



**SmartGrowth**

Building our futures together

# **SMARTGROWTH STRATEGY 2024-2074**

**IMPLEMENTATION PLAN**



## Version Control

| Version | Date         | Author                    | Rationale  |
|---------|--------------|---------------------------|--|
| 1.0     | 19 May 2025  | SmartGrowth Advisory Team | Updated Implementation Plan – Review by SMG                                    |
| 2.0     | 3 June 2025  | SmartGrowth Advisory Team | Review by SGIG   |
| 3.0     | 23 June 2025 | SmartGrowth Advisory Team | Approval of updated Implementation Plan by SLG<br><br>Inclusion of updated OES |

## Document Changes

The first Implementation Plan was approved by the SmartGrowth Leadership Group in October 2024. The Implementation and Funding Plan is monitored quarterly and reviewed and updated each year in alignment with the annual and long-term plan cycles of SmartGrowth Partners. This version represents the 2025/2026 update of the Implementation Plan. Material changes to the 2024/2025 version and the reason for these are shown in the following table.

| Plan Section         |  | Page           | Recommended Change   | Reason  |
|----------------------|--|----------------|--|---|
| Plan Title and text  |  | Whole document | Change title from <i>"Implementation and Funding Plan"</i> to <i>"Implementation Plan"</i> | Implementation Plan is the reference in national policy documents such as the NPS UD and pending Planning Act.<br><br>While the Implementation Plan addresses funding issues, it does not provide a plan for funding. |
| SmartGrowth Strategy | FDS dwelling allocations table                             | Page 12        | Delete footnote 2 to FDS dwelling allocations table  | Plan Changes 33 and 92 are now operative, and the footnote is out of date.  |
|                      | FDS dwelling allocations table                             | Page 12        | Delete footnote 3 to FDS dwelling allocations table  | The SDP for Tauriko has not proceeded, and the footnote is out of date.   |
|                      | FDS industrial land allocations table                      | Page 13        | Delete footnote 6 to FDS industrial land allocations table<br>business allocations table   | Plan Change 92 is now operative, and the footnote is out of date.   |
| Key Actions Context  | 6.1.5 Critical Enabling Infrastructure and the Funding Gap | Page 15        | Replace references to <i>"Funding Gap"</i> with <i>"Investment Need"</i>                   | Alignment with government policy direction.   |

|                               |  |         |   |   |
|-------------------------------|--|---------|---|---|
| Key Actions Subregional       | Action 3-00<br>Close the Funding and Financing Gap                               | Page 16 | Rename action as <i>"Advancing Infrastructure Investment"</i> .<br><br>Replace references to <i>"Funding Gap"</i> with <i>"Investment Need"</i><br><br>Include reference to monitoring changing investment needs. | Alignment with government policy direction.<br><br>Recognise quarterly reporting on progress. |
|                               | Key Action 3-20<br>Ensuring Alignment between Growth Strategy and Investment     | Page 17 | Update, pending outcomes on Regional Deal proposal.   | Alignment with government policy direction.   |
|                               | Key Action 35-00<br>Lower the barriers to delivery of Priority Development Areas | Page 17 | Update, pending outcomes on Regional Deal proposal.   | Alignment with government policy direction.   |
|                               | Key Action 16-01HSP: Delivery of Place Based Housing Plan<br><br>Working Group   | Page 19 | Update pending partnership review of HAP and Working Group.   |   |
| Key Actions Northern Corridor | Key Action 24-26<br>Northern Corridor Kaimai Spatial Plan Includes Te Puna       | Page 23 | Amend to <i>"Te Puna Minden Spatial Plan"</i> .<br><br>And consequential change to Key Action 24-01 Ōmokoroa/Apata – potential long-term industrial land.   | Update to reflect project scoping outcomes.   |
| Key Actions Western Corridor  | Existing Actions   | Page 24 | Delete completed actions:   | Action completed.   |

|  |  |                |  |   |
|--|--|----------------|--|---|
|  |  |                | Variation 1 – Tauriko<br>West Urban Growth Area<br>and PC35 – Tauriko<br>Business Estate Stage 4             |   |
|  | Key Action 25-37<br>Western<br>Corridor<br>Structure<br>Delivery Tools   | Page 25        | Delete as Specified<br>Development Project<br>(SDP) not proceeding.  | Action completed.   |
| Key Actions<br>Eastern<br>Corridor           | Existing Actions   | Page 27        | Delete completed<br>actions:<br><br>Rangiuru Business Park<br>Interchange                                    | Action completed.   |
|  | 26-27 Te<br>Kāinga –<br>understanding<br>infrastructure<br>and feasibility.  | Page 27        | Update, pending<br>outcomes on Regional<br>Deal proposal.  | Alignment with<br>government policy<br>direction.                                 |
| Key Actions<br>Māori Housing<br>/ Papakāinga | 15-01 Iwi<br>PSGE's and<br>Māori Housing /<br>Papakāinga   | Page 29        | Change lead agency to<br>"Partner Councils:<br>TCC/WBOPDC"   | Alignment with local<br>policy direction.   |
| Key Actions<br>Future<br>Horizons            | Closing the<br>Gaps in District<br>and Regional<br>Plans   | Page 31-<br>32 | Delete Action and<br>replace with:<br><br><i>"Mapping the Path to an<br/>Integrated Regional<br/>Plan"</i> . | Alignment with<br>government policy<br>direction and pending<br>RM System Reform. |
|  | 16-03 Housing<br>System Plan<br><br>Action Plans to<br>deliver a range<br>of housing<br>types, tenures<br>and price points<br>and Māori land<br>within new<br>growth areas | Page 19        | Update, pending<br>partnership review of<br>HAP and Working Group.   | Alignment with local<br>policy direction.   |

|  |   |         |   |   |
|--|---|---------|---|---|
| Key Actions:<br>Urban Growth Partnership | 8.1 Working Together: SmartGrowth Governance, Management and Operations | Page 34 | Update structure diagram to include <i>Leading for Delivery Subcommittee, Development Sector Group, and Te Rōpū Arotahi</i> .<br><br>Remove <i>Strategy Working Group</i> | Alignment with local policy direction.      |
|  | 8.2.1   | Page 35 | Include reference to “ <i>Te Rōpū Arotahi Working Group</i> ”.  | Alignment with local policy direction.      |
|  | 8.2.4 Housing System Plan and Housing Working Group                     | Page 36 | Update, pending partnership review of HAP and Working Group.  | Alignment with local policy direction.      |
|  | 8.2.6   | Page 36 | Include reference to “ <i>Te Rōpū Arotahi Working Group</i> ”   | Alignment with local policy direction.      |
|  | 8.3 Our Future Waters   | Page 38 | Update to reflect outcomes from Local Water Done Well Delivery Model decisions when available.  | Alignment with local policy direction.      |
|  | 8.6.1 Regional Deals  | Page 39 | Update the commentary on Regional Deals scope and process.  | Alignment with government policy direction. |
|  | 8.6 Infrastructure Providers and Development Sectors                    | Page 40 | Include a new section 8.6.2 Fast Track Approvals Projects   | Alignment with government policy direction. |

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**Appendix A: Operating Environment Statement**

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## 1.0 Purpose

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

The aim of the Implementation Plan 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 Implementation Plan 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

