



Mount North Flooding Adaptation Plan

Recommendations Report

Prepared for Tauranga City Council

Prepared by Beca Limited

10 May 2024



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Appendices

Appendix A – Legislative Context and National Guidance

Appendix B – Documentation of DAPP Pilot Process and Lessons Learned

Appendix C – Non-Technical Climate Hazards Summary

Appendix D – Mount North Adaptation Project C&E Plan

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Executive Summary

Since 2017, Tauranga City Council has made efforts to address flooding in the high-value, high-density Mount North catchment area of Mount Maunganui (shown in **Figure 1** below).

While early work focussed on engineering responses (such as pump stations and pipe upgrades) it became clear that, on their own, these were not a suitable long-term resilient solution. The options considered for flood management were therefore broadened to include non-engineering responses, such as regulatory controls and land use changes. This work led to the preparation of an Indicative Business Case (IBC), which identified strategic and economic drivers for the project. At the time these were 'liveability' of those who live, work, and play in the area and the enablement of growth/intensification to a lesser extent.



Figure 1: Overview of Mount North Catchment highlighted in yellow.

The IBC was completed in 2020 and has not been socialised with the community in any capacity, with the exception of being referenced on relevant flood affected property LIM notices.

In early 2023, further work was initiated under the banner of the 'Mount North Flooding Adaptation Project', to build on the previous technical work carried out through the IBC. It was agreed that this work should be undertaken using the Ministry for the Environment (MfE) adopted Dynamic Adaptive Pathways Planning (DAPP) approach, which would involve working with the community to build an adaptation plan for the area.

After considering the various other TCC programmes of work underway in Mount Maunganui, such as the Mount to Arataki Spatial Plan, Climate Action and Investment Plan, and Plan Change 33, a 'pilot' was felt to be the most appropriate way forward to help mitigate risk and engagement fatigue.

Comprised of a series of four workshop, the pilot was implemented with a small group of community members representing various stakeholders, including the Mount Maunganui Ratepayers' Association, Bay of Plenty Regional Council, Bay Venues, Mount Business Association, Mount North residents, and mana whenua, among others.

The pilot was well received and gave the project team the opportunity to test the communications material developed, as well as developing fourteen adaptation options for wider testing. The most notable outcome is the development of a community group who has a thorough understanding of the issues in the area and are willing to be ambassadors for the project if the project is to be taken it to the wider community.

The pilot was completed in February 2024 and culminated in the preparation of the recommendations and next steps presented herein (“the Plan”). The Plan sets out the benefits of DAPP, key learnings from the pilot study and makes recommendations to enable future decision-making in relation to progressing this work to a ‘full DAPP’ - which would bring the broader community into the discussion on long-term options for flood management for the area.

Key recommendations from this report and steps to roll out the work broader include:

- Commissioners endorse proceeding with adaptation planning for Mount North, working through the stages outlined in **Figure 2** below, including the internal and external engagement approaches presented in the Communications and Engagement Plan (Appendix D).
- Development of governance structure, including establishment of Technical Advisory Group is needed prior to progressing.
- Establish a mana whenua working group to work across Mount North and all future adaptation projects, considering alignment with the Climate Action and Investment Plan mana whenua representation.
- Champion the economic benefits of long-term, adaptative planning through communication and engagement at the start of the project.
- Look for alignment with interlinking Council projects, Government Guidance and Legislation.
- Scope expands to include full community engagement to collaboratively develop an adaptation plan. Pacific Coast remains out of scope.
- Updated cost estimates are needed for potential options, as well as technical work to test the feasibility and efficacy of open channels / restoring waterways.

As with any complex project or programme, there are a number of risks that should be monitored and mitigated – these include phasing with other Council projects, the TCC election, and possible community opposition to the plan and increased media attention.

The Communications and Engagement Plan (Appendix D) identifies key risks and proposed mitigations, as well as identifying timing, methods and messaging associated with each stage of the DAPP process and will be reviewed and updated as required.

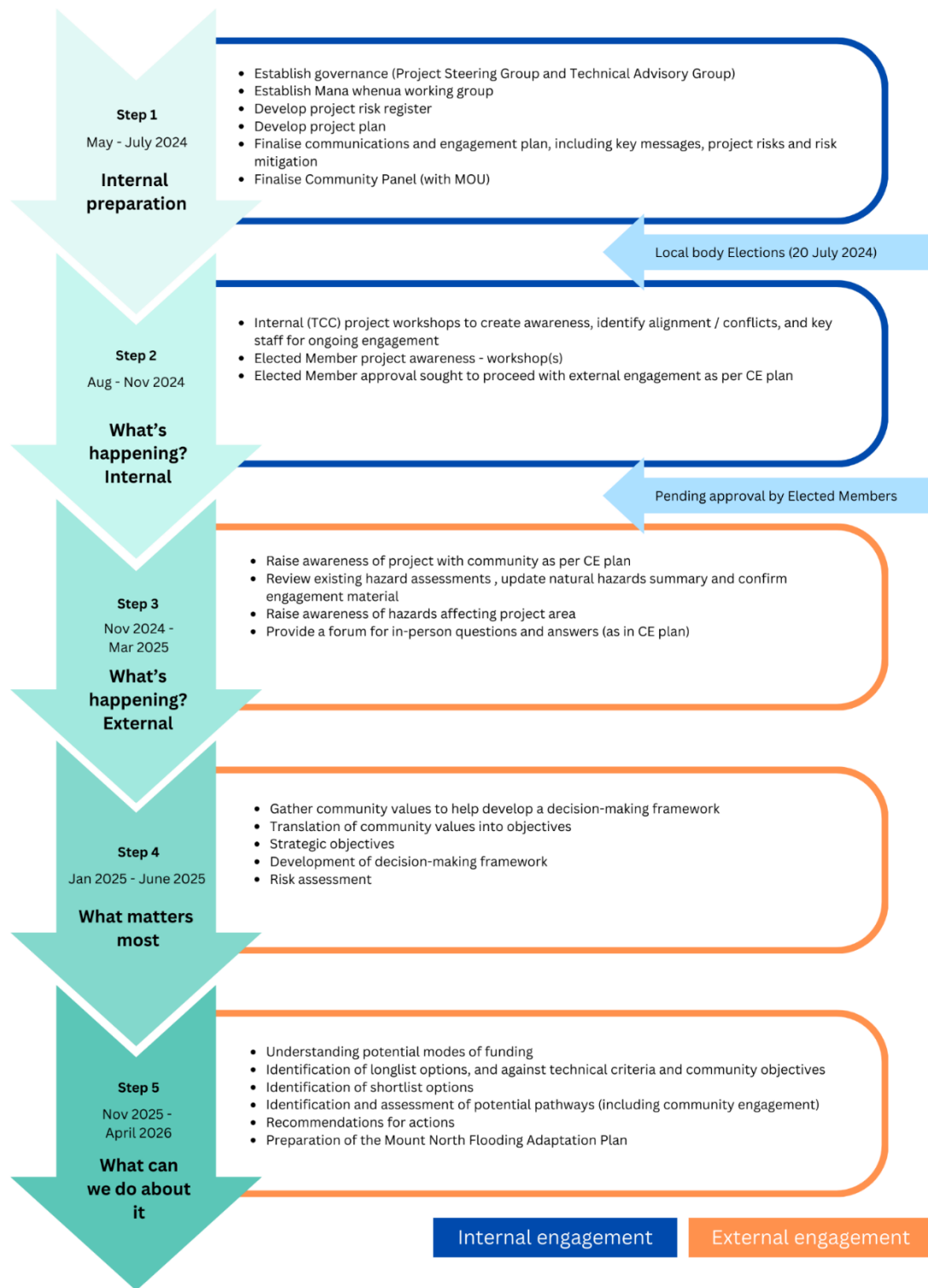


Figure 2: An overview of the recommended Mount North adaptation planning process.

1 Introduction

1.1 Background

Aotearoa New Zealand has been experiencing more flooding recently due to climate change, and this will increase in frequency and severity over time. As a coastal city, Tauranga needs to adapt its infrastructure and environment in a way that allows for heavy rain, changing weather patterns, and rising sea levels, while protecting space for people and the things that matter.

The Mount North catchment (from Adams to Salisbury Avenue) covers 47 hectares of high-density residential and commercial land that currently drains stormwater directly to Pilot Bay through a piped network. The area is prone to flooding due to its low-lying nature and its natural landscape that forms shallow basins with no natural outlets to drain. Flooding will worsen in this area as rainfall increases and sea levels and ground water rise due to climate change.

Coastal erosion is also an issue in the area; however, this is not being included in the scope as it sits out of the catchment.

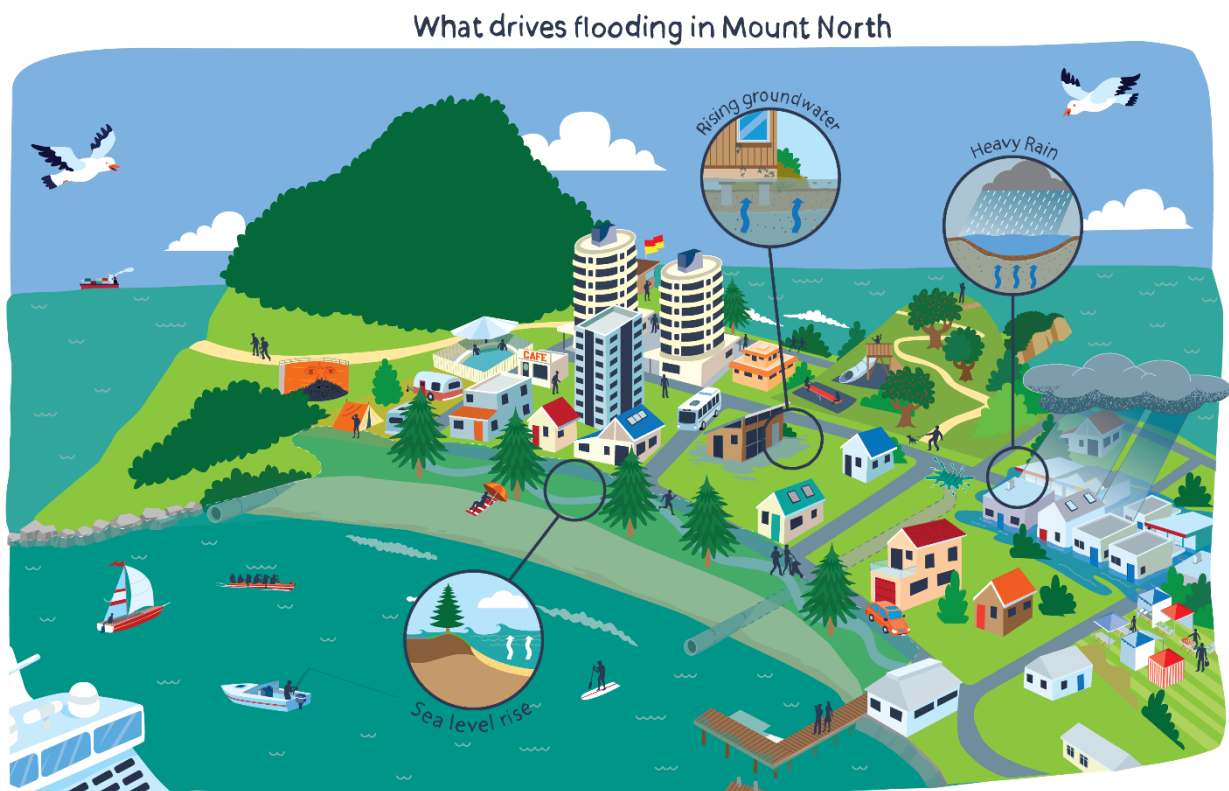


Figure 3. Illustration of risk factors associated with flooding in the Mount North area. Source: Tauranga City Council.

1.2 Report Purpose

The purpose of this report is to provide recommendations for how the next phase of the Mount North Flooding Adaptation Plan project should be delivered, including how the wider Mount North community could be engaged to help shape an adaptation plan. These recommendations are

supported by the lessons learned through the pilot project (Appendix A) and the Communications and Engagement Plan (Appendix D)

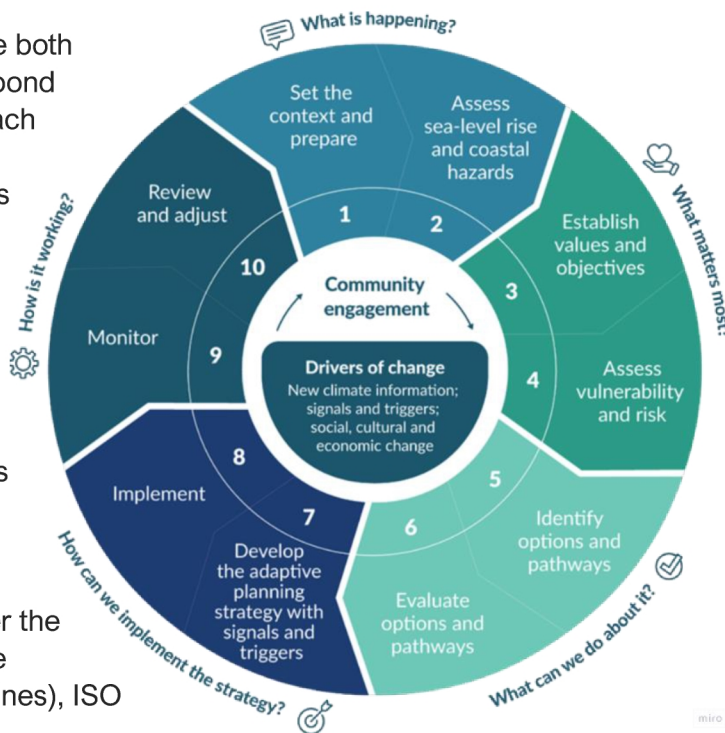
2 Next Steps and recommendations

Adaptation planning is recommended practice both internationally and within New Zealand to respond proactively to a changing climate. This approach allows for a 100-year plan to be put in place where actions begin when signals and triggers indicate that they will be required in the near future. This allows for deliberate action in the present to reduce risk while balancing effective, responsible spending of funds, and working with communities to build buy-in from the start.

Sections below present key recommendations and an outline of scope for next steps. These recommendations are based upon learnings from the pilot, similar adaptation planning processes around Aotearoa New Zealand over the past decade, ISO14090 (Adaptation to climate change – Principles, requirements and guidelines), ISO Technical Specification 14092 (Adaptation to climate change – Requirements and guidance on adaptation planning for local governments and communities), and the MfE’s Coastal Hazards and Climate Change Guidance as updated in 2024.

The National Adaptation Plan identified the need for a hazard-agnostic adaptation planning guidance, and the MfE has appointed a writing panel to draft this guidance by mid-2024. A member of this Mount North project team (s 7(2)(a) - Privacy) is on this panel and has provided inputs into the recommended approach to align with the direction of the forthcoming guidance. Methods have been robustly tested via engagement with Bay of Plenty Regional Council, and TCC staff.

The following recommendations are designed to support endorsement of proceeding with adaptation planning for Mount North, including the internal and external engagement approaches presented herein, and in the Communications and Engagement Plan. The process is based on steps 1 – 5 of the Dynamic Adaptive Pathway Planning framework (see **Figure 4**).



2.1 Step One: What’s happening (Internal Preparation)

2.1.1 Governance arrangements

Step One involves establishing the necessary governance structures to support effective delivery and gain necessary buy-in to successfully deliver the Plan (the **Figure 5**). During this stage TCC needs to identify if this should be a TCC owned project or whether partners can be brought in (e.g.

Regional Council). The following outlines the suggested arrangements for a TCC owned and led Plan development process.

In the preparation and context phase, it is recommended to develop a Memorandum of Understanding (MOU) as part of the adaptation planning process to ensure clarity on decision-making roles, expectations, and decision-making responsibilities among the various groups involved (and responsibilities for funding and implementation). Project principles and target outcomes should also be clearly identified and documented in the MOU.

Governance and decision-making should occur at the lowest level feasible with day-to-day decisions made by the project team and a Technical Advisory Group. Strategic decisions should be made by a Project Steering Group, with endorsement from elected officials at major hold points. While the community panel does not have decision-making authority, their input and advice could be valuable for the project team.

- **Joint Governance Group or a Project Steering Group:** The key role of this group is to provide strategic advice and decisions throughout the project. This group should consist of “decision maker” representatives from TCC or senior managers that can endorse the approach to decision makers (councillors). If there are any project partners (e.g. other councils or mana whenua) then they should have a senior representative on this group. Note, it is important to appropriately fund mana whenua to resource the role and involvement.

A Project Steering Group has already been established for the project, consisting of the General Manager for Infrastructure as well as representatives from interlinking projects. This group should be reassessed for the next phase as some members may be more suitable for the Technical Advisory Group, which is yet to be established. It is suggested that the Project Steering Group is maintained as a senior management team that could act essentially as ‘project sponsors’ and provide the necessary endorsement for approach ahead of being submitted to Councillors.

- **Technical Advisory Group (TAG):** The key role of this group is to provide technical advice to the project. The group would include technical specialists, cultural advisors (such as Beca Kaiwhakatare) and Council staff. The purpose of the TAG is to test the approaches with the team who could ‘operationalise’ the plan on the ground and may have technical (or ancestral) knowledge that is important to inform how options are assessed. The TAG may therefore consist of TCC engineers, scientists, planners, climate scientists/hazards specialists, property managers etc.
- **Mana whenua working group:** The key role of this group is to ensure Mātauranga Māori values and tikanga is upheld and reflected in the adaptation plans. All iwi in the region would be invited to join this group because of potential impacts on the harbour.
- **Community Panel:** The key role of this panel is to provide advice on community views and risks, and to act as spokespeople. We suggest the same community representative panel from the pilot is maintained through this stage to provide consistency but additional representatives are added to supplement the existing group. The members were remunerated for their time, and we recommend that this continues.

