



PLANNING FOR THE FUTURE

PLANNING FOR THE FUTURE

OVERVIEW

OUR VISION

In 10 years time we want to find a District where:

- The environment is valued, cared for and improved so that future generations will be able to access what this generation now enjoys
- People enjoy a healthy and safe lifestyle where values and diversity are respected
- Our District is vibrant and prosperous, with thriving industries, good jobs and affordable housing
- The economy is based on a wide range of activities that are friendly to the environment
- The infrastructure, facilities and services we provide meet the needs of those who live in our District, including people aged over 65
- Costs to ratepayers are affordable.

The plans and policies we develop with our communities are the roadmap for achieving this vision and ensuring we retain the diversity, character and natural values that make our communities special.

Our District is constantly changing and over the years it has experienced rapid population growth and a consequent growth in housing, as well as shifts in social and ethnic make-up.

While our population is still increasing, the global economic downturn has slowed population growth. We anticipate average growth of 1.35% per year over the period of this Long Term Plan. We don't expect that in the foreseeable future growth rates will return to the levels experienced during 2005-2007 of over 2 percent.

SMARTGROWTH – AN OVERVIEW

SmartGrowth is the growth management strategy for the western Bay of Plenty sub-region. The sub-region encompasses both the Western Bay of Plenty District and Tauranga City. This area has experienced rapid population growth since the 1950s.

At the last Census in 2013 it was found that the sub-region contained 3.7% of the nation's population with projections estimating a population of 219,081 by 2033 and 256,460 in 2063. Based on these figures the western Bay of Plenty sub-region looked set to become the fourth most populated area in New Zealand. It is vital that we plan for and manage this population growth effectively.

SmartGrowth is a collaboration between Western Bay of Plenty District Council and Tauranga City Council, Bay of Plenty Regional Council and Tangata Whenua. We work in partnership with central Government, businesses, education groups, industry and the community.

The Smartgrowth strategy was originally developed in 2004 to outline a plan for sustainable urban and rural development. It identifies 50-year land supply needs and sequences its release and development according to demand and the ability for it to be serviced by appropriate infrastructure and equitable funding. This is important as our District has a large land area and several distinct urban centres so providing infrastructure is more expensive compared to a compact, single settlement like a city.

The SmartGrowth strategy is currently anchored through the Regional Policy Statement, Long Term Plans and District Plans of the partner councils and is an effective channel for securing Central Government funding to progress the western Bay of Plenty sub-region.

In the 10 years since it was first developed, SmartGrowth has enabled some significant gains. There have been key achievements in transport infrastructure, including the completion of the Harbour Link

(a second harbour crossing) in 2009 and the commencement of construction of the Tauranga Eastern Link, which is now a road of national significance. Similarly, significant progress has been made with detailed planning for future urban and business land zoning.

A comprehensive review of the SmartGrowth strategy was undertaken in 2013. This resulted in an updated strategy which places emphasis not only on growth management, but also on recognising the impacts of land-use on environmental, social, economic and cultural matters. It identifies six 'interest areas' including:

- Creating visionary, collaborative leadership, a strong partnership and provide effective advocacy
- Protecting and enhancing our distinctive natural environment
- Working in partnership with the community to make the western Bay of Plenty active, vibrant, connected, caring, healthy and safe
- Developing a thriving, growing, diverse and sustainable economy
- Realising economic and social opportunities for Tangata Whenua while protecting cultural identity
- All partners working from the same long term planning blueprint which incorporates planning for land use, transport and other infrastructure in an efficient and affordable way.

A review of the SmartGrowth Settlement Pattern will be undertaken from 2015. This will review the existing areas identified for residential, commercial and industrial development and assess the amount of land required to accommodate the projected population. It will also consider whether new areas will be required to accommodate growth.

We also need to plan for demographic changes in our District. Our population is ageing and increasing numbers of older people are living longer than ever before. We have developed our plans for the future in consideration of this change, with a particular focus on how we can make our District accessible and safe for older people, and ensuring we provide appropriate social and recreational opportunities.

Our Planning for the Future Strategy includes policy and planning, resource management and infrastructure planning activities. These activities plan for the future guided by our sustainable development approach and the SmartGrowth Strategy. More particularly these activities help us to:

- Understand the characteristics and trends of our District as well as the pressures it is facing
- Work with our communities to understand their aspirations for the future and ensure they have a voice in matters that affect their lives
- Identify and respond to the resource management issues facing our District, including improvements in urban design quality and revitalisation of our town centres
- Develop policies and bylaws to support the health, safety and general well-being of our communities
- Advocate for our communities, residents and District.

