	Long	
	Western Corridor Ring Route (SH29 to SH36 – Tauriko Stage 3 Ring Route)	Short	
	Keenan Road access to planned urban growth	Short	
	Pyes Pā road multimodal upgrade	Medium	
	SH36 multimodal improvements to support planned urban growth	Long	
	Tauriko West spine road	Medium	
	Tauriko West Enabling Works – Wastewater and Water Supply	Short	
	Western Corridor Wastewater Strategy Implementation – Stages 1&2 – Tauriko West/Lower Belk/Keenan Road; Stages 3&4 – Upper Belk/Merrick Road	Medium – Long	
	Western Corridor Water Supply Strategy Implementation – Stages 1&2 – Tauriko West/Lower Belk/Keenan Road; Stages 3&4 – Upper Belk/Merrick Road	Medium – Long	
	Indoor Sports Centre and community centre	Medium	2024 LTP matter
	Relocation and expansion of Tauriko School*	Medium	
Establishment of a new co-educational secondary school*	Medium		

* Educational funding occurs in stages, with separate funding for land acquisition, design, and construction.

In many cases, the funding of critical infrastructure is not certain creating significant risk to delivery.

Appendix C: **Glossary**

Abbreviations

APL	Accessible Properties Limited
BOPRC	Bay of Plenty Regional Council
CTWF	Combined Tāngata Whenua Forum
FDS	Future Development Strategy
HBA	Housing and Business Development Capacity Assessment
HSP	Housing System Plan
HUD	Ministry of Housing and Urban Development
HWG	Housing Working Group
IFP	Implementation and Funding Plan
KPI	Key Performance Indicator
LTP	Long-Term Plan
NPS-UD	National Policy Statement on Urban Development 2020 (Updated May 2022)
OES	Operating Environment Statement
PDA	Priority Development Area
PSGE	Post Settlement Governance Entity
SH	State Highway
TCC	Tauranga City Council
TSP	Transport System Plan
WBOP	Western Bay of Plenty
WBOPDC	Western Bay of Plenty District Council
WWPS	Wastewater Pump Station
WWTP	Wastewater Treatment Plant

Definitions

Business land	Land used for commercial and industrial activities.
City centre	Areas used predominantly for a broad range of commercial, community, recreational and residential activities. The zone is the main centre for the district or region. For SmartGrowth, the City Centre refers to the Tauranga City Centre.
Connected centres	The preferred spatial scenario that underpins the SmartGrowth Strategy. This is set out in detail in the UFTI Final Report and supporting documents.
Greenfield	Sub-division and/or housing development of previously undeveloped rural land.
Industrial	Land that is predominantly used for manufacturing, servicing and distribution activities. It may include retail which services the needs of the specific industrial business land area.
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.
Intensification	An increase in the density (of dwellings, activity units, population, employment etc) over the current density of a given area.
Planned growth area	Areas identified for growth where investigations have been completed.
Social housing	Housing provided by public and private agencies for those unable to afford market-based rentals.
Three waters	The combined water supply, wastewater, and stormwater networks that deliver water to residential, commercial, industrial and other users.
Western Bay of Plenty sub-region	Refers to the territorial areas of Tauranga City and Western Bay of Plenty District.

Appendix D: Te Reo Māori terms

Iwi	Refers to a Māori tribe (Ngāti Ranginui, Ngāiaterangi, Ngāti Pūkenga, Ngāti Awa and other). Iwi usually contain a number of hapū with a common ancestor.
Kaitiakitanga	Refers to the exercise of guardianship by the tāngata 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.
Manaakitanga	Respect and care for others – hospitality and generosity.
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.
Papakāinga	Describes development by tāngata whenua of an area on any land in the traditional rohe of tāngata 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.
Tāngata whenua	Describes the direct kinship relationship a Māori person has to a particular area. This will relate to an area where an Iwi and or hapū hold mana whenua over that area. Tāngata whenua have a direct relationship with their culture and traditions with their ancestral lands, water, sites, wahi tapu, and other taonga.