

Western Bay of Plenty Urban Form and Transport Initiative

Terms of Reference

1 Parties

- 1.1 The Parties to this agreement are New Zealand Transport Agency (“NZTA”), the Western Bay of Plenty District Council and Tauranga City Council, the Bay of Plenty Regional Council (“Local Authorities” or “LAs”).

2 Purpose of this Terms of Reference

- 2.1 The Parties have agreed to work together to identify an integrated strategic approach for the development of the Western Bay of Plenty’s urban form and transport system that delivers the best possible outcomes.
- 2.2 The Parties wish to record their mutual intentions and understanding in relation to the Western Bay of Plenty Urban Form and Transport Initiative (UFTI).

3 Background

- 3.1 The Western Bay of Plenty sub-region (WBOP) needs a reconsidered urban form and transport plan.
 - 3.1.1 Rapid current and forecast growth of the WBOP and its surrounding areas is placing pressure on housing and infrastructure, compromising desired social, cultural, environmental and economic outcomes.
 - 3.1.2 The characteristics of the WBOP, such as its complex natural geography, increasingly aging population and economically important Port and industries, combine to create distinctive planning challenges which require unique solutions.
 - 3.1.3 Changes to the Government’s transport priorities place a stronger emphasis on broader outcomes, including access to social and economic opportunities, reducing environmental harm, supporting liveable urban areas and improving travel choice. These changes mean several major projects are being re-evaluated, to reassess their priority, form and timing within the context of the 2018 Government Policy Statement on Land Transport (“GPS”).
 - 3.1.4 Global and local trends are creating new opportunities and challenges which will need to be navigated. For example, climate change, global socio-economic and geopolitical uncertainty, emerging and future technologies, and societal shifts towards living more sustainable lives. Learning from world-leading examples of urban and transport planning will be important.
- 3.2 The Local Authorities have undertaken several projects which help to identify the issues to be resolved – for example, the Stocktake and Gap Analysis, Future Development Strategy, and Tauranga Urban Strategy – but more work is required to ensure the a shared agreement which resolves the right solutions in the best possible way existings between the LAs, NZTA and the wider community.
- 3.3 The parties recognise that closer engagement between the LAs and NZTA is needed to address current issues and ensure the long-term success of the WBOP.

- 3.4 Through the Urban Form and Transport Initiative (UFTI), the LAs and NZTA commit to working together constructively and in good faith to agree a strategic approach for urban form and transport, with recommended actions for implementation.

4 Project purpose

- 4.1 The purpose of the project is to develop a strategic approach for the development of WBOP's urban form and transport system which provides short (0 to 10 years), medium (10 to 30 years) and long term (30+ years) recommendations to help guide the Parties' statutory decision making processes.
- 4.2 In fulfilling its purpose, the UFTI should:
- 4.2.1 Ensure that the agreed urban form and transport strategic approach meets the project objectives (to be jointly agreed in Phase one) and delivers the best possible outcomes, including value for money.
 - 4.2.2 Have an understanding of the costs, benefits, funding and other implications of implementing the agreed and aligned strategic approach and its main alternatives.
 - 4.2.3 Provide a set of recommendations on how to implement the aligned strategic approach (including consideration of further work and any changes to statutory documents and structures).
- 4.3 For avoidance of doubt, the purpose of the project is not to replace the statutory decision making responsibilities of the Parties.

5 Objectives

- 5.1 The objectives provide a means of assessing the success of the UFTI.
- 5.2 The draft objectives are:
- 5.2.1 To enable, support and shape a sustainable, vibrant efficient, and more liveable urban form.
 - 5.2.2 To enable and support sufficient housing supply in existing and new urban areas to meet current and future needs.
 - 5.2.3 To support access to economic and social opportunities as the WBOP's population and economy grows.
 - 5.2.4 To improve measureable transport outcomes such as congestion levels, road safety, travel choice and private vehicle dependency, and environmental impacts (including CO₂ emissions).
 - 5.2.5 To ensure long-lasting economic, social, environmental and cultural benefits and value for money from the agreed strategic plan.
- 5.3 The draft objectives will be confirmed in Phase One.

