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<th>Name:</th>
<th>Heidi Hughes</th>
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<td>Position:</td>
<td>Councillor</td>
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<td>Email Address:</td>
<td><a href="mailto:heidi.hughes24@gmail.com">heidi.hughes24@gmail.com</a></td>
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If you were to be successfully elected in October 2019, name two ‘things’ that you would be most proud to say that you had achieved by the end of the triennium (2019-2022)?

Explain:

I would like to see an organisational culture shift towards one of partnership and teamwork between staff and governance and have embedded a new framework for engagement with community based on collaboration and trust.

My second focus is transport. To date, we simply have not had a plan, and with UFTI arriving, there is some hope on the horizon, but if elected – I will work to ensure this achieves its full potential. I would like to see far more attention to multi-modal solutions. I have been campaigning for public transport and walking/cycling and the intercity train for a number of years and have an extensive understanding of the issues and what is needed to drive solutions. We need far better alignment across transport stakeholders (TCC, BOPRC, NZTA, Port, Kiwirail) and an integrated plan which addresses freight flows as well as commuter traffic. This will require investment in infrastructure, as well as in new services and we need to work closely with Government.

What is your ideal structure of local government in the Western BOP? Does this include amalgamation? Does it include appointed independent directors (similar to the DHB model)? And, is this topic an important priority for you?

The current structure does not require any fundamental change at a Council level. However what we do need is a review of our approach to governing transport and urban intensification. If elected, I would strongly support to consolidating the BOPRC and TCC transport roles into either TCC, or into a separately governed Transport entity to manage public transport, walking and cycling infrastructure, parking and roading. This is an urgent priority as the current disjointed and adversarial relationships are simply not working. I would also work with Government to investigate setting up a local ‘Urban Development Authority’ that can move quickly to begin intensification projects within the Te Papa Peninsula. This will have capability to partner with the private sector, or leverage private funding to acquire land and build ‘well-designed’ medium-density apartments.
What is your opinion on Quayside (www.quaysideholdings.co.nz)? What should be its future strategy and ownership structure?

Quayside is undoubtedly a successful business and has led to significant revenue for the Regional Council. It is NZ's fastest growing and most productive port. Of the seven directors, two are elected members for the Regional Council. I have no reason to believe the ownership structure should change, however I do believe there needs to be a review of the Port's strategy and focus. While the Port is creating financial returns for the city, it is also creating huge costs and impacts – particularly around transport congestion, and environmental impact (water and air quality). This must be addressed and the Port needs to step up and play its part as a responsible member of the community. Also A priority needs to be on double tracking rail to Hamilton to allow more freight to travel by train, while maintaining capacity for intercity rail.

In your opinion, what are the key issues in managing the Western BOP's population and economic growth? How can the councils successfully manage the sub-region's growth, within fiscal constraints?

There are many, many issues – including housing, sprawl, transport and CBD decline – not to mention vital environmental issues including climate change, biodiversity and water quality. These are all inter-related.

If I was to highlight a key issue, it would be for us to focus on building liveable, dense and vibrant centres – starting with the CBD. This will lead to an increase in business and economic activity, kickstart public transport, and make much better use of infrastructure. It will cost the Council LESS overall! It will bring young people to the city, and enliven out arts and culture scene. It will, however, require a strong plan and need committed investment and partnerships to make this succeed. We cannot just sit back and ‘wish’ or ‘enable’ this to happen. Council must, in my view, take and active role.

What are your priorities for infrastructure investment in the Western BOP sub-region during the next ten years?

My main priorities are as follows:

Transport: following the development of a regional plan (through UFTI) we will need to invest in multimodal solutions (local buses, intercity rail for freight and passengers)
- Ensure NZTA build the Bayfair underpass, and include a bus lane on the B2B
- Walking and cycling: complete the TCC cycle network including safe, efficient off-road options.
- Green infrastructure: Develop a ‘green infrastructure’ plan and invest in water sensitive infrastructure around the city. This will reduce flood effects, add to bio diversity and provide
resilience to climate change effects.

- **Waste management**: We need to drastically improve our recycling and resource recovery rates for Tauranga. We must invest in a best-practice resource recovery centre and set some bold targets for reductions in landfill from all waste sources - especially construction waste. This will also provide opportunities for new businesses.

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**Do you agree that the Western BOP sub-region has transport issues?**

If elected, what are your priorities to address the sub-region’s immediate and long-term transport needs?

Yes – refer questions above.