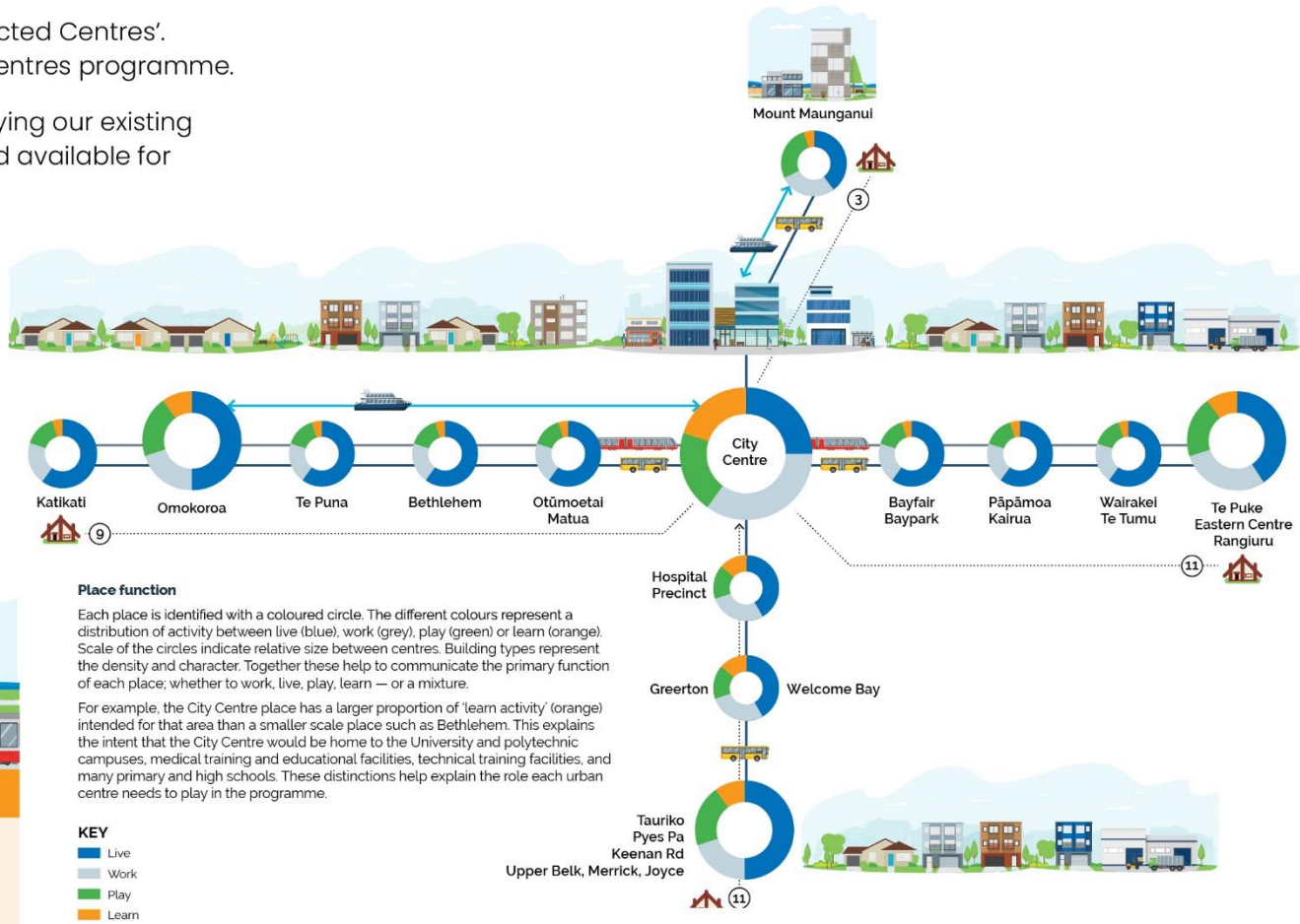
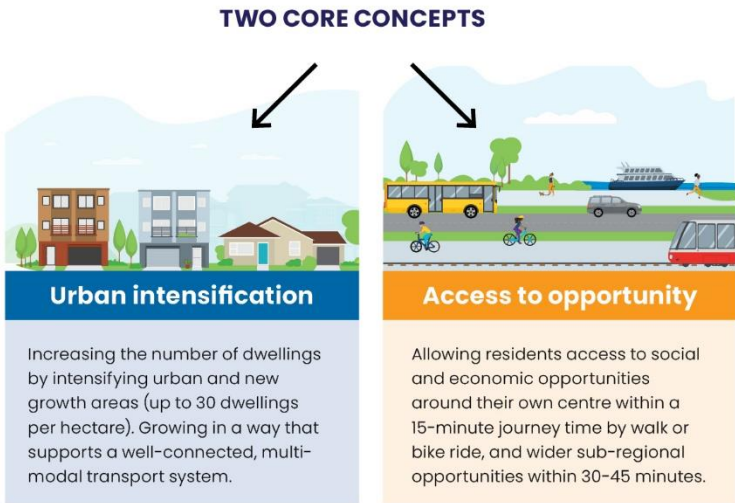
The Spatial Plan identifies the likely future scenario for population growth and change, the constraints and opportunities for accommodating future population, and provides the direction for how future development should be managed for future generations.

## 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.



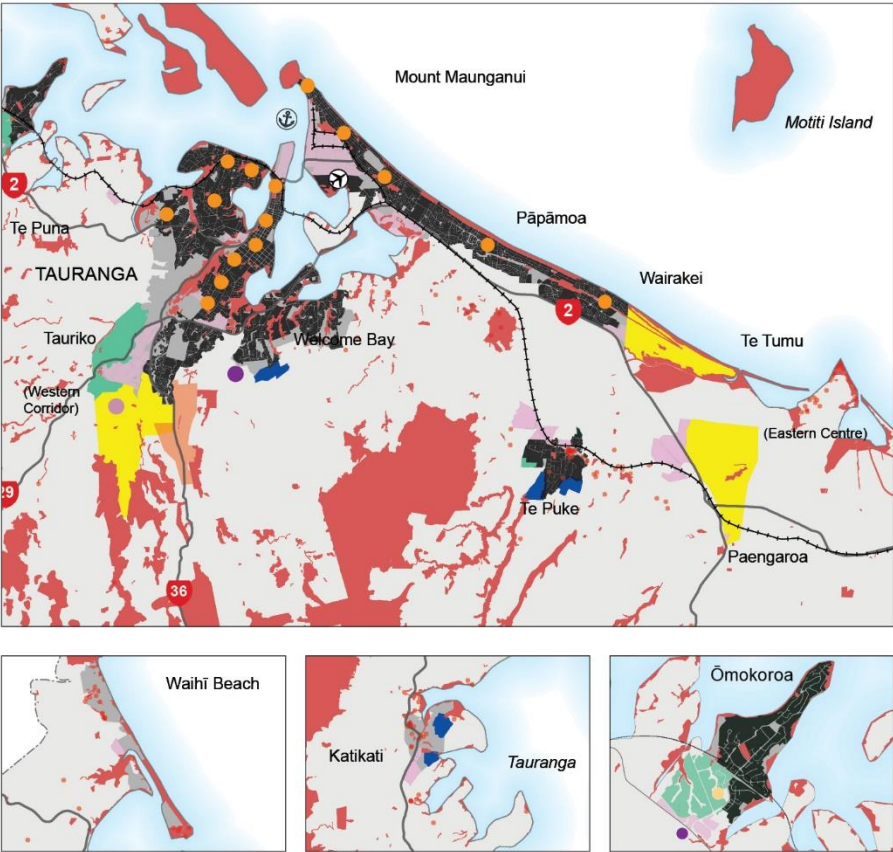
## Future Development Strategy

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.