OMOKOROA SPECIAL HOUSING AREA

Under the Housing Accords and Special Housing Areas Act 2013, Special Housing Areas (SHAs) can be established to provide for the fast-tracking of new housing to the market. Omokoroa is the first area in the Western Bay of the Plenty District that will be designated as a Special Housing Area under the Housing Accord signed in August 2014 between the Western Bay of Plenty District Council and Central Government.

Omokoroa is one of the District's growth areas in which Council has already invested substantial infrastructure to cater for a future population capacity of 12,000.

The development of a special housing area in Omokoroa will complement the current higher priced developments on the peninsula by making purchasing a home more feasible for a wider range of people, including first home buyers and those on low and medium incomes. We have informed and sought input on the Special Housing Area from the Omokoroa community including holding a community meeting, inviting written and online feedback and meeting with affected land owners.

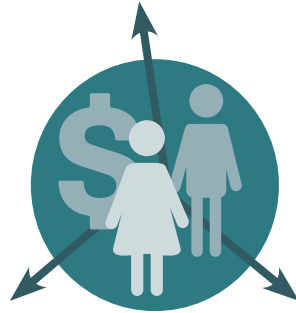
Among the benefits of this SHA will be the broadening of the ratepayer base and the ability to recoup the costs spent on infrastructure, and includes the opportunity for Council to sell some of its land to assist in recovering those costs. In this regard the first tranche of Special Housing Areas covers the land that Council owns on the northern side of Omokoroa Road and in proximity to the Omokoroa Settlers Hall. This land was originally purchased to facilitate the development of the peninsula. Going forward Council will need to consider the best approach to progress development of the SHA by giving consideration to the outcomes sought by the Housing Accord, an acceptable return on its investment, and ensuring quality development at Omokoroa.

WHAT WE PROVIDE

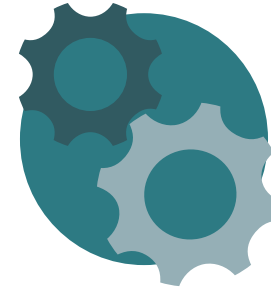
PLANNING FOR THE FUTURE INCLUDES:



**POLICY &
PLANNING**



**RESOURCE
MANAGEMENT**



**INFRASTRUCTURE PLANNING
ACTIVITIES**

WHY WE PROVIDE IT

OUR COMMUNITY OUTCOME

In consultation with our communities and guided by our sustainable development approach, we plan for the future.

OUR GOAL

• Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.

HOW WE WILL ACHIEVE OUR COMMUNITY OUTCOME

GOAL	OUR APPROACH	OUR ROLE
Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.	Our people and communities <ul style="list-style-type: none"> • Undertake our planning collaboratively to ensure people have a voice in matters that affect their lives. • Make it easier for people to understand our processes and how to participate in them (for example Annual Plan, Long Term Plan and District Plan processes). • Recognise, plan and advocate for the needs of diverse groups within our communities, to support people from different cultures, older people, younger people and people with disabilities to meet their social needs, maximise their potential for development and enhance their well-being. • Build the capacity of Tangata Whenua to support the development of comprehensive Iwi and Hapu Management Plans. • Improve organisational capability and capacity to engage with and respond to Tangata Whenua. 	<p>Lead</p> <p>Lead</p> <p>Lead/Advocate</p> <p>Facilitator</p> <p>Lead</p>
	Resource management planning <ul style="list-style-type: none"> • Ensure an Operative District Plan is in place and review it every 10 years. • Manage growth by implementing the SmartGrowth Strategy based on the following principles: <ul style="list-style-type: none"> • Residential Growth Centres to accommodate most additional population growth and provide for a range of urban living opportunities. • Employment Growth Centres to provide for employment opportunities of local and regional significance. • Rural development opportunities that protect the productive land resource while also allowing for rural lifestyles. • Transport corridors linking the region internally and externally. • Ideally, costs of development are to be met by the developer and not subsidised by the community. However, current low growth projections mean that rates will be subsidising the cost of development due to the impacts of the global economic downturn). 	<p>Lead</p> <p>Lead/Partner</p>

