



Report To: Regional Council
Meeting Date: 29 March 2018
Report From: Mary-Anne Macleod, Chief Executive

Decisions of the SmartGrowth Leadership Group on the Proposed Tauranga-Western Bay of Plenty Centre for Transport

Executive Summary

At its meeting on 21 March 2018, the SmartGrowth Leadership Group (SLG) received and considered a report it had requested on the current transport collaborative work and co-ordination arrangements across the SmartGrowth partners, including whether there are any gaps. It had also requested an update on improving community engagement for transport (Appendix 1).

In addition, SLG received information from the Local Government Futures project, in relation to transport, which had short-listed options for improvement to an initial business case stage (Appendix 2). The highest ranking option was establishing a 'Transport Centre of Excellence'. Councils did not agree to progress the Local Government Futures project to detailed business case development or further investigate a Transport Centre of Excellence.

The local pressures on transport, and community perceptions and expectations around it, are high at this time. A number of opportunities for improvement have been identified. The SLG made eight resolutions. The two key ones for the Regional Council to note are:

- Endorsing that Councils require that the Future Development Strategy includes the sub-regional transport vision and strategy (resolution 4); and
- Recommending to the SmartGrowth partners and NZTA that an appropriate (independent) resource be recruited to prepare a project plan for a Tauranga-Western Bay of Plenty Centre for Transport (resolution 7).

The SLG resolutions are being provided to Council via this paper as they have a number of implications for the Regional Council and its transport functions. They seek some immediate action within the current 2017/18 year. They also have implications for the Long Term Plan 2018-2028 which need to be raised ahead of deliberations in May 2018.

At the time of writing staff had not had sufficient time to assess the full implications, noting that there are a number of uncertainties which will require further examination at the appropriate time.

Recommendations

That the Regional Council:

- 1 Receives the report, Decisions of the SmartGrowth Leadership Group on the Proposed Tauranga-Western Bay of Plenty Centre for Transport.**
- 2 Notes the resolutions of the SmartGrowth Leadership Group on 21 March 2018 and their implications for Bay of Plenty Regional Council's transport functions including that additional resourcing may be required.**
- 3 Supports the SmartGrowth Leadership Group's recommendation that the Future Development Strategy includes a sub-regional transport vision and strategy (in accordance with SLG resolution 4, 21 March 2018).**
- 4 Agrees that an appropriate (independent) resource be recruited to prepare a project plan for the establishment of a Tauranga-Western Bay of Plenty Centre for Transport (in accordance with SLG resolution 7, 21 March 2018).**

1 Background

On 21 March 2018 the SmartGrowth Leadership Group (SLG) (joint committee of Bay of Plenty Regional Council, Tauranga City Council and Western Bay of Plenty District Council) received a report, 'Sub-regional transport collaboration – recommendations to address gaps', in response to a request they had made. SLG had requested a report on the current transport collaborative work and co-ordination arrangements across the SmartGrowth partners, including whether there are any gaps. It also requested an update on improving community engagement for transport. The report to SLG is attached to this paper as Appendix 1 (Paper B on the SLG agenda).

As part of the reporting to SLG, members were reminded about the Local Government Futures project, closed in August 2017. In relation to transport, the initial business case short-listed options for improvement and the highest ranking option was establishing a 'Transport Centre of Excellence'. It recommended that a detailed business case be completed for this, and other highly ranked, options. Councils did not agree to progress the Local Government Futures project to detailed business case development or further investigate a Transport Centre of Excellence. Notwithstanding, staff across the western Bay of Plenty have sought to continue to improve how we work together. Further information on the Local Government Futures Transport Centre of Excellence is attached to this paper as Appendix 2 (Paper C on the SLG agenda).

2 Summary

Advice to the SLG on 21 March 2018 concluded that while there is a lot of collaborative activity in the transport space amongst the three councils, and other partners, there are opportunities for improvement.

Existing actions to improve collaboration are:

- Establishment of the Regional Investment Oversight Group to provide joint governance at a senior management level;
- Development of a multi-modal transport model for a consistent evidence base;

- Ongoing collaboration with roading managers through the Regional Advisory Group and potential for further collaboration at an operational level.

Opportunities for improvement that have been identified are:

- A sub-regional vision and strategic transport planning layer;
- Opportunities that exist within the Tauranga transport operations centre for multi-modal integration and performance enhancement;
- Streamlined governance and reporting structures; and
- On-going improvements with how we engage with communities.

As councillors are aware, the local pressures on transport, and community perceptions and expectations around it, are high at this time. The SLG meeting had a very substantive discussion on these matters as it considered the advice and recommendations provided by staff.

3 SLG Resolutions

Seven recommendations were made to the SLG (refer page 20 of Appendix 1/Paper B). The resulting (eight) resolutions (unconfirmed until the next meeting of SLG) are:

1. **Receive** the report on collaborative transport activities from the Western Bay of Plenty Regional Investment Oversight Group.
2. **Note** the following main opportunities for improvement identified by the Regional Investment Oversight Group:
 - The need for a clear sub-regional transport vision and layer of sub-regional strategic planning that clearly articulates outcomes, aspirations and key strategic actions aligned with SmartGrowth outcomes to mitigate the risk of multiple plans and programmes “not talking to each other”.
 - The opportunity for better collaboration to optimise sub- regional operational activities that grows the sub-region’s capability to deliver more innovative transport improvements more effectively and with more active client ownership of transport intelligence and customer insight.
 - Governance and reporting arrangements clarified and streamlined.
3. **Note** that councils will be making decisions on the Future Development Strategy scope and decision-making framework in March.
4. **Endorse** that Councils require that the Future Development Strategy includes this sub-regional transport vision and strategy.
5. That there be a standing report to the SLG on transport collaboration and communications.
6. **Note** recent engagement activities and that partner councils are on an improvement pathway for enhanced community engagement.

