



## Strategic Partners Forum Meeting

### Agenda

**8:00am – 10:00am, Tuesday, 7 February 2017**

**Classic Flyers, Armoury Room, Tauranga**

1. Apologies	BW
2. Minutes and matters arising ( <i>Paper A</i> )	BW
3. SmartGrowth Briefing ( <i>Paper B</i> )	B. Walsh
4. SmartGrowth structures diagram ( <i>Paper C</i> )	B. Walsh
5. Update - positioning and membership of Strategic Partners Forum (verbal)	Chair
6. Engagement Approach – diagram ( <i>Paper D</i> )	B. Walsh
7. Streamlined engagement processes – SmartGrowth Forums ( <i>Paper E</i> )	K. Summerhays
8. Forum Position Papers response update ( <i>Paper F</i> )	B. Walsh
9. Progress Report Framework ( <i>Paper G</i> )	B. Walsh
10. Forum chairs roundtable update – each forum chair to give a brief update on their forums, and any key points on strategic issues. (verbal)	Forum chairs
11. Any other business	All

## Paper A

**SmartGrowth Strategic Partners Forum Meeting**  
**Tuesday, 8<sup>th</sup> November 8:00am – 10:00am**  
**The Balcony Room, Historic Village, 17<sup>th</sup> Avenue**

<b>Present</b>	Bill Wasley (Chair), Christine Ralph (HAF Chair), Anne Pankhurst (PATAG Chair), Emily Rogers (WBOPDC), Ken Tremaine (SG Strategic Advisor), Annie Hill (PriorityOne), Barry Roberts (Federated Farmers), Kate Longman (NZKGI), Megan Rumble (SmartGrowth), John Garwood (Fruit Growers Assc.), Bernie Walsh (SG Implementation Manager), Carol Gordon (SSF Chair), Fern Nielsen (National Council for Women), Eddie Orsulich (Forest and Bird), Paul Hickson (Te Puke EDG), Mark Boyle (Te Puke Fast Forward), Phil Shoemack (Toi Te Ora)	
<b>Apologies</b>	Alistair Rhodes, Mary Dillon, Mark Boyle (lateness)	
<b>Previous minutes and matters arising</b>	Discussion	No matters arising from the previous 13 September previous minutes. Minutes confirmed by the forum.
<b>Water priorities</b>	Discussion	<p>At the previous meeting, there was a request to have partner council staff come and talk to the forum about water. Bill Wasley wanted to establish what particular aspects the forum would like presented on due to how wide this topic is.</p> <ul style="list-style-type: none"> <li>• Over or under allocation</li> <li>• Commercialisation of water</li> <li>• Metering the resource</li> <li>• Inter-boundary transfers/local catchment areas</li> <li>• Overview around ownership</li> <li>• Kaituna river authority</li> <li>• RC ground work to determine the availability of water</li> <li>• Numbers around how population increase, kiwifruit increase etc. more water needed.</li> <li>• Understanding the economics of water</li> <li>• Disposal of water</li> </ul>

		<p>Noted it is important to understand the national picture on this around the National Policy Statement.</p> <p>Carole Gordon noted that there had been an excellent presentation on this at a previous SGIC meeting.</p>
<b>Te Puke needs and aspirations - presentation</b>	Update/ Discussion	<p>Mark Boyle presented to the forum sharing the activity and thinking going forward in Te Puke. Mark spoke about value add and potential in the area from the likes of Affco and Zespri. Housing opportunity in the area including Paengaroa. Schooling opportunities. Population growth potential. Roding and transport links, rail, Rangiuru business park. Opportunities in Pongakawa and Otamarakau. Cycleways.</p> <p>Mark spoke about the importance of Te Puke not losing its identity. It is not about intensification, it is about lifestyle.</p> <p>Discussion followed with key points around losing productive land to residential. The agricultural industry relying on towns like Te Puke given it is not ideal to travel into Tauranga City. Accommodation problems for the Kiwifruit industry was also discussed.</p> <p>Discussion was had around Te Puke's vision in the region with the CBD becoming a cultural hub for arts etc. Further work needed around the towns relationships to the CBD with Te Puke at the end of the Eastern Link.</p> <p>Ken Tremaine noted that we do need to stand back and have a look at the east and spacially look at the entire corridor. The economic and social relationships between these centres. He agreed it is important not to lose the key roles these towns play. Further thinking and further conversation is needed.</p>
<b>Position Paper response framework</b>	Update	<p>Bernie provided an overview of Cheryl Steiner's response framework to the forum Position Papers. The framework will bring together the responses from the three councils around what they are currently doing, what could be considered further and what doesn't fall under the roles of the councils.</p> <p>There have been four additional topics added to the original six – <i>Growth planning, Environmental sustainability, Community and Culture and Heritage</i> – Partner councils are actively completing the tables now.</p> <p>The goal is to have a joint hui in early 2017 to communicate back to the forums all at once. This document will also help to inform advice to governance around where the gaps and priorities are. Help to inform the long-term planning process.</p> <p>It was noted that the matrix is good for monitoring which has been lacking.</p>

		<p>Discussion was had around adding whom councils are working with on each of the individual topics.</p> <p>Bernie advised that because this is already being filled out by the councils, it cannot be added to the matrix table at this late stage. However this information should come out as dialogue at the joint hui. It was noted that this is a significant piece of work so it is taking time.</p> <p>Carole spoke about the housing discussion at the most recent Social Sector Forum – since then a paper has been written. Bill advised that some further discussion is needed around this before action is taken.</p>
<b>National Policy Statement on UDC – release of final NPS</b>	Update	<p>Ken T gave an overview of the final National Policy Statement on Urban Development Capacity (NPS) and outlined the requirements and minimum targets to be met and the monitoring which needs to be done. The 2017 focus is around analysis, 2018 around changing of documents.</p> <p>The government has released a guide which is available on the Ministry for Environment website. Ken advised he is putting a project plan together around how we respond to this NPS and noted it is important to get the input from others. The framework should help us better understand what is going on in the market. Demand, monitoring work, placemaking.</p> <p>It was noted that SmartGrowth will coordinate this with sign off from partner CEs.</p>
<b>Reshaping the Strategic Partners Forum/Governance</b>	Update/ Discussion	<p>Bill gave an overview of the suggested changes to SGIC and CEAG. CEAG: representation from Helen Mason, DHB together with three councils and NZTA Regional Director. There are discussions in terms of iwi representation on CEAG also. The focus is on broadening the view and the input. Partnership.</p> <p>Bill advised he is also looking at reviewing IMG.</p> <p>The view for SPF is that the forum be made up of all forum chairs and others who are not necessarily represented on the other forums. We will bring back a discussion paper to the next meeting. Review, clarifying the representation. Bill noted it is important not to lose the value this group has given for the past 15 years.</p> <p>There was a suggestion that forum chairs provide a forum update at each SPF meeting.</p> <p>Anne P noted restorative justice as an important topic. Justice does sit anywhere at present and could be something to pick up.</p> <p>Bill noted that in 2017 SPF will be held after all of the other forum meetings have taken place to give the chairs an opportunity to update SPF on the individual forums.</p>

	Action	SPF membership discussion paper to be brought to next meeting.
<b>Debrief on SmartGrowth tour</b>	Update	<p>Bernie provided an update. 53 were taken on a bus tour aimed at new councillors, mayors, key stakeholders concentrating on the Northern and Western corridors. The tour covered the Keenan Road area, NZTA SH29 issues, Tauriko west and visited a go ahead business in Tauriko. There was a 'live, learn, work and play' theme to the day.</p> <p>The group visited the Papakāinga development at Ngati Kahu and Omokoroa special housing area there. The day ended at Omokoroa Point School hearing from two reps from the Ministry of Education. They spoke about the growth in the sub region. The group also heard from Sarah Davey (DHB) around the strategic Health plan.</p> <p>The day was about partnership, working together, hearing from different viewpoints. It was a very good day.</p> <p>Anne P noted the tour was a great day, good messages that it isn't all about the city but the towns too. Good to get the councillors together.</p>
<b>Other matters</b>		<ul style="list-style-type: none"> <li>• It was requested that wifi be provided when there is a link in the agenda or that a PDF be provided separately.</li> <li>• The first SGIC meeting of the new triennium will be held on 14 December 2016 at TCC Chambers.</li> </ul>

Meeting ended at 10.16am. Next Meeting 7 February 2017 – Venue to be confirmed.

