

Project Management Plan
Te Tumu Strategic Planning Study
Stage 1

23 October 2015
Version 1F

Introduction

This Project Plan is for the consideration of the Te Tumu Strategic Planning Study component of the SmartGrowth '3b' Settlement Pattern Review. This is one of the four fast-tracked projects which are to be undertaken in parallel and commencing in early 2015.

The four Projects are:-

- Keenan Road;
- Te Tumu;
- Compact City (Intensification); and
- Western Corridor Strategic Study.

Although being progressed as separate studies, there are issues that extend between the projects and dependencies that will require some degree of co-ordination between the projects. In addition there are wider issues and future challenges which sit at a more strategic level above the projects. However it is recognised that the outcomes from the projects have the potential to delay or bring forward potential issues.

Background

The Settlement Pattern Review (SPR) was initially intended to have been undertaken as part of the 2013 update. However, following the postponement of the 2011 census, and the lack of updated demographic data, it was decided to delay the settlement pattern review until a more comprehensive evidence base was available. In 2014 it was recognised that the delay in undertaking the review was resulting in a lack of certainty in terms of future growth areas which was inhibiting the ability for several parties to make robust investment decisions.

Following deliberations between SmartGrowth Partners and wider Stakeholders it was agreed that the review would commence in 2015 with a focus on four key areas, with the balance of the SPR following the conclusion of the 3b review.

The output from the fast-tracking of the 3b review will rapidly progress the rezoning of land within the current settlement pattern, plus a strategic assessment of the wider Tauriko corridor.

Prior to the commencement of the 3b review, the project plan for the SPR was approved by SmartGrowth Governance. As the 3b review is an acceleration of some elements, the overall approach to the Review has been agreed, and is presented below for reference, with updates as required to reflect the integration of the fast tracking.

The objective of the SPR project is to determine the temporal and spatial blueprint for allocating residential and industrial growth within the western bay over the next 30 years whilst retaining a 50 year strategic horizon.

Within each growth corridor, the overall SPR project will confirm:

- The geographic boundaries of residential and industrial growth areas.
- The population and estimated household/labour allocations for residential and industrial growth areas.
- Indicative staging and infrastructure thresholds required prior to releasing new growth areas for development (i.e. population and infrastructure triggers).
- The position of each growth area in overall sequence of development of the sub-regional settlement pattern.

The SPR project will also include:

- Undertaking the required amendments to SmartGrowth 2013.
- Initiating the required amendments to the Regional Policy Statement (RPS), city and district plans.

The Settlement Pattern Review will be undertaken in four¹ phases.

Phase one is the fast-tracking of four elements of the review to support sound investment decisions on infrastructure which are to be made in the short term.

Phase two involves establishing whether there is a strategic case to change the current Settlement Pattern, taking into account high level constraints and opportunities presented by nationally strategic issues (i.e. the Port and its key transport links) and local issues (population and urban growth, geography, topography) and the potential for conflict between these issues.

Phase three involves detailed investigation of the preferred/optimal Settlement Pattern including potential additional residential and industrial growth areas within the parameters set by Phase two. Phase three will include the evaluation and modelling of potential growth areas and associated infrastructure and other interventions, to determine optimal allocation of population growth, development sequencing and timing. The findings of phase one will be fed into this phase and it is not intended to reassess the four elements that were studied in phase one.

Phase four involves confirming the revised Settlement Pattern. This includes undertaking formal consultation on the proposed Settlement Pattern, finalising the Settlement Pattern and updating the SmartGrowth Strategy.

Following the completion of the Settlement Pattern review the updated Settlement Pattern will be anchored in the sub-regional statutory planning documents of the SmartGrowth Implementation Partners including the Regional Policy Statement and the city and district plans. New Zealand Transport Agency (NZTA) board support will also be required for the transport intervention programmes, necessary to support the development of the revised Settlement Pattern. Whilst anchoring the settlement pattern is recognised as pivotal to its successful implementation, it will also be necessary during this phase, to investigate mechanisms capable of responding to changing circumstances as they arise.

Key Inputs

There are two other projects running in parallel with the four Option 3B Settlement Pattern Review areas. One is on the Strategic Transport Network which will provide an overarching network analysis. Each project will also need to feed local transport network impacts into the Strategic Transport Network analysis. A high level four well-beings assessment will also be undertaken which will consider the benefits of moving ahead with the growth area. This will include factors such as the benefits of having critical mass, proximity to key services, the ability for the housing provided to cater for demographic shifts such as an ageing population. It may also include any loss of rural productive land and the implications of this.

¹ This was originally presented in the approved SPR as three phases, and is shown here with the addition of the 'Option 3b' fast-track ahead of Phase 1.

Social infrastructure will be an important part of each project plan area. A workshop is being held which will focus on:

- Coordination: Finding better ways of integrated strategic planning (across Social Infrastructure providers) for the provision of community facilities and services
- Exploration: Identifying common placemaking themes to inform SmartGrowth Partners and in so doing influence future planning.

The outcomes of the workshop will be an important input into the project plans.

The Project will also take account of the recently released 30 year National Infrastructure Plan which identifies the following infrastructure challenges:

- Ageing infrastructure networks will need renewing
- Demand for infrastructure will change (particularly due to an ageing population)
- Infrastructure is expensive

A pipeline of government department capital intentions for the next five years has also been published as part of the Plan and will provide important information for the Smart Growth Settlement Pattern Review.

