



Presentation to Greater Christchurch Urban Development Strategy Group

By Stuart Crosby
Mayor Tauranga City Council



Tauranga City



SmartGrowth: Approach, Structure and Some Lessons Learned



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Project Overview



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What is SmartGrowth?

- A 20 to 50 year action plan to manage future growth in the western Bay of Plenty
- A partnership involving the three Councils, Tangata Whenua, and community groups.



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SmartGrowth

Building blocks to a better future



Why SmartGrowth?

- This community needs:
 - To plan together as a sub-region rather than as separate authorities
 - Consistent, accurate data on future population
 - Knowledge of how the future economy will influence the demand for business land
 - An understanding of future land demands and timing for infrastructure investment
 - To identify the effects of growth on the environment, especially on water quality, the coastline, and on productive land
 - To establish links between future growth, infrastructure provision, cost, and a fair system of payment





Population Forecasts

- “Modified net migration” forecast:
 - 2001: population was 130,000
 - 2026: population is likely to reach 218,000 – a 70% increase from 2001
 - 2051: population is likely to reach 289,000 – a 120% increase from 2001
 - 160,000 additional people equates to 70,000 households and 60,000 new jobs
- Households are changing
 - Traditional families are likely to double in number, but single and two person households likely to treble by 2051
 - Population is aging: 5,000 people were 80 years plus in 2001, increasing to 35,000 by 2051