7. That it be **recommended** to the partners and NZTA that an appropriate (independent) resource be recruited to prepare a project plan for Western Bay of Plenty centre for transport.
8. That a submission be made to the BoP Regional Land Transport Plan seeking that the Plan include the western Bay sub-regional story of integrated land-use and transportation approach and that roading infrastructure development in timely manner is a key part of implementing the agreed settlement pattern, and to include significance of economy (access to and from the port) and road safety.

4 Comment

The resolutions from SLG are being provided to Council via this paper as they have a number of implications for the Regional Council and its transport functions. They seek some immediate action within the current 2017/18 year. They also have implications for the Long Term Plan 2018-2028 which need to be raised ahead of deliberations in May 2018.

While the full set of resolutions is provided in the previous section for completeness, the two key resolutions are 4 and 7. They require Council approval and support before staff can undertake this work.

Regional Council staff are already part of the development of the Future Development Strategy. Current pressures on our planning and transport teams are such that additional Regional Council resources may be required to complete this additional work in the expected timeframe.

At the SLG meeting on 21 March 2018, partner Council staff indicated that the cost to recruit an appropriate (independent) resource to prepare a project plan for a Tauranga-Western Bay of Plenty centre for transport would be in the order of \$300,000. If a regional transport centre was established following adoption of the project plan, Local Government Futures had estimated an establishment cost between \$400,000 and \$700,000 and an ongoing operational cost between \$500,000 and \$900,000 (refer Appendix 2/Paper C for cost estimates prepared for the project).

At the time of writing, staff have not had sufficient time to assess in detail whether such amounts can be accommodated in existing budgets or estimated budgets, but that is very unlikely. Any impact that is not currently provided for, from 2018/19, will be addressed in a deliberations paper on the Long Term Plan 2018-2028.

At this time it is not possible to quantify what impact implementation of a Centre of Transport is likely to have on the Regional Council and the Regional Transport Committee. However, the function and composition of the Regional Transport Committee is set by legislation so it is unlikely to be impacted.

The exact extent of the roles and decision-making powers would need to be explored further between the potential partners, however, the body could take over some of the transport planning and strategic decision-making functions for Councils at, at least, a sub-regional level. Funding decisions would still sit with each organisation. It may also affect staff if the decision was made to co-locate partner organisation staff.

5 Council's Accountability Framework

5.1 Community Outcomes

This project/proposal directly contributes to the Regional Collaboration & Leadership Community Outcome in the Council's Long Term Plan 2015-2025.

5.2 Long Term Plan Alignment

This work is planned in part under the Regional Planning activity in the Long Term Plan 2015-2025.

Current Budget Implications

Additional work that is now required in the current 2017/18 year may not be able to be fully accommodated, resulting in a small overspend.

Future Budget Implications

Additional/unplanned work from 2018/19 onwards, will be addressed in the near future in a deliberations paper to the Long Term Plan 2018-2028.

Shelley Hey
Manager Chief Executive's Office

for Chief Executive

23 March 2018

APPENDIX 1

SLG Agenda 21 March 2018 Paper B: Sub-regional transport collaboration – recommendations to address existing gaps



Committee Name	SmartGrowth Leadership Group (SLG)
Meeting Date	21 March 2018
Author (s)	Regional Investment Oversight Group (Western Bay of Plenty transport)
Purpose	To report on sub-regional transport collaboration actions and any gaps in delivering integrated transport responses

Sub-regional transport collaboration – recommendations to address existing gaps

Purpose

The SmartGrowth Leadership Group (SLG) has requested a report on the current transport collaborative work and co-ordination arrangements across the SmartGrowth partners including whether there are any gaps. It also requested an update on improving community engagement for transport (*SLG 18 October meeting resolution*).

Context

Local pressures

The Western Bay of Plenty is facing the following local pressures and the challenges that come with being one of the fastest growing regions in New Zealand:

- Population increasing and aging, urbanisation;
- Demand changes through land-use and growth;
- Climate change and increasing natural hazards;
- Affordability of transport infrastructure;

These pressures and challenges can impact on liveability, when unmanaged.

Community perceptions

The recently released Vital Signs report¹ indicates the biggest issues identified for our region include 'Planning for the Region's Growth' (50%), 'Cost of Living' (40%), and 'Transportation/Roading Networks' (39%). These issues are a significant shift from 2015, when 'Affordable Housing' and 'Lack of Job Creation' were highlighted as the biggest concerns.

Community expectations

What customers are expecting of the transport system is changing. Customers and business want faster, easier, more personalised transport services. There is also an increasing call for sustainable and innovative transport choices that enhance people's lives beyond enabling movement of people and freight.

Issues identified

Past transport strategies not fully implemented

Over a number of decades, specific transport strategies have been developed to address the transport issues identified. However due to the pace of growth and the time it takes to deliver transport improvements, the number of strategies we have has increased, without clearly expressing the relative importance or distinct purpose of each, and have only been partially implemented. For example, a focus on specific corridor strategies has worked well for the Eastern Corridor but has not been fully implemented across all corridors.