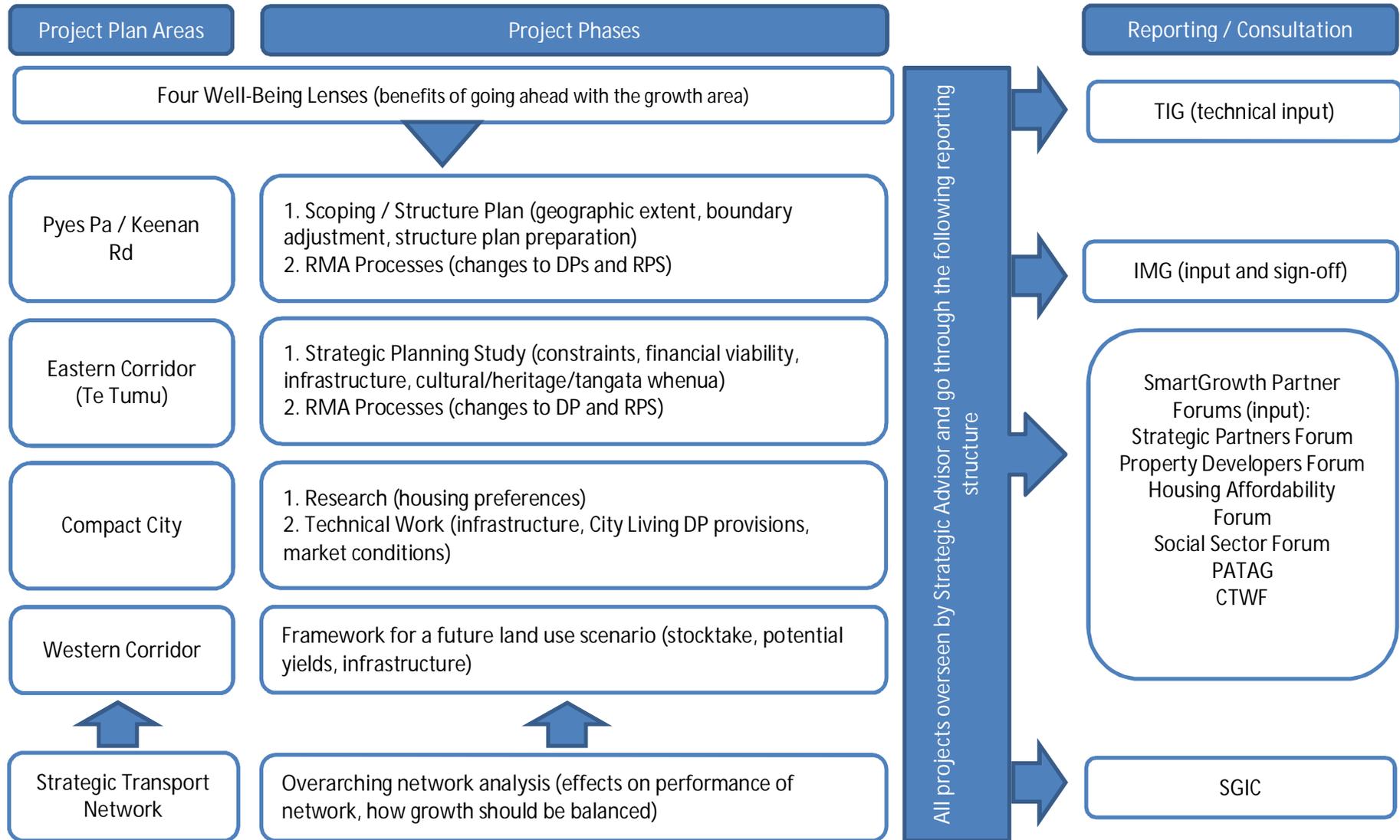
The Plan also indicates that the following actions need to occur:

- Need to become more effective at infrastructure planning and delivery
- Collaborate more effectively
- Better aligned integrated land use planning and infrastructure needs
- Have a clear/detailed vision
- Have a clear alignment between individual decisions and economic goals

The following diagram illustrates the projects and phases which form part of the Settlement Pattern Review.

Settlement Pattern Review – Option 3B

Aim: To fast track rezoning of land in the current settlement pattern plus a strategic assessment of the Western Corridor in order to provide a comprehensive development pattern where land use, infrastructure and funding are integrated in a financially viable manner, and the four well-beings are incorporated into all aspects of the project.



Introduction to the Te Tumu Strategic Planning Study

1.0 Purpose

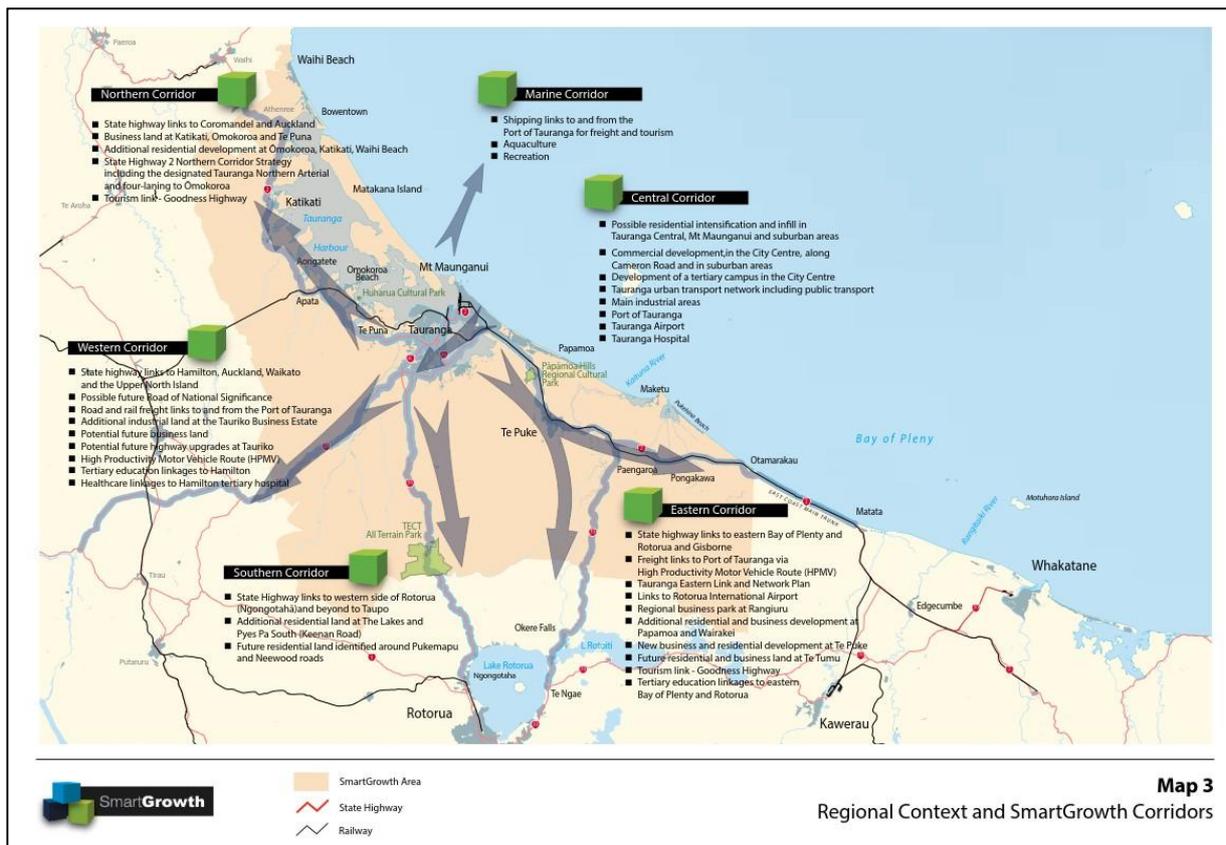
1.1 This is a Project Plan for the Te Tumu Strategic Planning Study (the Project) which has an anticipated completion and adoption timeframe of mid-2016.

1.2 The purpose of the Project is to:

- Consider resource management issues and responses for the possible urban development of the Te Tumu Urban Growth Area within the wider Eastern Corridor;
- Document (collate, analyse) key opportunities and constraints to urban development in the study area;
- Assess and identify potential fatal flaws having regard to development impacts on the wider environment, and the commercial feasibility of urban development consistent with the SmartGrowth strategy and the Regional Policy Statement;
- Determine (at a high level), and in conjunction with the key landowners, the most appropriate location and density of housing, commercial, industrial and social infrastructure in order to deliver a compact, live, work, learn and play community as part of the continued development within the Papamoa East corridor having regard to the opportunities and constraints.
- Make recommendations as to whether the planning for Te Tumu should proceed to the next step of a Plan Change pursuant to the RMA (including public and private plan change options) as well as either stand alone or conjoint Regional Policy Statement and City Plan change

1.3 This Projects purpose is not to deliver a future zoning change, final structure plan² or section 32 analysis. Rather the Project is established to ensure that that a zoning change process is viable and that all high level issues that have been identified can be resolved prior to work being undertaken on preparing for a zoning change to enable additional work to be undertaken to begin the zoning change process. The work will also contribute important background for the case which has to be made to bring forward the timing of any proposed Te Tumu development in the Regional Policy Statement.