### OUTSTANDING ACTION POINTS Strategic Partners Forum

Item No.	Meeting	Action	Action
1.	November	SPF membership discussion paper to be brought to next meeting.	BW



# BUILDING OUR FUTURES TOGETHER

## BRIEF TO INCOMING SMARTGROWTH LEADERSHIP GROUP

Leading the way as a smart  
partnership focused on strategic  
and spatial future planning for  
the western Bay of Plenty







# Executive Summary

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The SmartGrowth journey began in 2000 and has evolved from a growth management strategy into a comprehensive spatial plan for the western Bay of Plenty sub-region. SmartGrowth sets the strategic vision and direction for the growth and development of the western Bay, on key issues across the spectrum of social, environmental, economic and cultural objectives.

SmartGrowth is more than the spatial plan document – it is a collaboration that has been working successfully for the past 16 years, leading the way nationally in integrated sub-regional planning and strategic thinking.

[www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz)



**The value of the SmartGrowth Partnership is in its ability to:**



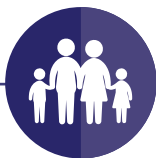
- Offer smart strategic thinking that is evidence-based, collaborative and community-focussed
- Deliver, and hold onto, a long term view of spatial planning and development
- Connect with others to deliver strong united advocacy and transformational partnerships

**The SmartGrowth Partnership has had a number of successes to date, including:**



- Anchoring and driving a long term integrated plan for future sub-regional development
- Strong and united advocacy for infrastructure investment
- Brokering key partnerships to drive transformational change

**The western Bay of Plenty sub-region has been an area of strong population growth for some time. Key findings from SmartGrowth's demographic work<sup>1</sup> include:**



- Strong growth over the next 15 years and then a slowing of growth
- The dominance of the sub-region in a regional context, especially Tauranga City
- Strong growth in household numbers due to decreasing household size
- The rise of the silver economy – large proportion of the population will be aged 65+
- Youthful Māori population

**The SmartGrowth Leadership Group (SLG) has an important role to play in driving strategic thinking.**

**1. Sub-regional spatial planning including urban form/settlement, transport and National Policy Statement (NPS) compliance**

- Providing sub-regional leadership on spatial planning, growth, infrastructure planning and development, focusing on key issues relating to the four well-beings (the recently approved four integrated urban area/ capacity projects to deliver housing and business land development; and previous tertiary education provision advocacy and support opportunities across the sub-region, are good examples of SmartGrowth's sub-regional leadership).
- High-level spatial planning and achieving SmartGrowth outcomes.
- NPS for Urban Development Capacity compliance/ Settlement Pattern – strategic sub-regional agreement/ guidance on the SmartGrowth settlement pattern.
- Infrastructure / Facilities – where this affects more than one SmartGrowth partner and transcends boundaries (especially transport).
- Setting and monitoring strategy progress and sub-regional policy, actions and approaches relevant to the SmartGrowth Strategy.

**2. Advocacy – united voice for western Bay of Plenty**

- United voice – where an issue requires joint advocacy and one strong, united voice – mayors, chair and partners together provide a powerful platform for engaging with central government on co-investment issues e.g. central government service provision for housing, health, economy, tertiary education, transport, emergency services, any other gaps.
- Intra and inter-regional matters – there are impacts beyond the sub-region (eg intra and inter regional) that need addressing across the SmartGrowth partners.
- Matters of Upper North Island or national importance that impact on the sub-region (eg freight movement, maintaining range of transport options).

**3. Future thinking – leading community conversations/ events across the western Bay of Plenty**

- Facilitating community understanding and discussions/ conversations on long term spatial planning issues with a view to looking beyond 10 years to 20, 30 years and 50 years ahead.

<sup>1</sup>Jackson, N.O., Cameron, M. and Cochrane, B. (2014), 2014 Review of Demographic and Labour Force Projections for the Bay of Plenty Region for the Period 2013 – 2063. Commissioned Report. Hamilton, New Zealand: University of Waikato, National Institute of Demographic and Economic Analysis.

Key strategic sub-regional issues that the Partnership will need to take smart leadership on include:



### Smart housing and urban design/form

How do we get the housing our sub-region needs including quality, quantity, density done well, urban design, and a range of housing types across the sub-region? Placemaking and placeshaping and the role of different towns, urban and suburban centres.



### Smart infrastructure

Supporting the SmartGrowth blueprint for future development (settlement pattern) of the sub-region with the right infrastructure. Ensuring we are seen as a credible co-investor able to partner with central government to deliver results on the ground. United advocacy to central government.



### Smart transport

Future-proofing our transport system and addressing growing traffic congestion, given the current single occupant car travel preferences across the sub-region. Providing for more active and safe transport choices including increasing use of public transport, walking and cycling. Smart transport also includes air connectivity and airport services for a growing sub-region.

Other key strategic discussions need to continue at a sub-regional level to ensure quality policy decision-making on demographic, health and community engagement challenges.

- What does our future population look like and how does that affect our planning today and in the long term?
- How do we accommodate a more youthful Maori population? What will a post-Treaty settlement environment look like in the sub-region?
- What is the future of work and how do our revised employment projects affect our future thinking?
- What about the population ageing profile – are we doing enough to provide, plan and make the most of having more people over 65 years living longer in our region and wanting lifelong learning and living opportunities to contribute to communities?
- What is the future of our health and wellbeing services?
- How do we ensure good community engagement in planning for the future?

Over the last 16 years the SmartGrowth Partnership has developed and refined a way of working that has enabled successful implementation of the Strategy and an enduring partnership approach.

### Key aspects of the SmartGrowth approach include:

- Parties take a co-operative approach to addressing issues
- Agreeing a common evidence base and dataset for planning purposes
- Implementation through co-operation and consensus
- Issues are considered in a measured, effective and timely manner
- Commitment to act in good faith in meeting SmartGrowth obligations
- Taking a solutions-based approach when raising issues
- Over-viewing partner implementation to ensure it is “joined-up”

**Continuing this approach is vital to addressing the sub-region’s strategic issues in an effective manner now and for the future.**





# Building our Futures Together

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*The SmartGrowth Leadership Group's (SLG) role and functions are changing and growing.*

The SmartGrowth Leadership Group (SLG) is a joint committee of Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council and Tāngata Whenua.

The New Zealand Transport Agency is an implementation partner.

# Key Roles and Functions

## Leadership Group – what are its key roles and functions?

### 1. Sub-regional spatial planning including urban form/settlement, transport and National Policy Statement (NPS) compliance

- Providing sub-regional leadership on spatial planning, growth, infrastructure planning and development, focusing on key issues relating to the four well-beings<sup>2</sup> (the recently approved four integrated urban area/capacity projects to deliver housing and business land development; and previous tertiary education provision advocacy and support opportunities across the sub-region, are good examples of SmartGrowth's sub-regional leadership).
- Co-operative decision-making that builds a strong sub-regional consensus and commitment to joint actions (for example the commitment to the Eastern Corridor as a key growth area for the sub-region and the collaboration that was required to ensure infrastructure such as the Tauranga Eastern Link was put in place).
- Dealing with cross boundary matters – where there are cross-boundary implications or an issue transcends a local authority's boundary (for example water policy issues).
- High-level spatial planning and achieving SmartGrowth outcomes.
- NPS for Urban Development Capacity compliance/ Settlement Pattern – strategic sub-regional agreement/ guidance on the SmartGrowth settlement pattern including growth areas, NPS targets, staging, sequencing and funding (the SmartGrowth settlement pattern is included in the Regional Policy Statement which all district plans must give effect to).
- Infrastructure / Facilities – where this affects more than one SmartGrowth partner and transcends boundaries (especially transport).
- Setting and monitoring strategy progress and sub-regional policy, actions and approaches relevant to the SmartGrowth Strategy (for example, setting high-level sub-regional structure plan requirements but leaving the detail to be implemented by the partner councils).

### 2. Advocacy – united voice for western Bay of Plenty

- Communicating and engaging with key stakeholders where a sub-regional level view is required (SmartGrowth has a history of successfully engaging with central Government and providing a sub-regional view).
- United voice - where an issue requires joint advocacy and one strong, united voice – mayors, chair and partners together provide a powerful platform for engaging with central government on co-investment issues e.g. central government service provision for housing, health, economy, tertiary education, transport, emergency services, any other gaps.
- Development and leadership of an agreed sub-regional advocacy programme.
- Intra and inter-regional matters – there are impacts beyond the sub-region (eg intra and inter regional) that need addressing across the SmartGrowth partners.
- Matters of Upper North Island or national importance that impact on the sub-region (eg freight movement, maintaining range of transport options).