GOAL	OUR APPROACH	OUR ROLE
Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth (cont.)	Strategic planning <ul style="list-style-type: none"> • Ensure a Long Term Plan is in place and review it every three years. • Develop and review our strategies. 	Lead Lead
	Community planning <ul style="list-style-type: none"> • Work with communities to develop and monitor Community Development Plans (environmental, social, economic, cultural and infrastructural) for each of our District's communities. • Promote improvements in design and urban design quality in our District. • Support crime prevention through environmental design plans. • Plan to support town centre revitalisation. • Understand the social infrastructure requirements of our communities to support individuals, families, groups and communities to meet their social needs, maximise their potential for development and enhance their wellbeing. 	Facilitator/Partner Facilitator Lead/Facilitator Lead Lead/Advocate
	Infrastructure planning <ul style="list-style-type: none"> • Undertake investigations and feasibility studies to provide information for decision-making on infrastructure projects. 	Lead
	Policy and by-law development <ul style="list-style-type: none"> • Develop policies and by-laws to support the health, safety and general wellbeing of communities. • Review our bylaws and policies in accordance with legislative requirements. 	Lead Lead
	Monitoring and review <ul style="list-style-type: none"> • Monitor, review and report progress towards community outcomes. • Monitor trends and changes in legislation to determine the impact on our activities. • Monitor the state of the environment and effectiveness of our District Plan. • Monitor the impacts of growth and development on our District in accordance with District and sub-regional monitoring frameworks. 	Lead Lead Lead Lead/Partner
	Collaboration and advocacy <ul style="list-style-type: none"> • Work with key stakeholders and other agencies to take a collaborative approach to planning for the future. • Influence legislation and national policy. • Advocate for our communities, residents and District. 	Partner Advocate Advocate

WHAT WE ARE PLANNING TO DO

All information from 2017 - 2025 includes an adjustment for inflation.

PROJECT NUMBER	PROJECT NAME	\$'000									
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
151102	Reserve Management Plans - Te Puke/Maketu	-	-	-	-	-	-	24	-	-	-
151103	Reserve Management Plans - Katikati/Waihi Beach	20	-	-	-	-	-	-	-	-	26
151105	Reserve Management Plans - Kaimai	-	-	-	22	-	-	-	-	-	-
151107	Reserve Management Plans / Concept Plan Reviews	5	5	5	5	6	6	6	6	6	7
175602	Long Term Plan Development and Adoption	-	-	137	-	-	149	-	-	164	-
175910	Policy Review & Development	5	5	5	5	6	6	6	6	6	7
289102	Economic Strategy Review	-	5	-	-	6	-	-	6	-	-
293002	Bylaw Review and Development	5	5	5	5	6	6	6	6	6	7
311401	COBOP Coordinator Cost Share	10	10	11	11	11	11	12	12	13	13
252208	Smartgrowth Implementation - Coordination Share	100	103	105	108	111	114	118	122	126	131
252210	Monitoring Reports (Community Outcomes & State of the Environment)	40	41	42	43	44	46	47	49	50	52
294208	Structure Plan Reviews	20	21	21	22	22	23	24	24	25	26
317501	Omokoroa Central Area Master Plan	100	-	-	-	-	-	-	-	-	-

HOW OUR PLANS HAVE CHANGED

The timing and costs of some of our projects have been updated since we adopted our 2012 - 2022 Long Term Plan (LTP).

To see how our plans have changed click [here](#) for the complete list of the projects/programmes that have been revised or alternatively visit our website www.westernbay.govt.nz.

HOW WE WILL TRACK PROGRESS TOWARDS OUR GOALS

OUTCOME

In consultation with our communities and guided by our sustainable development approach, we plan for the future

GOAL	WE'LL KNOW WE'RE MEETING OUR GOAL IF	ACTUAL	TARGET				
		2014	2016	2017	2018	2019 - 21	2022 - 25
Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by SmartGrowth.	Percentage completion of the annual work programme as identified in the Leadership - Planning for the Future Strategy and Action Plan.	88%	≥90%	≥90%	≥90%	≥90%	≥90%
	Resident satisfaction with the impact of growth on: <ul style="list-style-type: none"> • Range of housing choices • Personal safety • Time taken to travel around their area • Employment opportunities • Road safety • Overall pleasantness Based on a two yearly surveys.	NO SURVEY	≥75%	No survey	≥75%	≥80%	≥80%

HOW WE WILL TRACK PROGRESS - LEVELS OF SERVICE

WHAT WE PROVIDE	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2014	2016	2017	2018	2019 - 21	2022 - 25
District Plan updated to meet the needs of our District.	Number of sustained challenges by the Environment Court to District Plan changes.	NIL	NIL	NIL	NIL	NIL	NIL
	Structure Plans are developed and reviewed to ensure there is 'greenfield' land to accommodate growth.	≥5 YEARS SUPPLY	≥5 years supply	≥5 years supply	≥5 years supply	≥5 years supply	≥5 years supply
Our strategies are aligned with direction provided in SmartGrowth Strategy.	Percentage of Council's strategies aligned with SmartGrowth direction.	100%	100%	100%	100%	100%	100%