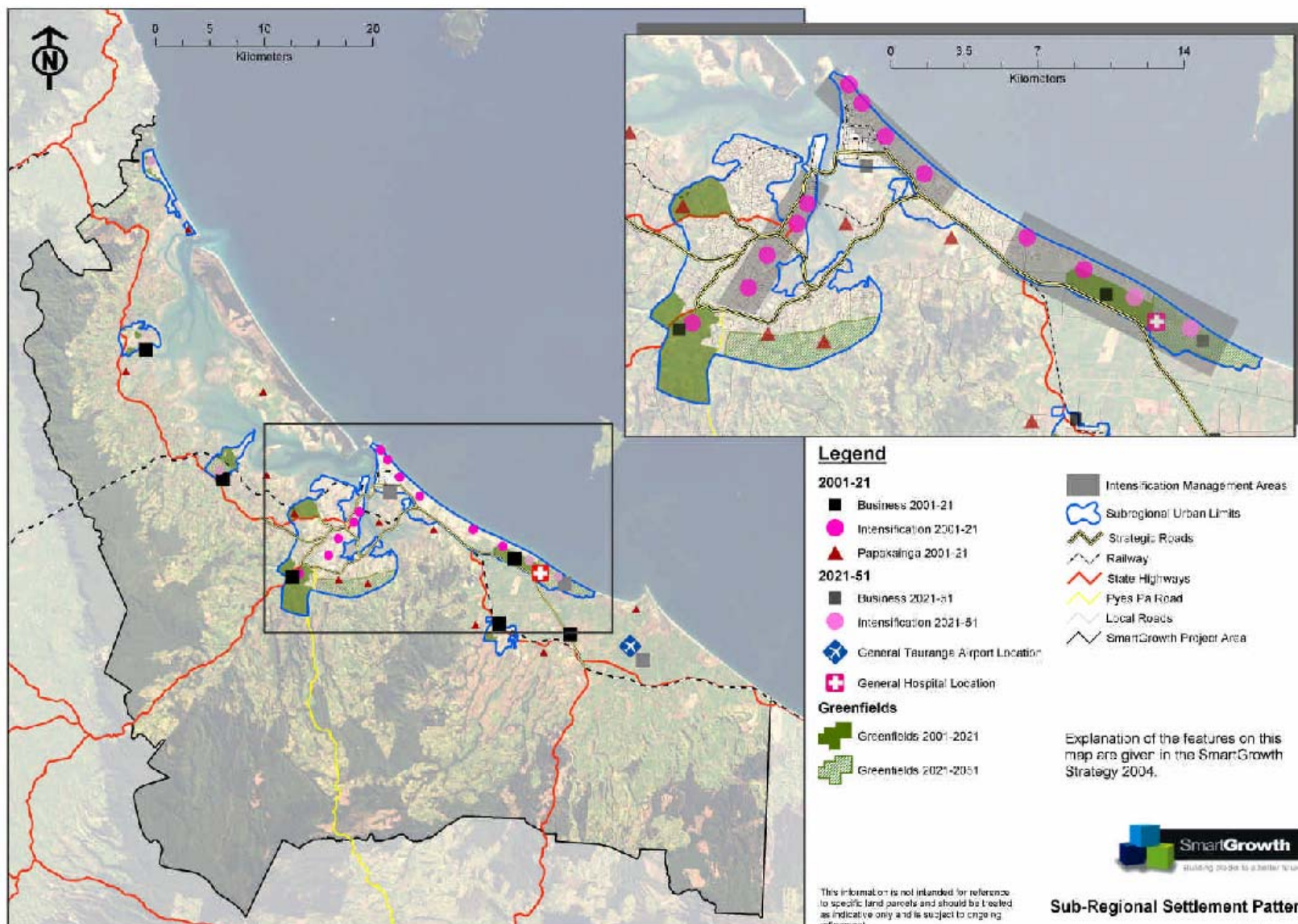




Possible Land Demands

- Growth to 2051 has many consequences for the subregion, including:
 - 4,000-6,000 ha additional land for housing
 - 1,000 ha additional land for industry
 - 1000 ha for sub-regional parks based on current policy,
 - 650 ha for recreation reserves
 - 200ha if Tauranga Airport relocation is to occur







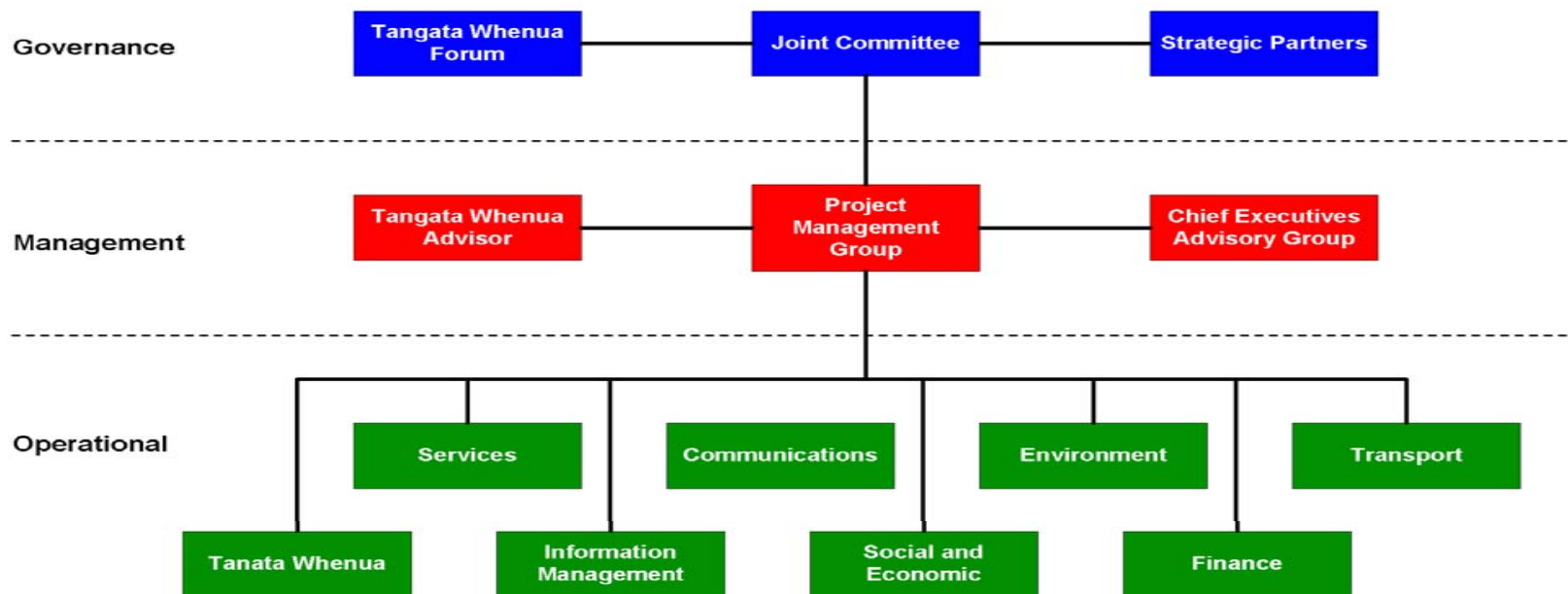
Collaborative Growth Management

- Collaborative project involving the 3 partner Councils (Tauranga, Western Bay of Plenty & BOP Regional Council)
- Tangata whenua at the governance table
- Strategic Partners input from project commencement
- SmartGrowth Joint Implementation Committee to ensure implementation of strategy and actions in next 3 years
- Range of agencies involved in implementation





Governance & Management





Joint Committee-Strategy Formulation

- Three partner Councils – 4 representatives each including Mayors & Regional Chair
- Tangata Whenua – 6 representatives
- Independent Chair

(joint committee of three Councils under LGA)



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Tangata Whenua & Strategic Partner Forums

- Established prior to work on strategy commencing
- We are on the same journey as Joint Committee
- Complete sharing of information
- Continue as part of the implementation arrangements





Chief Executives Advisory Group

- Established at beginning of process
- Critical for implementation to assist with cross organisational issues etc
- Has just been expanded to include Chief Executive of Transit NZ