Transport system is changing

What we know as transport is changing. Transport is increasingly viewed as a system to meet customer and community needs. Transport is much less about roads and infrastructure now and more about customers seamlessly connecting to a wide choice of interconnected transport services. This system is changing as technology changes, and customers want good transport options (multi-model transport options). For example, customers can use their phone to find ride shares, the best way to travel, the time for the next bus, get what you need delivered to you at home, and pay for these services. It's quick, simple and convenient. However, our current transport services are not.

Transport remains an important enabler to build better communities. Therefore, the importance of integrated land use and transport planning also remains. The ability to achieve the desired community outcomes will be strongly influenced by the quality of the integration between land use and transport planning.

Given the often long lead times to deliver transport system improvements, responding to these changes and opportunities can take a while to be realised if we are not collectively geared up to become more agile in our approach to providing our customers with the transport choices they desire.

¹ Vital Signs is a research tool used to understand the community's perceptions of the place where they live

Government direction

Previous governments have invested significantly in the Western Bay which is the only region in New Zealand where a road of national significance, the Tauranga Eastern Link, was built in response to future growth.

Government requires robust and evidenced based business cases to support investment from the National Land Transport Fund. Locally, as a group we have experienced challenges in aligning the various business cases from a sequencing and investment objective perspective. This has made it difficult to demonstrate a coordinated over-arching delivery strategy.

The new government has signalled an aspiration to build better communities, liveable cities and thriving regions with clear social, economic and environmental outcomes. From a transport perspective, the Minister of Transport has outlined the priorities of the Government. These include:

- Giving public transport greater priority in cities and expanding the public transport system to support new housing and inter-regional commuting
- Increasing the use of rail to enable efficient passenger and freight use
- Supporting regional development
- Increasing support for active modes – walking and cycling
- Mode neutrality in freight transport planning

Working better together

Local government councils who are part of the Bay of Plenty triennial forum also recently completed a Local Government Futures 2016/17 project. It concluded, in relation to transport that:

The wider Bay of Plenty councils and NZTA are collaborating well in defined areas such as growth planning, land use and transport integration and freight logistics. There is not a sole driver that is suggesting change, but a growing accumulation of elements stemming from the pressure to improve the effectiveness of transportation investments. The existing management and operation of the transportation networks has served the Bay of Plenty (BoP) well in the past, but change is inevitable if the region is to continue to compete and prosper in the face of longer term strategic challenges.

The initial business case short-listed options to improve these investments and the highest ranked option was establishing a **Transport Centre of Excellence**. It recommended that a detailed business case is completed for the short-listed options. Further information on this Transport Centre of Excellence is attached as Paper C.

Councils did not agree to progress the Local Government Futures Project 2016/17 to detailed business case development or further investigate a Transport Centre of Excellence option.

However, staff across the Western Bay of Plenty have sought to continue to improve how we work together.

Current actions, activities and governance

There is a lot going on governance level and on the ground with specific actions and activities to ensure meaningful collaboration.

Governance

The Bay of Plenty Regional Council's (BOPRC) Regional Transport Committee (RTC) operates in a collaborative manner with members from the partner councils, the NZ Transport Agency as well as Port of Tauranga, freight logistics action group and NZ police service representatives. The Regional Transport Committee is the decision-making body for the region to prioritise land transport investment and the new draft Regional Land Transport Plan will now provide this information in a western Bay sub-regional context.

In addition, there is the Tauranga City Council Transport Committee (which includes representation from the NZTA and WBOP) and the BOPRC Public Transport Committee that have oversight for specific transport functions. A joint committee of the Western Bay District Council and Tauranga City Council also provides leadership over specific transport functions.

The SmartGrowth Strategic Leadership Group is where partners come together to develop and monitor the overall vision and strategy for the western Bay. Smart transport has been identified as a priority area by SLG.

Given how much is going on and the need for improved collaboration and integration, senior staff have recently re-formed an oversight group. This group performs the collaboration functions that previously occurred through the Smart Transport Technical Group which ceased around 2010.

Current actions and activities

The collaborative actions map (Attachment 1) has been developed to illustrate all the transport activity across the western Bay of Plenty that has been delivered collaboratively.

Further, the table included as Attachment 2 sets out the opportunities for collaboration from organisational cultural, strategic, implementation, operational and delivery perspectives. Whilst the focus is transport, the table identifies the critical link to land use and community outcomes necessary to deliver quality urban development for our communities.

The table identifies the value of working closely together, where collaboration currently occurs and any opportunities for enhanced collaboration. Both attachments help to show our integrated and collaborative transport story. This is a good example of collaboration in action.

Other examples of collaboration between partners include:

1. All Councils and NZTA are contributing to the development of a multi-modal transport model to provide standardised data for future Western Bay transport planning and delivery. The partners are also considering opportunities for improved model management that enables more active client ownership at the sub-regional level of transport model intelligence. The Regional Investment Oversight Group (RIOG) considers that there is an opportunity to extend more active client ownership of transport into other realms such as use of customer insights and transport futures thinking

2. The Western Bay Regional Investment Oversight Group has also been re-established since late 2017. This group meets monthly and its focus is on integration, ensuring good relationships with all transport partners, and well-informed policy making across the agencies involved in transport planning and delivery. It has already been successful in aligning partner expectations on engaging with the public to develop the Tauranga City PBC, integrated planning for growth in Tauriko and dealing with other governance issues that project teams need support with. Its work could continue strategic oversight of both planning in the broadest sense (land use, regional policy statement, city plans, public transport blueprint etc.) and project implementation (Tauriko, Te Tumu, all Western Bay business cases). Successful completion and delivery of the Tauranga Cycle Action Plan is currently being considered, for example.