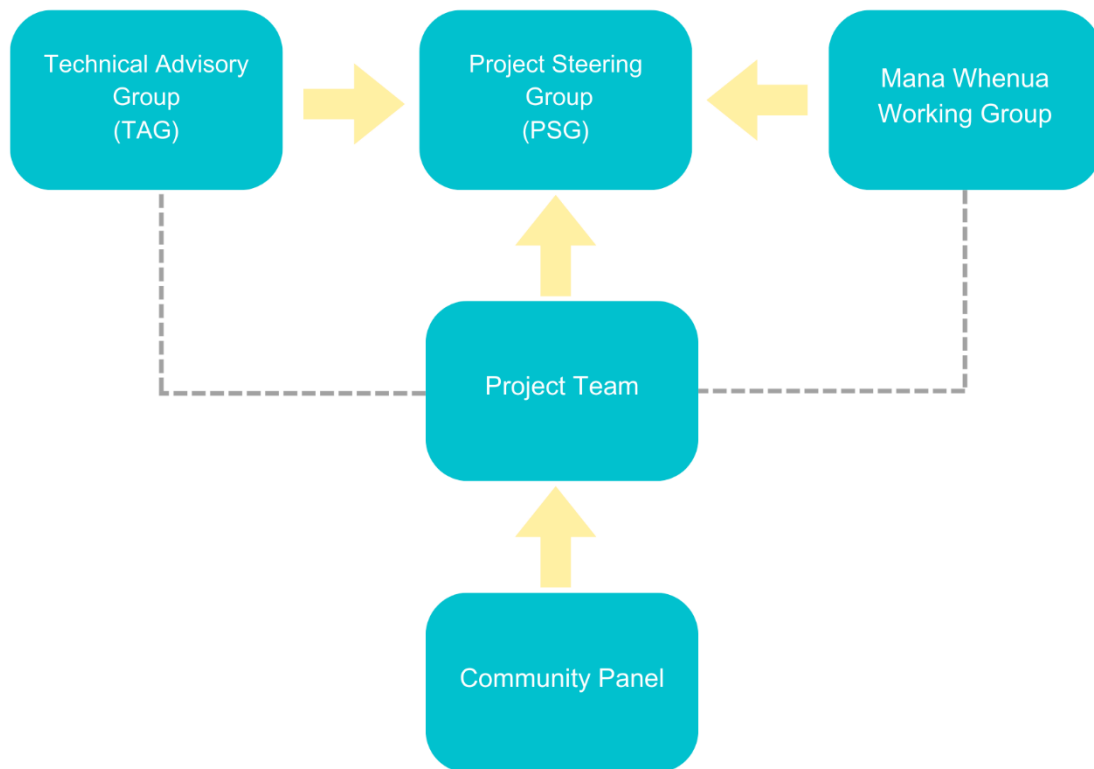


Figure 5: Proposed governance structure

2.1.2 Scope and project area

The extents of the project area are consistent with stormwater catchment boundaries and were selected based upon the extensive work to date identifying and evaluating options. **We recommend that these remain the scope and project area for the full DAPP phase.** While there were questions during the pilot stage raised by the panel regarding why the Pacific Coast and Coronation Park were not included, options to manage hazards along the Pacific Coast are substantially different than the options considered to manage hazards within Mount North. The scale of interventions to manage hazards from the Pacific Coast is unknown at this stage, pending coastal inundation mapping from Bay of Plenty Regional Council. Coronation Park has a masterplan in development which does not preclude future use for stormwater conveyance or storage and therefore can be incorporated if required in the future.

The scope of the project area needs to be clearly communicated in the community engagement as it is likely similar questions could be raised (refer to the Communications and Engagement Plan).

2.1.3 Key risks associated with Mount North Flooding Adaptation Plan development

As with any complex project or programme, there are a number of risks that should be monitored and mitigated as required. Examples of these risks include:

- Attrition of the team or changes in roles
- Disruptions (pandemic, extreme weather)
- Phasing with other Council workstreams, including the Tauranga City Council election

- Phasing with Council timelines (e.g. election, LTP)
- Meaningfully incorporating Mātauranga Māori
- Changes in legislation or governance
- Opposition of communities to plan and increased media attention.

Many of these risks can be managed through a programme risk register, developed during the preparation and context phase. When risks escalate above an unacceptable level, the Project Steering Group should be notified. It's important to note that there could be additional risks associated with the implementation of the plan.

There are particular risks associated with taking the next stage into the public arena. The Communications and Engagement Plan (Appendix D) documents the recommended approach. We have summarised some key aspects below.

2.1.4 Communications and engagement approach

The communications and engagement approach should follow the DAPP ten-stage cycle (**Figure 4**). A strong focus on internal communications and engagement should take place at the start of the project to enable TCC and its partners (such as Council Controlled Organisations) to present a united front with the community. This is especially important given TCC will have Councillors reintroduced after four years of a commission.

Before the election in July 2024, the focus should be on building internal awareness with TCC staff. Post election, there would be a heavy focus on educating the newly elected members on the project. Cohesion is needed across the Council to make sure time with the elected members is well utilised.

External communications and engagement would primarily target those who live and work in the Mount North area, however the wider-Tauranga community should be kept informed and would have the opportunity to join workshops and events as well. **Good visual communication would be important to explain complex technical information – this was identified during the pilot phase of the project.** Video, animation and photography could be utilised.

A proactive approach to media should be taken, paid editorial could be booked in local news outlets to control the narrative, and the story could be offered to the Spinoff as an exclusive, given their coverage of adaptation planning in South Dunedin Future.

The project could utilise existing networks such as Mount Ratepayers Association and Mount Main Street to share information. The team would go 'to the people' with project specific workshops and expos in Mount North and a presence at existing markets and events such as Little Big Markets and sporting events.

Digital tools could also be explored to get community feedback on adaptation pathways and/or options.

a. Mana whenua engagement

Māori and the Crown are partners under the Treaty of Waitangi/Te Tiriti o Waitangi, and both the Local Government Act 2002 and the Resource Management Act 1991 require councils to uphold the principles of the Treaty. The Government's Managed Retreat Issues and Options Paper (2023) details a Tiriti-based approach to local adaptation planning.

During the internal preparation phase we would ask mana whenua how they would like to be involved in the project. We would invite iwi and hapū, including representatives on the Climate

Action and Investment Plan, to a mana whenua working group which could focus initially on Mount North, and then be used for wider projects across the city. The first task for the group would be to establish a set of Mātauranga Māori values for the project.

Because this project would have an impact on the wai (water) and harbour, all iwi and hapū should be invited to join this panel and have their say on the project. This panel would be facilitated by a Kaiwhakatere (cultural navigator) and or a representative from Council’s Takawaenga Māori Unit.

b. Community panel

Through the Mount North Flooding Adaptation Pilot, a community panel was established that have a thorough understanding of the adaptive planning process and the issues facing Mount North.

Our recommendation is to continue with this panel, as it was successful during the pilot project. The panel is willing to champion the project and be involved in a community-wide planning process. To build community ownership, it is recommended that several positions are opened to the community through a nomination process. Mount North community members would be able to nominate themselves for the panel, and the existing members would agree on who should join.

The panel play a valuable role in adaptation planning; however, it is recommended that they are not treated as a substitute for community-wide engagement. The panel’s purpose on this project should be to:

- Champion the project through their networks
- Guide the project team/TAG on community views and possible risks
- Test communications and engagement approaches
- Front communications and be spokespeople (community talking to community)

Additionally, using a community group to share information can be a good way to build trust and authenticity.

Table 1 Recommendations for Step One: Internal Preparation (3 months)

| Element | Recommendation |
|-------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Internal preparation (May – July 2024) | <ul style="list-style-type: none"> • Develop governance structures <ul style="list-style-type: none"> ○ Review Project Steering Group ○ Establish Technical Advisory Group • Invite mana whenua how they would like to be involved in the project • Develop MOU • Identify principles and target outcomes • Develop risk register • Develop overarching project plan • Finalise communications and engagement plan • Finalise community panel: <ul style="list-style-type: none"> ○ Consider including representatives from disability and additional youth. ○ Consider opening several new positions and run a nomination process with the wider community to help develop community ownership. |

2.2 Step two: What’s happening (Internal Context Setting) - 4 months

2.2.1 Internal Council Departments and Elected Members

The output of the Mount North Flooding Adaptation project should be a plan which includes short-term recommendations in alignment with a long term (100 year) strategy. These short-term recommendations may be a range of actions potentially including but not limited to planning changes, voluntary property acquisition, engineering interventions, re-grading the road corridor and/or land use changes. To effectively address the wide ranging nature of the project, close collaboration with relevant Council departments would be required to confirm and implement actions; therefore, internal buy-in and alignment is required. These linked Council projects may include:

- Other resilience work
- Plan Change 27
- Plan Change 33
- Mount to Arataki Spatial Plan
- Stormwater projects in the adjacent catchment
- Stormwater Management Plan
- Urban Form and Transport Initiative (UFTI)
- Coastal projects bordering the project area.

Once council has endorsed the full DAPP project proposal there is a need to undertake internal engagement across departments to discuss the project and seek interest for involvement in a TAG.

2.2.2 Incoming Councillors

It would be important to communicate the benefits of using an adaptive pathway planning process for this project. Given the current economic climate – Aotearoa New Zealand officially entered a recession in March 2024 – the community will be concerned about potential rates rises and additional costs of implementing resilience options. The project should communicate that the plan is long-term, and the adaptive process mitigates investment in expensive infrastructure that may only work for a short period of time.

In July 2024, an election will take place for the first time in four years, after commissioners were appointed to replace elected members at Tauranga City Council. The Mount North area sits in the Mauao/Mount Maunganui ward. It is recommended that only internal engagement takes place over the election period, with a focus on building awareness of the project with new elected members during the council onboarding process. This would mitigate the risk of candidates using the project for a topic of debate. Once awareness is built with the next elected members, we would look for Council endorsement to take the project external.

Table 2: Recommendations for Step Two: Internal Context Setting (4 Months)

| Element | Recommendation |
|----------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Context setting (internal) | <ul style="list-style-type: none"> • Raise awareness of project (as in C&E Plan) • Build understanding of project with elected members |

| Element | Recommendation |
|--------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (August – November 2024) | <ul style="list-style-type: none"> • Approval sought from elected members to process with external engagement • Identify alignment with other workstreams • During the preparation and context phase, clearly identify overlapping and parallel workstreams to begin engagement with the ongoing and future projects to drive alignment and buy-in. • Where possible, incorporate parallel project objectives into the decision-making framework for the Mount North Flooding Adaptation Plan. • Keep representatives from interlinking initiatives informed. • Invite leaders of interlinking projects to TAG or PSG. • Champion the economic benefits of long-term, adaptive planning through communication and engagement at the start of the project. • No external engagement to take place until after election. • Prepare messaging and keep staff informed in case candidates use the project for debate |

2.3 Step Three: What is happening (External context setting and coastal hazards) – 6 months

The first stage of external community engagement should focus on what is happening. This phase would enable awareness of issues to be raised so that the community has a common understanding of ‘why’ we need adaptation planning. There is presently a limited understanding in the Mount Maunganui community about how climate change will impact the area. Some information was included in the Mount to Arataki Spatial Plan, and the Climate Action and Investment plan had limited engagement in 2023. The community experiences flooding and know that it is an issue, but most are unlikely to understand the full picture. There are however some members of the community that are highly engaged with significant understanding of existing hazards and how climate change will likely effect them over time.

For this phase, best available hazard information should be used (e.g. no new hazard assessments performed within this scope) to clearly communicate extents of hazard exposure and drivers of risk in the Mount North catchment. Once the communities have a foundational understanding of hazard and risk, they are better positioned to discuss options to respond over time. The pilot community panel remarked that a clear understanding of the hazards their community will face in the future was instrumental in informing their options on potential options to respond to that risk.

The “What is happening?” stage includes three key elements: internal preparation, context setting (internal and external), and hazard assessments. Key tasks and recommended steps are presented below.

Table 3: Recommendations for Step Three: External Context Setting and Coastal Hazards (6 Months)

| Element | Recommendation |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Context setting (external) (Nov 2024 – Jan 2025) | <ul style="list-style-type: none"> • Raise awareness of project (as in C&E Plan) with the aim that the community has a common understanding of the issues and why the project is needed. |
| Hazard assessments (technical and preparation) (Sept 2024 – Jan 2025) | <ul style="list-style-type: none"> • Review available hazard assessments and update natural hazards summary (see Appendix B) if new information is available. • Refine collateral for engagement |
| Hazard (engagement) (Jan – Feb 2025) | <ul style="list-style-type: none"> • Raise awareness of hazards affecting the project area and provide a forum for questions and answers (as in C&E Plan) |

2.4 Step Four: What Matters Most - 7 months

The “What matters most?” phase includes identification of community values, translation of those values into objectives, identification of strategic objectives, development of the decision-making framework, and a risk assessment. Key tasks and recommended steps are presented below.

Table 4: Recommendations for Step Four: What Matters Most (7 months)

| Element | Recommendation |
|------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community values (March 2025 – May 2025) | <ul style="list-style-type: none"> • Identify community values and places of value through engagement (as in C&E Plan) • Communicate those identified values back to communities for endorsement |
| Translation of community values into objectives (June 2025) | <ul style="list-style-type: none"> • Translate community values into measurable objectives to inform decision-making |
| Strategic objectives (July 2025 – August 2025) | <ul style="list-style-type: none"> • Identify strategic objectives aligned with Council strategies, plans and other projects, for example Mount to Arataki Spatial Plan. |
| Development of decision-making framework (April 2025 – August 2025) | <ul style="list-style-type: none"> • Use community and strategic objectives alongside technical criteria to develop a decision-making framework. • Socialise the decision-making framework within Council and with communities to generate buy in (as in C&E Plan). |
| Risk assessment (July 2025– September 2025) | <ul style="list-style-type: none"> • Identify risk tolerance within communities (e.g. can you tolerate this?) through engagement to inform when adaptation action will be required • No additional risk assessment is proposed (at this stage) as an assessment of exposure of buildings was completed in 2020. • If updated hazard information is available that is significantly different from 2020 assumptions, update the exposure assessment. • If community values indicate that there are important social, cultural, and environmental risks that should be included in a residual risk assessment to inform decision-making or to build a more robust case for change that extends beyond the build |

| Element | Recommendation |
|---------|-------------------------------------------------------------|
| | environment, a more fulsome risk assessment is recommended. |

2.5 Step Five: What we can do about it - 10 months

The “What can we do about it?” phase includes identification of a long list of options, assessment of the long list using the decision-making framework to develop a short list, identification of pathways (e.g., sequences of options), and assessment of the potential pathways using the decision-making framework select a preferred pathway or preferred short-term actions. This decision-making will require an understanding of potential funding models as well as cost and economic considerations. This stage includes the final deliverable – an adaptation plan. Key tasks and recommended steps are presented below.

Table 5: Recommendations for Step Five: What can we do about it. (10 months)

| Element | Recommendation |
|----------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Understand potential funding models (Oct 2025 – Jan 2026) | <ul style="list-style-type: none"> Identify potential modes of funding (general rates, targeted rates, central government funding, public-private partnership, etc.) |
| Identification of long list of options (Oct 2025 – Feb 2026) | <ul style="list-style-type: none"> Prepare updated collateral (as in C&E Plan) Work with communities to test the long list developed in the pilot and add additional options if required (as in C&E Plan) Communicate those identified options back to communities for endorsement |
| Assessment of long list of options (technical) (Feb 2025 – Mar 2026) | <ul style="list-style-type: none"> Complete pre-feasibility assessment of open channel option identified in pilot to understand if it is / is not a viable option (note that this is likely to include high level computer modelling) Complete pre-feasibility assessment of any other options identified that were not previously assessed Identify locations / sub-catchments where options are likely to be most effective by using previous technical assessments and proposed pre-feasibility assessments Update cost estimates for options |
| Assessment of long list of options (against community and strategic objectives) (Feb 2025 – Mar 2026) | <ul style="list-style-type: none"> Prepare updated collateral (as in C&E Plan) Engage communities for feedback on long list of options to inform assessment against community objectives (as in C&E Plan) Engage Council SMEs to inform assessment against strategic objectives Incorporate community and Council SME feedback into decision-making framework to assess and rank long list of options |
| Identification of short list of options | <ul style="list-style-type: none"> Identify short list for sub-catchments based upon efficacy and assessment against decision-making framework |

| Element | Recommendation |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| (Feb 2026 – May 2026) | <ul style="list-style-type: none"> • Socialise the scoring against the decision-making framework within Council and with communities to generate buy in (as in C&E Plan) • Seek additional community feedback on short-list of options |
| <p>Identification of potential pathways (May 2026 – July 2026)</p> | <ul style="list-style-type: none"> • Socialise understanding of pathways with communities and within Council (as in C&E Plan) • Engage communities on pathways (sequences of options) to collaboratively build potential pathways • Develop DAPPs reflecting crowd-sourced pathways, technical advice, community risk tolerance, and signals and triggers for action informed by lead times. |
| <p>Assessment of pathways and recommendations for actions (April 2026 – July 2026)</p> | <ul style="list-style-type: none"> • Engage communities for feedback on potential pathways to inform assessment against community objectives (as in C&E Plan) • Engage Council SMEs on potential pathways to inform assessment against strategic objectives • Incorporate community and Council SME feedback into decision-making framework to assess and rank on potential pathways to recommend actions |
| <p>Preparation of the Mount North Flooding Adaptation Plan (April 2026 – July 2026)</p> | <ul style="list-style-type: none"> • Document the process to develop the adaptation plan • Summarise potential funding models and recommend a funding model if a preferred model emerges • Present options and pathways • Recommend actions (minimum short term, perhaps extending to a preferred pathway depending upon outcomes of assessments) including signals and triggers to identify when the actions are required • Develop an implementation plan including monitoring requirements, roles and responsibilities, status of recommended actions (funded, endorsed, etc.) and anticipated timelines. |

2.6 Summary of workplan

The following workplan provides a guide on the suggested roll out of the DAPP project. It indicates what should be undertaken at each stage of the project and a suggested timeframe.

Table 6: Overview of programme

| | 2024 | | | | | | | | | | | | 2025 | | | | | | | | | | | | 2026 | | | | | | |
|---------------------------------------------------------------------------------|------|------|------|-----|------|-----|-----|-----|-----|-----|-----|-----|------|------|------|-----|------|-----|-----|-----|-----|-----|-----|-------|------|------|------|--|--|--|--|
| | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | June | July | Aug | Sept | Oct | Nov | Dec | Jan | Feb | Mar | April | May | June | July | | | | |
| What is happening? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Internal preparation | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Context setting (internal) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Context setting (external) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hazard assessments (technical and preparation) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Hazard assessments (engagement) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| What matters most? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Community values (engagement) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Translation of community values into objectives | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Strategic objectives | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Development of decision-making framework | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Risk assessment | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| What can we do about it? | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Understand potential funding model | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identification of long list of options | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assessment of long list of options (technical) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assessment of long list of options (against community and strategic objectives) | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identification of short list of options | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Identification of potential pathways | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Assessment of pathways and recommendations for actions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Preparation of the Mount North Flooding Adaptation Plan | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Make it happen! (Handover to other parts of Council) | | | | | | | | | | | | | | | | | | | | | | | | | | | → | | | | |

NOTE: **Blue** indicates Council and consultant work while **purple** indicates engagement pulses with communities

A large, white, sans-serif capital letter 'A' is centered on the right side of a teal rectangular background.