Implementation Committee

Committee reformed after strategy launch in May 2004

- SmartGrowth Implementation Committee
 - Tauranga City (3)
 - Western Bay District (3)
 - Environment Bay of Plenty (3)
 - Tangata Whenua (3)
 - Independent Chairmeets every 2 months, with a monitoring and overview role
- External monitoring & support from Strategic Partners Forum
- Combined Tangata Whenua Forum
- Implementation Management Group
- Chief Executives Advisory Group



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Some Key Principles/Approaches to successful strategy formulation & implementation (1)

- Voluntary arrangement & use of existing tools for implementation
- Independent involvement – Governance Chair, Project Manager & Technical Director
- Collaboration & Partnership approach – what does this mean – new style/way of operating being the “SmartGrowth” way – governance comfort before moving on
- Good data/research
- Governance commitment and buy-in





Some Key Principles/Approaches to successful strategy formulation & implementation (2)

- Early & continuous government engagement – through key Ministers, not the bureaucracies
- Sorting out local commitments, actions etc prior to requests to others – gaining confidence we know what we are doing
- SmartGrowth a coat hanger – other more detailed work – SmartEconomy, Regional Land Transport Strategy





Return on SmartGrowth Investment (1)

- Clear idea of future amounts of growth & confidence that this growth can be managed (location, timing) and growth managed on basis of ignoring political boundaries (sub-regional approach)
- Understand: the drivers of growth to minimise surprises and longer term service requirements and funding needs and sources
- Collaboration has provided confidence to take proactive action and it provides basis for successful engagement and unified approach – one view on the significant issues





Return on SmartGrowth Investment (2)

- Awareness of value for \$ through a growth management planning process – greater significance and more positive outcomes than originally envisaged – beyond pure growth management
- Private sector engagement, providing certainty, for public and private investment and clear direction where growth is to occur, then private sector response
- Opportunity to provide Central Government, direction for the sub region & wider Bay of Plenty region





Return on SmartGrowth Investment (3)

- Strategy forms a major component of the Regional Land Transport Strategy (RLTS) that was approved in September 2004 – made for more effective RLTS
- Provide basis for discussion with officials & others regarding significant longer term government funding – new base hospital site, transport corridors including rail corridor duplication, protection
- Joint Officials Group (Transport) leading to a provision of substantial transport funding grant (\$150) plus a matching local share, in addition to existing sources





Project Observations (1)

- Keeping governance group in loop and continually up to speed – take governance with you – governance major player in developing strategy
- Not great reporting back from members on Joint Committee to parent Councils so regular SG briefings to individual Councils
- Relationship building, trust, developing a way of working together occupied initial 6-7 months – confidence in working collaboratively (put the amalgamation issue to one side) & Memoranda of Understanding (resolving conflict) and not driving decisions through if members of governance group uncomfortable with them – taking time to work through the issues and how to resolve them
- Governance getting messages from others and outside of region that good initiative and approach and support for work





Project Observations (2)

- Very good working relationship between governance group, independent chair & SG PMG led by Project Manager
- Top down culture – growth management core local authority function & to feed down to CEs and their organisations
- Central government engagement crucial at political & official level – ability to engage & have support – a champion of the work (Hon M Wilson) – open doors & being seen as credible





Project Observations (3)

- Long period on research and reporting it to governance – started to get a bit restless and keen to get into strategy formulation – meeting frequency & reporting requirement challenge for limited resources available
- Large governance group – use of working parties & strive for consensus
- Effective and regular reporting of progress a critical success factor as was reporting on risks and associated mitigation
- TW payment issues relating to equity & resourcing of Strategic Partner input





Project Observations (4)

- Need for continuous Chief Executive engagement and understanding
- Anchoring work in Council organisations from 3rd tier down & maintaining culture of collaboration
- Project Management Group very effective in project overview and keeping on track
- Inception Report approach crucial – continuous effort to constrain project in accord with Inception Report was successful – people wanting to add things – advantage of coat hanger approach & defining scope of project





Project Observations (5)

- Use existing tools for implementation (some came along on the way which were of considerable assistance) – anchored in multiple strategies and policy documents – RPS, RLTS, District Plans LTCCPs, etc (more than just reliance on RMA)
- Need to align information base across Councils & have agreed approach to communications

(governance & management chart)



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Project Observations (6)

- Mix of in house and out house resources
- Importance of cross organisational project teams to achieve buy-in
- Take a reasonably pragmatic approach to the journey
- Recognising that the outcome will not be a solely technical solution, but one that the partners could live with from a governance perspective





Project Observations (7)

- Developing both strategy and implementation plan in parallel – commitment to implementation took a bit of time to anchor
- Strategic partners / agencies distrustful of local governments collaborating successfully over a longer time period
- Having agreed sub-regional framework to work with government and others





Questions



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