WHAT WE PROVIDE	WE'LL KNOW WE'RE MEETING THE SERVICE IF	ACTUAL	TARGET				
		2014	2016	2017	2018	2019 - 21	2022 - 25
We will work with communities to develop and review Community Development Plans. These detailed plans set the vision for the community and actions required to achieve it.	The number of community plans developed or reviewed where Council has provided support to the community.	NEW	≥1	≥1	≥1	≥1	≥1

KEY ASSUMPTIONS

ASSUMPTION	DESCRIPTION	RISK
Growth in visitor numbers	Both international and domestic visitor numbers are forecast to increase between 2009 and 2014 (17.6% and 1.7% respectively). The impact of visitors will be concentrated on our District's coastal communities.	If visitor numbers grow faster than expected there would be pressure on infrastructure and visitor facilities.
SmartGrowth participation	Our SmartGrowth Strategy partners remain committed to the implementation of the plan, according to the timetable of actions adopted by the partners.	Without the commitment of our Strategy partners to the adopted SmartGrowth principles, planning for expected growth in the sub-region would be less effective.
Regional Policy Statement	Through our own plans we are required to give effect to the direction provided in the Regional Policy Statement published by the Bay of Plenty Regional Council.	If the direction provided by the Regional Policy Statement changes when it is reviewed we may be required to review our own plans sooner than we would otherwise have planned which could lead to increased operating expenditure.

SIGNIFICANT EFFECTS OF PROVIDING THIS ACTIVITY

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Social	<ul style="list-style-type: none"> + Engaging communities in planning and policy development processes enables them to have a voice in matters that affect their lives. + Community safety is enhanced by plans that adopt Crime Prevention through Environmental Design principles. + Community planning processes assist in defining community identity, encourage community leaders to emerge and provide a framework for realising community aspirations. + Engagement processes enable community members to hear and appreciate views different from their own. + Ensuring appropriate and timely social infrastructure is available to meet new communities' social needs, maximize their potential for development and enhance their wellbeing. 	<ul style="list-style-type: none"> - Communities may not have the capacity for engagement on all plans and policies. - Policies and plans can be of advantage to some individuals or groups at the expense of others. 	<ul style="list-style-type: none"> • Using innovative approaches for connecting with communities to enhance planning and policy development. • Ensuring equal opportunities exist for different stakeholder groups to make submissions and access information.
Environmental	<ul style="list-style-type: none"> + Protection of significant landscape features and sites of ecological significance. + Improvements in the quality of the natural environment (for example waterways, air, native flora and fauna). + Protecting versatile soils. + Protecting amenity values. + Enhanced understanding of how well our natural environment can adapt to change and absorb the impact of human activities. + Minimising adverse environmental effects of our decision-making protects and improves the environment. 	<ul style="list-style-type: none"> - Environment Court appeal processes are costly for all parties. 	<ul style="list-style-type: none"> • Ensuring robust pre-consultation processes are undertaken to minimise the risk of appeal or challenge.

WELL-BEING	POSITIVE	NEGATIVE	HOW WE ARE ADDRESSING THESE EFFECTS
Economic	<ul style="list-style-type: none"> + Land use and transport planning are more integrated. + Areas for business growth are identified and planned for to provide a range of quality employment opportunities. + Sensitivity issues that arise from incompatible activities being side by side are avoided. + Well planned town centres and a quality built environment present an attractive investment proposition. 	<ul style="list-style-type: none"> - Some policy decisions take time to consult upon and may take months (or even years) to develop. - Environment Court appeal processes are costly for all parties. 	<ul style="list-style-type: none"> • Ensuring robust pre-consultation processes are undertaken to minimise the risk of appeal or challenge.
Cultural	<ul style="list-style-type: none"> + Identifying and protecting cultural heritage sites. + Community development approaches recognise the diversity of their cultural and ethnic make-up + Better understanding of the cultural traditions and heritage of people living within our District. + Engaging Tangata Whenua in planning and policy development enables their input into matters that affect their lives. + Supporting Hapu Management Plans assists iwi and hapu in improving resource management, as well as progressing their social and economic development. 	<ul style="list-style-type: none"> - None identified. 	