### 3. Future thinking – leading community conversations/events across the western Bay of Plenty (Smart Talk. Future Thinking) on long term planning issues, implications and opportunities (10+ years planning)

- Facilitating community understanding and discussions/conversations on long term spatial planning issues with a view to looking beyond 10 years to 20, 30 years and 50 years ahead. For example: The future of work; the future of transport including land, air and sea; the future of housing; the future of the Upper North Island and western Bay's place in it; the future of our population (demographic changes); future of tertiary education provision and health and wellbeing services; including work with Partner Forums and Western Bay's community engagement software programme and the SmartGrowth website, social media and events programme.

<sup>2</sup> The four well-beings refer to cultural, economic, environmental and social matters.

## Strengthening the partnership with the District Health Board

A recommendation supported by the Chief Executives' Advisory Group, to add a representative from the Bay of Plenty District Health Board to the membership of the leadership group is being discussed. The SmartGrowth Implementation Agreement and Terms of Reference provide for the addition of members in a non-voting capacity but with speaking rights. This widened membership will assist with SmartGrowth's delivery on four well-being outcomes and the district health board is currently finalising a strategic health services plan. The chief executive of the District Health Board already sits on the Chief Executives' Advisory Group of the SmartGrowth Partnership.

## New national impetus on sub-regional planning

Given that the SmartGrowth Strategy 2013 is into its fourth year of implementation, we need to consider how to allow more time for the leadership group to undertake various tasks that allow for greater engagement on strategic issues including prioritising actions.

The National Policy Statement on Urban Development Capacity (NPS) will also bring specific compliance and planning challenges and opportunities that the SmartGrowth Partnership will be well-positioned to discuss and agree. The NPS will call upon high urban growth areas to complete housing and business land assessments, make changes to regional policy statements and district plans to implement these assessments and complete a future development strategy. Showing central government that we are ready and able to be a high priority for co-investment opportunities will be vital for the future success of our sub-region. Advocating for that support in a united way will be the most effective approach.

The proposed Resource Management Act and Local Government Act reforms are also placing emphasis on planning for growth, ensuring there is development capacity and working with neighbouring councils on shared services.

## Partners Forums – community engagement and the partnership

SmartGrowth currently has seven Partner Forums – Combined Tāngata Whenua; Population Ageing Technical Advisory Group; Social Sector; Housing Affordability; Environment and Sustainability; Property Developers; Strategic Partners. There is also a Social Infrastructure Providers Group. The groups generally meet bi-monthly.

The forums, along with the Bay of Plenty District Health Board, each produced a 'position paper' on their key issues as part of the decision-making that took place in August 2016 on the SmartGrowth Settlement Pattern Review. SmartGrowth is currently preparing a detailed response to those individual position papers as part of enabling deeper community engagement in planning for the future.

However, an initial analysis of all the papers found six common themes across them all. These were planning and funding of social infrastructure; the need for community-led planning and quality urban design; better active transport including public transport, walking and cycling; support for a compact urban form and finally a range of principles around the provision of housing.




Four other themes also emerged after further analysis – growth planning, environmental sustainability, community and culture and heritage

The full position papers are available on [www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz).



## Key strategic sub-regional issues for 2017 and beyond

The following table provides a summary of the initial thinking around key strategic issues for SmartGrowth for 2017 and beyond that need a sub-regional focus.

	<b>Smart Housing</b>	How do we get the housing we need? Covering quality / quantity / supply / design / types / density across the sub-region not just in CBD/urban design and form; place-making and place-shaping; role of towns, CBD, suburban centres, papakainga housing
	<b>Smart Infrastructure</b>	Supporting Port and industries Supporting settlement pattern/blueprint plan Social infrastructure such as schools, community centres Funding for what we need for a sustainable future Upping our digital game
	<b>Smart Transport</b>	Future proof transport system including public transport, walking, cycling, demand management, network pricing, electric vehicles, air connectivity Updating transport modelling across the sub-region Future thinking – e.g. autonomous vehicles
	<b>How will our population change? – demographics and projections</b>	What does our future population look like? Migration and ageing Youthful Māori population and growing matawaka (iwi other than tāngata whenua) population <i>See Fact Sheets Appendix 4, 5 &amp; 6</i>
	<b>What is the future of work?</b>	Employment projections, technology impacts, lifelong learning for all, changing workforce and industries, workforce implications of population ageing, the influence of Auckland on our workforce market
	<b>Future of health and wellbeing services</b>	Provision of health and wellbeing for a changing and growing population Health in all policies approach Focus on prevention, managing demand
	<b>Rural + urban interface – future of sub-region as it develops</b>	Role of a vibrant CBD and other centres Live, learn, work and play interactions across sub-regional planning Innovation opportunities including tourism, migration
	<b>Community engagement in planning for the future</b>	Partner forums and engaging communities in discussion across the sub-region on the strategic issues Engaging with minority groups
	<b>Sustaining our environment and economy</b>	Sub-regional perspective on this – linked to local actions and priorities
	<b>Tertiary education</b>	Supporting the development and implementation of the Regional Tertiary Strategy
	<b>Supporting post-Treaty settlement aspirations</b>	Facilitating the development of Treaty settlement lands Supporting co-governance arrangements

# What is the SmartGrowth Partnership about?

SmartGrowth is the spatial plan for the western Bay of Plenty sub-region. It is a comprehensive, long term strategy which sets the strategic vision and direction for the growth and development of the western Bay, on key issues across the spectrum of social, environmental, economic and cultural objectives.

SmartGrowth is more than the spatial plan document – it is a collaboration that has been working successfully for the past 16 years, leading the way nationally in integrated sub-regional planning. It is aimed at making

evidence-based, sub-regional development decisions across a partnership between Tauranga City Council, Western Bay of Plenty District Council, Bay of Plenty Regional Council and Tāngata Whenua working with central government (particularly the New Zealand Transport Agency), businesses, education groups, industry and the community.

The aim is to ensure the sum is greater than all its parts because all the parts of the sub-region are working and planning together.

## A brief history

The SmartGrowth journey began in 2000, arising from community concerns about continued rapid population growth, and the lack of leadership and coordinated arrangements to manage that growth. A significant amount of background research and work was completed which culminated in the adoption of the 2004 SmartGrowth Strategy. The Strategy was updated in 2007 to reflect changes since the 2004 Strategy was adopted, in particular progress on the action plan.

In 2013 the SmartGrowth Strategy underwent a significant update and has now evolved from a growth management strategy into a spatial plan for the sub-region.

The following diagram illustrates the focus of the SmartGrowth Strategy in its first 10 years, the lessons learnt along the way and what the focus is for the next decade under the 2013 Strategy.

### FIRST DECADE

- Integrating land-use with transport funding
- Anchoring settlement pattern in RPS, District and City Plans
- Providing certainty
- Key transport infrastructure
- Promoting more compact urban form

### LESSONS LEARNT

- Need to respond to changing circumstances
- Need to consider natural hazard risk
- Need to consider economics of development
- Need to think bigger than the western Bay
- Need to collaborate and build on relationships
- Need to change our relationship with communities to a partnership

### NEXT DECADE

- Recognising that growth planning is linked and influenced by economy, community, environment, cultural wellbeing
- Spatial planning enables all interest areas to be considered together across agencies and boundaries
- A plan for the future of the western Bay developed in partnership with the community and shared by the community, councils and Tāngata Whenua

# What is the value in the SmartGrowth Partnership?

SmartGrowth is a leadership vehicle for the western Bay of Plenty to deliver:

## Smart strategic thinking that is evidence-based, collaborative and community-focussed

- Use a **single framework** and blueprint that transcends jurisdictional boundaries and is implemented through regional, city and district planning documents and through community groups and non-government agencies; promoting more streamlined and efficient planning processes and decision making
- Obtain **quality evidence** to inform decision making and ensure central government, non-government agencies, local authorities and community groups all have access to uniform data to plan and act collectively
- **Monitor** issues and trends across territorial boundaries
- Establish **strong partnerships with tāngata whenua** through the Combined Tāngata Whenua Forum and enable tangible involvement in decision making
- Establish **strong partnerships with the community** through the SmartGrowth Partners network which ensures involvement with the Strategy implementation, monitoring and reviews
- **Test ideas and thinking** across the partnership
- **Support** the partners to implement sub-regional initiatives as well as local strategic projects

## Delivery of, and holding onto, a long term view of spatial planning and development

- Establish an **integrated and agreed growth management framework** for the western Bay, facilitating the efficient and effective provision of infrastructure and providing certainty for public and private investment
- Contribute to a better understanding of the **social needs of the communities** within the western Bay and align with key central government priorities in the social arena
- Assist with **creating linkages** to neighbouring sub-regions and regions

## Connecting with others to deliver strong united advocacy and transformational partnerships

- Address issues **collaboratively** and present **one strong, united voice** outside the western Bay, including to central government and adjoining districts and regions
- **Advocate collectively** on agreed issues and directions gaining a strength that is greater than the sum of the individual parts, including advocacy for a range of matters beyond the traditional role of local authorities
- **Convening conversations and encouraging strategic thinking** and thought leadership across the partners, community and key stakeholders