6 Scope

- 6.1 The project will develop an agreed strategic approach and recommended implementation actions, to guide the development of the Western Bay of Plenty's urban form and transport system.
- 6.2 The project will include consideration of:
 - 6.2.1 The assumptions, content, and processes underlying the State Highway 2 Waihi to Tauranga, SH29 Tauriko Network Plan State Highway Re-evaluation exercises, and the three key arterial roads within Tauranga City (Hewletts Road, Elizabeth Street and the Barkes to Baypark corridor).
 - 6.2.2 Engagement with the public and relevant local and national, public and private sector, organisations and stakeholders to better understand their urban form and transport desires.
 - 6.2.3 The aspiration/vision and critical success factors for WBOP's urban form and transport system.
 - 6.2.4 Likely long term changes in demographics, demand for housing, housing supply potential, social cohesion and equality, environmental sustainability, economic development, employment, demand for travel, and other trends.
 - 6.2.5 Opportunities and challenges presented by new, emerging and future technology.
 - 6.2.6 Development of long term urban and transport scenarios for the future of the WBOP, based on a robust understanding of global and local trends and technology developments.
 - 6.2.7 Regional transport demand modelling, including a business-as-usual baseline and projections based on scenarios.
 - 6.2.8 Consideration of network effects, system dynamics, world-leading approaches to urban and transport planning, and emergent approaches to funding and solution testing (e.g. piloting).
 - 6.2.9 Option development which should include comprehensive urban form and transport interventions, and analysis of alternative combinations of urban form options and their broad timing and scale.
 - 6.2.10 Robust analysis of key options, including costs and benefits, and other qualitative and quantitative decision factors.
 - 6.2.11 The nature, scale and timing of any funding required to deliver the recommended strategic approach.
- 6.3 The project may identify further work needed to successfully identify and implement the recommended strategic approach, including that to be furthered by other Government departments and agencies.

7 Governance

7.1 The Parties agree the project will be governed by two bodies:

7.1.1 A Project Sponsors' Group ("PSG"), which:

7.1.1.1 Includes the Mayors/Chair of the LAs, NZTA Senior Officials, a tangata whenua representative, and the Chair of SmartGrowth.

7.1.1.2 Receives the Project deliverables.

7.1.1.3 Provides guidance and direction regarding the desired outcomes and process, feedback on deliverables, and liaises with decision makers regarding implementation (for example, with the Regional Transport Committee).

7.1.2 An Executive Review Group ("ERG"), which:

7.1.2.1 Includes the Chief Executives of the LAs, NZTA Senior Officials, and the Chair of SmartGrowth.

7.1.2.2 Agrees the project plan detailing the working protocols for the agencies, the project scope, resource plan, cost plan and funding arrangements for the project, procurement plan and timeframes.

7.1.2.3 Appoints an Independent Project Director, who will oversee the day-to-day running of the project.

7.1.2.4 Consider key findings and recommendations throughout the project and approves the project's deliverables.

7.1.2.5 Provide regular updates, at least once at the end of each phase, and deliver recommendations to their respective Parties and governance groups.

7.1.2.6 Ensure the project is delivered to the agreed scope and timeframes.

7.1.2.7 Endeavour to resolve issues, or refer where necessary to the Executive Chairs.

7.2 The Transport Agency's lead official (~~FBC~~ *Jerry Chetwynd*) and Bill Wasley (Chair of SmartGrowth) will act as 'Co-Chairs' of the PSG and ERG. The Executive Co-Chairs will:

7.2.1 Ensure the PSG are regularly advised on the project's progress.

7.2.2 Provide the PSG with the deliverables at the end of each project phase.

7.2.3 Resolve differences in position and agree the preferred position.

7.2.4 Recommend changes to this Terms of Reference if required.

7.3 The Parties agree that the Governance arrangements are draft and will be finalised at the end of Phase One.

8 Project Team

- 8.1 The Parties agree that the project Project Team tasked with delivering the UFTI will include a mix of NZTA and WBOP LA staff, and other external consultants and contractors as required.
- 8.2 The Project Team will be managed on a day-to-day basis by an Independent Project Director, who will be appointed by the ERG.
- 8.3 The Parties agree to provide appropriate staff to ensure the project can be progressed quickly and robustly.
- 8.4 The Parties acknowledge that any issues or differences in view are to be addressed at the Project Team level and, should they be unable to be resolved, be escalated to the Independent Project Director or ERG as appropriate.

9 Deliverables

- 9.1 The work will be undertaken in four broad phases, with the following deliverables to the Parties:
 - 9.1.1 Phase One: The project's agreed objectives, an agreed process moving forward for the five near-term projects (refer to clause 6.2.1), a detailed project plan including resource and cost plan for UFTI, a procurement plan, a public communication and stakeholder engagement plan, and guidance for how the project team should operate.
 - 9.1.2 Phase Two: An overview of the context, long-term trends and scenarios, problem definition, desired outcomes and key performance measures, and an early identification of options in a 'Foundation Report'.
 - 9.1.3 Phase Three: Initial testing and evaluation of the urban form and transport options, a draft of the high-level strategic plan and network master plan, and high-level recommendations in an 'Interim Report'.
 - 9.1.4 Phase Four: Completion of a 'Final Report', detailing the best performing options, the integrated urban form and transport plan, and recommended actions to achieve implementation.
- 9.2 The Parties agree that the analysis and findings of the project will be provided to the Regional Transport Committee and other Central and Local Government planning committees as an important input into their planning processes.
- 9.3 Timeframes for the project will be finalised in the Phase One work, which is to be completed by the end of February 2019. The Final Report is intended to be completed by the end of 2019.


10 Stakeholder engagement


- 10.1 The Team will engage with external stakeholders, as guided and approved by the ERG, to receive feedback as appropriate throughout the development of options and the recommended strategic approach.
- 10.2 The Project Team will provide regular updates to at least two other groups:
- 10.2.1 The External Reference Group, which will include representatives from Bay of Plenty Councils, the local business community, relevant Central Government agencies, tangata whenua, community groups and other public organisations.
 - 10.2.2 The Regional Transport Committee, which will have the opportunity to provide feedback on emerging conclusions.
- 10.3 Other stakeholder engagements will be agreed with the ERG and undertaken throughout the project. A detailed stakeholder engagement plan, including a RASCI assessment, will be developed in Phase One of the project.


11 Protocols for the project


- 11.1 The Parties may extend the Terms of Reference to include other Parties if required and by mutual agreement.
- 11.2 The Parties agree to participate in the project in good faith and recognise the need to examine existing policies and strategies to achieve alignment between Parties.
- 11.3 The Parties acknowledge the sensitivities involved in the project and agree to ensure information is only released by agreement or in accordance with statutory duties.

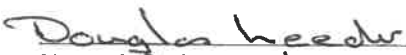
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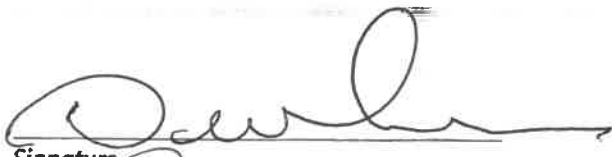

Name & Position **Gregory Craig Brownless**
Tauranga City Council (TCC) Mayor

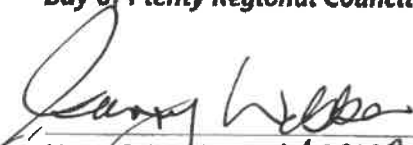

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