To see the full SmartGrowth Strategy, go to: [smartgrowthbop.org.nz](https://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 Implementation Plan 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 Implementation Plan 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 Implementation Plan identifies the Key Actions to meet statutory obligations, enable delivery, and maintain and enhance SmartGrowth partnership arrangements.

## 3.0 Mandate

The Implementation 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 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

|                  |  |
|------------------|--|
| Funded           |  |
| Partially Funded |  |
| Not Funded       |  |

- 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.

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 Implementation Plan 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 Implementation Plan.

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

The Implementation 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 are monitored regularly, and an assessment made of the need for changes or adjustments to the Implementation 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.

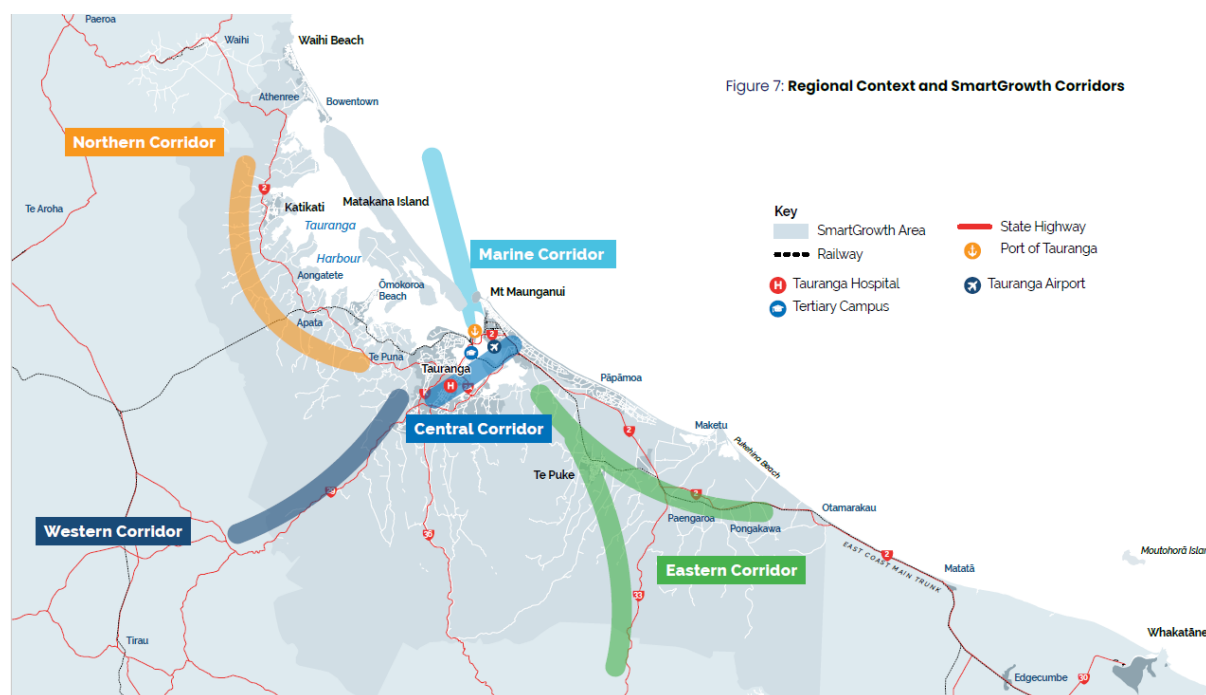


## 6.0 Key Actions: Future Development Strategy

### 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 <sup>1</sup>                                     |
|-----------------|---|
| <b>Central</b>  | Te Papa, Ōtūmoetai, Mt Maunganui – Arataki/Bayfair                |
| <b>Western</b>  | Tauriko West, Keenan Road, Tauriko Business Estate, Upper Belk Rd |
| <b>Eastern</b>  | Te Puke, Pāpāmoa, Wairakei, Te Tumu, Rangiuru, Eastern Centre     |
| <b>Northern</b> | 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.

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

\*The feasibility, timing, number of dwellings, mix of uses and spatial extent of these areas is still subject to investigation. Once these investigations are completed, the up to 8,000 dwelling allocation could be located across one or more of the areas of Upper Belk Rd, Merrick Rd, Joyce Rd, or the Eastern Centre. These areas have the capacity to provide for significantly more growth than this.

<sup>2</sup> 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.

<sup>3</sup> 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.

<sup>4</sup> Generation 4 Seaforth Rd, Fergus & Athenree Rd. Estimated developable land at 30 dwellings/ha. Future structure planning and hazard identification may alter numbers.

### 6.1.3 Business Land Allocations

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

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

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<br>– Business Land | Allocation<br>(hectares) | Delivery timing       |
|-----------------|--|--------------------------|-----------------------|
| <b>Western</b>  | Upper Belk Road                                    | 150–200                  | Long-term (2034–2054) |
| <b>Northern</b> | Ōmokoroa/Apata                                     | 70                       | Long-term (2034–2054) |
| <b>Western</b>  | Pukemapu <sup>5</sup>                              | 115                      | Post-2054             |
| <b>Eastern</b>  | Rangioru 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.

<sup>5</sup> 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, roads and rail assets to support economic activity and community well-being.