# SmartGrowth Partnership successes

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Some of SmartGrowth's successes and achievements to date are as follows:

## **Anchoring and driving a long term integrated plan for future sub-regional development**

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- Anchoring the Strategy's strategic direction and implementation actions in key policy and strategic planning instruments throughout partner organisations (in particular Regional Policy Statement, District Plans, Regional Land Transport Programme, Long Term Plans).
- August 2016 decisions on the Settlement Pattern Review – four integrated urban area/capacity projects approved in August 2016 to deliver a balanced and rolling supply of housing and business land development opportunities across the sub-region including the compact city project in Tauranga City
- Agreeing a common and robust set of demographic data to ensure aligned planning
- Implementing the sub-regional settlement pattern (development trends monitoring indicates that most of the sub-region's growth is going into identified growth areas)
- Supporting key developments which align with the settlement pattern and helping to ensure they are viable (eg the Rangiora Business Park)
- Promoting a compact urban footprint – Tauranga City is on track to achieve 34% of its growth as infill or intensification

## **Strong and united advocacy for infrastructure investment**

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- Strong central government engagement – SmartGrowth has a high profile nationally
- SmartGrowth has provided the basis for discussion with central government officials and others regarding significant longer term government funding
- Joint Officials Group leading to a \$150 million Crown Grant for transport plus a matching local share
- Establishing key transport infrastructure, eg the \$45 million Pyes Pa Bypass, the \$455 million Tauranga Eastern Link
- Advocating for new transport infrastructure, eg \$286 million of construction funding for the Tauranga Northern Link (TNL) as part of the \$520 million Waihi to Tauranga Corridor programme was approved in April 2016
- Advocating for the importance of social infrastructure co-investments

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**Brokering key partnerships to drive transformational change**

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- Support for progressing the establishment of tertiary education facilities in the sub-region - tertiary education partnership with University of Waikato and Te Awanuiurangi o Wananga, Toi Ohomai CBD Campus
- Cross-institutional examination of key issues e.g. establishment of the Population Ageing Technical Advisory Group with the Bay of Plenty District Health Board
- SmartGrowth has assisted in bringing together the District Health Board and the University of Auckland who worked to create a clinical education school for Tauranga and the wider region
- Completion of Te Keteparaha Mo Ngā Papakainga – Māori Housing Toolkit – this toolkit is often used as a leading example in other areas of New Zealand
- One of the first local authority areas to develop a Social Infrastructure Planning Framework
- Better links with the community on key issues through engagement with the seven Partner Forums
- Support for and involved in the development and implementation of Regional Tertiary Intentions Strategy
- Support for development of secondary school SmartGrowth education resource
- Support for the Treaty settlement process and agreed co-governance arrangements

## The SmartGrowth Strategy 2013

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The SmartGrowth Strategy has a vision for the Western Bay to be a great place to live, learn, work and play. The purpose of the Strategy is to provide a unified vision, direction and voice for the future of the western Bay.

**The SmartGrowth Strategy is supported by five pillars:**

1. Partnership
2. Collaborative leadership
3. Integration
4. Evidence-based
5. Live, work, learn and play approach

The following diagram sets out the focus of the SmartGrowth spatial plan through its six interest areas.

## STRENGTHEN VISIONARY LEADERSHIP AND COLLABORATION

- a. Strengthen relationships with the community
- b. Strengthen and maintain relationships between implementation partners
- c. Strengthen our relationship with central government
- d. Strengthen our relationships with the upper North Island
- e. Strengthen our relationships with the wider Bay of Plenty
- f. Align the implementation toolkit
- g. Provide guidance
- h. Investigate collaborative funding options
- i. Greater accountability, reporting and review



## GROW A SUSTAINABLE ECONOMY

- a. Create an enabling business environment
- b. Strengthen connections
- c. Encourage a thriving city centre
- d. Consider the implications and opportunities of changing demographics on the economy
- e. Improve housing affordability



## RECOGNISE TĀNGATA WHENUA CULTURAL IDENTITY AND CHANGE

- a. Recognise tāngata whenua interests and values
- b. Recognise and promote the use of tāngata whenua lands and waters
- c. Plan for changing Māori demographics



## BUILD THE COMMUNITY

- a. Build and value partnership with the community
- b. Plan for infrastructure to support communities
- c. Consider the implications and opportunities of an ageing population
- d. Promote tertiary education opportunities
- e. Promote arts and cultural initiatives
- f. Promote transport to connect communities



## SUSTAIN AND IMPROVE THE ENVIRONMENT

- a. Promote sustainable use of resources
- b. Protect, restore and maintain the amenity of our unique environment
- c. Environmental monitoring



## INTEGRATED PLANNING AND THE SETTLEMENT PATTERN

- a. Demographic analysis/modelling
- b. Residential land
- c. Business land
- d. Managing the risk of natural hazards on the settlement pattern
- e. Strategic transport
- f. Cost-effective infrastructure



The SmartGrowth Strategy takes a corridor approach to the integration of infrastructure, land-use and funding. In order to illustrate this spatially the SmartGrowth Corridors Map is attached as **Appendix 1**. The corridors link the western Bay of Plenty sub-region with its neighbours, in particular heading east towards Whakatane and south towards Rotorua.

The SmartGrowth Strategy is implemented by the partner councils, tāngata whenua, community groups and strategic partners, government and non-government agencies.

The Strategy contains a range of actions which have lead and support agencies drawn from the full range of partners and stakeholders. These actions have been prioritised – a list of the priority actions from the 2013 Strategy is attached to this paper as **Appendix 2**. Some of these actions have already been completed. A full progress report on the Partnership and the Strategy's outcomes and actions is under development and expected to be completed by May 2017.

Tauranga has more than double the per capita amount of vacant commercial land out of five leading New Zealand cities analysed in a new survey from Auckland-based Urban Economics (2016).

*"That is a very strong supply. And what that does is keep the prices under control."*

Adam Thompson, Urban Economics director

## SmartGrowth Settlement Pattern – the Blueprint for the Future

The SmartGrowth sub-regional settlement pattern is a cornerstone of the strategy. It makes provision for sustainable urban and rural development capacity in the sub-region, specifically for the next 20 years, and generally for the next 50 years. The settlement pattern is underpinned by a desire to achieve a more compact urban form.

Work has been underway over the last two years on a review of the SmartGrowth Settlement Pattern. At its August 2016 meeting, the SmartGrowth Implementation Committee confirmed four integrated projects which were recommended to provide urban development capacity in the sub-region. These projects will also assist in meeting the Proposed National Policy Statement on Urban Development Capacity requirements.

The four projects are:

- Compact City (Tauranga)
- Western Corridor – Tauriko West
- Western Corridor – Keenan Rd
- Eastern Corridor – Te Tumu

The sequencing table for land development in the western Bay of Plenty is included as **Appendix 3**. This incorporates the current urban growth areas as well as the four new ones listed above.

Priority One interim chief executive Greg Simmonds attributed the large vacant land supply position to the region's long-term planning through SmartGrowth.

*"We have done quite a bit of planning through SmartGrowth for commercial and industrial land to make sure we have got an appropriate quantity available."*

Bay of Plenty Times,  
November 2016



# Sub-regional growth

## – what are the numbers telling us about our future?

The western Bay of Plenty sub-region has been an area of strong population growth for some time. The SmartGrowth Partnership carefully monitors building and subdivision activity, residential development capacity and business land activity to ensure that the sub-region is in a position to respond to any significant changes in the demographics or the market.

The following are some key points to note from the demographic work completed for the SmartGrowth Partnership<sup>1</sup>:

- There is a higher growth rate for the period 2013 – 2030 than in the 2030-2063 period. The sub-region is looking at **an additional 47,486 people over the 17 years to 2030.**
- The population of the sub-region is projected to reach **256,460 by 2063.**
- Tauranga City will increase its share of the region's population from just below 42% in 2013 to almost 58% in 2063. In 2033 Tauranga City will account for almost half of the region's population.
- There is projected to be strong growth in the number of couple without children families in the sub-region. Single person households show particularly strong growth. Tauranga is the only area to see a projected increase (albeit small) in two parent families in the region.
- The Tauranga Urban Area including western Bay is the second fastest urban growth area after Auckland as outlined in the National Policy Statement on Urban Development Capacity (15.1% compared Auckland's 18.1% and Hamilton at 14.8%).
- Overall there is strong growth projected in household numbers (100% for Tauranga City).
- **By 2033 around one-third of the sub-region's population will be aged 65+ years.**
- Regional labour force growth is projected to be concentrated in Tauranga City and the Western Bay of Plenty district.
- The potential demographic dividend arising from the relatively youthful Māori age structure is considerable for the Bay of Plenty region and its local authorities, with their somewhat greater than average proportions of Māori. In 2013, 25.7% of the Bay of Plenty Region's population was of Māori origin, compared with 14.1% nationally. It is 27.5% for the SmartGrowth western Bay of Plenty sub-region.