1.4 The Project will take account of land use and infrastructure integration of the Te Tumu area within the context of the SmartGrowth Eastern Corridor and its components as set out in map 3 of the 2013 SmartGrowth Strategy, and shown below:



1.5 This Project is Stage 1 of a two stage process, as outlined below:

- Stage 1: Te Tumu Strategic Planning Study (main opportunities/constraints/situation context – potential fatal flaws determination); and
- Stage 2: Detailed Structure Planning Exercise and RMA RPS and District Plan Zoning Change process.

1.6 The timeframe to complete Stage 1 is mid-2016.

1.7 The Project will have regard to Council's obligations for sustainable management of resources under the Resource Management Act 1991, higher order statutory and strategic documents and the directions set out in the SmartGrowth Strategy, associated reports and the requirements of the Local Government Act 2002.

1.8 This Project will include 4 key workstreams, as identified below:

- Constraints mapping and Investigation including consideration of the RPS and relevant regional plans and the Tauranga City Plan.
- Financial Viability for both the public sector and developers / landowners.
- Infrastructure;
- Cultural/Heritage/Tangata Whenua.

1.9 A project management approach has been applied to this Project which considers the role of internal TCC staff, external representation and reporting lines.

1.10 The project plan will serve as a memorandum of understanding between TCC, SmartGrowth Implementation Management Group and the SmartGrowth Implementation Committee itself.

1.11 Whilst intended as a fluid document that will evolve with the Project, this project plan identifies the following:

- The purpose of the Project;
- Triggers for the Te Tumu Strategic Planning Study;
- Key Requirements;
- Background;
- Key Assumptions;
- Project Goals, Objectives, Constraints and Deliverables;
- Project Budget;
- Project Phases;
- Proposed Methodologies for Project Managing the Project;
- Roles and Responsibilities;
- Workstreams Structure and Purpose;
- Issue Management - Modification to the Project Plan; and
- Risk Management Plan and Risk Register.

2.0 Reasons for this Project

2.1 In late 2014 SmartGrowth determined to fast track planning for additional greenfield land identified for future growth within the existing settlement pattern following analysis showing a looming shortfall of greenfield land.

2.2 One of those areas already within the settlement pattern is the Te Tumu Urban Growth Area, and identified below:



3.0 Principles

3.1 The following key principles underpin the Project process. There is a focus on:

- Research and investigation to determine potential fatal flaws;
 - Constraints and opportunity mapping;
 - Financial Viability;
 - Performance of the Strategic Transport Network.
- Determining linkages to other growth related projects/areas;
- Engagement and relationship building;
- Protection of key natural and physical resources;
- Integration of land Use and infrastructure;
- Delivery of economic development and employment;
- Successful place-making approaches;
- Protection of the relationship of Tangata Whenua with the land.

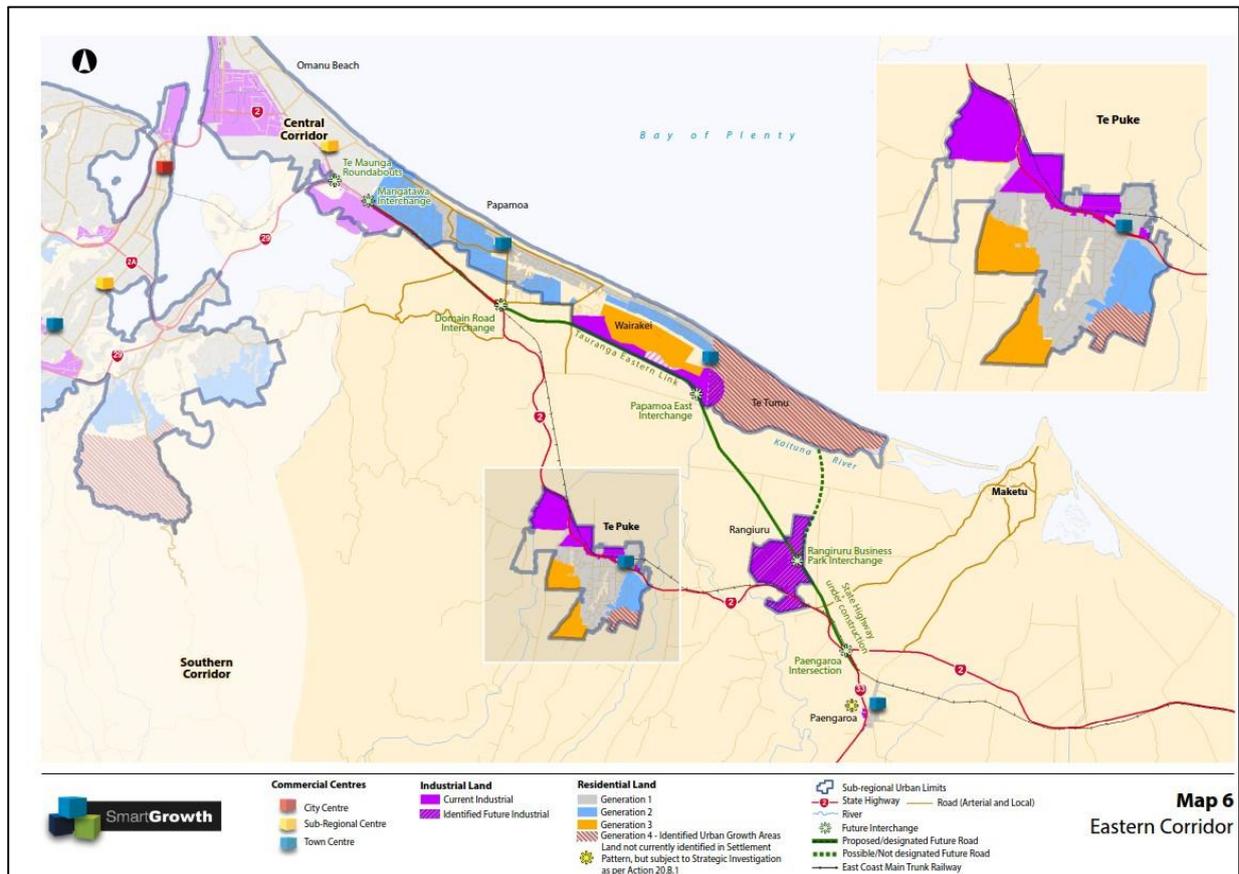
3.2 In implementing the principles, it is recognised that:

Number	Matter to be Recognised
1	The project is a TCC led project for SmartGrowth, and reporting lines and outcomes are to be reported by TCC to all parties.
2	Effective communication lines are maintained between the SmartGrowth governance, implementation and project manager in order to: <ul style="list-style-type: none"> • provide effective input into the Project; • achieve the Project deliverables; and • to promote and maintain an emphasis on sustainable development.
3	This Project is Stage 1, of a two stage process, with its overall purpose being to determine any potential fatal flaws to urbanising Te Tumu.
4	Sufficient in-house resources from TCC will be committed. These will be supplemented by external assistance by the SmartGrowth partners to deliver the required outputs of the Project.
5	There is a limited timeframe to deliver the Project, and expediency in all processes is required, noting such expediency must not reduce the quality of work and outputs.
6	The broad settlement approach of the sub-region (which integrates land use and transport/infrastructure) is both efficient and effective, and will continue to be implemented through this Project.
7	The Project in its totality will be broad-based and will consider one or more of the four well beings.
8	Input into the Project's development will be actively and comprehensively sought from landowners, Tangata Whenua, NZTA and partner Councils.
9	The SmartGrowth partners will continue to use their best endeavours to fairly communicate the purpose of the Project to their elected members and communities and its importance in regard to future growth management.
10	The Project will be delivered in accordance with the principles and actions within the SmartGrowth Strategy

4.0 Background to Te Tumu Strategic Planning Study

History and Location

4.1 The Te Tumu Strategic Planning Study area is located in Papamoa East, around 20-30km from the Tauranga City Centre. It is bounded by the Pacific Ocean to the north, the Kaituna River, rural land to the east and south and the Wairakei urban growth area to the west in which residential development is now underway. It sits within the SmartGrowth Eastern Corridor referred to in Map 6 below. Development in this corridor is likely to be strongly influenced by the completion of the Tauranga Eastern Link in August 2015.



4.2 The Te Tumu Strategic Planning Study area has been identified for future urban development by TCC for some time. The role of Te Tumu as a future urban growth area was formalised through the SmartGrowth Strategy in the early 2000's and subsequently through Change 2 to the Bay of Plenty Regional Policy Statement. The Te Tumu Strategic Planning Study area was rezoned from Rural to Future Urban in the development of the City Plan.

Current land uses and land owners

- 4.3 The majority of the Te Tumu Strategic Planning Study area land area of over 760ha is currently used for farming purposes. Other lesser land uses include forestry, sand mining, market gardening and a small number of lifestyle blocks. Approximately 450ha³ of the total land area is assessed as being developable land free of planning constraints.
- 4.4 The landowner groups within the Te Tumu Strategic Planning Study area are understood to be recognised as below:

Owner
Te Tumu Kaituna 14 Trust
Tauranga City Council/Western Bay of Plenty District Council (Carrus/Hickson Development Interests)
Te Tumu Kaituna 7B1 & 7B2
Te Tumu Kaituna 8B1
Catalyst (Highrise) Limited
Ford Land Holdings
Te Tumu Kaituna 11B2

- 4.5 Most of the land holdings in the Te Tumu Strategic Planning Study area are large although there a small number of more fragmented blocks throughout the area. Close to 90% of the land area is owned by three parties:
- Te Tumu Kaituna 14 Trust – 240ha approximately;
 - Hickson Block (TCC/WBOPDC with option for Carrus to purchase back) – 170ha approximately;
 - Ford Block – 245ha approximately.

Cultural and Heritage Investigations

- 4.6 As part of the Papamoa East Lowlands Archaeological Survey undertaken by Gumbley & Phillips in 2000, the extent and location of all known archaeological sites was surveyed and recorded.
- 4.7 Through the Papamoa East (Wairakei-Te Tumu) Urban Development Strategy commitments were undertaken to preserve particular pa sites and significant areas and recognition has been provided to TCC that further exploratory work may be required in terms of archaeological investigation.
- 4.8 Many of these known archaeological sites of the Gumbley Phillips Report were identified within the Operative Tauranga City Plan and are afforded protection through appropriate methods. This is not to say that all sites are recorded, this is because the Historic Places Act 1993 also affords protection to archaeological sites. Discussions with Historic Places Trust will need to occur regarding scheduling and process requirements through the project (constraints workstream).
- 4.9 The Council has also identified and afforded protection to a number of Significant Maori Areas within the Te Tumu Urban Growth Area. The Te Tumu Significant Maori Areas include only those located within the Te Tumu Strategic Planning Study area that are generally physically intact or unmodified relative to their original function or purpose and as such are of high value to tangata whenua.

³ Through a review of the constraints mapping and investigation workstream this number will be reviewed.

Tangata Whenua

- 4.10 A number of iwi and hapu have interests (identified within Hapu Protocols, through Te Kahui Mangai and by way of Statutory Acknowledgements) within the Te Tumu Strategic Planning Study area. In addition to these interests there a number of Maori Land Trusts with landholdings in the area. In addition Te Maru o Kaituna will also need to be engaged in discussions around the Kaituna River.
- 4.11 A key component of this Study is the commitment to work with tangata whenua. To do this a specific workstream to look at the wider cultural and heritage matters in relation to potential urban development in the Te Tumu area has been established and is discussed further in the workstreams section of this project plan.

Growth projections

- 4.12 The 2011 SmartGrowth population projections envisaged a long-term population of about 19,000 people in Te Tumu. This population could be significantly higher or lower depending mainly on the development yields that are achieved; which will in turn be largely influenced by constraints assessments and the provision of infrastructure.
- 4.13 There is anticipated to be a significant amount of non-residential development in Te Tumu in the form of mixed use development, commercial, industrial and institutional developments (schools, tertiary education, healthcare facilities etc.).
- 4.14 While the projections for Tauranga City were updated by the National Institute of Demographic and Economic Analysis (NIDEA) following 2013 Census, no growth was allocated to Te Tumu in the most recent allocation of the projections across the city released in August 2014⁴. The 2014 review only allocated projected growth to current operative Greenfield areas. This approach was adopted to ensure that the SmartGrowth Settlement Pattern Review project was not foreshadowed by selecting future areas before they were properly assessed via the project however this approach is now overtaken by the SmartGrowth decisions to fast track planning through Option 3B.

5.0 Key Assumptions

Project

- 5.1 The following are the project assumptions:
- The project plan may evolve as new information is revealed through the process of the Project;
 - Project team members will adhere to this project plan and subsidiary direction through the workstream plans;
 - The management structure will support and foster the achievement of the Project;
 - All parties involved in the project will adhere to the timely execution of this project plan;
 - SmartGrowth and TCC will ensure that resources are available, as outlined in this project plan, for the completion of this Project;

⁴ Tauranga City Population and Household Projection Review 2014 (Growth Allocations 2013-2028)", City Planning and Growth, Tauranga City Council, August 2014 - Obj ID A5744523.

- Through this process a position will be reached by TCC (and endorsed by the landowners) in respect of:
 - Whether a public, private or joint plan change process will be proceeded with as Stage 2 either as a separate or as a conjoint process with the requisite RPS changes;
 - Whether an alternate form of re-zoning may be more feasible, such as through a Board of Inquiry process.
- The budget established through the 2015/25 Long Term Plan is sufficient to enable delivery of the Project;
- At the completion of the Project, Stage 2 decision-making on the process⁵, methodology and all other related matters will be determined by that Council. Reporting on Stage 2 will occur in the normal manner to SmartGrowth as an interested party.