### Why do we need to invest?



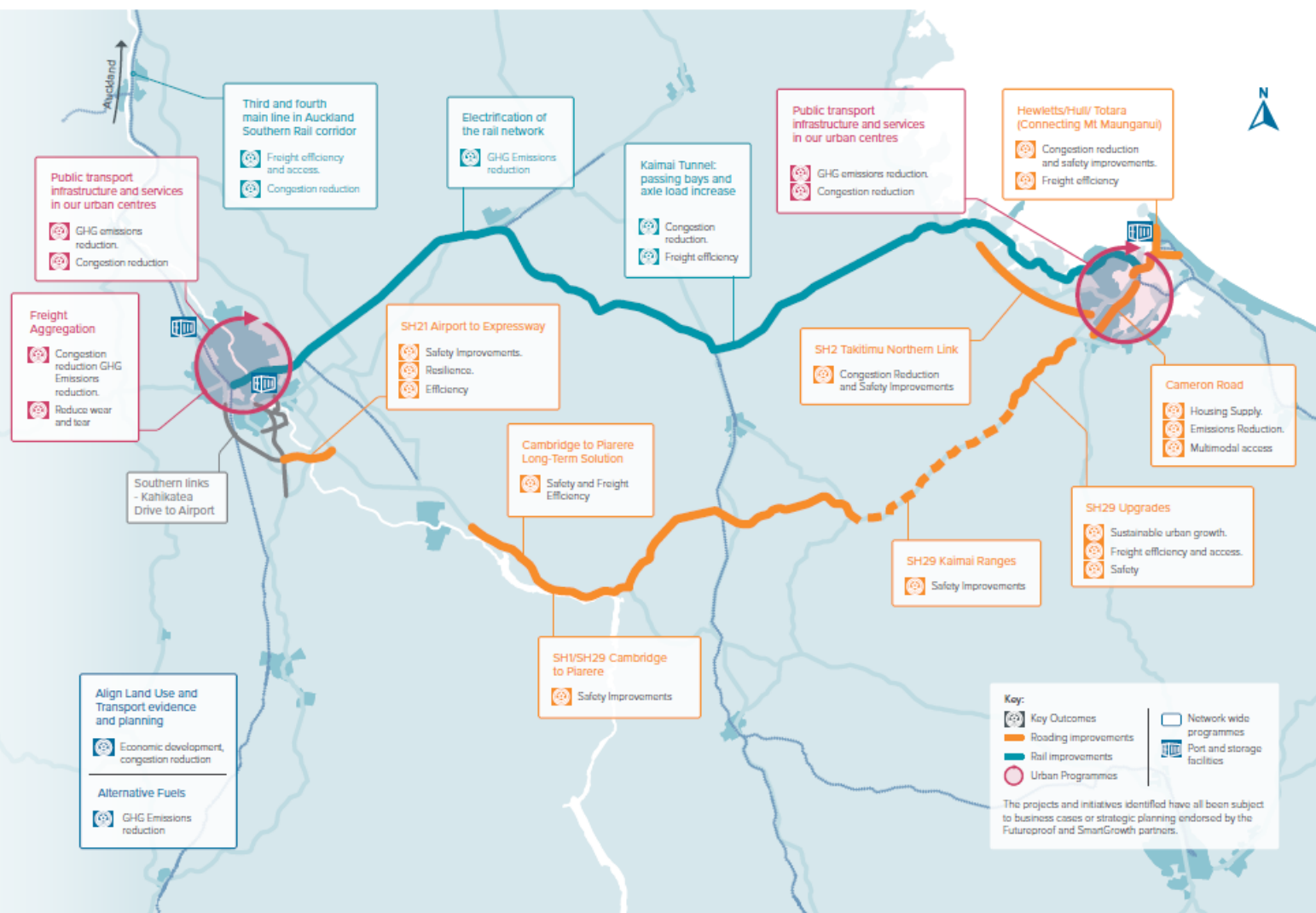
The population of the metro cities of Hamilton and Tauranga and towns along the corridor is growing rapidly resulting in additional traffic, reducing transport efficiency and creating safety issues.



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 Investment Needs

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

This illustrates the capital investment need 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 table is updated as funding decisions are made.

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

## 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 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.

- Electricity: Transpower and Powerco 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.
- 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.

### 6.2.3 Key Actions Summary

| Action Number | Key Actions  | Proposed Timeframe | Indicative Cost and Funding | Who         |
|---------------|--|--------------------|-----------------------------|-------------|
| 3-00          | <p><b>Advancing Infrastructure Investment</b></p> <p>To address the most significant issues facing the sub-region, identify and monitor the investment need and to take a coordinated approach to implementing funding and financing tools that will meet that need.</p> <p>Partners engage actively in processes underway by government to review existing funding tools and develop new ones.</p> <p>Partners seek to engage, align, and apply consistent principles in their funding and financing decisions.</p> <p>Funding strategies for the infrastructure needs of new urban growth areas are developed alongside plan change and structure planning processes.</p> <p>Tools are fit-for-purpose for each growth area or corridor, considering factors such as scale, land ownership, development yield, existing and planned infrastructure capacity, and overall feasibility.</p> <p>Understanding whole-of-life costs for infrastructure, such as</p> | Short              | \$                          | SmartGrowth |

| Action Number | Key Actions   | Proposed Timeframe | Indicative Cost and Funding | Who         |
|---------------|---|--------------------|-----------------------------|-------------|
|               | <p>maintenance and depreciation is an important part of the funding and financing story, as is “growth paying for growth” and demand management opportunities.</p>  |                    |                             |             |
| 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> <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> | Short              | \$                          | SmartGrowth |
| 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</p>   | Short              | \$                          | SmartGrowth |

| Action Number | Key Actions   | Proposed Timeframe                                   | Indicative Cost and Funding | Who   |
|---------------|---|--|-----------------------------|---|
|               | <p>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>  |  |                             |   |
| 15-03 – 15-07 | <p>Empower Māori housing delivery 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 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> <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>Short – By June 2026</p> <p>Ongoing approach.</p> | \$                          | <p><b>SmartGro</b> with <b>Tū Pakari</b>, CTWF, TCC, WBOPDC and Toi Moana</p> |
| 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</p>   | <p>Short – Medium</p>                                | \$\$                        | <p><b>Waka Kotahi</b>, TCC, WBOPDC, TSP</p>                                   |

| Action Number        | Key Actions  | Proposed Timeframe  | Indicative Cost and Funding   | Who                                       |
|----------------------|--|---|---|---|
|                      | <p>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>  |   |   |   |
| 32-00 & 41-00        | <p>Create High Frequency Public Transport Connections</p> <p>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".</p>   | Short - Medium  | <p>Subject to a business case</p> <p>\$\$\$\$\$</p> <p>Not currently funded in NLTP</p> | <b>BOPRC,</b><br>Waka 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 Stage 3 (SH29A Tauriko to Barks)</p> | <p>Commence design short</p> <p>Construction medium</p> <p>Long<sup>6</sup></p> | <p>\$\$\$\$\$\$\$</p> <p>RONs so has funding in NLTP</p>                                | <b>Waka Kotahi</b>                        |

<sup>6</sup> 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

| Action Number | Key Actions   | Proposed Timeframe | Indicative Cost and Funding | Who      |
|---------------|---|--------------------|-----------------------------|----------|
|               | Tauriko Network Connections (Stage 4) – SH29 Off-line   |                    |                             |          |
| 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 System Plan actions following further advice on the allocation of Budget24 1,500 social housing places.</p> <p>Resourcing for the coordination of the Housing Working Group</p> | Short              | \$                          | HWG, HUD |

## 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.

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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.



- 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, Pōteriwhi 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 Rangi 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"> <li>Cameron Road Stage 2 multimodal upgrade.</li> <li>Connecting the People – Fifteenth Avenue to Welcome Bay.</li> <li>Connecting Mount Maunganui – Hewlett’s Road sub area.</li> </ul> | Short – Long       | \$\$\$\$\$\$<br>Cameron Road Stage 2 – not funded in NLTP,<br>Connecting the People – funded,<br>Connecting Mount Maunganui likely to have partial funding | TCC, Waka Kotahi, TSP |
| 23-23               | Pukehinahina/Gate Pā and Merivale<br>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 Ōmokoroa (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 – Te Puna Minden Spatial Plan  | Short                                   | \$  | WBOPDC      |
| 24-13         | Tākitimu North Link Stage 2  | Design – Short<br>Construction – Medium | \$\$\$\$\$<br>RONS so has funding in NLTP | Waka Kotahi |
| 24-01         | Ōmokoroa/Apata – potential long-term industrial land.<br><br>Further investigations to determine feasibility, scale and range of uses.<br><br>Note: This will be initiated under the Te Puna Minden Spatial Plan action. | 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.