Appendix A – Legislative Context and National Guidance



Legislative Context and National Guidance

Planning for natural hazards

In response to the NZCPS and the MfE Coastal Hazards Guidance, adaptation planning in Mount North should stress test options and pathways extending to 100 years in the future, e.g. 2130 and should consider a range of climate scenarios. For this work, comparison against SSP2-4.5 ('middle of the road') and SSP5-8.5 ('hot house') scenarios are used to test against a likely and possible scenario. While the socio-economic conditions associated with SSP5-8.5 are unlikely to occur, the outcomes associated with that scenario as it relates to changes to sea level, temperature and rainfall are very much so possible.

Natural hazards identified within the Mount North catchment include increased rainfall, rising sea levels, rising groundwater, and coastal inundation. It is expected that the impacts of these hazards will be amplified upon interaction with one another. Examples of this include:

- With rising sea levels causing saltwater intrusion, leading to the elevation of adjacent groundwater levels. This, in turn, may result in localised ponding and increased flooding following heavy rainfall.
- Intensified rainfall during extreme events can heighten the coastal flooding effects, while the rising sea levels can impede effective stormwater drainage through existing outlets during heavy rain events.

Given the challenges posed by climate change and its effects on the Mount North area, it is vital to address the cumulative impacts that arise from these interactions. The adaptive planning approach plans for future uncertainties associated with not only different socio-economic scenarios but also with uncertainties in how hazards will compound and interact in the future.

Legislative and National Context

The following policy and legislation inform and guide local governments in their efforts to adapt to the impacts of climate change.

Resource Management Act (RMA) 1991

Under Section 6(h) of the RMA, "the management of significant risks from natural hazards" must be recognised and considered as a matter of national importance¹. Additionally, Section 7(i) requires all individuals responsible for managing natural and physical resources to have particular regard to "the effects of climate change." The RMA outlines the basis for recognising the high risk of flooding hazards that threatens Mount North while incorporating climate change factors in development planning in the area.

¹ New Zealand Legislation. Resource Management Act. 1991.

National Adaptation Plan (2022)

The National Adaptation Plan (NAP)², published under the United Nations Framework Convention on Climate Change in 2023, builds on RMA requirements and details specific context regarding a long-term climate adaptation strategy, adaptation priorities from 2022-2028, and recommendations under different climate change scenarios³. It emphasizes working with nature to address the climate and biodiversity crises and investing in adaptation, including integrating it into infrastructure recommendations. The long-term NAP strategy includes goals such as reducing vulnerability, enhancing adaptive capacity, considering climate change in decisions at all levels, and strengthening resilience through transformational adaptation. Priorities of action between 2022-2028 include better risk-informed decisions, climate-resilient development, considering adaptation options including managed retreat, and embedding climate resilience across all government strategies and policies.

The NAP provides a structure and high-level guidance applicable to climate-related risks in Mount North, being primarily flooding, and adaptation considerations, including managed retreat, home flood insurance, and homes and building protection, alongside providing case studies.

MfE Coastal Hazards and Climate Change Guidance (2024)

MfE's Coastal Hazards and Climate Change guidance⁴ provides a 10-step process to assess risks and determine appropriate actions, based on the latest scientific information. It has been updated to include advancements in sea-level rise science, global projections from the IPCC's Sixth Assessment Report, relative sea-level rise projections, vertical land movement estimates from the NZ SeaRise Programme, and improved understanding of coastal hazards and their interactions. The guidance focuses on risk assessments and adaptation pathways planning and is directly applicable to Mount North as a coastal and flood-prone area.

New Zealand Coastal Policy Statement 2010

The New Zealand Coastal Policy Statement (NZCPS)⁵ aims to achieve the purpose of the RMA in relation to the coastal environment. It has seven objectives, including safeguarding the integrity and resilience of the coast, preserving its natural character, involving Māori, maintaining public access, managing hazards, promoting well-being, and meeting international obligations. With 29 policies, it focuses on protecting ecosystems, maintaining water quality, restoring damage, ensuring access, considering climate change, and balancing development with conservation. This includes requirements for associated management plans for coastal hazards extending at least 100 years into the future.

² MfE. Adapt and thrive: Building a climate-resilient New Zealand. Aotearoa New Zealand's First National Adaptation Plan. 2022.

³ MfE. National adaptation plan and emissions reduction plan: Resource Management Act 1991 guidance note. 2022.

⁴ MfE. Coastal hazards and climate change guidance. 2024.

⁵ New Zealand Government. New Zealand Coastal Policy Statement 2010. 2010.

The series of policies in the NZCPS provide objectives pertinent to developing Mount North's flooding adaptation plan that extends at least 100 years, considering Te Tiriti o Waitangi, precautionary approaches, natural character preservation and restoration, heritage protection, open space, access, water quality enhancement, sedimentation control, contaminant discharge, development regulation, and monitoring and effectiveness review, among other factors.

Alignment with national guidance

As the climate changes, it is increasingly clear that the future will be different from the past. There is uncertainty related to climate projections, but this uncertainty is largely due to the unknown trajectory of global emissions. The level of risk in the future will depend on whether emissions reductions proceed rapidly or if the global economy remains reliant on fossil fuels. Despite this uncertainty, a certain amount of change is 'locked in' and should be planned for; global sea level rise of at least 1m (if not 1.5m) is virtually certain, and this is projected to occur sometime between 2110 and 2150. It is this temporal uncertainty that a dynamic adaptive plan is particularly good at addressing.

The approach recommended is based upon learnings from the pilot, similar adaptation planning processes around Aotearoa New Zealand over the past decade, ISO14090 (Adaptation to climate change – Principles, requirements and guidelines), ISO Technical Specification 14092 (Adaptation to climate change – Requirements and guidance on adaptation planning for local governments and communities), and the MfE's Coastal Hazards and Climate Change Guidance as updated in 2024. The National Adaptation Plan identified the need for a hazard-agnostic adaptation planning guidance, and the MfE had appointed a writing panel to draft this guidance by mid-2024. A member of the project team (s 7(2)(a) - Privacy) was on this panel and has provided inputs into the recommended approach to align with the direction of the forthcoming guidance. An adaptation framework is now under development by central government and the guidance is now on hold until the framework is resolved.

B

Appendix B – Documentation of DAPP Pilot Process and Lessons Learned

Background to Pilot Project

In 2017, after several years of flooding in the Mount North area, work on the Mount Maunganui (CBD/High Density) Stormwater Project, got underway. TCC started to develop a flood mitigation strategy to address ongoing issues while considering the likely effects of climate change (sea level and ground water rise and increased rainfall) the area. An Options Assessment was conducted in 2017, followed by an Indicative Business Case (IBC) in 2020. Figure 1 illustrates the key stages leading to the pilot project.

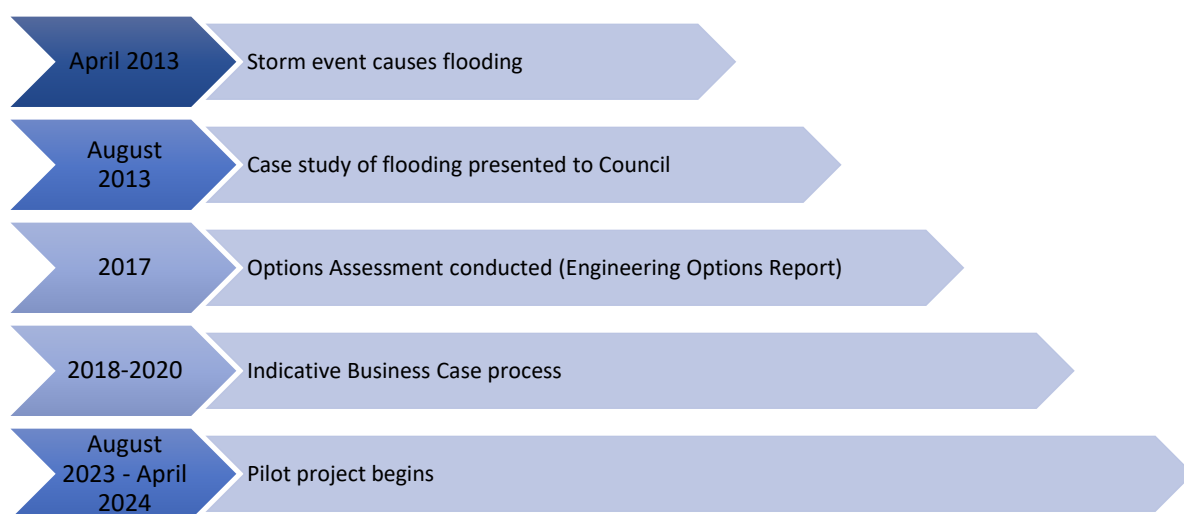


Figure 1: Key events leading to current pilot project

The Mount Maunganui CBD/High Density Stormwater Project (2017)

The Mount Maunganui (CBD/High Density) Stormwater Project began in 2017. Focusing on the area shown in yellow in Figure four above, the team developed a flood mitigation strategy to address ongoing issues while considering the likely effects of climate change (sea level and ground water rise and increased rainfall) in the area.

While early work focused on engineering responses (including the use of pump stations) it became clear that, on their own, pump stations were not suitable for a long-term resilient solution. The options considered for management were therefore broadened to include non-engineering responses, such as regulatory controls and land use changes.

An IBC was prepared which identifies the strategic and economic drivers for the project. Key drivers at the time of development were liveability (of those who live, work, and play in the area) and, to a lesser extent, the enablement of growth (intensification).

The options developed to date have been considered from a technical perspective only. No engagement (except with Council staff) was undertaken as part of this project until 2023.

Pilot Process and Key Learnings

Pilot scope and project area

In early 2023 it was agreed that a community driven adaptive planning process should be undertaken to assess a wider range of adaptation options for the Mount North area to bring communities on the journey to develop a plan to manage flood risk in the Mount. With several significant projects taking place that year – such as the Mount to Arataki Spatial Plan and Plan Change 33 Enabling Housing Supply – TCC decided to undertake a Dynamic Adaptive Pathways Planning (DAPP) a pilot with a small community group to mitigate risk and engagement fatigue.

The project was limited to the Mount North area and focuses on mitigating the impacts of flooding in the area, considering the influence of rising sea levels, groundwater levels, and intensified rainfall. The scope, however, does not encompass broader climate hazards including extreme heat events, higher temperatures, and increased frequency of droughts.

The process was only a trial, and the adaptation measures and pathways identified would undergo further development through a comprehensive DAPP process with the wider community.

The project area included a 47-hectare catchment, as outlined in Figure 2. There are four sub-catchments within the project area: Adams sub-catchment, Grace/Commons sub-catchment, CBD sub-catchment, and Salisbury sub-catchment.

Pilot objectives

The pilot provided the team with a way to test communications material and build support with members of the community to prepare for a broader rollout of engagement to support adaptation planning. Objectives of the pilot were to:

- Test the use of DAPP (Dynamic Adaptive Planning Pathways) in Mount North.
- Evaluate the delivery of information and workshop approaches with the representative community panel.
- Identify what worked well, areas for improvement, and necessary adjustments for the wider rollout of the DAPP project.
- Build internal awareness and buy-in within TCC.

Key learnings

Key learnings were:

- A mana whenua working group should be established to work across all adaptation planning Tauranga, starting with Mount North.
- Mātauranga Māori values need to be established from the start of the project, prior to community-wide engagement.
- Building a DAPP with the community is too technical, look at ways to build pathways with community but not full DAPP.
- Values and outcomes need to be established specifically for this project after the 'what's happening' phase has taken place. They shouldn't be built off other projects.
- Working through a pilot with a community panel could build buy-in with representatives from the community who can champion your project during community-wide engagement.

- Potential funding models need to be tested as part of the process.
- A communications and engagement plan is essential in order to identify the appropriate timing, methods and messaging associated with the adaptation planning. This is particularly needed as it is likely there are other programmes of work that messaging needs to be consistent with, and also there could be a number of potential options discussed as part of the process that would be important to communicate clearly to avoid adverse reactions.
- Simplified visuals are key, look for different ways to visually communicate technical information.
- Further testing of feasibility and efficacy of channels / restoring waterways is needed.

Pilot process

The pilot adaptation planning process began in late 2023 – with Beca and TCC stormwater engineering, planning, climate adaptation, and communications and engagement specialists. The pilot applied latest adaptation planning methods aligned with soon to be released Ministry of the Environment guidance and placed engagement at the centre through use of a community representative panel.

Four workshops with the panel were carried-out to test communications approaches, presentation of adaptation options and community values. Alongside the panel, the project team developed 14 adaptation options which can be tested with the community through wider engagement to ultimately inform Council decision making on a long-term (e.g. 100 years) adaptation strategy for flood risk management in the Mount North catchment.

TCC and Beca designed the pilot project to test a range of engagement processes, alongside collateral and ideas to a focus group. The workshops flowed the first three stages of the Dynamic Adaptive Pathway Planning process which are as follows:

- What is happening?
- What matters most?
- What can we do about it?

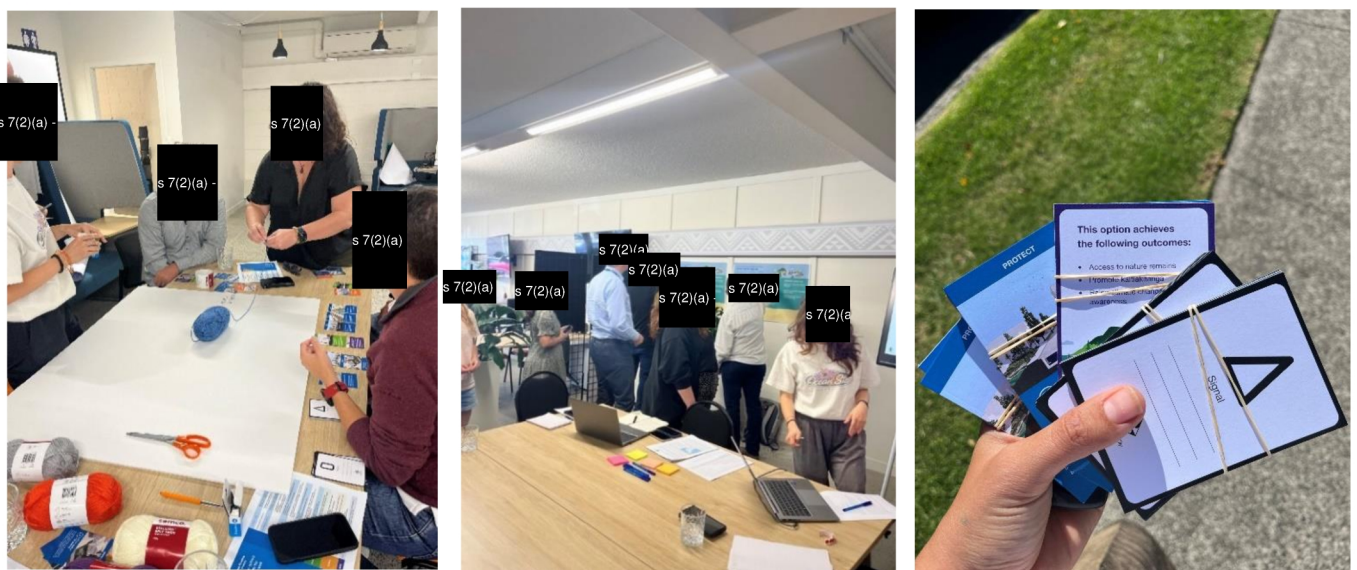


Figure 2: Workshops with community panel

Process overview

Table 1: Process overview table

| DAPP Stage | Objective | How it was achieved (methods) |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Establishment / preparation (August 2023 – September 2023)</p> | <ul style="list-style-type: none"> Establish diverse community panel that could be used for next stage of the project. | <ul style="list-style-type: none"> A long list of community members was created to represent a diverse cross-section of the community. The Memorandum of Understanding between TCC and the panel was signed. |
| <p>What's happening and what matters most (October 2023 – November 2023)</p> | <ul style="list-style-type: none"> Build connection with panel, establish shared goals. Build awareness within community panel of issues, preparing them for next stage. Communications methods recommendations are identified to use for the next phase of the project. Community panel is aware of natural hazards and climate projections. List of community values and objectives is identified that can be tested on wider community at next phase. | <ul style="list-style-type: none"> A pre-online survey was sent to the panel to gather insights on their values and level of understanding prior to the project briefing. A project page was developed for the TCC website. The TCC Insider page was developed. A non-technical summary of natural hazards and climate projections was produced and shared at Workshop one. An illustration was created to show natural hazards in the area and how they would change over time. Values and objectives from the Mount Spatial Plan were summarised for testing in Workshop one. Workshop one took place with the panel, consisting of a combined 'what is happening' and 'what matters most' session. A 'Dot-mocracy' session was conducted at the workshop with the community panel to review objectives and values. An end-of-phase survey was circulated to the project team and community panel at the end of the workshop. |

| | | |
|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>What can we do about it (November 2023 – March 2024)</p> | <ul style="list-style-type: none"> • Long list of options to manage risk with community panel is created that can be tested for next phase of the project. • Community panel understands PARA (protect, accommodate, retreat, avoid) • List of potential signals is built | <ul style="list-style-type: none"> • ‘Protect’ options from the existing business case were summarised. • Further options were identified from a literature review. • The community panel was provided with a high-level overview of PARA (protect, accommodate, retreat, avoid) and what options might look like. • Workshop two took place with the community panel, where a long list of options was developed using the ‘Disney method’ - each person wearing a different hat (dreamer, realist, critic). • Workshop three occurred with the panel to refine the long list of options into a shortlist using option fact sheets. • Option fact sheets (with visuals) were developed and reviewed with the community panel. • Groundwater as an issue was reiterated. • Workshop four took place with the community panel to discuss signals and triggers, build pathways and review the pilot process. • An end-of-stage survey was circulated to the community panel after the workshop |
| <p>How can we implement it (March 2024 – April 2024)</p> | <ul style="list-style-type: none"> • Recommendations are endorsed by commission for next phase of the project. • Scope and costings for next phase of project is identified | <ul style="list-style-type: none"> • A recommendations report was produced for Commissioners • Learnings were identified for the next phase of the project. • Feedback forms from each stage of pilot were reviewed. • A draft strategy was prepared. |

Organisational structure

Project Steering Group, Council Team, Consultants

Beca was commissioned by Tauranga City Council (TCC) to provide ongoing professional services in trialling a Dynamic Adaptive Pathways Planning approach for the Mount North area. The project was led by [redacted] and [redacted].