3. The Bay of Plenty (BoP) Regional Advisory Group to the BoP RTC is a mature and effective group that recommends priorities and ranked transport investment projects and are the key group developing the Regional Land Transport Plan. Given that a new RLTP is being progressed, this group has been providing recommendations and advice to the RTC. The RIOG considers that a sub-regional Western Bay RAG could also deliver some improvements in sub-regional collaboration, perhaps at a more operational level than RIOG, which focusses on navigating governance risks and issues with major investments. Activities in this area could include:
 - leveraging the work of the Tauranga Traffic Operations Centre to provide enhanced collaboration across the transport system including public transport and the police
 - More active client ownership and application of transport intelligence (e.g. the transport model and customer insights)
 - Ownership and application of transport futures

4. The Western Bay Blueprint for public transport has resulted in all Western Bay councils (and NZTA) considering and approving additional investment in public transport. NZTA, TCC and BOPRC councils are now considering funding for the Tauranga City Programme Business case, and TCC are developing an urban cycle action plan. These Councils are also referencing the role and partnership that occurs in their respective LTP consultation documents. There is a risk of these various overlapping programmes and plans “not talking to each other” well in the absence of a sub-regional layer of transport objectives and strategic responses (see point 1)

Opportunities for Improvement

While there is a lot of collaborative activity, the Regional Investment Oversight Group concludes that there are three main opportunities for improvement in how we work together:

- A clear **sub-regional transport vision and layer of sub-regional strategic planning** that clearly articulates outcomes, aspirations and key strategic actions aligned with SmartGrowth outcomes. This needs to go beyond the high-level corridor approach outlined in the current SmartGrowth Strategy – and be multi-modal and mitigate the risk of multiple programmes and plans “not talking to each other”. This could be delivered as part of the Future Development Strategy (FDS) and/or SmartGrowth Strategy refresh.
- Explore opportunities for enhanced collaboration and optimization of sub-regional operational activities e.g. leveraging the work of the Tauranga Traffic Operations Centre to further enhance system performance across public transport and the state highway network.
- **Governance and reporting arrangements clarified and streamlined.** At present, it is difficult to tell a clear, simple and integrated sub-regional story to stakeholders, the community, interest groups and to governance groups. It is also unclear where overall governance oversight should sit at a sub-regional level. There are currently multiple groups involved in the development and governance of transport investments across its lifecycle from strategy and planning through to procurement and delivery.

Community and customer experience

The partner councils are on an improvement pathway for community engagement. Specific examples of this include:

- The SmartGrowth Forums have praised the engagement process for the Tauranga Cycle Action Plan. It initiated an online survey and interactive map to gather views.
- Thousands of residents (2,300) participated in the Tauranga Transport Programme survey and the majority supported a multi-modal approach.
- A new public transport stakeholder group is meeting regularly with regional council senior staff. More than 2500 people returned surveys for the Public Transport Blueprint consultation process.
- The NZ Transport Agency has been using innovative techniques including animation to engage with local communities on construction projects.
- Western Bay of Plenty District Council has created a People’s Panel to engage on a regular basis with an established online community (currently 116 members). The council will have three rounds of community engagement on its Long-term Plan, including stakeholder conversations and community meetings. In a recent series of

14 community events for its Long-term Plan, 850 people attended. The council is using face-to-face channels combined with online engagement. It is also actively seeking out community voices that it doesn't hear from in its usual activities.

The role and purpose of the SmartGrowth community forums will be key to further improving the community and customer experience in transport system planning.

Recommendations

- 1** **Receive** the report on collaborative transport activities from the Western Bay of Plenty Regional Investment Oversight Group
- 2** **Note** the following main opportunities for improvement identified by the Regional Investment Oversight Group:
 - The need for a clear sub-regional transport vision and layer of sub-regional strategic planning that clearly articulates outcomes, aspirations and key strategic actions aligned with SmartGrowth outcomes to mitigate the risk of multiple plans and programmes “not talking to each other”.
 - The opportunity for better collaboration to optimise sub-regional operational activities that grows the sub-region’s capability to deliver more innovative transport improvements more effectively and with more active client ownership of transport intelligence and customer insight.
 - Governance and reporting arrangements clarified and streamlined
- 3** **Note** that councils will be making decisions on the Future Develop Strategy scope and decision-making framework in March.
- 4** **Endorse** that Councils require that the Future Development Strategy includes this sub-regional transport vision.
- 5** **Recommend** six monthly reports on transport collaboration are provided to the Strategic Leadership Group.
- 6** **Note** recent engagement activities and that partner councils are on an improvement pathway for enhanced community engagement.
- 7** **Confirm** your interest in exploring a Western Bay Transport Centre of Excellence and request CEOs report back on this item at the next SLG meeting.