Constraints

- 5.2 Through the development of the now Operative City Plan a range of landuse planning constraint mapping was undertaken (or re-considered) for the Te Tumu Strategic Planning Study area. This included:
- Identification of Special Ecological Areas;
 - Identification of Outstanding Natural Features and Landscapes and Important Amenity Landscapes;
 - Coastal Plan Protection Area;
 - Significant Archaeological Areas;
 - Significant Maori Areas.
- 5.3 Additional mapping has been undertaken through the Regional Policy Statement and Regional Coastal Environment Plan. It is assumed that the existing constraints, noting submissions/appeals process outstanding on these documents, are sufficient to enable Stage 1 to proceed to conclusion in regard to this matter, noting the likely requirements of additional research on cultural/heritage/tangata whenua matters (i.e. Cultural Impact Assessments).

Open Space

- 5.4 The following reserve level of service is required in regard to open space active reserve provision:
- 15ha – 20ha active reserve is required to be provided for and identified within the Te Tumu Strategic Planning Study area.
- 5.5 Additional land will also be required for stormwater reserves, neighbourhood reserves and educational facilities.

Social Infrastructure

- 5.6 The SmartGrowth Partners are currently working on a strategic framework for social infrastructure. Once this work is completed any relevant outcomes will be applied to the project.

⁵ Note: There is potential for changes to be made to the Operative Regional Policy Statement as a Stage 2 project which will be required to be delivered by the Bay of Plenty Regional Council. It is recognised that TCC will seek endorsement from the landowners within Te Tumu in regards to appropriate process at this stage.

Infrastructure

5.7 The following assumptions in regard to infrastructure are made for the purposes of the Project:

- The Project progresses on the basis that TCC has an overall financial desire for the local/internal infrastructure within the Urban Growth Area to be fully developer funded, as opposed to a mix of developer and development contribution funding (with this assumption being assessed as part of the financial viability workstream);
- TCC is prepared through this project to work with SmartGrowth to implement Action 21F of the 2013 SmartGrowth Strategy relating to cost effective infrastructure: in particular action 21.F 1:
 - *“Assess alternative infrastructure technologies and delivery mechanisms”*
Establish an infrastructure think-tank in conjunction with the private sector, to determine and review the most cost effective means of providing infrastructure and whether growth-related infrastructure costs can be reduced and staged through alternative technologies and infrastructure delivery options/mechanisms or reduced levels of service in a manner that ensures that infrastructure is still “fit for purpose” and cost effective from a whole of life cost perspective.
- In arriving at the developer funded position, an analysis will also be taken of options for delivering infrastructure from a value engineering, financial impact and development viability perspective.
- It is recognised that this component of the project, however sitting within the Te Tumu Strategic Planning Study, this aspect of this project does not look at potential fatal flaws. Its purpose is to undertake a wider investigation of alternative approaches.

Infrastructure – Water

- Subject to a wider investigation on alternative infrastructure, in terms of potable water Te Tumu could⁶ be serviced by the following projects for the purpose of this research:
 - Waiari water scheme;
 - Connection to the water network developed to the west in Wairakei;
 - Dedicated water main from the Waiari water scheme to the eastern end of Te Tumu
 - Internal trunk and local network of water pipes.
- The Waiari water supply scheme is required to provide for ongoing growth especially in Papamoa East. It is currently planned to commence operations in 2020. While clearly the Waiari scheme is a credible infrastructure solution, the direct costs to the Te Tumu landowners are estimated at circa \$28m. The network infrastructure costs are high. These include the treatment plant, the intake, supply pipelines and reservoirs. The total cost of the project is \$100M+. The financial impacts of this project on TCC’s balance sheet are significant and are of the same order of magnitude as the Southern Pipeline.

⁶ It is noted that all planning to date has been based upon Te Tumu connecting into and utilising the following infrastructure:

- Waiari water scheme;
- Connection to the water network developed to the west in Wairakei;
- Dedicated water main from the Waiari water scheme to the eastern end of Te Tumu
- Internal trunk and local network of water pipes.

Also the costs to the Te Tumu landowners have the potential to delay the implementation of the project. Therefore it is important to fully investigate all options so informed decisions can be made as part of the fatal flaw testing process. There is little point in proceeding to Stage 2 of this project (land rezoning) if there is only a limited prospect that development will proceed given the high upfront infrastructure investment required.

Infrastructure – Wastewater

- Subject to a wider investigation on alternative infrastructure, in terms of wastewater Te Tumu could be serviced by the following projects for the purpose of this research:
 - A network of internal pipes and pump stations;
 - A new main pump station for all of Te Tumu;
 - Upgrades or replacement of pump stations and trunk pipes between Te Tumu and the Te Maunga wastewater treatment plant.
 - Upgrades to the Te Maunga wastewater treatment plant and outfall pipeline.

Infrastructure – Stormwater

- In terms of stormwater Te Tumu could be serviced by the following projects for the purpose of this research:
 - The construction of on-site stormwater mitigation storage and treatment in accordance with the Papamoa Comprehensive Stormwater Consent;
 - The Wairakei Stream to Kaituna River stormwater overflow;
 - Other consented stormwater outfalls to the Kaituna River.

Infrastructure – Transportation

- Transportation movements into and out of the Urban Growth Area will not compromise the performance of the strategic roading network (including cross harbour network);
- In terms of transportation it is assumed that Te Tumu will be serviced by the following projects for the purpose of this research:
 - Tauranga Eastern Link (TEL) motorway;
 - Papamoa East Interchange Stages 1 and 2;
 - Kaituna Link Road⁷;
 - Rangiuru Interchange;
 - Extension of Papamoa Beach Rd, The Boulevard and Te Okuroa Dr from the west; and
 - A network of local and collector roads.

In addition there is a need to:

- Recognise the future land use influence of the 22km long Tauranga Link Project which commenced in 2011 and will be completed in August 2015;
- Note that the Tauranga Eastern Link will provide a connection to Papamoa East via a future interchange currently estimated to cost at least \$20M;
- Note that this interchange is currently to be funded through TCC development contributions;

⁷To be confirmed through further investigation and designation.

- Note that this interchange is not scheduled for construction until 2024/25 and that this timing could constrain both Wairakei and the development of Te Tumu;
- Work with the Te Tumu Landowners Group, and NZTA on both funding and timing as part of the fatal flaws testing with the aim of designing an interchange by 2018 with construction completed by 2021;
- Note that the Kaituna Link is a vital part of Te Tumu in order to achieve integrated land use and transport planning. It is also a vital component of any future structure plan staging and timing especially if the development of Te Tumu were to commence at the eastern end and proceed in a westerly direction towards Wairakei. While the detail of these matters is for the second stage of this wider project, identifying the big picture challenges in the first stage of the plan is important especially for potential fatal floor testing. Preliminary route investigation was completed in 2008. The Kaituna Link is recognised in the Bay of Plenty Regional Land Transport Plan 2015-45. It is not however part of any current transport funding horizon;
- Test the validity of a recent Te Tumu landowners request that the Kaituna Link be investigated and designated by 2021 with construction completed by 2025.