[redacted]

The Beca team consisted of:

Table 2: Beca Project Team


| Role | Who |
|--------------------------------------------------------|------------|
| Climate Resilience / Job Director / Technical Verifier | [redacted] |
| Coastal and DAPP Advisor | |
| DAPP Support and Job Manager | |
| Communications Lead and Engagement Lead, Project lead | |
| Civil Infrastructure Advisor | |

A Project Steering group was established that provided ongoing strategic advice and encouraged join-up across interlinking projects, such as the Mount to Arataki Spatial Plan. [redacted] Groves chaired this meeting and presented without support from Beca.

The Project Steering Group consisted of:

Table 3: Project Steering Group

| Role | Who |
|--------------------------------|------------------------------------------------------------|
| General Manager Infrastructure | Acting positions at present with changes from time to time |
| [redacted] | Team Leader – Urban Communities City Planning & Growth |
| [redacted] | Communications Lead |

| Role | Who |
|-----------------------------------------------------------------------------------|------------------------------------------|
|  | Team Leader – Climate and Sustainability |
| | Manager Drainage Services |

The process was collaborative, and the team adapted well to different challenges throughout. Wider engagement didn't eventuate as part of the pilot – there would need to be a heavy drive on internal engagement as a next step.

Communications and engagement approach

The pilot focused on testing the Dynamic Adaptive Pathways Planning approach with a small section of the community. Communications focused on keeping the commission up to date to build support for community-wide project. This was done via email updates and offers of in-person briefings.

It was also important to join-up with interlinking project leads – such as the Mount to Arataki Spatial Plan and Plan Change 33 Enabling Housing Supply. This group was kept up to date via email, and then early on a Project Steering Group was established with regular in person meetings.

Wider-staff engagement didn't take place and would need to be a strong focus for the phase on the project.

Community panel

The community panel played a key part in the Mount North Flooding Adaptation pilot project, it was used to test communications approaches, presentation of adaptation options and community values. The most notable outcome from the pilot is that there is an informed group of community members have been bought-in to the process and are happy to champion the project as we engage with the wider community.

How the group was formed

The group was designed to represent a cross section of Mount North stakeholders across age, gender, relationship to Mount North (live, work, visit). A long list of potential panel members was drafted, then shortlisted with input from the Mount to Arataki Spatial Plan team who had been liaising with similar stakeholders.

Invitations were sent to each member via email alongside a two-pager explaining the project. Once the representative agreed take part, an MOU was provided to TCC and the representative to sign.

Table 4: Members of Community Panel

| Name | Organisation | Title | Changes in role |
|------------------------|------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------------------|
| [Redacted Name Column] | BOPRC | BOPRC Senior Advisor Climate Resilience | |
| | Bay Venues | GM Customer Experience | Attended first workshop, keen to stay informed and support. Likes engagement process. |
| | Bay Venues | Asset and Sustainability Manager | Replaced Sam Wilkie in workshop two. |
| | Mauao Trust | Chairman | Opted out, passed representation to Hayden Henry. |
| | Ngāti Kuku Hapū | | Opted out, passed representation to Hayden Henry. |
| | Ngāi Tukairangi Hapū | | |
| | Local resident | Area Sales Manager | |
| | Student | Youth Climate Forum attendee | |
| | Mt Maunganui Ratepayers, Residents & Retailers | President | |
| | Mauao Legal Chambers/Mount Mainstreet Chair | Mount Mainstreet Chair | |
| | Port of Tauranga | GM Property and Infrastructure | Attended part of second workshop only. |

Tourism Bay of Plenty and Priority One were approached to provide a tourism and economic perspective, however both declined. Representatives from the Port of Tauranga were invited also but their attendance was limited to half of one workshop.

Mana whenua representation

Initial discussions were had with the Takawaenga Māori Unit at Tauranga City Council to determine who to invite to the panel. It was agreed that engagement should take place on a hapū level for the pilot.

Mana whenua representatives from Ngāti Kuku Hapū, Ngāi Tukairangi Hapū and Mauao Trust were invited to be on the panel; however, the project team felt a separate group for iwi and hapū

would have worked better to enable more focused discussion around Mātauranga Māori and cultural values.

Halfway through the process, it was agreed by the project team that Mātauranga Māori values were not well defined. Beca's Kaiwhakare, s 7(2)(a) - Privacy, attended the third workshop to run a session on ao Māori which was well received. Panel members recommended that this should be included earlier in the process.

Attendance

Despite panel members being compensated for their time with an \$150 Prezzi Card, attendance was low at some workshops. Some members joined online which was difficult to manage when interactive sessions were planned. The panel should play more of an advisory role during the community-wide project, and so more online meetings can be considered.

Workshop Survey Results

A survey was provided to panel members at the end of each workshop containing between 7-12 statements using a 1-6 agreeableness score (1 = agree, 6 = disagree), such as: 'The way the information was presented was easy to understand' and 'I feel that my contribution to the conversation (i.e. knowledge, ideas and questions) was valued'. This was accompanied by an option to select words that reflected their feelings of the workshop (Excited, Privileged, Proactive, Nervous, Apprehensive, Frustrated, Optimistic, Challenged, Neutral, Uncertain) and any additional comments were requested. Feedback was generally positive, as follows:

Workshop 1: Feedback

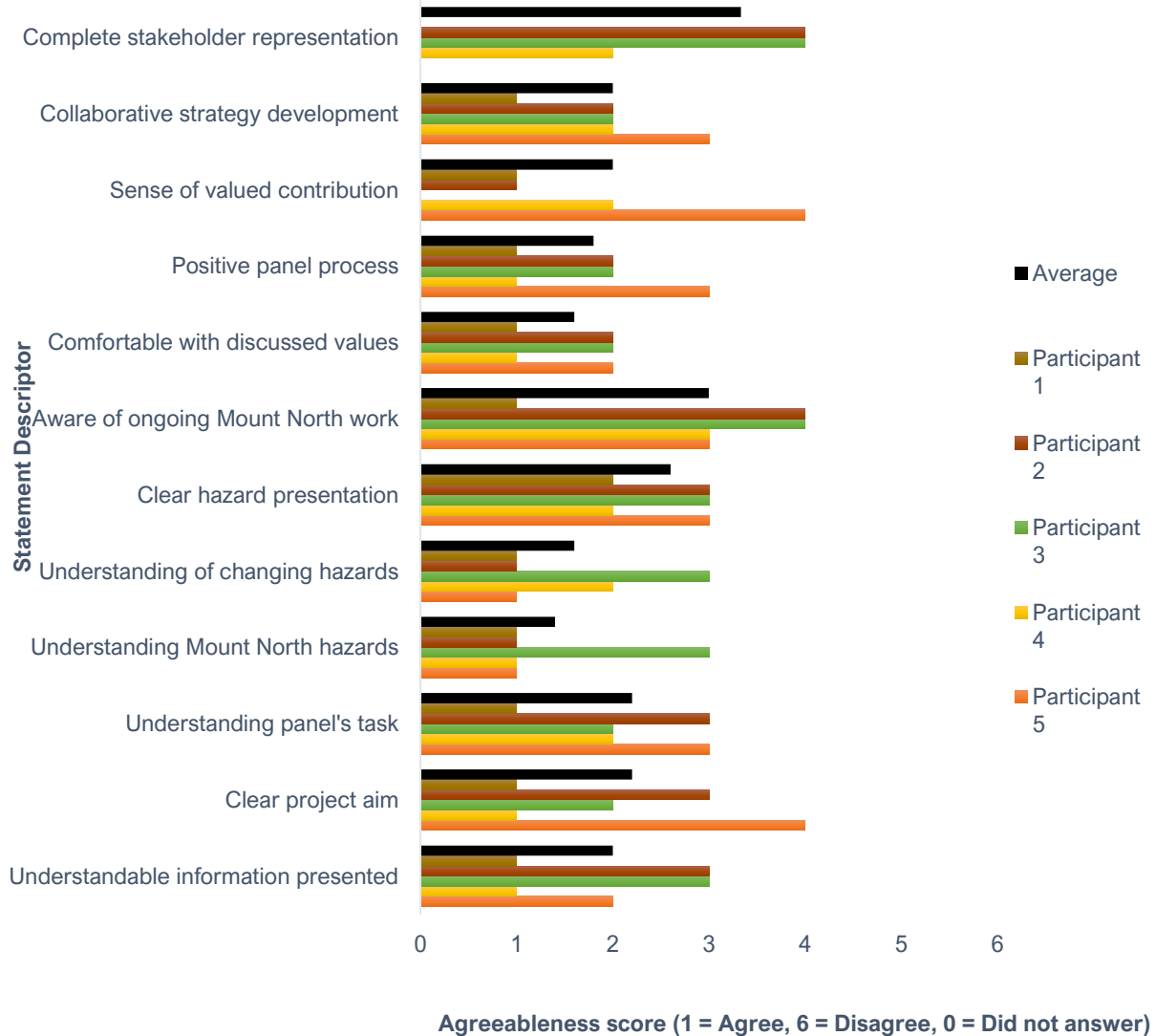


Figure 3: Survey results from Workshop 1

The survey responses for Workshop 1 included a range of feelings about the adaptation plan. Some participants mentioned feeling uncertain and challenged, while others expressed excitement, optimism, a sense of privilege, and feeling proactive. Additionally, one respondent saw promise in the early stages of the model/approach but mentioned the need for further consideration regarding Q12 and the potential involvement of Tourism Bay of Plenty and Priority One.

Workshop 2: Feedback

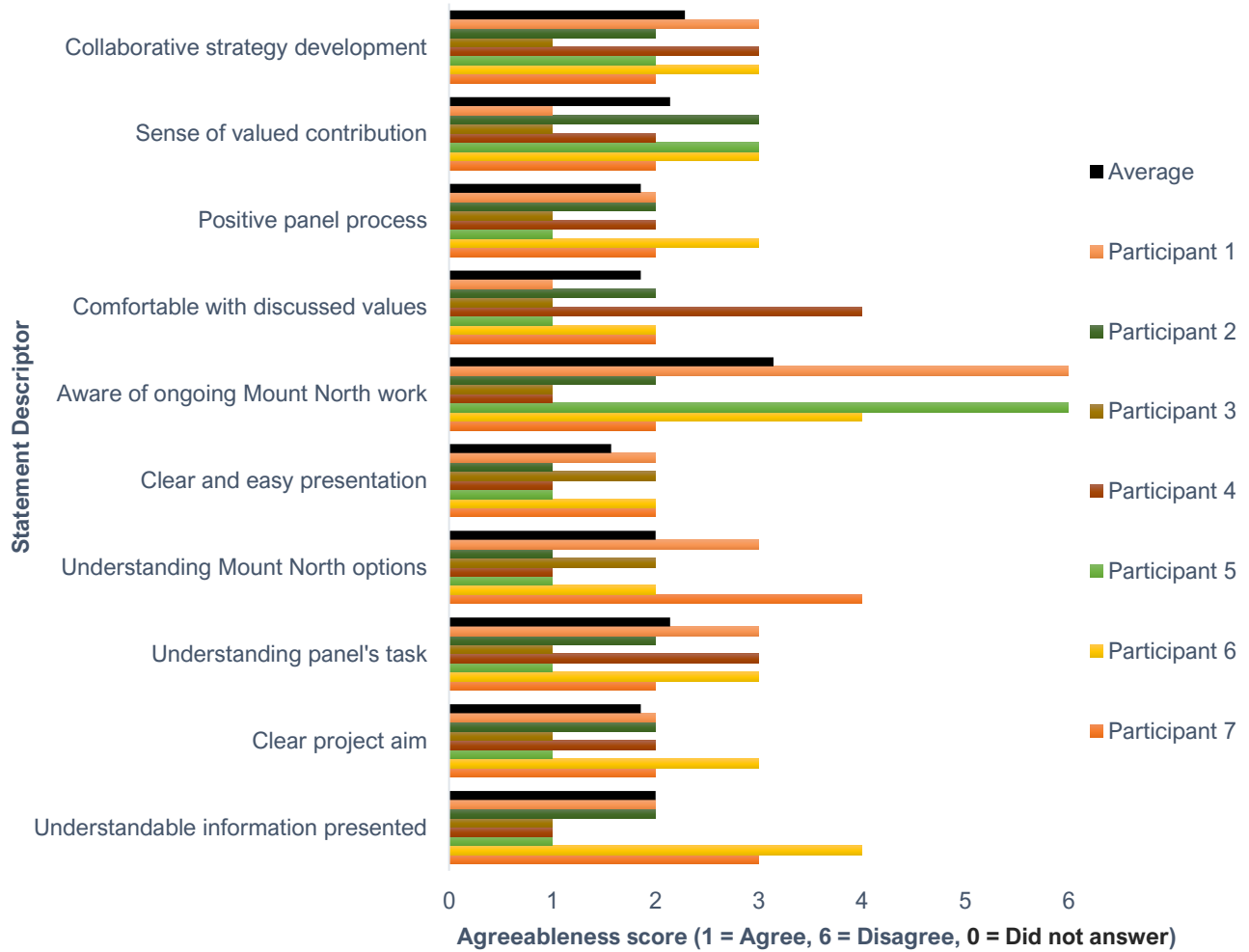


Figure 4: Survey results from Workshop 2

Feedback for Workshop 2 reflected a range of feelings regarding the development of the adaptation plan. Participants felt proactive, privileged, challenged, apprehensive, excited, neutral, uncertain, and optimistic. The common theme among respondents was a proactive approach to engagement. Suggestions were made for providing options and examples during explanations, staying focused on creating a plan, reducing the use of jargon, and including more student voices. Participants recognised the complexity of the challenge and expressed gratitude for being involved in the process for change. Questions were raised about post-workshop plans and alignment with wider community engagement.

Workshop 3: Feedback

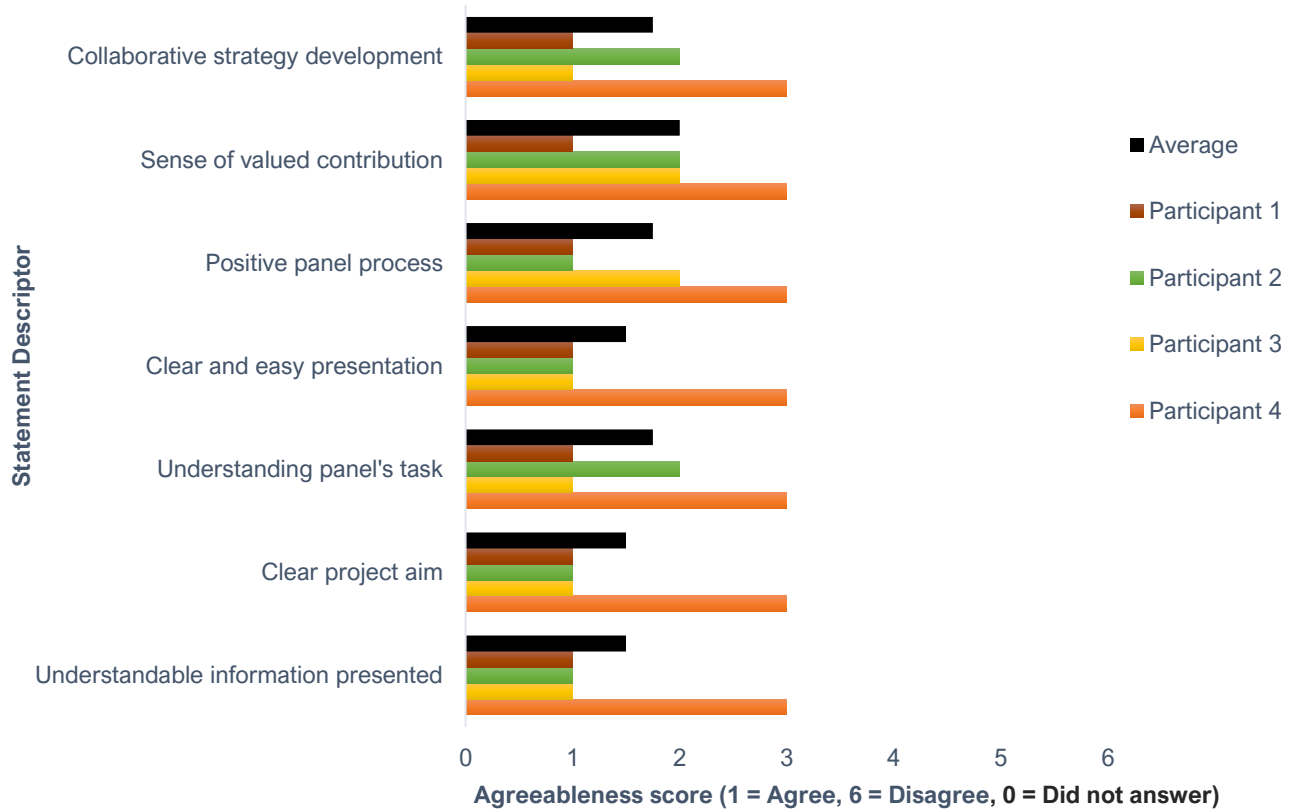


Figure 5: Survey results from Workshop 3

Workshop 3 was met with a sense of optimism and excitement towards the process, including some apprehension and challenge. Feedback included positive comments about the workshop, with one participant mentioning their appreciation for the end-of-workshop explanation of katiakitanga and suggesting that it could have been introduced earlier in the process to better understand collective responsibility.