- 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             |
|---------------|---|---------------------------|-----------------------------|-----------------|
| 25-06 & 25-19 | <b>Western Corridor – Structure Planning for Upper Belk Rd</b><br><br>Undertake structure planning for Upper Belk Rd including undertaking feasibility work. Structure planning will include further investigations required for industrial land.<br><br>This will also need to consider boundary arrangements. | Short                     | \$\$                        | TCC, WBOPDC     |
| 25-19         | <b>Potential long-term industrial land – Pukemapu</b><br><br>Further investigations to determine feasibility, scale and range of uses.  | Medium                    | \$                          | TCC, WBOPDC     |
| 3-03          | <b>Western Corridor – Feasibility, Funding and Financing Planning</b><br><br>Undertake feasibility studies and develop funding / financing plan for other infrastructure needs (est. at \$5-9b based on SDP work)   | Short                     | \$\$                        | TCC, Kāinga Ora |
| 25-18         | <b>Wastewater Treatment for long term growth</b>  | Short – Medium (planning) | \$ – \$\$ (planning)        | TCC             |

| Action Number | Key Actions   | Proposed Timeframe       | Indicative Cost and Funding | Who |
|---------------|---|--------------------------|-----------------------------|-----|
|               | 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 term. Directly related to structure planning for Upper Belk Rd. | Medium - Long (delivery) |                             |     |

## 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)
- Rangiuru 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 Rangiuru 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 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
- 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 is 37 Marae that are supported by whānau, hapū and Iwi as their cultural centres providing indigenous services and facilities across the western Bay of Plenty subregion. There is 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 Māori Housing is included as a Sub-regional Key Action in section 6.2.3 above. Empowering Delivery of Māori 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         | <b>Iwi PSGE's and Māori Housing / Papakāinga</b> 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.  | Medium             | Subject to a business case  | TCC/WBOPDC                        |
| 15-03 – 15-07 | <b>Development of a housing business case with each tāngata whenua forum within each corridor:</b> <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<br>Tū Pakari,<br>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                |
|---------------|--|--------------------|-----------------------------|--------------------|
|               | <b>Coordinate the mapping of the pathway to an integrated regional spatial plan</b><br><br>Map the development of a single, integrated regional spatial plan, including through: | Short              |                             | BOPRC, TCC, WBOPDC |

| Action Number | Key Actions  | Proposed Timeframe | Indicative Cost and Funding | Who         |
|---------------|--|--------------------|-----------------------------|-------------|
|               | <p>Coordinating a stocktake of existing spatial planning information (including any updated information) and reviewing direction provided in the SmartGrowth strategy</p> <p>Testing alignment between existing SmartGrowth Spatial Planning Initiatives and RM Reform direction;</p> <p>Understanding how to incorporate of National Policy Requirements;</p> <p>Engagement with Iwi and Hapū, and Stakeholders</p> |                    |                             |             |
| 6-00          | <p><b>Supporting existing and future industry: Issues and Options Analysis</b></p> <p>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.</p>   | Short              | \$                          | SmartGrowth |
| 17-00         | <p><b>Allocation of Growth between East/West Corridor</b></p> <p>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.</p> <p>This work will need to undertake a cost-benefit, MCA or other evaluation of options to support decisions.</p>  | Short – Medium     | \$                          | SmartGrowth |

| Action Number | Key Actions  | Proposed Timeframe | Indicative Cost and Funding | Who         |
|---------------|--|--------------------|-----------------------------|-------------|
|               | Requires actions in Western and Eastern Corridors to be completed to inform this work.   |                    |                             |             |
| 19-00         | <b>Commercial Centres Strategy</b><br>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         | <b>Housing and Business Development Capacity Assessment (HBA)</b><br>Prepare HBA in time for 2027 FDS. Consider if any work is required to be undertaken on projections.           | Short              | \$                          | SmartGrowth |
| 39-00         | <b>Review and Update of FDS</b><br>The FDS component of the SmartGrowth Strategy will be reviewed and if necessary updated by 2027.  | Short              | \$                          | SmartGrowth |
| 16-03         | <b>Housing System Plan</b><br>Action Plans to deliver a range of housing types, tenures and price points and Māori land within new growth areas                                    | Short              |                             | HWG         |

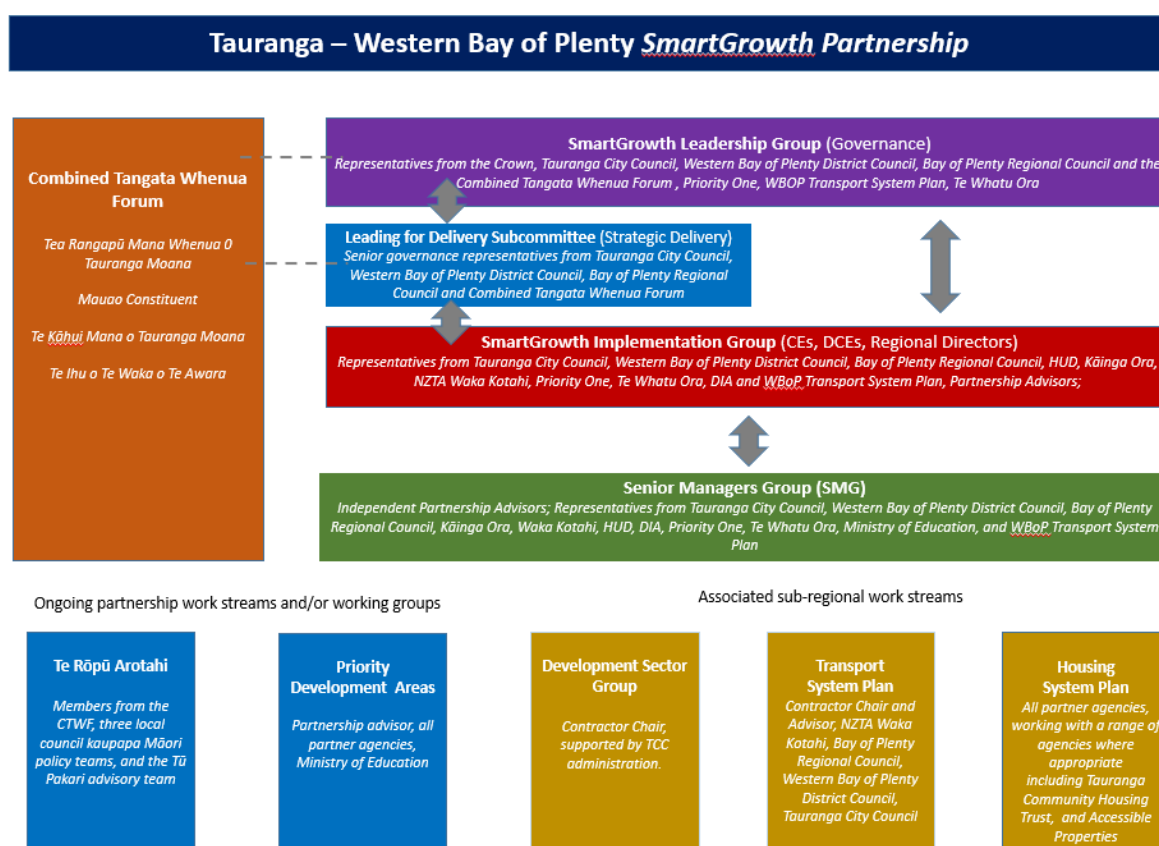
## 8.0 Key Actions: Urban Growth Partnership

### 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 Plan relies on all partners working together to deliver on the strategy.