Collaborating to deliver community and customer outcomes

Improved integration and collaboration between land use and transport decision making

System components	Value of working together closely	SmartGrowth Council role	Transport Agency role	Areas of collaboration	Opportunities
The way we work					
Culture and behaviours	<ul style="list-style-type: none"> Ability to create shared outcomes which can then be developed into joint implementation plans across organisations Clear expectations of how we work together to achieve SmartGrowth objectives 	<ul style="list-style-type: none"> SmartGrowth Strategy: 'Pillars' – Partnership, Collaborative Leadership, Integration, Evidence Based, Live, Learn, Work and play. Individual Councils sign up to work together as per SmartGrowth 	<p>Organisational 'DNA' (i.e. how we think and act collectively so that we ensure we deliver on our strategy):</p> <ul style="list-style-type: none"> <i>Collaborate to achieve as one</i> <i>Customer focus to deliver value</i> <i>Curious to cultivate innovation.</i> 	<ul style="list-style-type: none"> Memorandum of understanding: <ul style="list-style-type: none"> Chief Executive DHB, MOE, SG Councils, NZTA Good personal relationships Strong informal relationships 	<ul style="list-style-type: none"> Review MOU to ensure that it is fit for purpose now and in the future. In reviewing the MOU, there are opportunities to include/refresh: <ul style="list-style-type: none"> the collaborative culture and behaviours to support the achievement of the SmartGrowth outcomes the involvement of iwi Improved alignment to partners planning, implementation, and operational activities
Planning the system					
Developing the big picture	<ul style="list-style-type: none"> Shared/Aligned strategic intent Mitigate future misalignment and transaction costs Vision, Objectives Evidence & Outcomes understood in place based manner. Shared direction established against which to assess community planning activities (including infrastructure investment). 	<ul style="list-style-type: none"> Lead strategic direction Develop a Vision, with explanation/evidence base, outcomes seeking to achieve and specific targets, for the wider area and relevant place based scales. 	Support strategic direction with forward planning of transport system.	<ul style="list-style-type: none"> SmartGrowth Settlement Pattern NPS – UDC resulting in Future Development Strategy Tauranga Transport Plan 	<ul style="list-style-type: none"> Refresh SmartGrowth documentation to include: <ul style="list-style-type: none"> a combined evidence base applicable to all partners. Evidence to identify pressures, state, and response issues at regional and sub-regional levels long, medium, and short term outcomes, objectives, and targets to enable successes to be identified. Medium and short term targets based on 1-3 years and linked to LTP and local government cycles SMART place based measures/targets linked to community outcomes and customer levels of service Update Settlement Pattern policy to ensure the long term view is fit for purpose Align and implement the Tauranga Transport Plan with the Future Development strategy
Monitoring and reporting our successes	<ul style="list-style-type: none"> Shared understanding of the strategic drivers of change / pressures. Shared understanding of community and customer needs. Joint evidence base of how targets are tracking. 	<ul style="list-style-type: none"> Provide an evidence base understanding of priorities for community experience and outcome 	<ul style="list-style-type: none"> Provide transport system customer experience and outcome priority insight. 	<ul style="list-style-type: none"> SmartGrowth development trends reporting 	<ul style="list-style-type: none"> Include broader range of long, medium, short term measures in the trend reporting to help assess progression of achieving SmartGrowth outcomes Develop shared community and customer insights that partners can use as applicable Regularly monitor and report on progress achieved to improve community understanding
Designing the system					
Developing co-ordinated business cases	<ul style="list-style-type: none"> Transport planning focussed to delivering SmartGrowth vision, objectives and outcomes Able to develop broader programme (policy; infrastructure; operational) to enable community and customer experiences. 	<ul style="list-style-type: none"> Provide system-based, community-centred outcomes. 	<ul style="list-style-type: none"> Whole of transport system perspective Provide advice and assurance on business cases developed 	<p>Transport planning:</p> <ul style="list-style-type: none"> Tauranga Transport Program WBOP Public Transport Blueprint Tauriko Network business case SH2 Waihi to Tauranga business case <p>Land use planning:</p> <ul style="list-style-type: none"> Tauriko West Structure Plan Te Tumu Structure Plan 	<ul style="list-style-type: none"> Align business case development to be cognisant of SmartGrowth outcomes, objectives, and measures Utilise the planning based developed through SmartGrowth Utilise shared evidence based developed supporting SmartGrowth and community and customer insights Share expertise and knowledge to develop high quality business cases

System components	Value of working together closely	SmartGrowth Council role	Transport Agency role	Areas of collaboration	Opportunities
				<ul style="list-style-type: none"> Tauranga Urban Strategy Omokoroa Structure Plan Katikati Housing infrastructure fund business case development Other Govt/Organisations: <ul style="list-style-type: none"> MOU Councils; DHB; MoE; NZTA 	<ul style="list-style-type: none"> Linking business case development and structure planning to be more co-ordinated and collaborative Improved co-ordination of implementation activities identified in business cases, and management of risk
Co-ordinating transport decision making	More co-ordinated decision making	Commitment to implementation (RLTP)	Commitment to implementation Give effect to GPS Providing investment advice and assurance	LTP RLTP (RAG & RTC) NLTP Business Case development Statutory processes	<ul style="list-style-type: none"> Review purpose and function of existing decision making committees and streamline Develop view of short term community and customer priorities and the desired activities to support this view
Operating the system					
Operate the system (i.e. day to day operations)	<ul style="list-style-type: none"> Better community and customer experience Achievement of strategic goals 	<ul style="list-style-type: none"> Internal organisational alignment to support TOC success 	Internal organisational alignment to support TOC success	<ul style="list-style-type: none"> Tauranga Operations Centre (TOC) 	<ul style="list-style-type: none"> Develop network operating plan to improve community and customer experiences when using the whole transport system Develop network improvement plan to prioritise activities to improve the operation of the transport system
Delivering and maintaining the system					
Co-ordinated the delivery of core Infrastructure	<ul style="list-style-type: none"> To optimise the delivery of outcomes across organisations. 	Lead in the planning & delivery of infrastructure (social, transport, waters) to achieve community Vision.	Plan and invest in transport system to support community outcomes & transport customer experience.	Delivery/implementation of agreed projects	<ul style="list-style-type: none"> Map out infrastructure delivery programmes across partners to optimise delivery sequencing, minimise disruptions, and improve value for money
Co-ordinated network management planning	An agreed transport customer experience that supports the community outcomes.	Asset/activity management planning	Asset/activity management planning	Network Outcomes Contract	<ul style="list-style-type: none"> Further embed customer outcomes into maintenance contracts Further improve co-ordination of PT infrastructure and services to better meet agreed customer expectations
Co-ordinated network management delivery eg maintenance activities	An agreed implementation plan to support optimisation of outcomes across partners.	Asset/activity management implementation	Asset/activity management implementation	Network Outcomes Contract	<ul style="list-style-type: none"> Share maintenance activity schedules across SmartGrowth partners