- Strong growth over the next 15 years and then a slowing of growth
- The dominance of the sub-region in a regional context, especially Tauranga city
- Strong growth in household numbers due to decreasing household size
- The rise of silver economy – large proportion of the population will be aged 65+

See Appendix 4, 5 & 6

<sup>1</sup>Jackson, N.O., Cameron, M. and Cochrane, B. (2014), 2014 Review of Demographic and Labour Force Projections for the Bay of Plenty Region for the Period 2013 – 2063. Commissioned Report. Hamilton, New Zealand: University of Waikato, National Institute of Demographic and Economic Analysis.

**The sub-region has some specific characteristics which affect its demographic makeup including:**

- Being a sunbelt destination, a proportion of growth is driven by net migration
- Labour force participation rates, average incomes and spending are lower than the national average
- Having a reasonable amount of 'churn' ie moving to and from the sub-region
- Seasonal increases in population due to horticultural workers and holidaymakers



## Current and future drivers of our economy and our region

The Western Bay of Plenty District's economy is underpinned by the agricultural and horticultural sectors and is strongly intertwined with Tauranga city's economy, which provides most of the sub-region's manufacturing and services. The Western Bay sub-region's economy is almost three times more reliant on agriculture and horticulture for its economic output than New Zealand as a whole.

**The important drivers of growth within the sub-region are:**

- Population growth
- Improvements in hard (eg roads, water and wastewater networks) and soft infrastructure (eg health care, education)
- Increases in the productivity of exporting sectors through improved technologies and higher levels of mechanisation

Sectors with a competitive advantage in the western Bay of Plenty include the marine sector (which incorporates the Port of Tauranga with its deep water access and current and planned marine precincts); food production and manufacturing; horticultural and value-add processing; and Information and Communications Technology businesses specialising in control systems and the development of industry-related technologies.

# Strength of the SmartGrowth Partnership philosophy

Over the last 16 years the SmartGrowth Partnership has developed and refined a way of working that has enabled successful implementation of the Strategy and an enduring partnership approach.

Key aspects of the SmartGrowth approach include:

- Parties take a co-operative approach to addressing issues
- Implementation through co-operation and consensus
- Issues are considered in a measured, effective and timely manner
- Commitment to act in good faith in meeting SmartGrowth obligations
- Taking a solutions-based approach when raising issues

Continuing this approach is vital to addressing the sub-region's strategic issues in an effective manner now and for the future.

*"SmartGrowth's evidence-based approach gives the Transport Agency the confidence to invest in the sub-region. We value the collaborative approach."*

Parekawhia McLean, regional director  
- New Zealand Transport Agency,  
November 2016

*"SmartGrowth is one of the reasons that the western Bay of Plenty punches above its weight."*

Mark Cairns, chief executive,  
Port of Tauranga, 2016











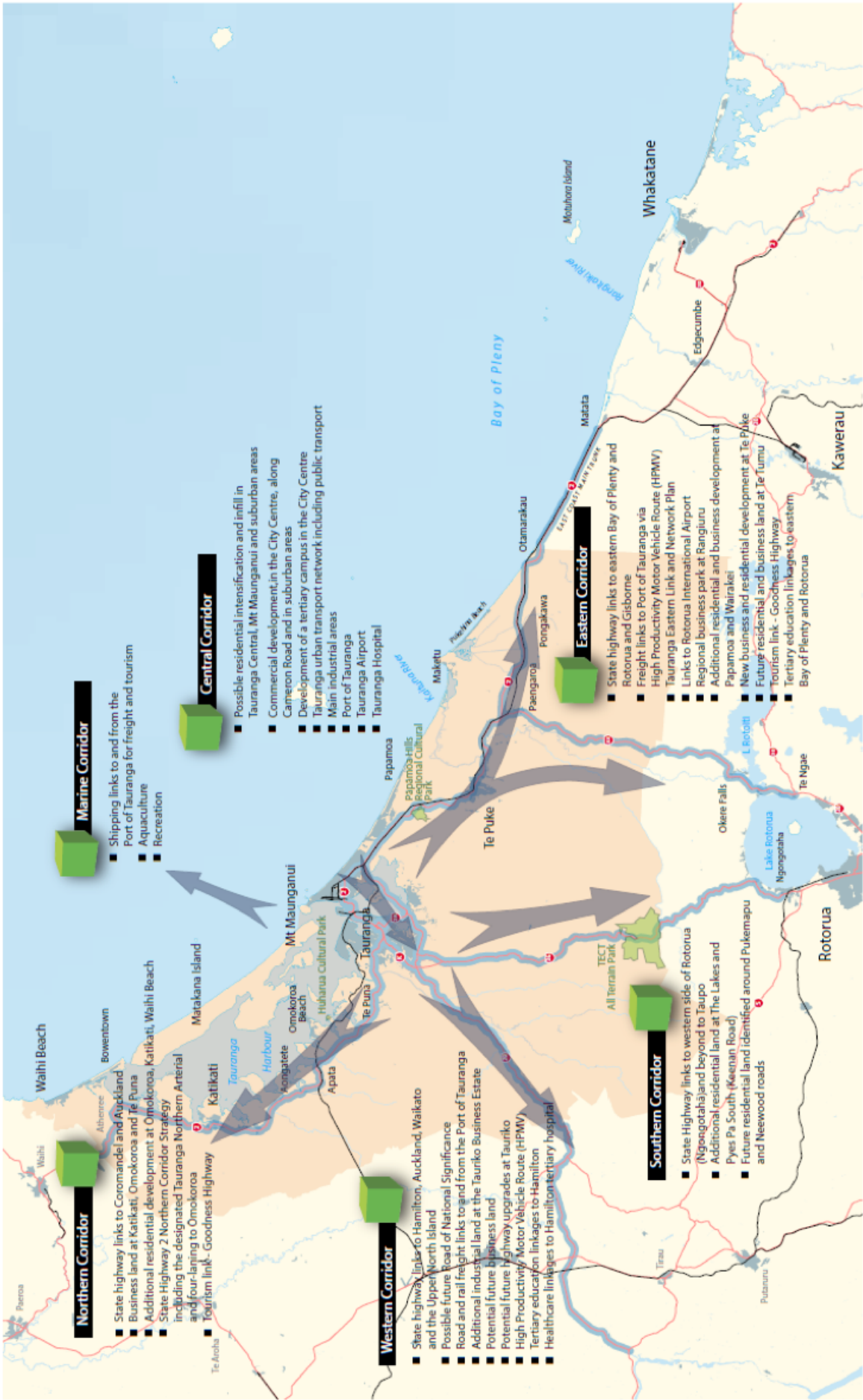
## Appendix

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1. SmartGrowth Corridors
2. SmartGrowth Priority Actions
3. SmartGrowth Sequencing Timetable
4. Our Future Population
5. Our Māori Population
6. Our Place in the Upper North Island