The current SmartGrowth structure is shown below:



The Implementation 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.

The Combined Tāngata Whenua Forum (CTWF) has Te Rōpū Arotahi Working Group to provide strategic and technical leadership to enable the CTWF to be more effective and efficient in delivering their collective growth and development outcomes.

### 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 for Priority One in 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 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 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.

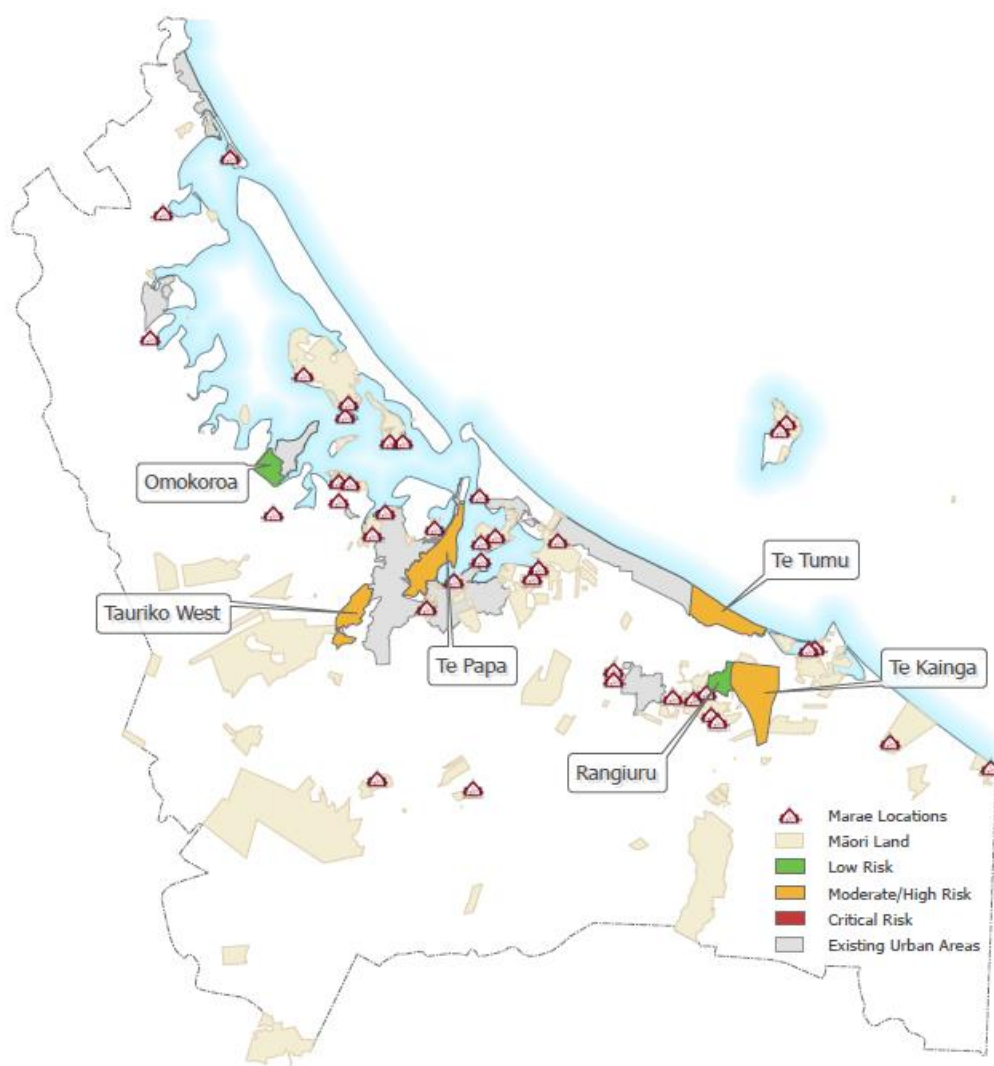
#### 8.2.5 Priority Development Areas and Working Group

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 below.



### 8.2.6 Te Rōpū Arotahi Working Group (TRA)

The CTWF have developed Te Tūāpapa mō te rōpū Tū Pakari – The Foundation for the Combined Tāngata Whenua Forum. This foundational document, which outlines the collective vision, role, and guiding principles, identifies five key collective growth and development outcomes for marae, hapū, and iwi in the western Bay of Plenty sub-region. The implementation plan contains key actions that support and enable the CTWF to deliver their collective growth and development outcomes.

The CTWF's collective growth and development outcomes are monitored and reported annually to the SmartGrowth partners. These outcomes align closely with the aspirations of marae, hapū, and iwi, as well as with strategic outputs from the three iwi/tāngata whenua forums—Te Kāhui Mana Whenua o Tauranga Moana, Te Ihu o te Waka o Te Arawa, and Te Rangapū Mana Whenua o Tauranga Moana—and with hapū management plans.

TRA—a solutions-focused working group—is responsible for providing strategic and technical leadership to enhance the CTWF’s effectiveness and efficiency in delivering their collective growth and development outcomes. TRA includes members from the CTWF, the three local council kaupapa Māori policy teams, and the Tū Pakari advisory team.

### 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 reconsenting 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

The government has introduced a Regional Deals Strategic Framework to foster long-term partnerships between central and local governments. These deals aim to drive economic growth, enhance infrastructure, and improve housing supply across various regions.

Regional Deals are designed to:

- Establish 30-year visions with 10-year strategic plans to achieve shared objectives between central and local governments.
- Use funding and financing tools, regulatory relief mechanisms, and innovative use of existing resources to boost regional economies.
- Align with local government's 10-year planning cycles for more effective delivery and shared outcomes.

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.

The government is assessing proposals from various regions to determine which will progress towards formal Regional Deals. The intention is to have the first deal concluded by the end of 2025, with up to three deals in place by October 2026.

### 8.6.2 Fast Track Approvals Projects

The Fast-track Approvals Act 2024 has expedited several significant infrastructure and housing projects, streamlining the consenting process to address regional growth and development needs.

Key Fast-Track Projects in the Western Bay of Plenty:

- Bell Road Development (Pāpāmoa): A proposed 340-hectare mixed-use development aiming to deliver up to 3,000 new homes and 60–80 hectares of industrial land.
- Tauriko West Development: A 132-hectare residential project planned to provide approximately 1,250 homes, aligning with the region's growth strategies.
- Takitimu North Link – Stage 2: A four-lane highway project extending from Te Puna to Ōmokoroa, designed to improve connectivity and support the region's transportation infrastructure.
- SH29 Tauriko Network Connections: Enhancements to State Highway 29, including the replacement of the Omanawa Bridge, to support increased traffic flow and regional development.
- Port of Tauranga – Stella Passage Development: Expansion of port facilities to accommodate growing export demands, crucial for the region's economic growth.

These projects are part of a broader central government initiative to accelerate development in the region, addressing housing shortages and infrastructure needs.

Progress on Fast Track Project is monitored quarterly alongside Priority Development Areas.