TRANSPORT SYSTEM, DESIGN AND DELIVERY: Collaboration in Action Across the Western Bay of Plenty

WHAT'S BEING PLANNED

REGIONAL LAND TRANSPORT PLAN

30-year Bay of Plenty regional transport plan (draft being prepared for consultation in late 2017).

All of the strategies and plans that are being planned and delivered, along with other transport related strategies/initiatives, will inform the development of the Regional Land Transport Plan. [More information](#)

REGIONAL PUBLIC TRANSPORT PLAN + NEW WESTERN BAY BUS NETWORK PLAN

And new public transport ticketing system (from mid 2018).
[More information](#)

TAURANGA TRANSPORT PLAN

Long term transport plan (includes travel demand management and support for compact city and urban strategy). [More information](#)

TAURANGA CYCLE PLAN [More information](#)

TAURANGA PARKING STRATEGY

WESTERN BAY DISTRICT TRANSPORT STRATEGY

And the Western Bay District Cycle Strategy including Omokoroa to City cycleway.

PIARERE TO TAURIKO (SH29)

– business case under way for investment

WAIHI TO TAURANGA CORRIDOR (SH2)

- business case under way for investment
- Katikati bypass
- Waihi to Omokoroa
- Omokoroa to Te Puna four-laning

MAINTAINING THE CURRENT NETWORK

The NZ Transport Agency and councils also plan and deliver the maintenance of the current transport network. This is a significant cost – more than half the transport investment in our sub-region goes just on maintaining and operating our current transport system.

WHAT'S BEING DELIVERED

TAURANGA TRANSPORT IMPROVEMENTS

Set of corridor and safety improvements, road upgrades, cycling and pedestrian links. Minor improvements programme e.g. High Occupancy Vehicles, bus priority.

PUBLIC TRANSPORT SERVICE

– across western Bay of Plenty [More information](#)

OMOKOROA SH2 IMPROVEMENTS

NEW COMMUNITIES – FROM 2021

Te Tumu – future transport [More information](#)

Tauriko for tomorrow [More information](#)

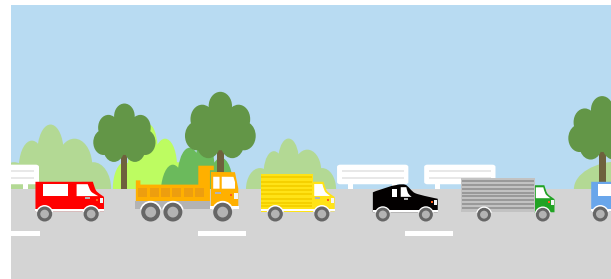
Omokoroa Stage 3

CONSTRUCTION UNDERWAY OR ABOUT TO START

BAYFAIR TO BAYPARK LINK

MAUNGATAPU UNDERPASS

TAURANGA NORTHERN LINK



WHO DOES WHAT AND OPPORTUNITIES FOR IMPROVEMENT

Integrating transport and future community planning.



NZ TRANSPORT AGENCY:

- Works in partnership, primarily with councils, to maintain and deliver a nationally integrated land transport system (funding/planning/delivery)
- Responsible for allocating investment of the National Land Transport Fund
- Responsible for State Highways



TAURANGA CITY COUNCIL

- City-wide transport planning and delivery
- Infrastructure for city roads, public transport, walking, cycling
- Owns Tauranga Airport. Operated under Airports Authority Act, governed by Airport Advisory Group. Tauranga Airport Master Plan



WESTERN BAY OF PLENTY DISTRICT COUNCIL

- District-wide transport planning and delivery
- Infrastructure for district roads, public transport, walking, cycling



BAY OF PLENTY REGIONAL COUNCIL

- Region-wide public transport service, planning and delivery (Regional Public Transport Plan)
- Region-wide transport planning including prioritising significant projects seeking NZ Transport Agency investment (Regional Land Transport Plan)

Opportunities for improvement



KIWI RAIL

- Responsible for maintaining rail corridors
- Rail freight service provider



BAY OF PLENTY DISTRICT HEALTH BOARD/ TOI TE ORA

- Assessing health and wellbeing impacts of transport and promoting transport as a key community health determinant



MINISTRY OF EDUCATION

UPPER NORTH ISLAND STRATEGIC ALLIANCE

(Auckland/Northland/Bay of Plenty/Waikato)

- Cross-council alliance – has completed inter-regional studies including freight story and ports

BAY OF CONNECTIONS

- Economic development focus with Freight Logistics Action Group – Freight Logistics Strategy [More information](#)

APPENDIX 2

**SLG Agenda 21 March 2018 Paper C: Information on the Transport
Centre of Excellence proposal**

Attachment 3: Information on the Transport Centre of Excellence proposal

1 Local Government Futures Transport Functional Assessment

In November 2014, the LGF project was formed by the local government councils who are part of the Bay of Plenty triennial forum. The LGF project explored options for improving local government efficiency and effectiveness and involved work streams examining the communities of interest, democracy and leadership across the region, as well as functional assessments for transportation and water and waste water.