Land Use Plan

- 5.8 As a base scenario starting point and based upon prior work undertaken by TCC and as part of the SmartGrowth Strategic work it has been identified that there will be a likely minimum of industrial and business land within the growth area, as below:
- 60 hectares of commercial / industrial / employment land;
 - 20 hectares of mixed use town centre and institutional land.
- 5.9 Additional work is required to confirm this, which will occur through an assessment process which considers the existing Te Tumu Landowners urban development options, along with a TCC led approach to consider what urban land use requirements are necessary to provide that Papamoa East (Wairakei/Te Tumu) functions as its own Town Centre with the majority of transport movements occurring within the locale, along with the ability to attract trips from outside of the locale.
- 6.0 Project Goals, Objectives, Constraints and Deliverables
- 6.1 A clear structure to the Project has been established. Stage 1 is scheduled to be completed by the end of the 2015/16 financial year (June 2016), in preparation for Stage 2 to be undertaken.
- 6.2 The Project will seek to deliver a process that:
- Meets the timeline and budget contained within this project plan;
 - Provides a robust consideration and completion of tasks identified within this project plan;
 - Reflects contribution from the SmartGrowth partners, SmartGrowth Forums, Tangata Whenua and landowners;
 - Addresses the relevant resource management issues to provide for Stage 2 to proceed and financial viability requirements of the TCC and developers/landowners.

Project Constraints

6.3 Identified project constraints include the following:

- There is a definite timeframe within which the Project must be completed (noting risk and constraints to delivering the project);
- There is a defined budget in which to deliver the Project;
- The project is established to only identify the opportunities and constraints within the Te Tumu Strategic Planning Study area, including implications on other surrounding growth area. In essence the project is focussed on identification of potential fatal flaws of providing for future urbanisation of the Te Tumu Strategic Planning Study area.
- The project forms part of the wider SmartGrowth Option 3B projects.

Project Deliverables

6.4 The key deliverables of the Project are:

- Project Plan;
- Engagement and Communications Plan;
- Workstream Plans;
- Collation of all existing technical material;
- Engagement and communications
- Initiation of Workstream Plans and new research commissioned;
- Delivery of Workstream Plans;
- Completion of the Project.

7.0 Project Budget

7.1 The Project Budget is outlined below and is split between the City Planning and Growth and Asset and infrastructure Planning Budgets:

Matter	Budget CP&G	Total Budget 2015/16
Constraints Mapping and Investigation, including Cultural/Heritage Technical Assessment	\$70,000	\$70,000
Infrastructure, Modelling and Assessment (including alternative infrastructure investigations)	\$5,000	\$5,000
Economic Modelling and Viability Assessment	\$15,000	\$15,000
Contingency	\$10,000	\$10,000
Total Budget Available	\$100,000	\$100,000

7.2 The budget estimate should be read in conjunction with the Project Tasks and Timelines. The budget estimate reflects the costs related to the Project, not including fixed staff costs to be utilised.

7.3 The budget represents an estimation of costs based on the tasks identified for the Project.

8.0 Project Phases & Timing

8.1. The table below sets out the following proposed timetable for the Te Tumu Strategic Planning Study:

Matter	Outcome	Completion Date
1	Completion of Project Plan.	May 2015
2	Completion of Engagement & Communications Plan.	May 2015
3	Completion of Workstream Plans.	May 2015
4	Initiation of Workstream Plans.	May 2015
5	Initiation and completion of 'stock take' of existing material.	May-June 2015
6	Engagement begins with landowners, tangata whenua and affected parties.	March-September 2015 and ongoing
7	Development of high level land use scenarios (Te Tumu) for all assessment work. <ul style="list-style-type: none"> Includes technical sub regional town centre requirements assessment. 	May – August 2015
8	Initiation of work inputs for financial viability considerations, including discussions with landowners and consideration of other development opportunities in the Eastern Corridor.	May – August 2015
9	SmartGrowth, TCC and developer lead Alternative Infrastructure Considerations for the SmartGrowth Eastern Corridor.	May – October 2015
10	Collation of outputs of Cultural/Heritage/Tangata Whenua workstream	December 2015
11	Drafting up of outputs of financial and development viability modelling.	March 2016 - April 2016
12	Drafting up of high level Infrastructure Investigation Report	April 2016
13	Drafting a Te Tumu Strategic Planning Study Report.	March – June 2016
14	Completion of Stage 1 – Te Tumu Strategic Planning Study.	June 2016

9.0 Proposed Methodologies for Project Managing the Project

9.1 The following project management methodologies will be applied:

- A detailed governance and management structure is to be in place;
- Planning and monitoring progress against the Project development phases and milestones;
- Monitoring progress against the plan deliverables through IMG and the SGIC;
- Exception reporting and proposed mitigation action to both groups; and
- Monitoring the risk factors.

10.0 Roles and Responsibilities

10.1 This section sets out the key roles and responsibilities of the following positions and/or groups during the Project.

10.2 A general project structure is provided in Attachment B to this project plan.

Project Sponsor

The owner of the Project. The Project Sponsor represents the TCC's interests in the project.

Project Manager

The project manager heads up the project team and is assigned the authority and responsibility for conducting the Project and meeting project objectives through project management. The Project Manager is responsible for:

- Delivering the project;
- Ensuring the project is meeting timelines and set requirements;
- Keeping the Steering Group and Project Sponsors up to date with project progress and issues arising;
- Coordinating work reports to the Project Steering Group.

Project Team

A Project Team is a team of people engaged to undertake the Project. Members of the project team are project leads on the individual workstreams. The project team is responsible for the overall delivery of key tasks assigned by the Project Manager and providing input into the Project.

11.0 Engagement and Communications

11.1 An engagement and communications plan will be developed once the project plan is adopted by the partners

12.0 Workstreams Structure and Purpose

12.1 Four workstreams are proposed within this Project (Attachment A). All workstreams have a relationship to each other and the outputs of each will feed into certain workstreams as inputs.

12.2 The below outlines the key themes that are required to be considered within each of the workstreams. Following adoption of this project plan, workstream plans will be completed.

Workstream A – Constraints Investigations & Mapping

12.3 The constraints investigations and mapping aims to address the following matters:

- Developing a composite list of all known or potential constraints, including natural hazard risks such as tsunami and liquefaction;
- Undertaking required modelling to understand risks of potential constraints where known constraints may lead to future growth risks;
- Determination on whether any of those potential constraints will significantly limit the ability of future growth to be provided within Te Tumu, in terms of progressing an RMA zone change or the growth areas financial viability.