## 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   |
|---|--|---|
| <b>Housing</b><br>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 →<br>KPI: % of households with housing costs greater than 30% of income ↑<br>KPI: Proportion of average household income spent on transport →  |
| <b>Movement</b><br>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<br>KPI: Percentage of people living in an urban area within 500 metres of frequent PT services (≤ 15–10 minutes) ↑<br>KPI: Number of DSIs and FSI crashes within western Bay of Plenty sub-region by mode ↓ |
| <b>Environment</b><br>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 ↓<br>KPI: Mode share for people (% of travel by SOV/HOV/PT/Active modes) in AM peak period ↑   |
| <b>Prosperity</b><br>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 →<br>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         | <b>Māori Housing Joint Agency Group</b><br><br>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         | <b>HSP: Monitoring</b><br><br>Detailed monitoring and market intel function – will require significant input from private sector  | Ongoing            | \$                          | HWG, HUD          |
| 21-00         | <b>Our Water Future implementation reporting</b><br><br>Development and implementation of Our Water Future (includes water, wastewater and stormwater).<br>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><b>Local Water Done Well Delivery Model</b></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  |
|--|------------|---|
| <b>Population growth</b><br>An envisioned population scenario of 400,000 people over the next 50+ years is used for the SmartGrowth Strategy.<br>The FDS plans for between 37,000 and 43,000 new homes over the next 30 years.<br>There are many factors that influence population growth, including migration settings and economic cycles. | 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. |
| <b>Infrastructure Cost and Delivery</b><br>The costs of constructing infrastructure has been rising.<br>There are significant infrastructure constraints that need to be overcome to enable the Connected Centres programme.   | High       | SmartGrowth will actively monitor this and work on delivery constraints.  |
| <b>Funding</b><br>Current funding sources are inadequate to deliver the FDS / Connected Centres programme.   | Critical   | The SmartGrowth Partners are working closely to identify alternative funding sources to enable implementation.  |

| Change Factor or Influence   | Risk Level | Mitigation  |
|--|------------|---|
| <p><b>Regulatory and Delivery Risk</b></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 Plan as well as three yearly reviews of the FDS. The PDA tracker also helps to identify particular barriers and escalate these.   |
| <p><b>Changes in government policy</b></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><b>Alignment Risk</b></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><b>Global Events and Impact of Technology</b></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**

## **2024–2027**

As of 9 July 2025

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 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 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 had been considered for the Western Corridor. In December 2024, the Ministers of Housing and Finance made the decision not to establish the Western Corridor as an SDP.

Proposed national direction to enable papakāinga housing has been developed. This will require that each district plan has provisions to enable more papakāinga housing.

Government has announced that there will be 1,500 social homes funded through Budget 2024, with homes scheduled for completion by 30 June 2027.

500 homes are being delivered through projects previously identified by CHPs as potential social homes. Funding has been approved for 218 places under a “maintaining momentum” pathway.

Strategic Partnerships have been established with 5 CHPs including Accessible Properties New Zealand Limited under a new contracting model for the remaining 1,000 places. Remaining allocations are to be confirmed in the coming months.

Distribution of places: 23% in Waikato, 21% in Auckland, 15% in Nelson, 14% in Bay of Plenty, and 27% in other priority areas.

Strategic Partnerships are intended to evolve into enduring relationships to respond flexibly to future housing needs.

## 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.

On 2 July 2025, the Western Bay of Plenty subregion signed a Memorandum of Understanding with central government to progress a Regional Deal.

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*

A proposed new NPS for Infrastructure has been developed with the aim of ensuring that resource management decisions consistently enable infrastructure to be developed, operated and maintained, whilst also managing its effects on the natural environment. It is also proposed to strengthen the guidance that existing strategic planning, including future development strategies, can give to regulatory decisions under the RMA. This provides an important link back to the SmartGrowth Strategy for infrastructure decisions.

### *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. Tolling has been announced for the Takitimu North Link.

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.

The Government has announced that development contributions will be replaced with a development levy system. This will standardise the methodology that local authorities use when charging development contributions and provide increased flexibility to charge developers for the overall cost of growth infrastructure across an urban centre.

The flexibility to set targeted rates for growth infrastructure will also be introduced. Councils will now be able to set targeted rates that apply only to new developments.

These changes will be progressed through a Local Government (Infrastructure Funding) Bill. This legislation is expected to be introduced in September 2025 and enacted in mid-2026.

The Local Government Funding Agency (LGFA) has been reviewing whether it can prudently provide additional flexibility to councils to meet the future challenges faced by

the sector. The LGFA have announced increased debt limits for high growth councils beyond the current ceiling of 285 percent of operating revenues to a level of 350%.

New guidelines for market-led infrastructure proposals have also been released along with a refreshed public-private partnerships framework.

## 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 2024 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.

Both TCC and WBOPDC are currently consulting on and considering options for water services delivery. One option includes a multi-CCO between the two councils and potentially with other councils.

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 first emissions reduction plan (published in 2022) is in place until 31 December 2025, the end of the first emissions budget period. It was amended in December 2024 to align with the Government's climate strategy. The second emissions reduction plan differs from the first document with a focus on creating opportunities and minimising the cost of mitigating climate change.

The Government aims to double renewable energy through its Electrify NZ policy through cutting 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.

## Resource Management System Reform

The Government is taking a phased approach to reforming the resource management system as follows:

- Phase One – repeal the Natural and Built Environment Act and Spatial Planning Act
- Phase Two – targeted changes to the existing resource management system:
  - o Fast-track Approvals Bill
  - o Two bills to amend the Resource Management Act and a package of national direction – changes to the existing system that can address the most pressing issues in the short term.
- Phase Three – legislation to replace the Resource Management Act.

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 two Bills to amend the RMA as well as changes in National Policy Statement direction.

The third phase will develop replacement RMA legislation.

*Fast-Track Approvals*

The 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.

On 6 October 2024, the Government confirmed 149 projects for inclusion in the Fast Track Approvals Bill. The Bill was reported back by the Environment Select Committee on 22 October.

The projects relevant to SmartGrowth and the western Bay of Plenty sub-region that have been included for fast-track are:

- Bell Road Limited Partnership Wairakei South Housing and Land Development: To develop between 123 – 340 hectares of rural land near Papamoa, for residential, commercial and industrial uses. If the full site is developed, the project will comprise of 2,000–3,000 new homes and 60–80 hectares of new industrial land, covering 153 hectares.
- Tauriko Property Group Limited Partnership – Tauriko West Housing and Land Development: To develop between 132 hectares of Rural zoned land at Tauriko for residential use, with approximately 1,250 homes.
- Ngā Pōtiki a Tamapahore Trust Tara Road Development Housing and Land Development: The project will include 605 residential allotments, and a 2.5-hectare commercial precinct.
- Port of Tauranga Limited Stella Passage Development Infrastructure: The project is for extension of the Sulphur Point (stage one) and Mount Maunganui wharves (stage two), and to carry out the associated reclamation and dredging of the sea bed.
- New Zealand Transport Agency Waka Kotahi Takitimu North Link Stage 2: To construct a four-lane, median-divided highway to replace the existing SH2 corridor between Te Puna and Ōmokoroa. This project is an extension of Takitimu North Link Stage One, which is currently under construction and will link Tauranga and Te Puna.
- Port of Tauranga Limited Capital and Maintenance Dredging Reconsenting Project: The project is to remove dredging material from the coastal marine area to deepen, widen and maintain the navigation channels of the Port of Tauranga.