Workshop 4: Feedback

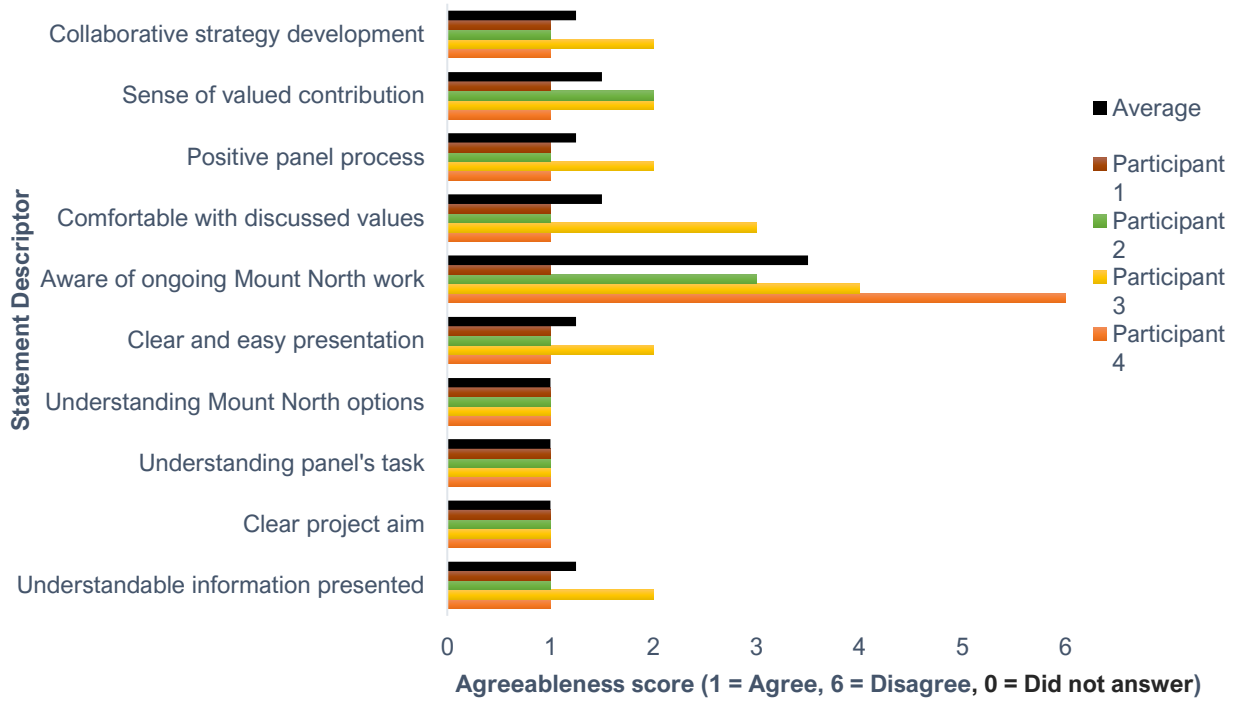


Figure 6: Survey results from Workshop 4

Participants of Workshop 4 expressed feelings of excitement, optimism, privilege, and a sense of challenge. Feedback included comments expressing willingness to provide formal feedback at a later stage and gratitude for the opportunity to learn during the workshop. There was also an emphasis on the importance of taking care of Mount North and overall appreciation for the workshop.

C

Appendix C – Non-Technical Climate Hazards Summary

Appendix C – Non-technical climate hazards summary

Climate hazards are weather related events that are driven by issues such as temperature changes, gradual sea level rise and increased rainfall. As the Earth's climate continues to change due to greenhouse gas emissions, climate hazards and their impacts are becoming more frequent and severe. Climate hazards and drivers have the potential to cause damage to our environment, loss of or damage to property and infrastructure, and loss of life.

This summary provides a non-technical overview of the climate hazards associated with Mount North's low lying, coastal location. It covers the topics of elevation, vertical land movement, relative sea level rise, groundwater, rainfall, coastal inundation, and coastal erosion. It also explains how these issues can interact and compound with each other to make their impacts worse.

Climate Projection Scenarios

We cannot be certain of all the changes we will face from climate change. The rate and degree of change is dependent on a range of factors, like the extent we continue to use fossil fuels and the rate at which we shift towards alternatives such as renewable energy to reduce our greenhouse gas emissions. Although average global temperature changes may be subtle enough that we don't notice them, we will see more extremes in our weather with changes to rainfall, storms, and heat waves.

This non-technical natural hazard summary uses two of the Shared Socioeconomic Pathways (SSPs) 2021–22¹ as potential future climate scenarios. The SSPs were developed by an international team of climate scientists, economists, and energy systems modelers (IPCC) to show a series of future scenarios based on how different socioeconomic factors (things like population, economic growth, and education) will drive future greenhouse gas emissions. The two pathways used in this report are:

- **'Middle of the road'**: SSP2-4.5 and RCP4.5, which is based on an intermediate level of greenhouse gas emission reduction that will peak around 2040 and then decline, and a medium level of climate mitigation.
- **'Fossil-fuelled development' (a 'hot house' scenario)**: SSP5-8.5 and RCP8.5, where greenhouse gas emissions continue to rise throughout the 21st century and there is a low level of climate mitigation.

¹ <https://www.ipcc.ch/>

Currently, in New Zealand, only relative sea level rise has been assessed with the various climate scenarios, but we do have a reasonable understanding of how things like rainfall and groundwater are likely to change over time.

Mount North - A low-lying location

The residential area in the Mount North area is low lying compared to the nearby coast, aside from Mauao (Mount Maunganui) and Hopukioire (Mount Drury). The ground heights for the Mount North area are shown below in Figure 1: 1m contours in the Mount North Area. Adapted from LINZ 1m DEM LiDAR 2019-2022. Figure 1 Most of this area is less than 3m above the sea level as shown by the lighter green colouring. The elevated area along May Street can visually be seen by the darker contour colouring. Figure 2 provides an indicative cross-section illustration of this elevation change across Mount North.



Figure 1: 1m contours in the Mount North Area. Adapted from LINZ 1m DEM LiDAR 2019-2022

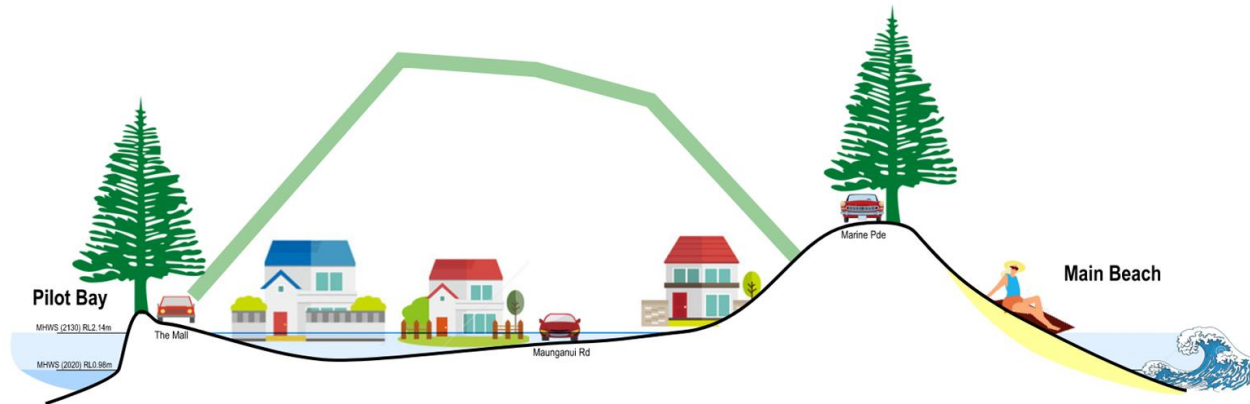


Figure 2: Indicative Cross-section of the Mount North area

Rising sea levels

In New Zealand, relative sea level rise projections have been carried out around all of the coastlines as part of the NZSeaRise Project². Relative sea level rise means the height of the ocean has been compared to the land at a particular location. This process has taken into account both the current rates of sea level rise, future projected sea level rise, and considered whether the adjoining land is moving up or down (vertical land movement discussed below).

For the Mount North area, the projected relative sea level rise for Pilot Bay under the two climate projection scenarios are specified in the table below:

| | 'Middle of the road' scenario (SSP2-4.5) | 'Fossil fuelled development' scenarios (SSP5-8.5) |
|---------|------------------------------------------|---------------------------------------------------|
| By 2075 | 0.3m | 0.6m |
| By 2125 | 0.4m | 1.0m |

² <https://www.searise.nz/>

NZSeaRise Relative Sea Level Rise Projection
Location #1828, VLM 1.371mm/yr

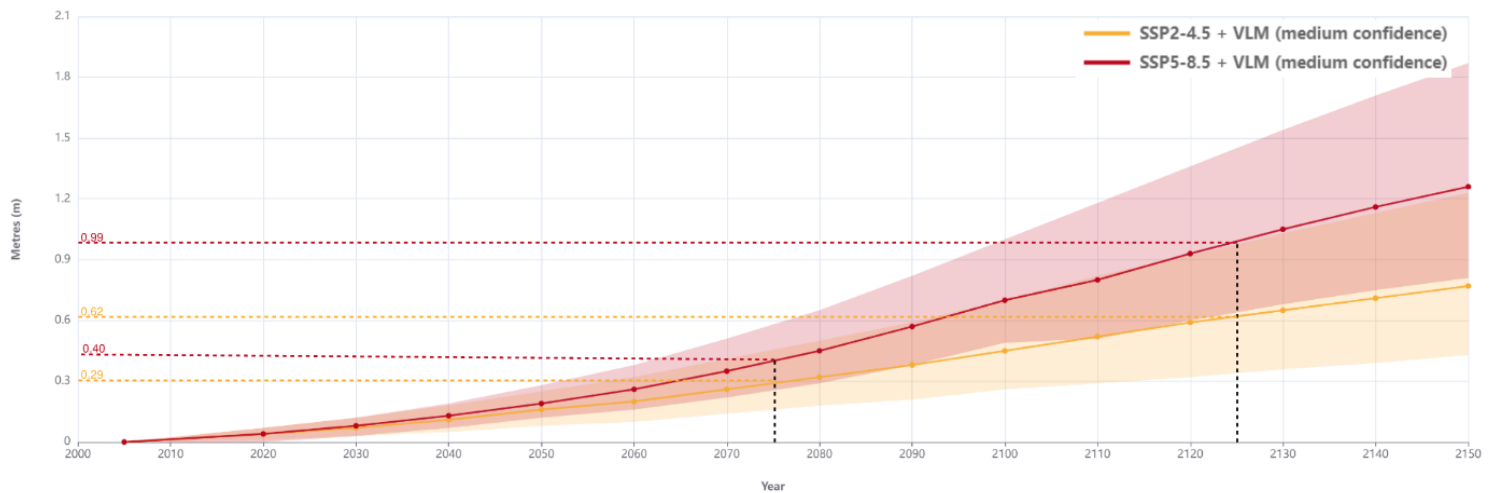


Figure 3: Relative Sea Level Rise Projection for the Mount North Areas (median VLM of 1.371mm/year)

Vertical Land Movement: Land that's moving up and down

Vertical land movement is the rise or fall of the land surface, which can affect the impact of sea level rise at the coast. In New Zealand, some areas of the coastline are rising (uplifting) and some are sinking (subsiding). This is happening gradually all the time but can also occur suddenly as a result of an earthquake. Figure 4 indicates sites in Mount Maunganui where vertical land movement has been recorded from 2003 – 2011 as part of the NZSeaRise Project.

The data shows that the land is rising in this area by up to 1.371mm each year. Over the next 100 years this will equate to 0.14m in uplift. Land uplift can help to offset the effects of sea level rise, however, relying on this is not a perfect solution to climate change. The process is happening extremely slowly and is not keeping up with the current rate of sea level rise.

Vertical Land Movement Gauge locations and mean movement over 2003-2011 period for Mount Maunganui Area



Figure 4: NZ SeaRise Project Vertical Land Movement monitoring locations and mean movement within Mount Maunganui

Rising Groundwater

Groundwater is all underground water found in the cracks and spaces in soil, sand, and rock. The depth of groundwater (to the surface) varies over weeks and months due to changes in sea levels and the amount of rain, and it is also very dependent on types of soil.

The depth to groundwater across the majority of the Mount North area, as shown in Figure 5 below, is less than 2.5m (yellow and orange), although there are portions of the residential areas where it is less than 0.5m (purple). That means it is extremely close to the surface. It is clear that there is a correlation between where the land is lower, then the depth to groundwater is also lower. This means that when the groundwater level is near the surface, there is less space to hold rain below ground, which increases the risk of flooding.

As sea level rise, groundwater levels in the Mount North are likely to rise, bringing water closer to the surface and leaving less space to naturally store rain, further increasing the risk of flooding in the future.

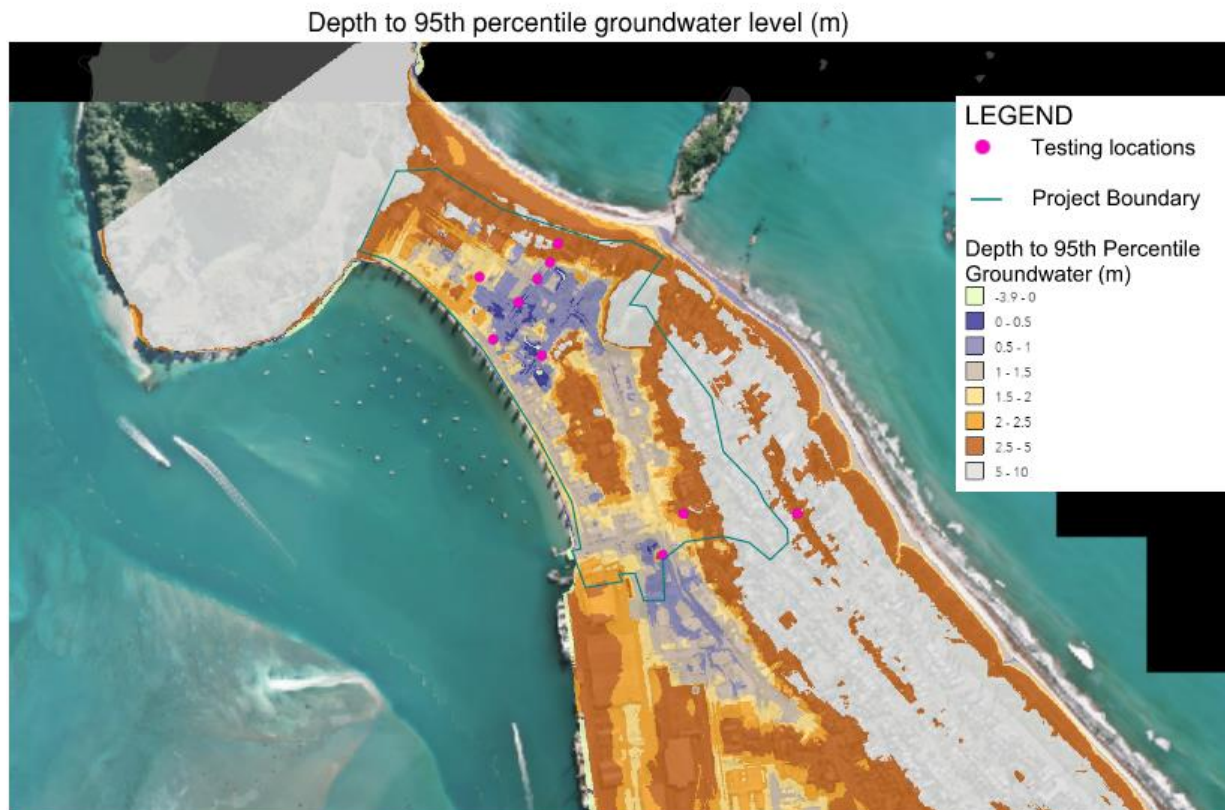


Figure 5: 95th percentile groundwater level surface calculated from piezometer readings (pink)³

³ <https://taurangacc.maps.arcgis.com/apps/webappviewer/index.html?id=4b8325f08aa247379cdc142407519aaf>

More rain

Heavy rainfall can cause flooding and the Mount North area is particularly vulnerable to this as the landscape consists of a shallow basin with no natural outlet for water to drain to (refer Figure 2). As discussed above, groundwater levels are also already high, which means the land cannot naturally absorb much water.

The following maps (Figures 6 and 7) indicate flood zones for both current rainfall patterns and future climate scenarios, respectively, modelled on a 1-in-100-year event, which is a flood that has a 1% chance of happening in any given year.

As illustrated in the figures, there is a larger area susceptible to flooding in 2130 than for the modelling for 2020. This is partially due to increased intensity of a 1 in 100-year event in 2130 due to climate change, and because of sea level rise. This means natural processes and the current engineered stormwater system will be less capable of draining, as the water at the outlet level will be increased compared to present day.



Figure 6: 1 in 100-year flood depths for current climate

1 in 100-year flood event in 2130 under RCP8.5 climate pathway

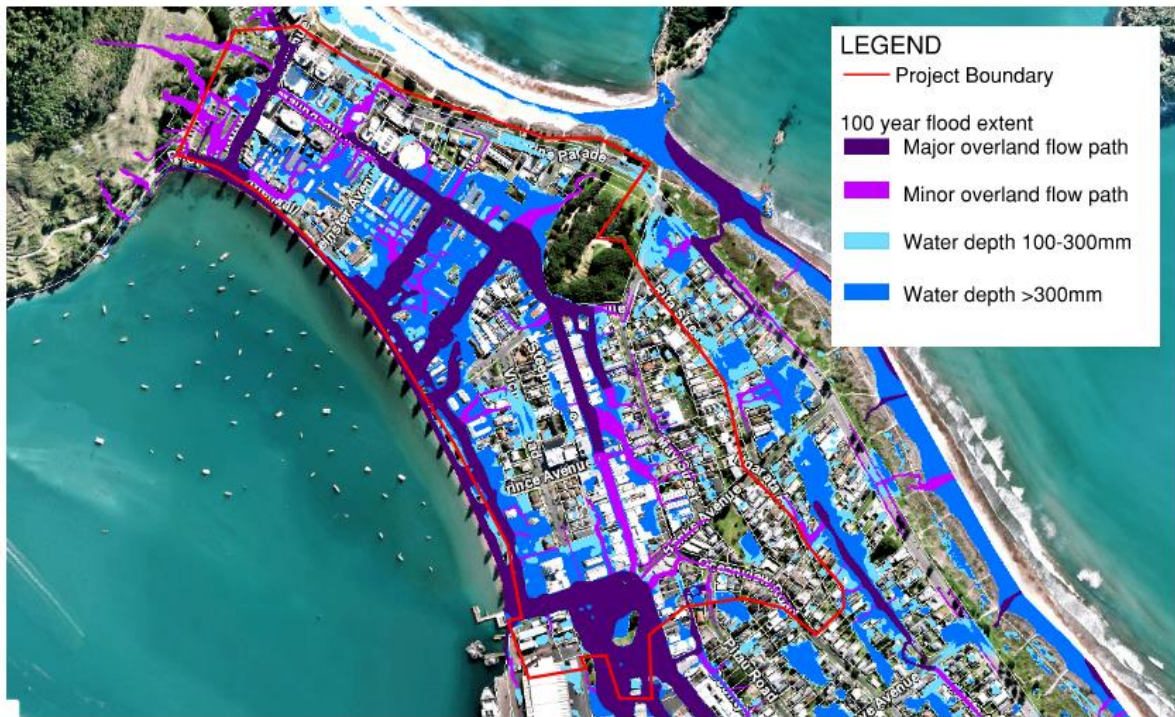


Figure 7: 1 in 100-year flood depths for 2130 under ‘fossil fuelled development’ scenario (RCP8.5)

Coastal flooding

Coastal flooding was mapped by NIWA in 2023 at varying sea level rise and flood return events. It is caused as a result of a tide that is significantly higher than usual (often referred to as a King Tide) and can be exacerbated due to onshore winds. The maps produced below show the flooding extent during a 1-in-100-year event with no sea level rise (present day), compared to the flooding associated with sea level rise projections for 2070 and 2125. This shows how flooding is expected to increase over the Mount North area as sea level rises.