SUMMARY FINANCIAL FORECAST

PLANNING FOR THE FUTURE

All information from 2017-2025 includes an annual adjustment for inflation

FOR THE YEARS ENDED 30 JUNE	ACTUAL	BUDGET	FORECAST									
	\$'000	\$'000	\$'000									
	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Analysis of expenditure by activity												
Strategic Planning	979	1,353	1,140	1,159	1,322	1,228	1,238	1,418	1,322	1,340	1,544	1,438
Resource Management	919	1,057	1,055	978	1,007	1,026	1,050	1,084	1,110	1,144	1,186	1,217
District Development	(23)	(155)	(160)	(169)	(186)	(197)	(208)	(220)	(233)	(246)	(260)	(275)
Total operating expenditure	1,875	2,255	2,035	1,969	2,142	2,057	2,080	2,282	2,199	2,237	2,469	2,380
Analysis of expenditure by class												
Direct costs	1,218	1,558	1,329	1,239	1,384	1,291	1,299	1,467	1,370	1,385	1,576	1,473
Overhead costs	645	686	696	722	745	756	773	801	818	843	878	894
Depreciation	12	11	10	8	13	11	9	14	12	9	15	13
Total operating expenditure	1,875	2,255	2,035	1,969	2,142	2,057	2,080	2,282	2,199	2,237	2,469	2,380
Revenue												
Targeted rates	14	13	-	-	-	-	-	-	-	-	-	-
Financial contribution	-	60	-	-	-	-	-	-	-	-	-	-
Interest	-	-	-	-	-	-	-	-	-	-	-	-
Other income	48	-	-	-	-	-	-	-	-	-	-	-
Total revenue	61	73	-	-	-	-	-	-	-	-	-	-
Net cost of service - surplus/(deficit)	(1,814)	(2,182)	(2,035)	(1,969)	(2,142)	(2,057)	(2,080)	(2,282)	(2,199)	(2,237)	(2,469)	(2,380)
Capital expenditure	-	-	-	-	-	-	-	-	-	-	-	-
Total other funding required	(1,814)	(2,182)	(2,035)	(1,969)	(2,142)	(2,057)	(2,080)	(2,282)	(2,199)	(2,237)	(2,469)	(2,380)
Other funding provided by												
General rate	2,083	2,349	2,195	2,138	2,328	2,254	2,289	2,502	2,432	2,484	2,730	2,655
Reserves and future surpluses	(269)	(167)	(160)	(169)	(186)	(197)	(208)	(220)	(233)	(246)	(260)	(275)
Total other funding	1,814	2,182	2,035	1,969	2,142	2,057	2,080	2,282	2,199	2,237	2,469	2,380

WHERE THE MONEY COMES FROM

PLANNING FOR THE FUTURE

COMMUNITY OUTCOME

In consultation with our communities and guided by our sustainable development approach, we plan for the future.

GOAL

- Develop, monitor, review and advocate policy and plans that support the achievement of our vision for the District, our community outcomes and the direction provided by Smartgrowth.

DISCUSSION / RATIONALE

Policy and planning

The community as a whole benefits from monitoring, policy and planning activities.

Individuals may request private plan changes to the District Plan. Applicants would receive a private benefit from this service and it is possible and practical to charge them a fee to recover the costs of this service.

Council's Strategic and District Planning activities guide Council's high-level, long term vision and plans. To this extent, these activities provide inter-generational benefits. No exacerbator was identified for this activity.

Strategic planning of infrastructure

Infrastructure investigations and feasibility studies are undertaken to provide us with information for decision-making.

At the planning stage it is not always possible to identify individuals or groups who will benefit from an activity. If a project goes ahead, some design work will have been done and consents obtained. This may provide a benefit to the future users of water and wastewater schemes and to groups of ratepayers in the case of stormwater investigations. For other infrastructure planning projects it may be possible to identify individuals who benefit from the resulting development. Third party benefits also result from information gathering and knowledge gained during investigations.

If a project does not go ahead, no private benefit can be identified.

To the extent that the costs of such applications and consent costs are capitalised, it could be considered that this activity delivers an inter-generational benefit.

No exacerbator for this activity was identified.

FUNDING APPROACH

Policy and planning

All expenditure on policy and planning activities is funded from General Rates, with the exception of private District Plan changes where the costs are recovered from the applicant.

Environmental monitoring is funded through ecological financial contributions.

Strategic planning of infrastructure

Central government funding may be available to fund certain infrastructure investigations.

The Bay of Plenty Regional Council may fund particular projects through its Regional Infrastructure Fund.

Wastewater investigations:

Funded 60% from the Environmental Protection Rate and 40% initially loan funded and recovered by Uniform Annual Charges for wastewater.

Water and stormwater investigations:

Funded from General Rates and Uniform Annual General Charge.

All other infrastructure planning costs:

Funding will be assessed on a project by project basis.

Funding sources - Planning for the Future 2015/16