- New Zealand Transport Agency Waka Kotahi SH29 Tauriko Network Connections (including Omanawa Bridge replacement): To develop SH29 and SH29A which form part of the key 'Golden Triangle' connection, including to the Port of Tauranga. The Omanawa Bridge is scheduled to be replaced in 2024–2027.

The Fast Track Approvals Act became law in April 2025.

The projects in the list will be able to apply to the Environmental Protection Authority to have an expert panel assess the project and apply relevant conditions.

### *National Policy Statement Direction*

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 is currently consulting on proposals to amend the NPS-FM and the NES-F and has extended the statutory deadline for councils to notify freshwater planning instruments to implement the NPS-FM by three years.
- Amendments to the National Policy Statement on Indigenous Biodiversity..
- 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.
- A new national environmental standard to enable papakāinga housing.
- A new national policy statement 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.

The proposed changes to national direction instruments are currently being consulted on. A discussion document outlining proposals for urban development which are part of the Government's Going for Housing Growth programme, and will be given effect in the reformed RM system, is expected in June 2025

### *Targeted changes to the Resource Management Act*

The Resource Management (Freshwater and Other Matters) Amendment Bill came into force on 25 October. Among other matters, the amendments exclude the hierarchy of obligations in the National Policy Statement for Freshwater Management (NPS-FM) from resource consenting while a review and replacement of the NPS-FM is undertaken, suspend for three years requirements under the National Policy Statement for Indigenous Biodiversity for councils to identify new Significant Natural Areas and include them in district plans, speeds up and simplifies the process for preparing and amending national direction, restricts notification of freshwater planning instruments (regional policy statements and plans that give effect to the NPS-FM 2020) until a new NPS-FM takes effect.

The Resource Management (Consenting and Other System Changes) Amendment Bill was introduced on 9 December 2024. The Bill gives the Minister new powers to ensure compliance with national direction, including housing and business development assessments. The Minister can direct councils to prepare or amend documents in accordance with national direction and to direct what type of plan change is used to give effect to national direction. It also strengthens a consenting authorities' powers to decline a land use consent application if it considers that the activity will create a significant risk from natural hazards, increase an existing risk to become significant, or increase an existing significant risk.

### *Replacement RMA*

The third phase of reform will develop replacement RMA legislation in the form of two new Acts:

Planning Act: to establish a framework for planning and regulating the use, development and enjoyment of land

Natural Environment Act: to establish a framework for the use, protection and enhancement of the natural environment.

Legislation is expected to be passed by 2026. The general thrust of the RM system changes is to better enable growth and development and respect private property rights within the framework of a market economy, while also improving environmental outcomes.

There will be one regulatory plan per region to be jointly prepared by regional and district councils. This will remove the hierarchy between regional and district plans. Spatial plans will form an important part of the new system. These plans are to be enabling of

Appendix A: Operating Environment Statement 2024–2027

development within constraints (such as natural hazards and SNAs) and will be the first chapter in the combined regional plans.

Under the new legislation there will be greater use of national standards such as standardised zoning, to reduce the need for resource consents and to simplify council plans.

## **Tāngata Whenua/Māori**

There have been a number of recent government policy changes that impact on tāngata whenua / Māori in the cultural wellbeing arena. This has seen Iwi from across the motu unite through the collective Kotahitanga and Mana Motuhake principles.

Some of these key changes will have impacts on the parts of 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**

## Critical Development Infrastructure

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

The information provided is subject to ongoing change and is updated each quarter.

Funded means fully funded in Long-Term Plan, National Land Transport Plan or other funding plan.

| Funding Key                     |  |
|---------------------------------|--|
| Funded or Signalled for Funding |  |
| Partly Funded                   |  |
| No funding allocated            |  |
| Subject to a business case      |  |

| Timing Key |           |
|------------|-----------|
| Short      | 2024-2027 |
| Medium     | 2027-2034 |
| Long       | 2034-2054 |

| 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     |         |
|                   | 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    |         |
|                   | 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  | Medium    |         |
|                   | Park and ride – Te Puna   | Medium    |         |
|                   | SH2 revocation/repurposing – Public Transport   | Medium    |         |
|                   | Tauranga Moana Coastal Cycle Trail  | Medium    |         |
|                   | Ōmokoroa Library  | Medium    |         |

| Area             | Critical Enabling Infrastructure   | Timeframe     | Funding |
|------------------|--|---------------|---------|
| Central Corridor | Ōmokoroa Swimming Pool   | Long          |         |
|                  | Planning for Ōmokoroa school provision*  | 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         |         |
|                  | Brookfield and Greerton Community Centres  | Long          |         |
| 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   | Long          |         |
|                  | 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 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 |         |
|                  |  |               |         |

Appendix B: Development Infrastructure

| Area | Critical Enabling Infrastructure   | Timeframe | Funding |
|------|--|-----------|---------|
|      | Indoor Sports Centre and community centre  | Medium    |         |
|      | 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* | Medium    |         |

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

## Appendix C: **Glossary and Definitions**

### Abbreviations

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



|             |                            |
|-------------|----------------------------|
| <b>WWTP</b> | Wastewater Treatment Plant |
|-------------|----------------------------|

## Definitions

|                            |  |
|----------------------------|--|
| <b>Business land</b>       | Land used for commercial and industrial activities.  |
| <b>City centre</b>         | 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. |
| <b>Connected centres</b>   | The preferred spatial scenario that underpins the SmartGrowth Strategy. This is set out in detail in the UFTI Final Report and supporting documents.   |
| <b>Greenfield</b>          | Sub-division and/or housing development of previously undeveloped rural land.  |
| <b>Industrial</b>          | 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.   |
| <b>Infrastructure</b>      | 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.                        |
| <b>Intensification</b>     | An increase in the density (of dwellings, activity units, population, employment etc) over the current density of a given area.  |
| <b>Planned growth area</b> | Areas identified for growth where investigations have been completed.  |
| <b>Social housing</b>      | Housing provided by public and private agencies for those unable to afford market-based rentals.   |

|   |   |
|---|---|
| <b>Three waters</b>                     | The combined water supply, wastewater, and stormwater networks that deliver water to residential, commercial, industrial and other users. |
| <b>Western Bay of Plenty sub-region</b> | Refers to the territorial areas of Tauranga City and Western Bay of Plenty District.  |

## Appendix D: **Te Reo Māori terms**

|                       |  |
|-----------------------|--|
| <b>Iwi</b>            | Refers to a Māori tribe (Ngāti Ranginui, Ngāiterangi, Ngāti Pūkenga, Ngāti Awa and other). Iwi usually contain a number of hapū with a common ancestor.  |
| <b>Kaitiakitanga</b>  | 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.  |
| <b>Manaakitanga</b>   | Respect and care for others – hospitality and generosity.  |
| <b>Mana whenua</b>    | 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.  |
| <b>Papakāinga</b>     | 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.                     |
| <b>Tāngata whenua</b> | 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, waahi tapu, and other taonga. |