Coastal Inundation extent for 100-year event under SSP5-8.5 for 2075 and 2125

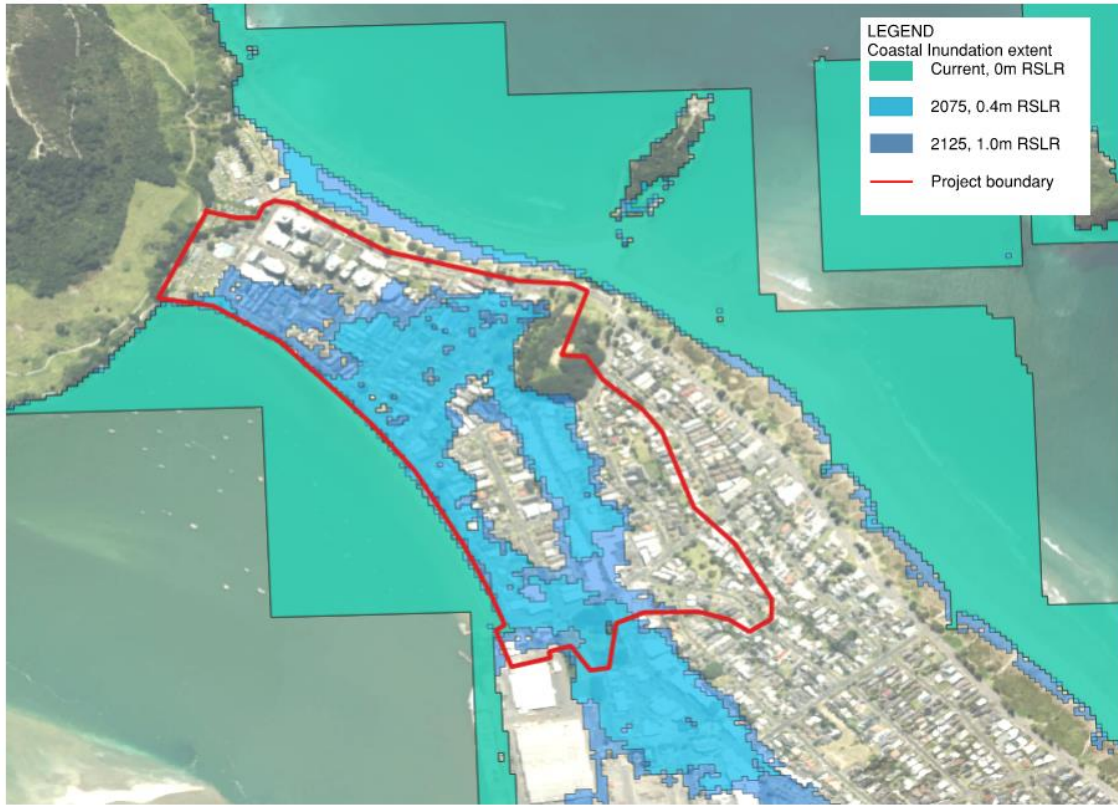


Figure 8: Coastal Inundation for a 100-year event under SSP5-8.5 scenario

Coastal Inundation extent for 100-year event under SSP2-4.5 for 2075 and 2125



Figure 9: Coastal Inundation for a 100-year event under SSP2-4.5 scenario

Summary

The impacts of the hazards discussed above will be made worse as they interact with one another, for example:

- Sea level rise will cause adjacent groundwater to rise due to saltwater intrusion, essentially pushing the groundwater level upwards, potentially leading to ponding in places and more extensive flooding after heavy rain.
- Increased rainfall during extreme events can make the flooding effects from the coast worse and vice versa.
- Sea level rise will make it harder for stormwater to drain effectively during a heavy rain event if the sea level reaches the outlet level of the stormwater pipes.

Due to the complexities and challenges that will arise because of climate change and its impacts on the Mount North area, there will be layers of compounding effects that would need to be addressed. Using an adaptive planning approach could be best to remain responsive to future uncertainties.

Glossary of key terms

| Term | Definition |
|----------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1% AEP Event or 1-in-100 year Event | A "one hundred year event" is an intense weather event that has 1% chance of occurring in any given year, or, in other terms has a 1% Annual Exceedance Probability (AEP). |
| Adaptation | Taking actions to avoid, benefit from, or deal with current and future climate change. Adaptation can take place in advance (by planning before an impact occurs) or in response to changes that are already occurring. |
| Climate | The 'average weather', over a period of time ranging from months to thousands or millions of years. The classical period for calculating a 'climate normal' is 30 years. |
| Climate change | The large-scale, long-term increase in the Earth's average temperatures, with associated changes in weather patterns. |
| Climate hazard | Any natural phenomenon or event that poses a threat to human life, property, or the environment due to its connection to climate variability and change. Can include extreme weather events such as hurricanes, cyclones, floods, droughts, heatwaves, and wildfires. |
| Coastal flooding or coastal inundation | Flooding from the sea over land that is usually dry, which is particularly likely when high tides, storm surge and/or large waves occur at the same time. |
| Drought | A period of unusually dry weather lasting long enough to cause serious shortages of water for ecosystems and human use (such as drinking water and agriculture) in the affected area. |
| Elements at risk | People, values, taonga, species, sectors, assets etc that are potentially vulnerable to climate change impacts. |
| Erosion | The wearing down of land by wind or water. |
| Exposure | The presence of people; livelihoods; species or ecosystems; environmental functions, services, and resources; infrastructure; or economic, social, or cultural assets in places and settings that could be adversely affected. |
| Extreme weather | Large storms or infrequent events that may increase in intensity or frequency due to climate change. |

| Term | Definition |
|------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Flooding | The accumulation of water over areas that are not normally submerged. |
| Global warming | Generally used to refer to the rise of the earth's surface temperature predicted to occur as a result of increased emissions of greenhouse gases. |
| Greenhouse gases (GHG) | Gases in the earth's atmosphere that absorb and re-emit infra-red (heat) radiation. Many greenhouse gases occur naturally in the atmosphere, but concentrations of some (such as carbon dioxide, methane, and nitrous oxide) have increased above natural levels because of anthropogenic emissions. |
| Groundwater | Water located underground, where it occupies spaces in soil, rock crevices, and in the pores of geologic material. It supplies springs and wells. |
| Hazard | A source of potential harm to people or property. Examples are erosion or inundation. |
| Heat wave | A long period of abnormally hot weather, typically lasting for several days. |
| IPCC | Intergovernmental Panel on Climate Change – a scientific and intergovernmental body part of the United Nations established in 1988. The IPCC objectively assess scientific, technical, and socioeconomic information relevant to understanding the scientific basis of risk of human-induced climate change, its potential impacts and options for adaptation and mitigation. |
| MHWS | Mean High Water Spring - The average of the top 10% of tidal levels. |
| Mitigation | Activities to minimise the impact of a changing climate by tackling causes of climate change, namely greenhouse gas emissions reduction. |
| NAP | National Adaptation Plan – prepared by the Ministry for Environment (MfE) to identify actions to increase resilience. |
| Pluvial flooding | Flooding caused by heavy rain. |
| RCP | Representative Concentration Pathways are climate scenarios related to the amount of energy per m ² . |

| Term | Definition |
|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Resilience | The ability of a system, such as a community, ecosystem, or infrastructure, to absorb and recover from the impacts of climate change. It involves anticipating, preparing for, adapting to, and recovering from both sudden extreme events, such as floods or storms, as well as gradual changes in temperature, precipitation patterns, and sea-level rise. |
| Relative sea level | Sea level measured by a tide gauge relative to the land at a particular location. In contrast, absolute sea level change refers to the height of the ocean surface above the centre of the earth, without regard to whether nearby land is rising or falling. |
| Sea Level Rise (SLR) | An increase in the level of the world's oceans. |
| Slow onset hazard | Type of climate hazard that changes incrementally over time, e.g. sea level rise |
| SSP | Shared Socio-economic Pathways are climate scenarios related to the behaviours of global communities. SSP scenarios further refine the previous greenhouse gas concentration scenarios known as Representative Concentration Pathways (RCPs). |
| Storm surge | The rise in water level caused by wind stress and drop in atmospheric pressure |
| Vertical Land Movement (VLM) | Change in ground elevation of the coastline, which can be going up (uplifting) or down (subsiding). |

A large, white, sans-serif letter 'D' is centered on the right side of a teal rectangular background. The letter is bold and has a clean, modern appearance.

Appendix D – Mount North Adaptation Project C&E Plan

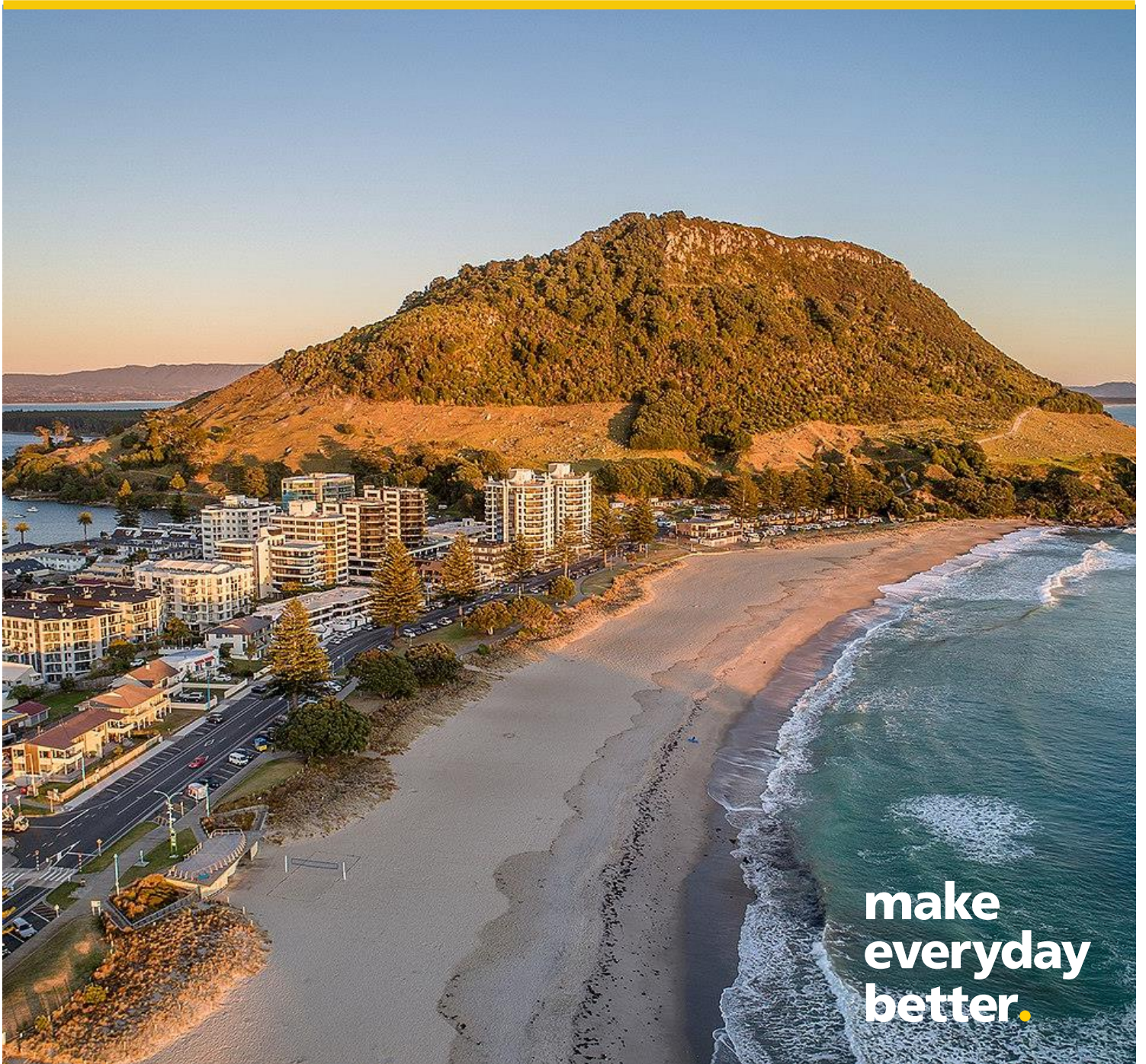




Mount North Flooding Adaptation Project C&E Plan

Prepared for Tauranga City Council
Prepared by Beca Limited

10 May 2024



**make
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Revision History

| Revision N° | Prepared By | Description | Date |
|-------------|---------------------|-------------|------------|
| 1 | [Redacted] | Draft | 5/04/2024 |
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Document Acceptance

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| Approved by | [Redacted] | [Redacted] | 10/05/2024 |
| on behalf of | Beca Limited | | |

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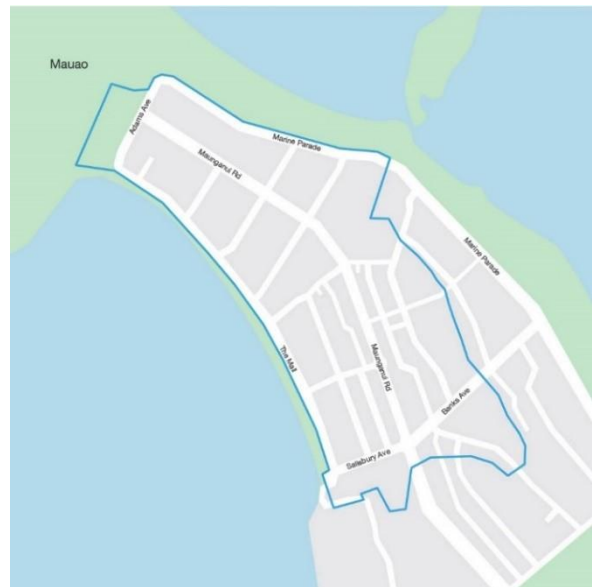
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1 Introduction

Aotearoa New Zealand has been experiencing more flooding recently due to climate change, and this will increase in frequency and severity over time.

As a coastal city, Tauranga needs to adapt its infrastructure and environment in a way that allows for heavy rain, changing weather patterns and rising sea levels, while protecting space for people and the things that matter.

The Mount North catchment (from Adams to Salisbury Avenue) covers 47 hectares of high-density residential and commercial land that currently drains stormwater directly to Pilot Bay through a piped network. The area is prone to flooding due to its low-lying nature and its natural landscape that forms shallow basins with no natural outlets to drain. Flooding will get worse in this area as rainfall increases, and sea levels and ground water rise due to climate change.



The location is limited to the Mount North area, from Adams to Salisbury Avenue (see map provided). It does not include Mount Maunganui Main Beach but does include Pilot Bay.

The area has been selected for an adaptive planning process due to previous work that has already been done in the area. The project builds on an Indicative Business Case (IBC) which identified the strategic and economic drivers for the project and evaluated potential engineering and non-engineering solutions. It also builds on an adaptive planning pilot that took place with a small group of community members August 2023 – April 2024. The adaptive planning process only addresses flooding whilst considering the likely effects of climate change (sea level and groundwater rise, as well as increased rainfall intensity). It does not include climate hazards more broadly (for example rising temperatures, extreme heat days, increased risk of drought).

The options developed for the IBC were considered from a technical perspective only. No engagement (except with Council staff) was undertaken. Given the lack of community engagement and Council's understanding of the impact climate change could have on the area, in 2023 it was decided an adaptive planning process should be carried out in the area.

1.1 Purpose

This plan lays out a strategy for community-wide and stakeholder communications and engagement for the Mount North Flooding Adaptation Project. Using learnings from the project pilot, the plan will make sure the community is informed throughout the process and is at the heart of decision-making.

This plan will be reviewed and updated as required during the project.

1.2 Adaptive planning approach for community engagement

This project will follow a Dynamic Adaptive Pathways Planning (DAPP) approach – a planning process developed in the Netherlands and adopted by the Ministry for the Environment (MfE). It involves assessing hazards and working with the community build a shared understanding of vales, risk and options for action to address climate risks over time.

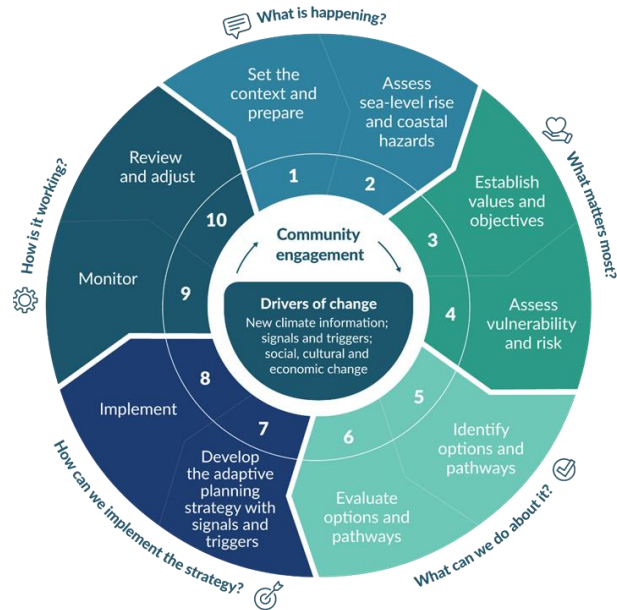
The DAPP framework is structured around five key questions:

- What matters most?
- What is happening?
- What can we do about it?
- How can we implement it?
- How is it working?