*My key priorities for transport are:*

1. Complete a comprehensive 30 year transport and Urban Form Plan with a strong focus on multi modal solutions.
2. Invest in public transport infrastructure and more services. Bring the bus service either into TCC, or set up a new transport authority (CCO) Re Investigate rail along existing lines based on similar sized city models internationally. The numbers stack up now better than they ever have with new technology evolving.
3. Complete the cycle network with urgency to enable more people to walk and cycle. It is simply too dangerous on our roads at the moment.

**What are your plans for ensuring adequate zoning and servicing of affordable residential, commercial and industrial land supply over the next ten years?**

We must focus on intensification in urban centres. Our zoned land at Te Tumu, Tauriko etc will come on line, however we need to grow upwards as well. We need urgent policy changes to enable this, as well as new mechanisms to fund.

**Quick Poll: which of the following tourism related projects would you support contributing (Regional/City/District) Council resources/funds towards:**

Other: I am not championing specific projects. I feel this takes away from the core focus of organisational Governance

**What is the (Regional/City/District) Council’s role in supporting the local tourism industry?**

What are your priorities for the local tourism industry?

Council should collaborate with The Tourism Industry (and all other sectors) on building a unique identify and shared vision for Tauranga city that can be reinforced in the storytelling and experiences had by visitors. I believe local tourism priorities should be decided on and managed by Tourism BOP. TCC must provide adequate infrastructure to allow for summer peaks – including public transport options.

**What is your position on the (Regional/City/District) Council’s rates policy in regards to targeted rates**

I have no problem with this at the present, however will form a stronger opinion once on
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<td>and/or commercial differentials on the local business and industrial community?</td>
<td>Council. As discussed earlier we need a much wider range of funding tools.</td>
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<td>What would you do to restore confidence in the regulatory services or building consent departments within the sub-region?</td>
<td>We must ensure much greater transparency within Council and externally in order to restore trust between elected members, Council staff and community. We need managers to be accountable, and the public to feel they are being well served and therefore have confidence that Council is operating professionally. This is a big topic and there needs to be a range of initiatives - through the chief exec to change culture and restore confidence in systems and processes.</td>
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<td>Name your priority initiatives that the (Regional/City/District) Council should do to make it easier for companies to do business in the city?</td>
<td>The main thing I would say here is around transparency and communication. The project delays and issues that come up cause endless frustration. TCC needs much better attention to project management and delivering projects on time to avoid disruption to businesses.</td>
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<td>Do you have any relevant governance experience?</td>
<td>My first business at 24 years old was a cafe in Christchurch that I started with a friend, we had 24 staff and I quickly learned small business management through baptism by Fire. This very successful cafe was still thriving under new management before it came down in the earthquakes. Then I started a corporate Health and wellness centre in the BNZ centre in Wellington before meeting my husband and moving to Auckland, while raising my two children I developed and directed numerous music and dance festivals. These involved coordinating 100’s of volunteers, international artists, workshops and performances, managing large budgets, funding, sponsorship and Council relationships. I am still on the board of one of these events which has been going now for 18 years. My passion however is in sustainability. I recently completed a postgraduate in Sustainable Practice. Moving back to Tauranga I started up a Garden in schools programme which now operates out of six local schools.</td>
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<td>What relevant skills do you bring to the role of an elected member?</td>
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<td>How would you contribute to ensuring quality debates and decisions happen?</td>
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<td>How have you personally contributed to the local community over the past ten years?</td>
<td>All of my work in the garden is schools programme is voluntary. We have 100’s of kids getting their hands dirty every week and employ two staff as garden coordinators. I believe that we need to reconnect this generation to their food system and to nature. I am chairperson of the board made up of parents and teachers. I have also turned in to a transport nerd, it started as disbelief that I couldn’t get around safely with my kids by bike. I started Bike Mount and together with a group we have tried to get a connected</td>
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cycle network around Mount Maunganui for our community. This lead to my meeting so many passionate people working for better transport solutions in Tauranga, the formation of Greater Tauranga transport advocacy group which has nearly 1500 members. The last three years have been pretty much full time advocacy for better cycleways, an intercity train, trying to alert NZTA to terrible design flaws in the Bayfair project, protesting water bottling plants and enjoying life!

Any other comments?

If you got this far, thanks for making the effort to get to know your candidates.

I really hope that you choose a team with diversity of life experience who can demonstrate teamwork and an ability to see the bigger picture. There are not only local challenges but massive global ones that we all need to be a part of solving if we are to hand on a thriving city for our grand kids. But I really believe that if we set about solving these, we will also be moving towards a much more resilient and caring community, toward a city that we are all proud to call home.