Workstream B – Financial Viability

12.4 The financial viability aspect of the project aims to address the following matters:

- Whether development is financially viable in Te Tumu. This will include a review of the previous financial viability work undertaken for residential development in Te Tumu which concluded that development would be viable. This work will incorporate:
 - Possible additional development costs associated with mitigating tsunamirisk;
 - TCC's desire for internal infrastructure to be fully developer funded as opposed to a mix of developer and development contribution funding;
 - Identification of the various infrastructure service delivery cost differences;
 - The effects of possibly bring forward both the Papamoa east Interchange and the Kaituna Link.
- Whether higher density residential development may be a commercially feasible option in Te Tumu (similar to that being delivered in Hobsonville, Auckland) and whether Te Tumu landowners and developers are supportive of this type of development concept. This relates back to the SmartGrowth aim of a compact city;
- The linkages between the proposed Rangiora Business Park and the quantum of industrial land required in Te Tumu itself;
- The appropriate size and scale of the Wairakei Town Centre including how far it extends into Te Tumu and what institutional land uses (e.g. hospital or tertiary education) may be desired to ensure Papamoa East is developed as far as possible as a integrated community of its own in the context of the larger city;
- The sustainability of debt funded infrastructure costs required for Te Tumu on TCC's balance sheet. These costs will relate to external infrastructure such as the Papamoa East interchange, the Waiari water treatment plant and upgrades to the wastewater network and Te Maunga as well as all other infrastructure alternatives.

Workstream C - Infrastructure

12.5 The general component of this high level workstream focuses on ensuring that the three waters, transportation and energy can be provided to the Urban Growth Area.

12.6 The strategic component of this workstream will investigate the implications of undertaking varying landuse scenarios (location and density) within the Te Tumu Strategic Planning Study area within the eastern and central corridors. This will be a composite of existing modelling work undertaken and ensuring that analysis sits within identified urban development scenarios proposed.

12.7 The infrastructure investigation is to be focused on assessing and detailing the available infrastructure at main entry / exit points to the Te Tumu future Urban Growth Area, specifically, water supply, wastewater and transportation.

12.8 The scope of the investigation is as follows:

- Literature review of investigation undertaken in and around 2005 for Papamoa East Stage One (Wairakei) and Papamoa East Stage Two (Te Tumu), ahead of Plan Change 44 process for Wairakei;
- Literature review of investigation undertaken in and around 2005, and subsequently in 2009 and 2011 related to the Papamoa East Interchange Designation and subsequent alteration processes.

12.9 The Eastern Corridor and Western Corridor strategic studies, and the Keenan and Te Tumu Structure Plans, will include actions to outline local effects and feed these into the wider strategic transport network project. Staff will work to understand the scale and potential costs of transport investment required to deliver SmartGrowth across all four levels of the TTS approach of land use integration, demand management, optimisation and new infrastructure. Staff should quantify the expected local network and citywide network upgrade costs within the corridor studies and structure plans.

Sub Workstream – Alternative Infrastructure

12.10 The alternative infrastructure component of this project aims to address whether there are more cost effective ways of providing infrastructure to service Te Tumu, including:

- Identifying ways in which development in Te Tumu could commence at an appropriate time without the need for significant lead infrastructure investment by TCC that would need to be debt funded;
- Allowing development costs to be reduced which would make it possible to deliver housing that is more affordable;
- Including investigation of alternative funding options for the connection between Papamoa East (Wairakei and Te Tumu) and the Tauranga Eastern Link motorway.);
- The provision of private infrastructure.

12.11 As part of this aspect of the workstream, a series of workshops on Eastern Corridor Two Waters Infrastructure Planning will be held to further explore alternatives and opportunities.

Workstream D - Cultural/Heritage/Tangata Whenua

12.12 The Cultural/Heritage/Tangata Whenua aspect of the Project aims to address the following matters:

- Identification and mapping of:
 - Significant Maori Area and Significant Archaeological sites, cultural landscapes and other taonga and discussions with iwi and hapu associated with these as to desired/potential protection mechanisms including the extent of land area affected in the context of the overall Te Tumu Growth Area;
 - The aspirations of Maori land owners in relation to utilisation of their land holdings in Te Tumu;
 - Potential environmental concerns of iwi/hapu in relation of development in Te Tumu and desired/potential mechanisms to address these concerns;
 - Potential concerns/impacts on the Kaituna River of development in Te Tumu with a particular focus on the issues of concern to Te Maru o Kaituna River Authority;
 - Statutory Acknowledgements and potential impacts on development within Te Tumu.

13.0 Issue Management - Modification to the Project Plan

13.1 It is possible that this project plan will be modified through the life of the Project as issues are revealed. Whilst change would be necessary, change to any aspect of the project plan has the potential to impact on the success of the Project in terms of timeframe, cost, and availability of resources or quality. Any modifications to this project plan should be subject to the following process:

- Project Team or Project Manager identifies issue that requires modification to the project plan and documents the issue;
- The Project Manager is to review the issues and determine the material impact on the integrity of the project plan and achievement of the Project;
- The Project Manager will report the issue to the Steering Group. If the change is deemed to be significant then a recommendation on changing the project plan will be made to the Project Sponsor;
- Following determination of the Project Sponsor on the modification to the Project Plan, the project manager will undertake the modification and advise the project team and other stakeholders accordingly.

14.0 Risk Management Plan and Risk Register

14.1 A risk is a potential event that would have a detrimental impact on the outcome of the Project.

14.2 The nature of a risk is that it has a probability of occurring, rather than something that will occur which are issues quantified by the project plan to reduce the level of risk. The likelihood of risk is categorized on a scale of 1 to 5, 1 being a low chance of the risk occurring and 5 being a likely risk.

14.3 This risk assessment attempts to quantify the likelihood, impact and means to address risks inherent by the Project Manager and any modifications to the risk assessment will be subject to the process outlined in in this project plan. The risk assessment should be subject to periodic review by the project team and Steering Group.

Risk	Impact on the Project	Likelihood	Mitigation
Project extends beyond the timeframe identified	High – Failure to meet the timeframe identified for delivery of the Project may impact on the resource consumption and delivery of Stage 2. Additional relationship / community risk.	3	Project Plan and workstream plans adhered to, along with delivery of a defined project scope ensures timely achievement of the deliverables. Active facilitation of project team and regular monitoring of the Project. Opportunities taken in parallel (i.e. further stages of work commenced through earlier processes).
Project extends beyond the resources allocated	High – Failure to adhere to the resourcing limitations for the Project will compromise quality delivery.	3	A breakdown of tasks included within the Project timeline with costs estimated accordingly. Project management to ensure resourcing provision is not exceeded and variations reporting to the Steering Group for advice in a timely manner.
Extent of management structure provided	Medium – Potential for conflicting interests to impact on consensus over project direction.	2	Direction of Project defined in project plan. Management
Unresolved issues impact on the implementation of the Project through extended delays	Medium – Has the potential to impact on the timeframe for delivery of the key Project milestones.	3	Manage engagement process to ensure issues and options fully explore and address the appropriate course of action.
Scope Creep	Medium – Scope generally defined and subject to revisions through process outlined in this project plan should issues be identified through the Project, however further issues revealed may require additional external resources to assist with assessment.	4	Provide for contingency within budget for unforeseen external consulting requirements.
Staff resources insufficient to deliver the Project. Lack of access to other staff or partner advice that can be received in a timely manner. Staff unavailable when necessary.	High – Insufficient staff resources will result in issues with work flow and the delivery of tasks and the critical path of workflow.	3	Develop detailed workstream plans and resourcing requirements within each plan. Ensuring meeting/contact needs are well scheduled ahead of time.
External resourcing requirements not identified in project plan.	High – Has the potential to impact on the budget constraints and timeframe for delivery	3	Identify external resourcing requirements at the outset of the Project through workstream plans. Make provisional contingency for external resources to assist with issues discovered through the completion of tasks. Review project plan regularly.
Resources unavailable	High – Has the potential to impact on both delivery and quality.	3	Identify external resourcing requirements at the outset of the Project through workstream plans. Review project plan periodically and progress of workstream plans.