DAPP helps organisations and communities adapt to change in a flexible and responsive way. It is based on the idea of creating a series of pathways that can be followed as conditions change. This helps to avoid making long-term commitments that may become obsolete as the environment changes. DAPP empowers communities and councils to navigate complexity, make proactive choices, and work towards long-term sustainability.

Community engagement is at the heart of DAPP; it's designed to ensure community values and objectives and incorporated into planning from the very start of the project. The 'what's happening' stage also helps make sure the community has a deep understanding of the issues they are facing. Options are shortlisted using technical and economic information alongside community feedback, according to established community values and objectives.

DAPP has been selected for the Mount North adaptation planning project to align with national best practice and in recognition of the need for flexibility for long term investments (noting that engineering options have been initially identified and come with technical and cost challenges over the longer term).



2 Regional context

Mount North, shown in Figure 1, is a high-density commercial and residential area of high economic and cultural value. It consists of a bustling main street with retail and hospitality, and residential property with a mix of apartment buildings and single united dwellings. The area is transient, with a large amount of short-term accommodation.

The wider Mount to Arataki area is expected to experience significant growth over the next 20 to 30 years including:

- 18% population growth by 2058.
- 29% more jobs within commercial and business areas by 2063.

- Over 50% of new jobs will be in the services sector.
- 2,600 more dwellings by 2058.
- Increasing aging population.

2.1 Geography and flooding drivers

Mount North is flood prone because it's low lying compared to the nearby coast, and the landscape consists of a shallow basin with no natural outlet for water to drain.

Historically the area's sandy soil allowed for natural drainage. Now with buildings and surfaces that can't absorb water, there is no place for the water to go. As sea level rises so will groundwater, and this problem will only get worse.

What drives flooding:

- Sea-level rise
- Increasing rainfall
- Rising groundwater

Coastal erosion is also an issue in the area; however, this is not being included in the scope as it sits out of the catchment.

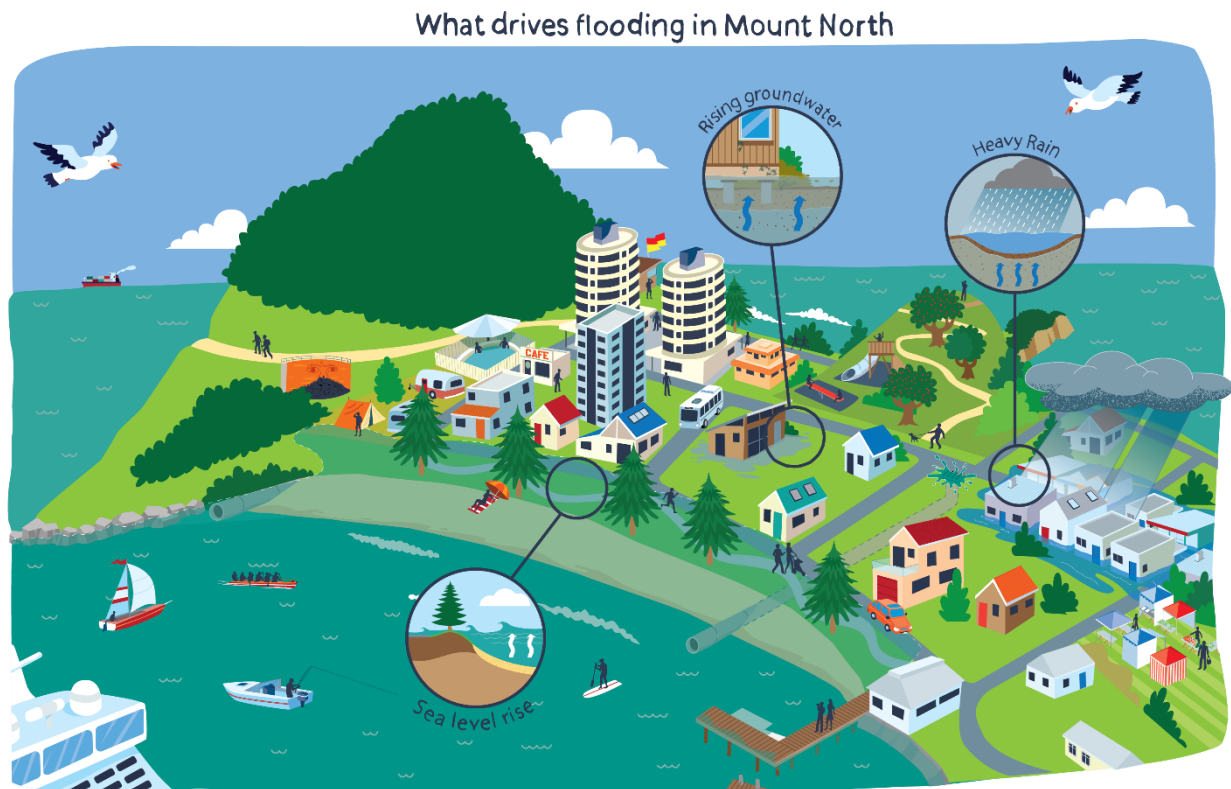


Figure 3. Illustration of risk factors associated with flooding in the Mount North area. Source: Tauranga City Council.

2.2 Commission and new elected members

In July 2024, an election will take place for the first time in four years, after commissioners were appointed to replace elected members at Tauranga City Council. There will be eight new wards and one Māori ward to represent the whole city, with separate wards for Mauao/Mount Maunganui, Arataki and Pāpāmoa. The Mount North area sits in the Mauao/Mount Maunganui ward.

2.3 Mount to Arataki Spatial Plan and Interlinking Projects

In March 2024 the Mount to Arataki Spatial plan went live. Tauranga City Council asked the community what they love about the Mount to Arataki area, and what matters most as they plan for the future. This work is a blueprint for the Mount to Arataki, it will provide the foundation for all future planning, help identify opportunities for growth and investment and help to prioritise where and how they invest.

The plan acknowledged natural hazards and stormwater infrastructure as being issues for this area. Further engagement is unlikely on the Mount to Arataki Spatial Plan; however, this project should look for opportunities to reflect the plan where possible.

Engagement and alignment with the Climate Action and Investment Plan will also be important, as several actions overlap with this project, such as a city-wide climate change awareness campaign.

Other projects that should be considered are:

- Plan Change 33
- Civil Defence and Emergency Management
- Urban Form and Transport Initiative (UFTI)
- Plan change 27: flooding from intense rainfall events
- Coronation Park Masterplan

3 Roles and responsibilities

Roles and responsibilities will be agreed upon project kickoff.

4 Engagement with mana whenua, partners and stakeholders

This plan uses the International Association for Public Participation (IAP2) spectrum to help groups define the level of engagement in a public participatory process. It includes five levels of public participation: Inform, Consult, Involve, Collaborate, and Empower. The below table outlines each level goal and the promise to the public for each.

| | INFORM | CONSULT | INVOLVE | COLLABORATE | EMPOWER |
|---------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------|
| PUBLIC PARTICIPATION GOAL | To provide the public with balanced and objective information to assist them in understanding the problem, alternatives and/or solutions. | To obtain public feedback on analysis, alternatives and/or decision. | To work directly with the public throughout the process to ensure that public concerns and aspirations are consistently understood and considered. | To partner with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution. | To place final decision-making in the hands of the public. |
| PROMISE TO THE PUBLIC | We will keep you informed. | We will keep you informed, listen to and acknowledge concerns and aspirations, and provide feedback on how public input influenced the decision. | We will work with you to ensure that your concerns and aspirations are directly reflected in the alternatives developed and provide feedback on how public input influenced the decision. | We will look to you for advice and innovation in formulating solutions and incorporate your advice and recommendations into the decisions to the maximum extent possible. | We will implement what you decide. |

Figure 3. Engagement stages for public participation (source: IAP2 Federation: The P2 Pillars)

4.1 Stakeholders

| Stakeholder group/audience | Current thinking | Desired thinking | IAP2 Spectrum | Suggested approach |
|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Commissioners | Aware of and endorse project. | Continue to act as ambassadors for the project as the commission is phased out from July 2024. | | Consider inviting a commissioner to join the community panel. |
| Incoming councillors | Likely not aware of the project. | Understand the project and are endorse the process, including making it a priority. | Empower | <p>Update via a 'commissioners catch-up' equivalent, reports, and workshops.</p> <p>Provide 'cheat sheets' with key messaging for each DAPP stage.</p> <p>Seek advice from community panel via presentation to incoming councillors.</p> <p>Channels will need to be agreed after election.</p> |
| Project Steering Group – senior managers from across Council. | Aware of the project and have been updated throughout the pilot. | <p>Feel that risks are identified and mitigated.</p> <p>Continue to endorse the project and are aware of key milestones.</p> <p>Champions project throughout Council.</p> | Empower | <p>Conduct regular PSG meetings.</p> <p>Provide engagement and communications updates well in advance.</p> <p>Provide early warnings about changes to programme.</p> |
| Mana whenua partners | Three iwi and hapū representatives were invited to community panel. Te Rangapu has been consulted, but | Aware of the project and have been given the opportunity to engage as they see fit. Iwi and hapū are engaged in mana whenua working group and | Collaborate | <p>Advance communications before engaging with wider community.</p> <p>Look to establish mana whenua working group with regular meetings.</p> |

| Stakeholder group/audience | Current thinking | Desired thinking | IAP2 Spectrum | Suggested approach |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | wider iwi and hapū have yet to be directly engaged. | cultural values are integrated into project and adaptation plan. | | <p>Conduct a cultural values assessment.</p> <p>Provide updates through Te Rangapu.</p> <p>Provide email updates.</p> |
| Council partners – Smart Growth, Waka Kotahi, Western Bay of Plenty and Bay of Plenty Regional Council, Tourism Bay of Plenty, Priority One, Bay Venues. | Mostly unaware of this project | Aware of this project and know who to contact and process for media enquiries. Know they will get information as the project progresses, aware of any issues that impact them. | Consult | <p>Provide regular email updates during project.</p> <p>Invite partners to Technical Advisory Group.</p> |
| Technical Advisory Group – Council and non-council specialists who will provide inputs into the process and may include others from interlinking council workstreams, e.g. TCC roading engineers, planners, consultants, hazards specialists, etc | Interlinking project staff from council and consultant specialists aware through previous phase. Others limited knowledge of project. | Aware of the project and actively contributing to manage risks and provide a robust process | Involve | Technical Advisory Group reports into PSG but are given regular updates through meetings and emails. |
| Wider Council teams and call centre staff | Unaware of this project | <p>Present united front and understand key messaging.</p> <p>Understand who to contact, know they can contact the team if they need anything.</p> <p>Understand how this project interlinks with their work.</p> | Involve | <p>Deliver email updates, Marty's Message, internal newsletter, and regular communications.</p> <p>Launch internal website and briefing info to call centre.</p> <p>Send invitations to lunch and learn sessions.</p> |

| Stakeholder group/audience | Current thinking | Desired thinking | IAP2 Spectrum | Suggested approach |
|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Community panel | <p>Aware of and endorse the project.</p> <p>Have been informed through pilot.</p> <p>Are willing to champion the project and will reach out to their networks.</p> | <p>Continue building good relationship – keeping panel informed and ask for feedback at each phase of the project. Panel are ambassadors helping to keep community informed.</p> | Collaborate | <p>Conduct regular check-ins throughout project to test thinking and keep the group informed.</p> <p>Use emails and surveys to test thinking; consider both online and in-person meetings.</p> |
| Businesses (Mount Mainstreet, Tauranga Business Chamber, and Mount Maunganui business owners) | <p>Potentially unaware of project.</p> | <p>Support the project and understand the process. Communications are being championed by Kate Barry-Pacino (community panel member).</p> | Involve | <p>Conduct presentations to Mount Main Street Board; s 7(2)(a) - Privacy remains on community panel and acts as conduit.</p> <p>Provide businesses with tailored communications and engagement opportunities.</p> |
| Mount residents | <p>Mostly unaware of the project</p> | <p>Understand the process and what's happening in the area. Feel their objectives and values are understood and help shape the future of Mount North .</p> | Involve | <p>Create a website, organize events and workshops, implement paid marketing activities, recruit residents for the community panel, manage communication via TCC, facilitate contact with the project team upon request, utilise existing networks and channels, conduct presentations at schools, publish project newsletters.</p> |
| Wider Tauranga community | <p>Unaware of the project.</p> | <p>Understand why Mount North has been chosen as the first adaptation project. Feel as though they have the opportunity to engage in the process. Are informed throughout.</p> | Consult | <p>Create a website, send invitations for workshops and events, utilise existing channels for communications with the community, distribute a project newsletter.</p> |

| Stakeholder group/audience | Current thinking | Desired thinking | IAP2 Spectrum | Suggested approach |
|----------------------------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------|---------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Media | Unaware of project | <p>Know they will receive timely and factual information.</p> <p>Understand the process and are pleased to be aware of key milestones.</p> | Inform | <p>Identify a local reporter and brief them on this project via TCC communications team.</p> <p>Support TCC to be proactive with media and share technical information in easy to digest ways, provide images and video was appropriate. Identify key spokesperson.</p> |

5 Overarching messages

The following messages will be built on throughout the project.

- Aotearoa New Zealand has been experiencing more flooding recently due to climate change, and we know this will only increase in frequency and severity over time.
- As a coastal city, we need to adapt our infrastructure and environment in a way that allows for heavy rain, changing weather patterns and rising sea levels, while protecting space for people and the things that matter.
- Tauranga City Council (TCC) is dedicated to understanding the effects of climate change on our city and building resilience to its impacts. We are starting our adaptation work in Mount North because early investigations have already taken place.
- We will be developing a 100-year adaptation plan to address flooding in the Mount North area, from Adam's to Salisbury Avenue.
- An adaptive planning approach means we can keep our options open for as long as possible while we are preparing for any outcome. It will make sure we don't invest in expensive short-term solutions that won't be fit for the future.
- Throughout the process we will be considering how to fund potential solutions over the next 100-years.
- Mount Maunganui is a special spot and is beloved by locals and visitors alike. Our plan will be developed alongside the community and mana whenua, it will be shaped by community values and Mātauranga Māori.

6 Objectives

- Develop community ownership of the adaptation plan: partner with mana whenua, affected communities, and all stakeholders through in-depth engagement to build a shared vision for Mount North aligned with the spatial plan.
- Build awareness of flooding drivers and climate change with the Mount North community and mana whenua.
- Build strong internal support and understanding of the project: bring staff, council partners and Councillors on the journey to present a united front the community.
- Create a flexible plan and agreed pathways with the community that can adapt to changing signals, ensuring ongoing collaboration and responsiveness.
- Communicate the benefits of the adaptive planning process for an uncertain future.
- Partner with mana whenua early in the process, ensuring they have a space to have their say and can share Mātauranga Māori.

7 Communications and engagement principles

The project will be guided by six principles (check) that promote effective dialogue as per government guidance¹. Additionally, the project will consider the supplementary guidance on community engagement principles and approaches regarding coastal hazards from MfE, which is expected to be available in mid-2024².

Table 1. Six communication and engagement principles from the Government's Summary of Coastal Hazards and Climate Change Guidance for Local Government¹.

| Principle | Description | How it will be done |
|-------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1. Be timely and take the time | <ul style="list-style-type: none"> Initiate adaptation conversations early. Listen to and understand different perspectives before acting. Engage regularly. Respond to existing issues and concerns in a timely manner. Commit to an agreed timeframe. | <ul style="list-style-type: none"> Engage over two years in phases on 'what's happening', 'what matters most', 'what we can do about it' and 'how we can implement it'. |
| 2. Be flexible and adaptable | <ul style="list-style-type: none"> Allow the process to evolve if necessary. Allow the time to understand each perspective. | <ul style="list-style-type: none"> Use an adaptive planning approach. Test communications with community panel throughout. |
| 3. Be inclusive, empathetic and ensure representative participation (equity) | <ul style="list-style-type: none"> Enable diverse representation. Balance power. Be sensitive and empathetic. | <ul style="list-style-type: none"> Community panel represents a diverse cross section of the community. Take engagement 'to the people' at schools, events etc. Invite mana whenua to be involved from the start. |
| 4. Run a transparent process | <ul style="list-style-type: none"> No surprises. Decision-making exposed. | <ul style="list-style-type: none"> Keep community and stakeholders informed |

¹ Ministry for the Environment. Preparing for coastal change. A summary of coastal hazards and climate change guidance for local government. 2017.

² Ministry for the Environment. Coastal hazards and climate change guidance. 2024.

| Principle | Description | How it will be done |
|----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | <ul style="list-style-type: none"> • Clear expectations. • Make limitations of process clear. | throughout the entire process. |
| 5. Be cognisant of scientific input/knowledge. | <ul style="list-style-type: none"> • Explore uncertainty. • Include local and cultural knowledge. • Jointly seek and explore knowledge (learning). | <ul style="list-style-type: none"> • Establish mātauranga Māori values and engage with mana whenua throughout. • Use Technical Advisory Group and Community Panel to test new ideas. • Make technical information accessible to the community. |
| 6. Secure committed resources and institutional support | <ul style="list-style-type: none"> • Adequate resources. • Institutional and cross-organisational support. | <ul style="list-style-type: none"> • Commissioners endorse the next stage of the project. • Roles and responsibilities are defined. • Ensure buy-in from Councillors and staff early on in the project. |

8 Project identity and visual communication

A strong identity that reflects the Mount North community will make our project stand out and encourage engagement. Visuals can evoke strong emotions, and a well-designed identity can be a strong tool for storytelling and can help create a cohesive narrative.

During the Mount North Flooding Adaptation Project pilot, it was difficult to find imagery for the project. 'Mount North' is also not a name used in Tauranga, and so people found it difficult to understand what area we were referring to.

Before community engagement starts, consideration should be given to:

- Photography that captures Mount North community, to be used in communications.
- A new name (do people identify with 'Mount North')
- Font and colour guidelines
- Illustrations

An identity that reflects the Mount North community will encourage engagement and foster a stronger bond in the community. Inconsistent or poorly designed visuals can create a negative impression and make the community feel disengaged. These aspects should be informed by mana whenua as there may be aspects that could reflect mātauranga.

The identity can be built off the Mount North 'what drives flooding' illustration (Figure 3). Video and animation will be used to convey complex technical information.

9 Media approach

Given that Mount Maunganui is a beloved holiday destination, the story is likely to be picked up by both local and national media.

A proactive approach will be taken, paid editorial coverage will be booked in local news outlets during the 'what's happening' phase of the project to shape the narrative. The story will be offered to the Spinoff as an exclusive story, given their coverage of adaptation planning in South Dunedin Future. Infographics and illustrations will be used to support information in paid editorial.