# Appendix 1: SmartGrowth Corridors



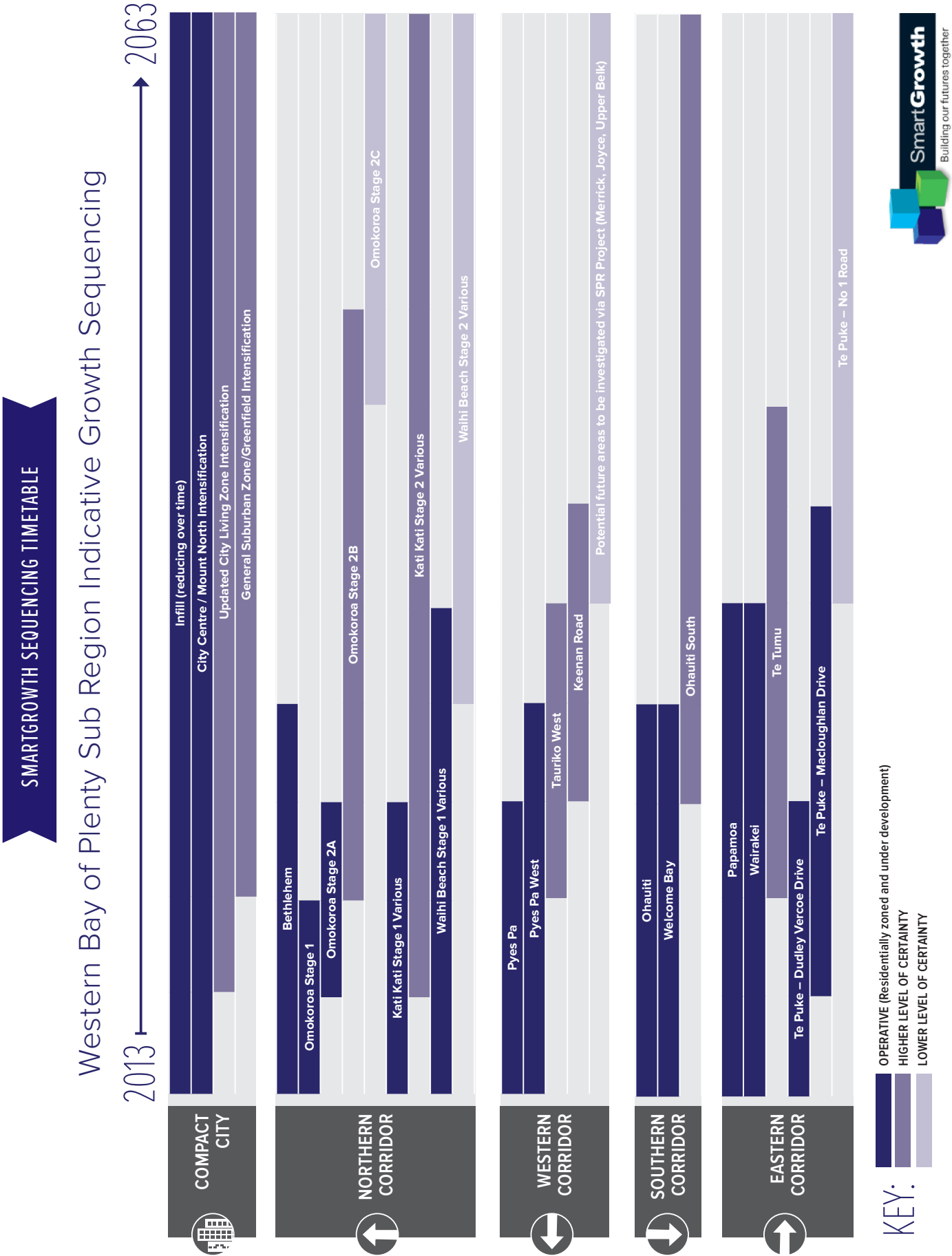
**Map 3**  
Regional Context and SmartGrowth Corridors



## Appendix 2: SmartGrowth Priority Actions

7. Strengthen visionary leadership and collaboration	
7A1	SmartGrowth Partner Forums
7B1	Memorandum of Agreement
7B2	Strengthening the SmartGrowth partnership
7C1	Focus on shared outcome areas
7C2	Bay of Plenty/Waikato Policy Office
7C3	Integration with the DHB
7F1	Sub-regional policy alignment
7H1	Unlock the potential for joined-up community investment
7H2	Better business case approach to fund identified projects
7H3	Closing the funding gap
7I1	Resourcing implementation
7I2	Regular performance monitoring and reporting
8. Sustain and Improve the Environment	
8A2	Water availability and demand
8B5	Tauranga Moana (harbour) and its catchments
8B7	Improving water quality
8B10	Climate change implications for the western Bay
8C2	SmartGrowth Environment Forum
9. Build the Community	
9A2	On-going communication and engagement with the community
9C2	Universal design housing
9C3	Promote inter-generational, livable communities
9D2	Establish a regional tertiary facility
9D3	Tertiary education and population ageing
9E1	Future arts and cultural facilities
9F1	Promote and provide for walking and cycling
10. Grow a sustainable economy	
10A1	Business friendly processes
10A2	Business and innovation parks
10A5	Events
10B5	Maori economic development
10C1	Key anchor projects
10D1	Research sub-regional workforce implications of population ageing
10E1	Availability of land
10E5	Housing affordability pilot project
10E6	Advocate for housing affordability
11. Recognise tangata whenua cultural identity and change	
11A1	Cultural heritage database – project plan
11A2	Cultural heritage database – project implementation
11B1	Facilitate Papakaia development
11B2	Land-use aspirations resulting from Treaty settlements not currently provided for
11C1	Maori demographics
21. Integrated Planning and the Settlement Pattern	
21A1	Sub-regional demographic analysis
21A4	Consider future employment needs
21A5	On-going improvements of transport modelling
21B1	Assess identified and possible future Urban Growth Areas
21B2	Confirm residential intensification approach
21C1	Rangiorua business park infrastructure
21C2	Assess infrastructure funding options
21C3	Provide limited flexibility for industrial development
21C4	Assess cost of infrastructure associated with business land
21C5	Assess business land uptake rates
21D2	Engagement with the community on natural hazard risk
21D3	Natural hazards framework
21D4	Mitigation of tsunami risk in established Urban Growth Areas
21E1	Road freight
21E2	Rail freight
21E3	Transport interventions – eastern corridor
21E3	Transport interventions – northern corridor
21E3	Transport interventions – southern corridor
21E3	Transport interventions – western corridor
21F1	Assess alternative infrastructure technologies and delivery mechanisms
21F2	Sub-regional infrastructure overview
21G1	Settlement Pattern Review

# Appendix 3: SmartGrowth Sequencing Timetable

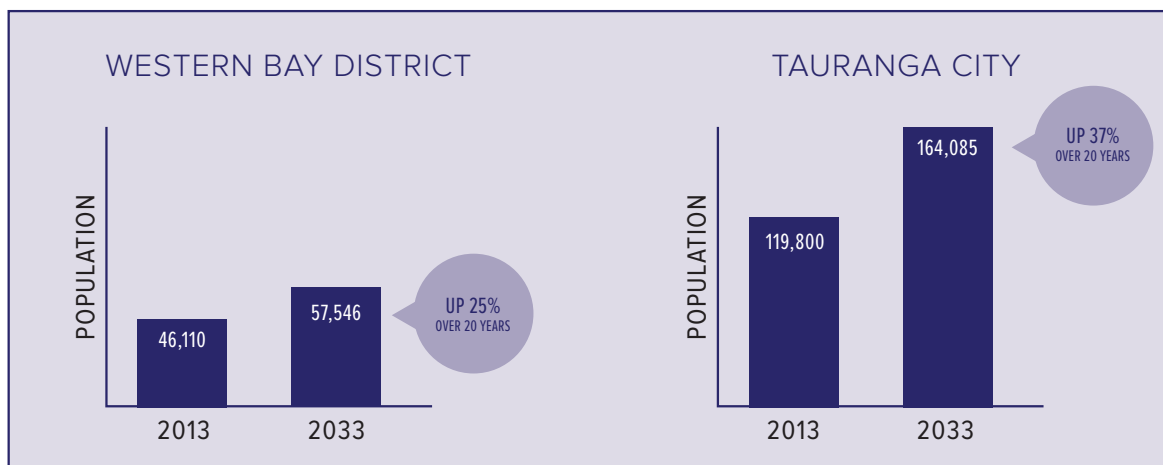


## Appendix 4: Our Future Population

THINKING SMARTLY ABOUT...

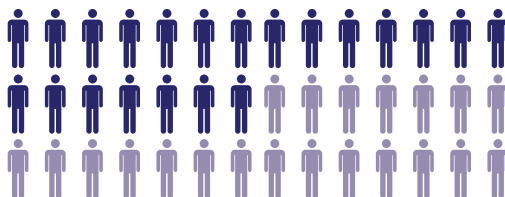
### OUR FUTURE POPULATION

in the western Bay of Plenty



#### IN 2033 ...

TAURANGA CITY  
WILL BE HOME TO  
ABOUT HALF OF THE  
REGION'S POPULATION



#### BY 2063 ...

The population of  
Tauranga City is  
projected to be nearly

**200,000**  
(198,372)

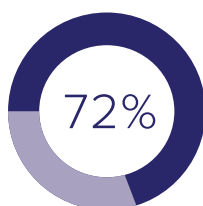
Tauranga City will need  
to accommodate around

**45,000**  
NEW HOUSEHOLDS

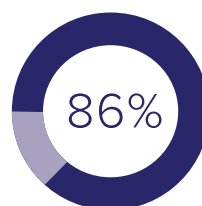


#### THERE IS A SILVER LINING TO OUR GROWTH PROJECTIONS...

Most of the population growth to 2033 is expected to be in the  
65+ years age group...