This transportation functional assessment was undertaken by Rationale Ltd and it prepared an indicative business case. It concluded that:

“the wider Bay of Plenty councils and NZTA are collaborating well in defined areas such as growth planning, land use and transport integration and freight logistics. There is not a not a sole driver that is suggesting change, but a growing accumulation of elements stemming from the pressure to improve the effectiveness of transportation investments” (page 2, Bay of Plenty Local Government Futures, Transportation Functional Assessment Indicative Business Case, August 2016).

The indicative business case ranked the Regional Transport Centre of Excellence (TCE) option highest. It recommended that this work be progressed to a detailed business case by local government authorities and NZTA.

It did not consider the need to integrate land use planning and transport planning decisions as occurs in the Western Bay of Plenty.

2 Business Case Options

The options shortlisted for evaluation in the business case traversed all aspects of the transport function and should be considered as a continuum (see Figure 1).

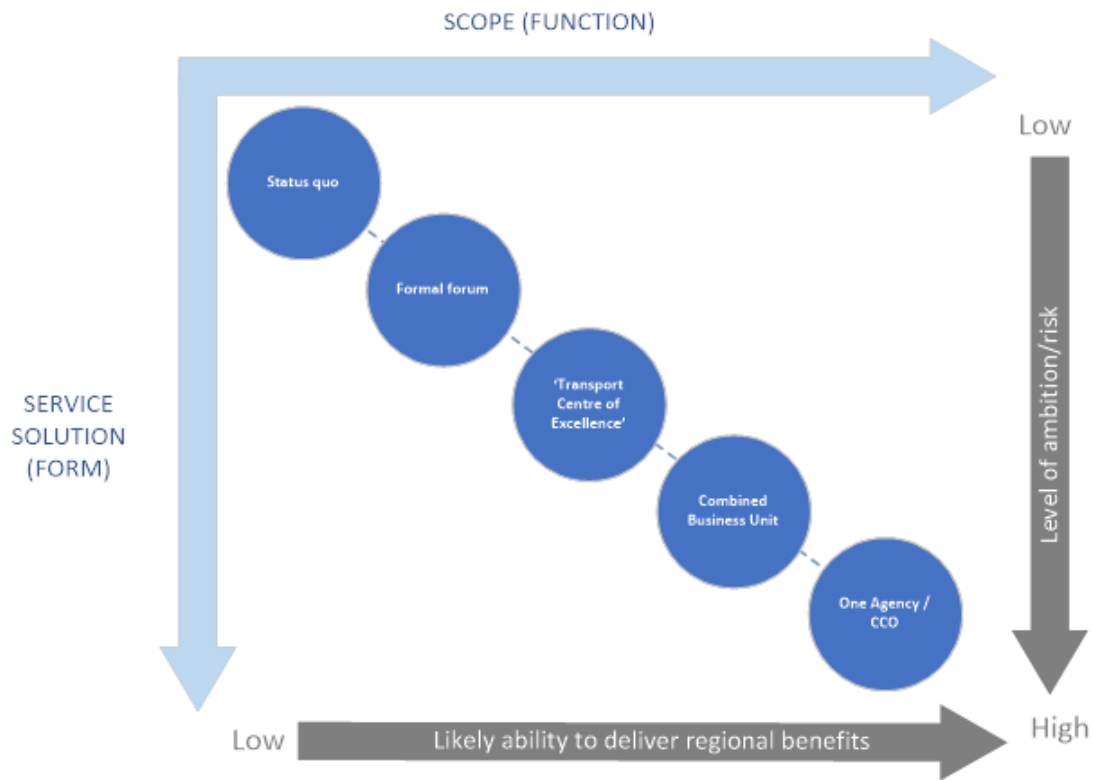


Figure 1: Indicative Scope and Service Solution of Proposed Shortlist Options (Source: Rationale)

The scope of each option is shown in Figure 2.

SCOPE (Function elements)							
1	2	3	4	5	6	7	8
Data & Analysis	Transport Programming	Transport Planning	Strategic Decision Making	Procurement Process	Network Management	Service Delivery	Other Service Integration
OPTION 1 Status Quo							
OPTION 2 Via Formal Forum		Status Quo					
OPTION 3 Via Transport Centre of Excellence					Status Quo		
OPTION 4 Via Combined Business Unit							
OPTION 5 One Entity (most likely a CCO)							
Key:							
Status quo level of collaboration							
Significant level of collaboration over and above the status quo							
Moderate level of collaboration over and above the status quo							

Figure 2: Scope of each Option (Source: Rationale)

An explanation of each functional element is explained in at the end of this Definition of Scope Options

3 What is a Transport Centre of Excellence?

Mandated by a memorandum of understanding, a TCE captures the data collection, data analysis, transport programming, transport planning, strategic decision making and selective procurement processes. It is proposed to be a regional entity given the transport planning and strategic decision-making functions.