In addition to scheduled paid media, our approach will combine 'earned media'. This will centre on members of the community who have put themselves forward to be a part of the Community Panel. We will identify people we can photograph, and interview for our social media stories, video and print media.

We will also stimulate debate by using 'champions' such as a local resident or a shop owner based on the waterfront – anyone who is part of the community and stands to be impacted by climate change.

Media will be kept informed throughout the process, with additional paid editorial used at key engagement points. Media will be managed by the Tauranga City Council communications team, with support from Beca.

10 Internal engagement approach

With new Tauranga City Council councillors likely to be in place by October 2024, internal engagement will be important for this project's success. A strong focus on internal communications and engagement will take place during the 'preparation and context' stage of the DAPP cycle.

- **Before the election (July 2024)** initially the focus will be on building internal awareness of the project to ensure all staff have 'buy-in' and are using the same messaging to help create a united front when the newly elected members take office. During this phase, we will also have the opportunity to tweak communications material based on internal feedback.
- **From July (post-election)** there will be a heavy focus on educating the newly elected members on the project to get Council endorsement to take the project external. Join-up will be needed across the Council to ensure time with the elected members is well utilised. It will be important to liaise with Ross Boreham (Communications and Engagement Advisor to the Councillors) and the wider TCC Communications and Engagement team to ensure the project is included in the Councillor's inductions programme.

11 Community engagement approach

The project will use a collaborative approach to adaptation planning that includes the entire Mount North community. The programme aims to build a shared vision for the future of Mount North, which will require active and ongoing participation from both the local community and stakeholders as well as backing from the wider Tauranga public.

At the start of the project, there will be a strong drive to communicate what's happening in the Mount North area, so that the community understands why the project is taking place. As we progress further into the ten-step DAPP cycle, engagement will become more of a focus, with the community helping shape values, objectives and adaptation options.

11.1 Communicating the benefits of the adaptive planning process

It will be important to communicate the benefits of using an adaptive pathway planning process for this project. Given the current economic climate – Aotearoa New Zealand officially entered a recession in March 2024 – the community will be concerned about potential rates rises and additional costs of implementing resilience options. The project will communicate that the plan is long-term, and the adaptive process mitigates investment in expensive infrastructure that may only work for a short period of time. This is key messaging that will be reflected throughout engagement, including when options are being discussed.

11.2 Community panel

The community panel that was developed during the project pilot, and most member have agreed to continue to take part throughout the next phase of the project. The panel has a good understanding of the issues, options, and the planning process. This group includes representatives from the Mount Maunganui Ratepayers Association, Bay of Plenty Regional Council, Bay Venues, Mount Business Association, and Mount North residents.

The panel will act as ambassadors for the project, distributing information to their networks. In the age of distrust in government, this will help combat misinformation as the community will hear information from fellow community members, as well as council.

The panel will also act as a sounding board, providing guidance and advice based on their knowledge of the community. They will not be decision-makers, but we will look to incorporate their feedback wherever possible.

To ensure the community feel they are being represented, several additional positions on the panel can be offered to the community through a nomination process. Community members can nominate themselves for consideration by existing panel members. If a member of the panel is unable or unwilling to continue to participate, they (or the organisation they represent) can nominate a replacement for confirmation by the existing panel. New members will undertake a briefing to ensure they are up to speed.

A memorandum of understanding will be established that outlines expectations and what happens if members leave the panel.

12 Mana whenua engagement approach

Māori and the Crown are partners under the Treaty of Waitangi/Te Tiriti o Waitangi, and both the Local Government Act 2002 and the Resource Management Act 1991 require councils to uphold the principles of the Treaty. The Government's Managed Retreat Issues and Options Paper (2023) details a Tiriti-based approach to local adaptation planning³:

- iwi, hapū, Māori landowners and Māori communities are involved, as they choose, throughout the planning process
- space is created for rangatiratanga and partnership with the Crown
- there is access to relevant information – te ao Māori and local Mātauranga Māori are embedded in the processes.

³ Ministry for the Environment. Community-led retreat and adaptation funding: Issues and options. 2023.

Throughout this project we will aim to collaborate with mana whenua, which is defined by the IAP2 Spectrum of Public Participation as '[partnering] with the public in each aspect of the decision including the development of alternatives and the identification of the preferred solution.'

Because this project will have impact on the wai (water) and harbour, it is thought that all iwi and hapū will be invited to engage on the project, but this will be tested with TCC's Takawaenga Māori Unit. Initial whakawhanaungatanga (relationship-building) will take place with iwi and hapu who aren't aware of the project, and then we will invite mana whenua to a working group which will focus initially on Mount North, but could then eventually be used for wider projects across the city. The first task for the panel will be to establish a set of Mātauranga Māori values for the project.

This group will be facilitated by a Kaiwhakaterere (cultural navigator) and or a representative from Council's Takawaenga Māori Unit.

13 Action plan overview

Below is an overview of the timings, outcomes, possible tactics and key messages for communications and engagement throughout the adaptive planning process. This table is designed to be updated throughout the project.

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|------------------|-------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What's happening | Preparation and context (internal staff and mana whenua) (May – July 2024) | <ul style="list-style-type: none"> TCC staff understand project and how they can be involved. Mana whenua are informed and confirm how they wish to be involved. Mātauranga Māori values are agreed. Mount North Community panel understands roles and responsibilities going forward. | <ul style="list-style-type: none"> Internal TCC website Internal briefings and workshops (lunch and learn sessions etc.) Briefings to PSG Discuss mana whenua involvement with TCC Takawaenga Māori Unit. Briefings with community panel Marty's Message (all staff email) | <ul style="list-style-type: none"> We are developing a 100-year adaptation plan to address flooding in the Mount North area, from Adam's to Salisbury Avenue. We are starting our adaptation work in Mount North because early investigations have already taken place. An adaptive planning approach means we can keep our options open for as long as possible while we are preparing for any outcome. It will make sure we don't invest in expensive short-term |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|------------|----------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | Preparation and context: elected members and Council partners (August – November 2024) | <ul style="list-style-type: none"> Elected members understand the project and its importance and endorse external engagement. Council partners understand the project, and how they can be involved. | <ul style="list-style-type: none"> Liaise with Councillors communications advisor on Councillors briefing Executive report Inclusion in Communications and Engagement Exec Report (a regular C&E update internal to TCC) Identify and use new communications channels as protocols for elected members are established. | solutions that won't be fit for the future. |
| | Raise awareness of sea-level rise and coastal hazards (November 2024 – Feb 2025) | <ul style="list-style-type: none"> The community understands flooding drivers and how Mount North will change over time. Community understands the benefits of the adaptative planning approach and how they can be involved. | <ul style="list-style-type: none"> New project identity live Explainer video and infographics Project website live Project newsletter established Exclusive offered to Spin Off (similar article written for South Dunedin Future) | <ul style="list-style-type: none"> Climate change will have a big impact on Mount North. We need your help to plan for all the extra water that will come our way in the future. <ul style="list-style-type: none"> Our plan will be developed alongside the community and mana whenua, it will be shaped by community values and Mātauranga Māori. |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|------------|--------------|----------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------|
| | | | <ul style="list-style-type: none"> • Paid editorial in Our Place, Sun Live and Bay of Plenty Times • Paid social media and digital advertising targeting Mount North • Community workshops • Presence at community events (Little Big Markets, Mount Farmers Market etc.) • Talks at Mount Ratepayers Association, Mount Main Street, schools, and other community forums • Information distributed using existing networks and at community facilities • Flyer drop | |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|-------------------|----------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| What matters most | Establish values and objectives (March 2025 – June 2025) | <ul style="list-style-type: none"> Community values and objectives are understood. Trust is built with community. | <ul style="list-style-type: none"> Community workshops Surveys (digital and in-person) Online tools (such as StoryMaps or Social Pinpoint) Engagement material distributed to community facilitates (libraries etc.) Engagement material distributed to be included in existing networks (Mount Main Street Newsletter etc.) | <ul style="list-style-type: none"> We need your help to understand what matters most in Mount North Our plan will use community values and outcomes to help shape adaptation options in the area Mātauranga Māori and tikanga Māori are essential to envisaging the future we want, and collectively deciding how to get there. |
| | Discuss vulnerability and risk | <ul style="list-style-type: none"> Community understands vulnerability and risk | <ul style="list-style-type: none"> Community workshops Surveys (digital and in-person) Online tools (such as StoryMaps or Social Pinpoint) Engagement material distributed to community facilitates (libraries etc.) Engagement material distributed to be included | <ul style="list-style-type: none"> Mount North is flood prone because it's low lying compared to the nearby coast, and the landscape consists of a shallow basin with no natural outlet for water to drain to. Historically the areas sandy soil allowed for natural drainage. Now that we have lots of buildings and surfaces |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|-------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <p>in existing networks (Mount Main Street Newsletter etc.)</p> <ul style="list-style-type: none"> • Explainer video and infographics | <p>that can't absorb water, there is no place for the water to go.</p> <ul style="list-style-type: none"> • As sea level rises so will groundwater, and this problem will only get worse. |
| What can we do about it | Identify and evaluate options (October 2025 – May 2026) | <ul style="list-style-type: none"> • The community has helped develop and assess potential options for the Mount North area • The community are aware of the different options we have • Community has high-level awareness of PARA (protect, avoid, accommodation, retreat) | <ul style="list-style-type: none"> • Web updates • Exclusive offered to Spin Off (similar article written for South Dunedin Future) • Paid editorial in Our Place, Sun Live and Bay of Plenty Time • Paid social media and digital advertising targeting Mount North • Community workshops and hackathon • Presence at community events (Little Big Markets, Mount Farmers Market etc.) | <ul style="list-style-type: none"> • We've been busy developing a list of adaptation options for Mount North that's informed by our engagement to date. • We want to hear what options you like, and dislike to help us build our adaptation plan. |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|------------|--------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <ul style="list-style-type: none"> Information distributed to community facilitates (libraries etc.) Messaging distributed to be included in existing networks (Mount Main Street Newsletter etc.) Talks at Mount Ratepayers Association, Mount Main Street, Schools and other community forums. Information distributed to community facilitates (libraries etc.) Messaging distributed to be included in existing networks (Mount Main Street Newsletter etc.) Flyer drop. | |
| | <p>Identify and evaluate pathways (April 2026 – July 2026)</p> | <ul style="list-style-type: none"> Community values and objectives are reflected in the short-list of options for the Mount North. Community have helped build pathways | <ul style="list-style-type: none"> Explainer video and infographics Digital tool to build pathways Website updates | <ul style="list-style-type: none"> Now that we have a shortlist of adaptation options for Mount North, we want to know when you think they should take place. You can start building your own |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|------------------------------------------|---------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | <ul style="list-style-type: none"> • Door knocking / house calls • Community workshops • Flyer drop • Online and in-person surveys • Community expo • Project newsletter • Messaging distributed to be included in existing networks (Mount Main Street Newsletter etc.) | <p>adaptation pathways here (TBC).</p> |
| <p>How can we implement the strategy</p> | <p>Develop the adaptive planning strategy with signals and triggers</p> <p>(April 2026 – July 2026)</p> | <ul style="list-style-type: none"> • Community have feedback on signals, triggers and thresholds. • Community has buy-in to the process that has selected a preferred pathway. | <ul style="list-style-type: none"> • Paid social media and digital advertising targeting Mount North. • Community workshops • Presence at community events (Little Big Markets, Mount Farmers Market etc.) • Online and in-person surveys. • Information distributed using existing networks | <ul style="list-style-type: none"> • Over the past two years, we’ve been working with the Mount north community to build an adaptation plan. We now have a draft of this plan, and we’d like to hear your thoughts. |

| DAPP Phase | Stage/timing | Outcomes | Potential tactics | Key messages |
|------------|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------|
| | | | and at community facilities. <ul style="list-style-type: none"> • Flyer drop • Door knocking / house calls • Project newsletter | |
| | Implement | <ul style="list-style-type: none"> • The community are informed about the next steps for the project. • The community feel as though they have been part of the journey and have shared ownership of the plan, including sufficient support to result in political buy-in. | <ul style="list-style-type: none"> • Media release • Website updates • Project newsletters • Messaging distributed to be included in existing networks (Mount Main Street Newsletter etc.) | <ul style="list-style-type: none"> • After two years of working with the community, we now have an adaptation plan for Mount North. |

14 Overview of channels and tactics

Below is a list of channels and tactics that can be built on throughout the project.

| Channel / tactic | Audience |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| Tauranga City Council website | Community-wide |
| Stalls/collaboration at community events <ul style="list-style-type: none"> • Little Big Markets • Flavours of Plenty • Mount Farmers Market • Sustainable Backyards • Mount Festival of Multisport • AIMS Games | Community-wide / potentially tourists |
| Messaging included in emails to existing networks: <ul style="list-style-type: none"> • Mount Main Street Newsletter • Tourism Bay of Plenty newsletter • Mount Ratepayers Association Newsletter • Tauranga Chamber of Commerce • Priority One | Community-wide |
| Local news outlets (paid and unpaid editorial) <ul style="list-style-type: none"> • Papamoa Post • Bay of Plenty Times • Sun Live • Our Place News outlets outside of Mount Maunganui: <ul style="list-style-type: none"> • Lizard News • Pyes Pa newsletter • Spin Off • NZ Herald • Stuff | Community-wide / national |
| Tauranga City Council newsletters: <ul style="list-style-type: none"> • City News (City-wide updates) • Planning Pānui (planning) • My Tauranga (events) • Let's Talk Tauranga (projects across Tauranga) • The Bar Code (compliance) | Community-wide |

| Channel / tactic | Audience |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|
| Paid advertising: <ul style="list-style-type: none"> • Social media • Billboards • Newspaper advertisements • Digital advertising • Radio • Paid editorial | Community-wide |
| Flyer drops | Mount North |
| Door knocking | Mount North |
| Community hackathon | Community-wide |
| Community expo | Community-wide |
| Videos – some to include community panel members. | Community-wide |
| Infographics | Community-wide |
| Internal channel / tactics | |
| Channel / tactics | Audience |
| Marty's Message | All staff |
| Insider webpage (TCC internal) | All staff |
| Exec stand-up | All staff |
| Briefings and FAQs supplied to contact centre | Contact centre only |
| Regular updates to PSG | PSG |
| Commissioner Catch-up (or equivalent) – high-level, short updates will be included in the weekly update as needed. | Councillors |
| Weekly Communications and Engagement report – engagement and communications updates will be included in this report as required. This can include positive stories (such as social posts or media stories) and is a way to raise potential risks. | Councillors |
| Executive Report – a report with updates on all council activities that goes to councillors prior to Council meetings. | Executive Leadership Team, Councillors (publicly accessible, so could be picked up by media and community) |
| Webinars and drop-in sessions provide updates to all staff throughout process prior to each DAPP stage commencing | All staff |

15 Protocols

Reporting and records

All interactions and engagement will be recorded via Microsoft Excel, or Campaign Manager to support any future planning or consenting processes. An engagement summary will be provided after each DAPP phase.

Media management

s 7(2)(a) - Privacy will be the spokesperson for the project. Media enquiries will be directed to the TCC central communications and engagement team:

- Email: communications@tauranga.govt.nz
- Phone: 07 577 7108

16 Risks and mitigation

| Risk | Mitigation |
|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| May be used as topic of debate upcoming election. | Begin community-wide communication and engagement after the election. Make sure messaging is prepared in case project gets picked up by media or candidates. |
| Public concerned about funding of options with current economic climate. | Clearly the communicate that the adaptive planning process reduces the risk of investment in short-term infrastructure responses. Communicate that this is a long-term strategy and options will be actioned over time. |
| New councillors, with communications channels and processes not yet established. | Dedicate time to brief new councillors before public engagement. Be adaptable and liaise with Ross Boreham (communications advisor to Council) and wider communications team to ensure communications opportunities are fully utilised. |
| Councillors and staff using wrong messaging and not aware of project. | Regular updates to Project Steering Group to ensure activities align. Keep call centre informed through briefings and FAQs. Create a 'One Team' environment'. Continue to identify ways to 'zipper up and engage together'. Create cheat sheets for Councillors and have regular briefings. Share project updates with comms staff and ensure messaging is cohesive. |

| Risk | Mitigation |
|------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Risk of mis-alignment with forthcoming Adaptation Framework | Continue to engage with government and professional networks to monitor developments of Adaptation Framework. |
| Engagement fatigue within community | Keep informed about other projects happening in the Mount North area through the Project Steering Group. Look for opportunities for join-up with other Council teams and Council partners. |
| Non-Mount communities asking why this area has been prioritised when other areas of Tauranga are facing similar issues | Prepare messaging that can be shared and used by contact centre, media responses and engagement sessions. Have this as supporting messaging available on project website and other collateral. |
| Risk of the project creating public concern or panic about issues climate change will have such as house prices or individual property or resident safety. | Clear FAQs and messaging answering common concerns that are likely to come up. Opportunity for people to raise their concerns at face-to-face sessions. Zipper with emergency management team to improve flooding information on website. |
| Risk that community may think this project is an attempt to promote managed retreat. | Clear project communications including managed retreat as part of the suite of options but not the only option being considered, as well as communications related to variations of retreat (e.g. buy-outs for flood infrastructure in vulnerable areas versus community scale). |
| Mana whenua are not engaged adequately as partners. | Start engaging early, ask how mana whenua would like to engage, respecting their time and resources. Offer koha for their time. |
| Misalignment of project with other projects underway in the same area | Connect with other TCC staff on related work packages and agree consistent messaging/timeframes. Share this C&E plan. Build on other work where possible (i.e. objectives coming out of the spatial plan work) |
| Community confused as to why they didn't have a say in who was on the community panel. | Offer two spaces on the panel to community. |
| General public not aware of what's happening – not taken on the journey for when measures are implemented | Undertake comprehensive DAPP process, use a range of communications and engagement tools such as in-person and digital. Utilise existing channels and go 'to the people'. Check on community awareness with community panel |
| Risk of community opposition to possible adaptation pathways. | Build understanding of the adaptive planning process from the very beginning. Build understanding of climate issues from the start. |
| Climate deniers/spread of misinformation | Communicate transparently from the very start of the project. Use the community panel to share information. |

| Risk | Mitigation |
|--------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|
| | Give climate deniers/opposition groups time to be heard and understood. |
| Public start worrying about their flooding in the imminent future. | Civil Defence and Emergency management information up to date. Inform community about what to do and what not to do during flood. |