72%  
of the population  
growth in  
Tauranga City



86%  
of the population  
growth in  
Western Bay of Plenty

#### BY 2033 ...

over 1/3 of Tauranga and Western Bay of  
Plenty District's population will be aged 65+

TOTAL POPULATION 2033

UNDER 65

65+

Source: 2014 Review of Demographic and Labour Force Projections for the Bay of Plenty Region 2013-2063, National Institute of  
Demographic and Economic Analysis, University of Waikato; Statistics NZ, Estimated Resident Population (ERP)



[www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz)

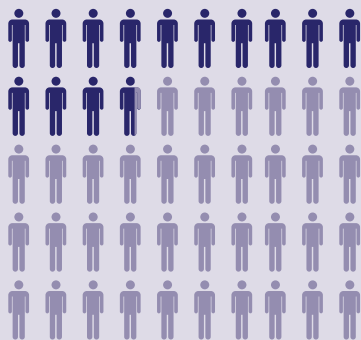
# Appendix 5: Our Future Māori Population

in the western Bay of Plenty

THINKING SMARTLY ABOUT...

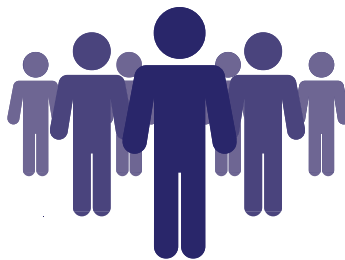
## OUR FUTURE MĀORI POPULATION

in the western Bay of Plenty



**27.5%**

of people in western  
Bay of Plenty are of  
Māori descent  
(43,857 people)



Ngāi Te Rangi  
Ngāti Ranginui  
Ngā Puhi

ARE THE MOST POPULOUS IWI

Māori have  
a youthful  
population

A lot are aged  
19 years old  
or under



**33%**

OF MĀORI OWN THEIR  
OWN HOME



*Kia Tu Pakari Ai Tatou*

Source: 2013 Census data. SmartGrowth Māori and Tāngata Whenua Iwi Demographics 2015



[www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz)



# Appendix 6: Our Place

in the Upper North Island

THINKING SMARTLY ABOUT...

## OUR PLACE

in the Upper North Island

The three regions of Auckland, Waikato and Bay of Plenty are expected to grow at a greater rate than the rest of the country.

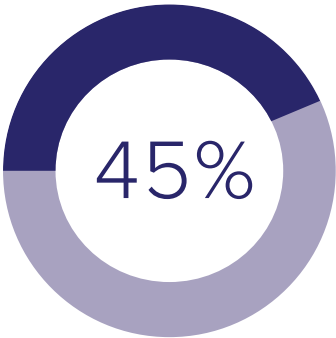
**BY 2031**

it is expected that together they may account for

**53%** of New Zealand's population.



Auckland, Waikato and Bay of Plenty currently generate over 45% of the nation's gross domestic product.



THE THREE REGIONS ARE RESPONSIBLE FOR

**OVER HALF**

OF ALL ROAD AND RAIL FREIGHT



THE REGIONS ARE PROJECTED TO ACCOUNT FOR HALF OF NEW ZEALAND'S TOTAL ECONOMIC ACTIVITY BY 2025.

Source: SmartGrowth Strategy 2013

[www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz)



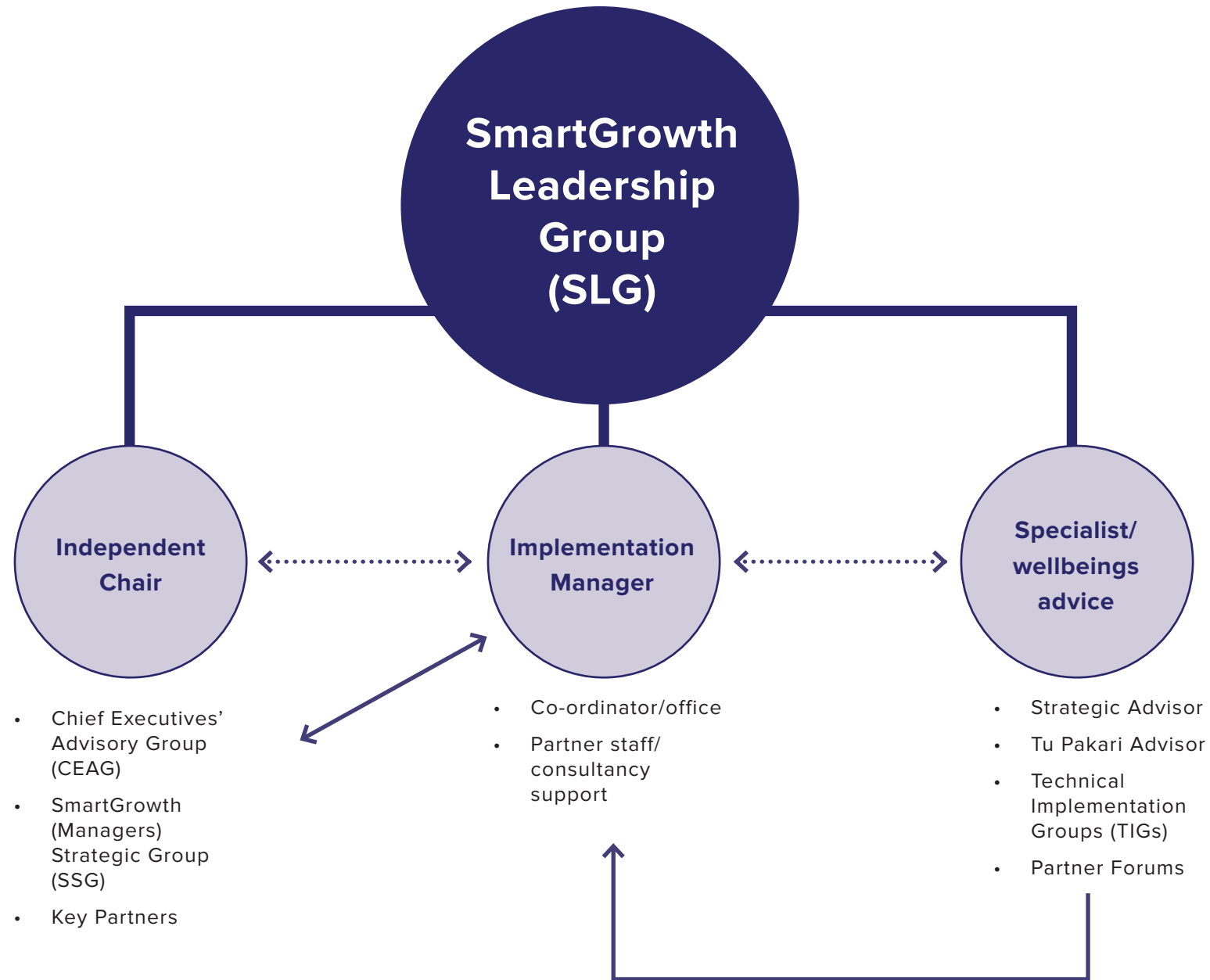


**SmartGrowth**

Building our futures together

[www.smartgrowthbop.org.nz](http://www.smartgrowthbop.org.nz)

December 2016



## GOVERNANCE

### SMARTGROWTH LEADERSHIP GROUP (SLG)

Partner Councils (elected members)  
Co-investors (NZTA, DHB)  
Tāngata Whenua

**GOAL:**  
Sub-regional leadership  
Decision making/consensus

## PARTNERS & INTEREST GROUPS

### IMPLEMENTATION PARTNERS

(e.g. NZTA, social infrastructure providers, Priority1, MoE)  
Joint forum hui | Working groups | Central Government  
Partner committees, groups, meetings, engagement  
Meetings with SmartGrowth Forums  
Various community planning events  
Joint project partner consultation events  
SLG bimonthly workshops with others including forums

**GOAL:**  
Engage | Consult  
Energise | Deep dialogue  
Activate plans/projects  
Build partnerships  
Inform & guide decisions

## COMMUNITY WIDE

### WESTERN BAY SUB-REGION

'Smart Talk. Future Thinking' events  
SmartGrowth website and newsletter  
Digital / social / general engagement