Risk	Impact on the Project	Likelihood	Mitigation
Cross workstream issues not consistently incorporated within each workstream.	High – Could result in inconsistency between workstreams	3	Ensure that critical path required tasks and detailed work plans encourage early identification of cross workstream issues and identify approaches to those issues to assist with the development of issues and options. Acknowledge flexibility in the application of the identified structure for plan contents.
Issues not completely identified or explored.	High – Will impact on quality and integrity	3	Project Team to review each detailed workstream plan to ensure tasks identified. Stakeholders to be identified and involved early in work program and scheduling of work.
Ineffective engagement with stakeholders and competing issues on resource demands conflicting.	High – May result in issues of both legal consequence and integrity of process.	3	Detail communications and engagement plan and identify risks to Project that may arise through engagement and communications. Recognise that Stage 1 outputs will form part of Stage 2 and therefore compliance with statutory requirements must be adhered to in regards to consultation.
Not effectively linking Treaty Settlement outcomes, Maru or Statutory Acknowledgment with the project (or having variable interpretations of those matters).	High – May result in issues of both legal consequence and integrity of process.	3	Detail communications and engagement plan and identify risks to Project that may arise through engagement and communications. Recognise that Stage 1 outputs will form part of Stage 2 and therefore compliance with statutory requirements must be adhered to in regards to consultation.

14.4 Actions identified to mitigate risks are to be reflected in the components of the project tasks.

15.0 Research Requirements

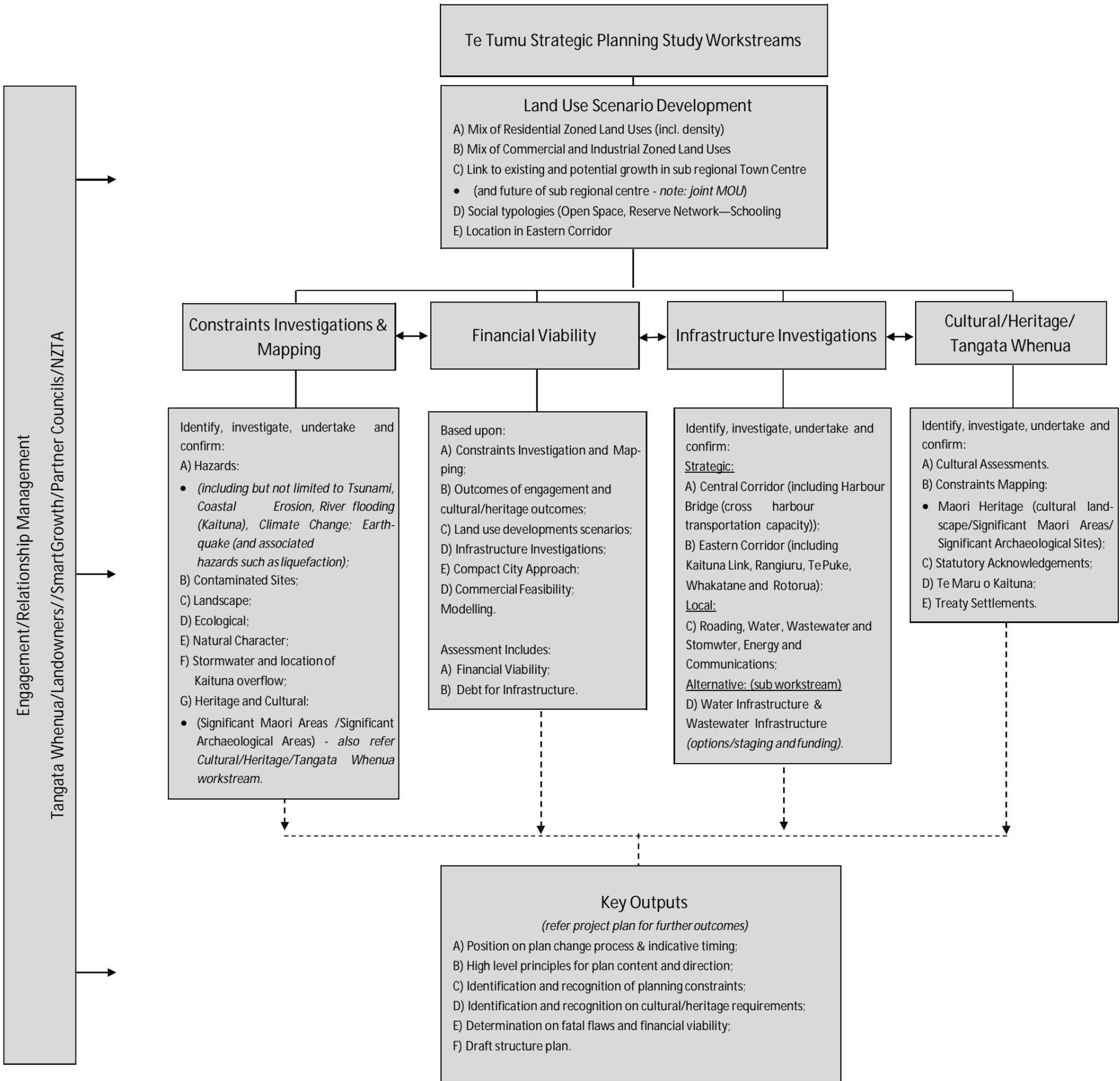
15.1 Research requirements will be determined by the workstreams, and following a stocktake on all existing reports.

16.0 Project Linkages/Relationship Implications

16.1 This project has a range of project linkages, as outlined below:

- Papamoa Stormwater Consent Variation (2014);
- Draft memorandum of Understanding between the Te Tumu Landowners Group and TCC on stormwater matters falling outside the Papamoa Stormwater Consent Variation (2014);
- Stormwater Catchment Management Plans (CSC 63636 – Catchment Management Plan Review);
- Memorandum of Understanding (MOU) - Tauranga City Council , Bluehaven and Te Tumu Landowners Group - Plan Change 44 - Modena Town Centre;
- Regional Flood Risk Management Strategy – A joint TCC/WBOPDC/BOPRC collaborative strategic project taking a catchment approach to stormwater management within an overall risk reduction framework;
- Proposed Regional Policy Statement (RPS). The RPS proposes to introduce a risk based framework to managing natural hazard risk through Change 2 to the Bay of Plenty Regional Policy Statement on Natural Hazards.

Attachment A – Workstreams



Attachment B – Project Structure