It should be noted that:

- the 'data & analysis' and 'transport programming' components are primarily road controlling authority ones and could be delivered collaboratively irrespective of the establishment of a TCE;
- the western Bay sub-region is currently collaboratively delivering a number of 'transport planning' components such as growth planning (SmartGrowth), business cases (Western Bay of Plenty Public Transport Blueprint and Tauranga Programme Business Case) and transport modelling; and
- some aspects of the 'strategic decision-making' component are legislatively mandated as a regional council function and can not be delivered through a sub-regional TCE (e.g. Regional Land Transport Plan).

This report indicated the main benefits of a TCE as:

- improved investment stories from information sharing and joint data analysis/benchmarking, with dedicated specialist resources allocated across the functions of the Centre;
- potential improvements to human resources with specialised training and development opportunities;
- reduced procurement costs in data collection and analysis as a result of joint procurement approach;
- opportunity to align activity management plans, business cases and data capture;
- improved sharing of information around collective problem solving, business and residential community engagement and land use-transport planning approaches; and
- relatively easy to implement and flexible to scaling up if successful.
-

4 Definition of Scope Options

Scope Options	Possible Coverage/Definition
Status Quo	All functions continued as at present with existing levels of collaboration. Collaboration under the status quo includes sub-regional initiatives (e.g. SmartGrowth; HO/TLA joint localised planning and operational arrangements, WBoPDC/NZTA shared Westlink contract) through to regional activities (e.g. RAG practitioners group; RTC coordination of RLTP).
Data & Analysis ONRC (reporting), Activity Management Plans, Long Term Plan	Regional standardisation of data specifications, systems, quality, collection, storage, processing and analysis. Achieving standardised evidence-base; procurement efficiencies; expertise in analysis; regional consistency in data use, alignment of ONRC reporting.
Transport Programming Renewals, Maintenance & Operations (M&O), Business Cases	Coordinated approach to development of renewals and M&O programming, involving aligned levels of service, maintenance intervention strategies and risk profiles; common evidence base and shared preparation of investment cases; peer reviews. etc. Achieve consistent one network ONRC approach to service delivery and customer outcomes, and improve planning and strategy development;
Transport Planning Strategic, Growth, Level of Service (LOS), Business Cases, Traffic Modelling, Customer	Joint approach to transport planning to ensure maximum regional effectiveness on strategic issues (other than those required by the RLTP) and taking into account amenity / place making aspects. Achieve integrated regional approach to provide stronger 'common voice' to Central government interaction and reduce duplication of efforts. Establish consistent processes to turn strategic priorities agreed with key stakeholders into operational and planning decisions.
Strategic Decision Making 30-year Infrastructure, RLTP	Identifying long-term service and network requirements, planning areas of growth and development and consequent infrastructure requirements, identifying and budgeting funding requirements. This includes inputs into regional strategies, LTPs, and 30-year infrastructure strategies, and development of RLTP.
Procurement Process Tendering, Specifications, Alignment, Size, Duration.	Coordination of procurement timing to remove peaks and troughs by separating contract renewal dates. Allowing contractors to know what contracts have been awarded prior to tendering for others Develop common contract form, contract documents and/or specifications to remove variability allow consistent interpretation by industry. Thus reducing tendering cost/workload. Common approach to encouraging competitive regional supply market, e.g. minimum sub-contractor provisions.
Network Management	Joint Network Operating Plans to ensure network efficiencies and route optimisation especially for key urban centres and peri-urban area, with a One Network approach and consideration of multi-modal options.
Service Delivery (Bundling)	Potential aggregation of smaller contracts to achieve scale and be more attractive to contractors (enabling them to invest in greater skills and resources).

5 Cost and Time Comparison

Investment Metric	Option 1 Status Quo	Option 2 Formal Forum	Option 3 Transport Centre of Excellence	Option 4 Combined Business Unit	Option 5 One Entity / CCO
Investment cost (Range)	Existing	\$0.3m - \$0.5m	\$0.4m - \$0.7m	\$0.6m - \$1m	\$1.2m - \$1.5m
Additional estimated operational costs (Range) ¹	Existing	\$0.4m - \$0.6m pa.	\$0.5m - \$0.9m pa.	\$0.9m – \$1.3m pa	\$1.1 – \$1.5m pa
Existing resources involved ²	100%	5-10%	60-70%	80-90%	100%
Additional /Reduced Resources (FTE +/-)	None	3 additional ³	3 additional ⁴	3 additional ⁵	4 additional ⁶
Projected savings	Existing	\$200k procurement savings per year (RATA Annual Report)	\$250k + procurement savings per year estimate over the first three years	\$2.6m per year from year 3, based on 5 organisations, with 3.1% efficiency improvements (Northland Transportation Alliance detailed business case)	\$560k - \$2.0m estimate pending further analysis
Time Range from point of approval and funding secured	On-going	2 - 4 mths Comparative: RATA	3 - 6 mths Comparative: RATA	4 – 9 mths Comparative: Northland Transportation Alliance	9 – 15 mths Comparative: Auckland Transport

(Source: Page 38, Bay of Plenty Local Government Futures, Transportation Functional Assessment Indicative Business Case, August 2016)

¹ Indicative costs based on similar collaborations (Waikato, Northland & Auckland) and pro-rata.

² Existing resources involved as a percentage of each organisation's transportation workforce.

³ Plus, champions within each organisation.

⁴ Project Director, Project Manager plus Administration Support over Transition period (further analysis to determine final number).

⁵ Business Unit Manager, Project Manager and Administration Support with additional assistance from existing Managers, human resources, communication and legal representatives.

⁶ Governance specialist, Manager, Project Manager and Administration Support during transition with full resourcing to be matched to agreed scope.