**GOAL:**  
Inform and discuss | Excite and interest | Communicate  
Increase community knowledge and understanding

**AIM:** Good, efficient decision-making, grounded in strong partnerships, community engagement and communications



## Paper E

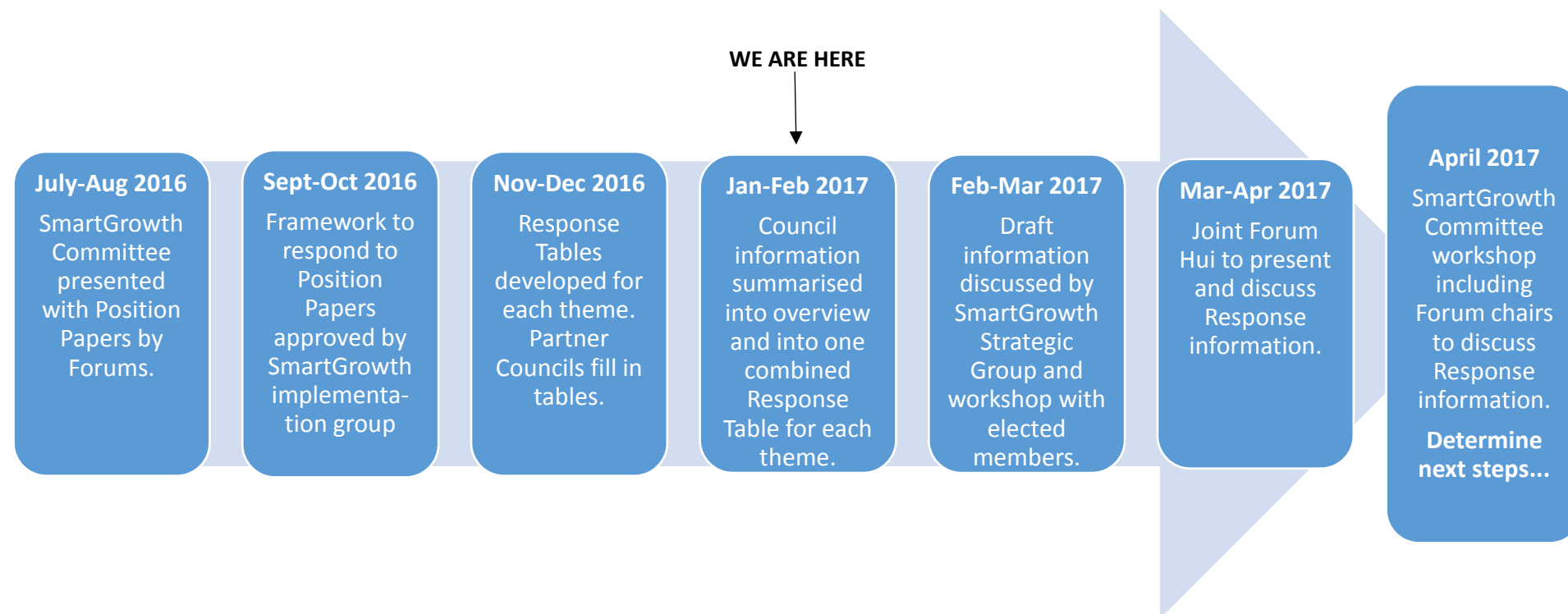
### SmartGrowth Streamlined Process – Effective Engagement with Forums re Structure Plans/Compact City

	Action	Tools/method	Outcome
Preparation	<p>Consider the various Forum Position Papers: principles, issues of concern, Report how these are being:</p> <ul style="list-style-type: none"> <li>• considered</li> <li>• addressed</li> <li>• consulted on</li> </ul> <p>Develop a set of principles under which the project will develop</p>	Using a checklist template based on the Forum Position Paper Matrix	<p>Forums know their stated positions have been considered before engagement allowing for focused engagement in Step 2</p> <p>There is a baseline of considerations established</p>
<p>Engagement:</p> <p>If project/subject has direct relevance to SG strategy, or a SG adopted action or is of a scale that warrants an ‘all of Forums’ response</p>	<p>At key points in a project, partner staff can request a joint hui of all eight forums (incl. social infrastructure providers). Key engagement points</p> <ul style="list-style-type: none"> <li>• Development of principles</li> <li>• Development of draft structure/project plans</li> </ul> <p>Presentation of proposed structure/project plans for final input</p>	<p>Combined Forum Hui organised, on behalf of the partner, by SG in association with the partner</p> <p>Invitations to attend are extended to relevant landowners</p>	<p>Information has been shared and responses received in an efficient manner</p> <p>The Forums have had a chance to hear from each other</p> <p>Landowners have the opportunity to hear from the Forums and the Forums are informed of the challenges of land development</p>
	<p>Specific meetings/presentations to a combination of Forums or to individual forums can be requested if this is more appropriate or the subject of particular relevance to</p>	<p>Meetings of multi-Forum to be organised by SG in association with the partner</p> <p>Access to individual Forums to be enabled by SG</p>	<p>Targeted information and specialist feedback has been received</p>
If the project/subject sits outside the SG actions and is partner specific	Partner designed and delivered engagement	<p>To be determined by the partner.</p> <p>Use of SG Forum mailing lists</p>	Partners can go about their business and SG is there to support

Communicating Information	<p>Forums receive written reports on project progress whenever available</p> <p>Report back to the Forums, either collectively, or individually on specific subjects, regarding the resulting changes post Step 2.</p> <p>Individual Forum members organisations receive project updates</p>	<p>Abridged Project Progress reports</p> <p>Subscribe to Project newsletters</p> <p>Invitations to open days</p>	<p>Timely feedback has been received by the Forums and future opportunities for engagement have been identified</p>
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## SmartGrowth Forums: Position Paper Response Update (February 2017)

The following is an overview of the process SmartGrowth is working through to respond to the Position Papers developed by SmartGrowth forums and where we are at in the process. The Position Papers have been summarised into ten themes<sup>1</sup> to assist with the response process. Response Tables referred to include information on what is already considered in the growth planning process, what could be considered further, and what falls out of Councils responsibility.



<sup>1</sup> Community involvement, urban design, social infrastructure, compact urban form, housing, active transport, growth planning, environmental sustainability, community, culture and heritage.



<b>Committee Name</b>	<b>SmartGrowth Strategic Partners Forum</b>
<b>Committee Meeting Date</b>	<b>February 2017</b>
<b>Author (s)</b>	<b>Carole Canler, Canler Consulting/Bernie Walsh</b>
<b>Purpose</b>	<b>SmartGrowth 'Progress Report 2017' – Project Plan</b>

## SmartGrowth Progress Report 2017 – Project Outline

The SmartGrowth Office is progressing the development of the SmartGrowth Progress Report 2017. This is in line with the requirements for on-going monitoring as stated in the Strategy. It is also part of a business improvement project for SmartGrowth. This project is the first step in developing an on-going monitoring and reporting programme.

The progress report will contain the following three strands of work:

### STRAND 1 Tracking Outcomes and Impacts: SMART FUTURE

<b>QUESTION</b>	<b>Is SmartGrowth getting closer to the desired outcomes? Are we going in the right direction of travel?</b>
Why	Understanding progress made towards desired outcomes is an essential requirement to identify and communicate the direction travelled
How	Select “SMART” outcome indicators for each desired outcome based on the strategic pillars – being mindful of not replicating partners’ reporting Establish a baseline and past trends
How often	Track annually Report comprehensively every three years
Which audience	General public and wide partnership

### STRAND 2 Reporting against Activities: SMART PARTNERSHIPS

<b>QUESTION</b>	<b>Is the way SmartGrowth works satisfactory and effective?</b>
Why	The ‘value add’ that SmartGrowth brings is its partnership approach: “the baskets of knowledge”. Understanding how SmartGrowth works and is valued, and what can be improved would inform future business improvements

How	Engagement research project – interviews and research methodology – forums and partners  May need to supplement survey with focus groups with core partners (especially elected members <sup>1</sup> ) ?  Case studies of some SmartGrowth activities (the way we work) Results of response work to forum position papers
How often	Every three years
Which audience	Partners and forums (internal focused)

### STRAND 3 Reporting against Deliverables: SMART ACTIONS

QUESTION	What does SmartGrowth do?
Why	Good practice as programme management tool – Reporting activities shows accountability and transparency of operations
How	Record high-level actions for the year in a short and descriptive manner /stocktake of progress on strategy actions
How often	Every year as a succinct report (non-glossy / non-published)
Which audience	Partners and forum

**2017 Outputs:** A report intended for a general audience and a summary report focusing on outcome reporting (i.e. general direction of travel) for wider communication purposes

**Timeline:**

- Draft report mid-April and a final report early May/June 2017
- Designed version and communication end of June/July 2017

**Delivery:** Lead project management delivery by Carole Canler, consultant at Canler Consulting

A key consideration in selecting the outcome indicators for SmartGrowth (Strand 1 of work) is the data collection method, cost and difficulty to collect. We intend to select indicators for which we have readily available data.

The work in collating the response to the Forums' position papers will also enrich the business improvement and monitoring process.

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<sup>1</sup> Elected members' feedback might be better captured as part of a facilitated workshop or focus group than through a survey, especially if they are newly elected