



Project Targets

Overview

Introduction

As part of the Visualise phase of the *Tribus* process, it is important to establish a final vision that is coupled with SMART goals under each of the Soft and Hard Elements. It is this simple process that can have a profound impact on the final outcome of the development as these 'self-imposed' targets provide the aspirational framework to think more strategically about how we can create a more vibrant community, and can help guide the decision-making process throughout the Realise and Active phase of any development.

The example targets provided at the end of each element in the book are targets that could be applied to real life projects. It is important to note however, that each of these examples would need to be further developed to put some clear strategy, targets and time commitments around them to ensure they are deliverable and not just marketing spin.

Using one of the education targets as an example, we need to ask further questions to explore how the target will be achieved.

Example

Education target – Establish partnerships with private schools to provide education options early in the development.

I would suggest the following detailed targets be established within a projected timeline to make that overall target more achievable:

- Undertake investigation of other schools already in the region to understand the 'competition'
- Prepare a list of potential education bodies to approach to secure their interest in establishing a new school in this development
- Ensure a suitable parcel of land is held within the masterplan beyond the government school allocation. Consider a smaller parcel of land for a 'vertical school' model

- Create an appealing commercial offer for the school. Perhaps consider subsidising the land component to ensure the school can become established as early as possible
- Investigate the co-location of facilities with other organisations associated with sport, art, trade training, food technology etc. as to further broaden the commercial appeal to the school and improve the offer to the community

While this example isn't exhaustive, it demonstrates that with a clear strategy in place to break down every target, the core team will have greater clarity as to the next steps and it will also provide a measurable guide to the overall progress.

Create a target summary page

A useful resource, once all of the targets have been discussed and established, is to create a simple 'Targets on a page' document that highlights the project vision and all targets (where applicable) in each Soft and Hard Element. This will serve as a very accessible and malleable document to help guide a long term development as team members inevitably come and go from the different stakeholder groups over time.

The following documents provide some examples and some templates to create these targets for your own project.

Project Targets

Project 'X' Example - Vision & Targets Summary Sheet

Project Name

Example Project Village

Project Vision

To be a unique community, focused around health and wellbeing. It will be a place where residents can truly enjoy a lifestyle where they can live, work and play within a walkable, well connected urban village environment.

Project Targets

(This is an abbreviated version for demonstration purposes only)

Soft Elements	Hard Elements
 <p>People</p> <ul style="list-style-type: none"> Appoint a community development manager Apply Universal Design principles 	 <p>Public Realm</p> <ul style="list-style-type: none"> Create a vibrant town square Provide a community garden
 <p>Place</p> <ul style="list-style-type: none"> Undertake community consultation Complete local historical assessment 	 <p>Transport</p> <ul style="list-style-type: none"> Establish an electric shuttle bus Provide high quality bike facilities
 <p>Diverse</p> <ul style="list-style-type: none"> Target 40 dwellings per hectare Ensure each Hard Element is provided 	 <p>Community</p> <ul style="list-style-type: none"> Establish a community hub Integrate a local church group
 <p>Connected</p> <ul style="list-style-type: none"> Ensure early stages are clustered Create a masterplan around a green spine 	 <p>Retail</p> <ul style="list-style-type: none"> Provide a full line supermarket Target 50% local retailers mix
 <p>Healthy & Active</p> <ul style="list-style-type: none"> Develop an active transport strategy Initiate an early arts program 	 <p>Commercial</p> <ul style="list-style-type: none"> Establish a start-up incubator Create Soho dwellings
 <p>Local Economy</p> <ul style="list-style-type: none"> Target a job to resident ratio of 1:3 Attract anchor health care provider 	 <p>Health & Wellbeing</p> <ul style="list-style-type: none"> Provide a medical centre Provide yoga studio
 <p>Safety</p> <ul style="list-style-type: none"> Public spaces must have passive surveillance Minimise pedestrian/vehicle clash points 	 <p>Education</p> <ul style="list-style-type: none"> Provide child care centre Provide private P-12 school
 <p>Sustainability</p> <ul style="list-style-type: none"> Establish a 0.5% local contributions trust Target being a zero-carbon community 	 <p>Recreation</p> <ul style="list-style-type: none"> Provide indoor sports centre Provide a temporary events space
 <p>Time</p> <ul style="list-style-type: none"> Consider a 30 year masterplan Create a 'temporary spaces' program 	 <p>Residential</p> <ul style="list-style-type: none"> Provide 20% mix of apartments Establish a retirement village

Project Targets

Project 'X' Example - SMART Goals

Project SMART goals

This is an abbreviated version for demonstration purposes only. It is intended as an example and is not an exhaustive list. Each element can have more than one target.

	Target	Action	Measure	Timeframe
Soft Elements  Healthy & Active	<ul style="list-style-type: none"> Develop an active transport strategy 	<ul style="list-style-type: none"> Integrate pedestrian and cycling at the early stages of masterplanning, ensuring principles of active transport are integrated into masterplan Provide 25km of walking tracks and exercise stations Provide end of trip facilities at transport hubs Ensure the provision of public transport is in early and regularly with bus routes. 	<ul style="list-style-type: none"> Review masterplan with regard to connectivity and establish a minimum 25 km of walking trails to enable fitness activities and necessary journeys Achieve high and medium density housing within 300m of town centre Ensure retirement village is within a 200- 500m walk of the town centre Confirm end of trip facilities have been provided Monitor the provision, frequency and usage of public transport to ascertain the impact it is having on the community 	Measure at 2 and 5 years
	 Local Economy	<ul style="list-style-type: none"> Target a job to resident ratio of 1:3 Attract anchor health care provider 	<ul style="list-style-type: none"> Attract anchor health care provider to help attain job ratio target Explore opportunities for a business incubator as per the council's development plans Investigate partnerships with local university and the relevant local TAFE's Investigate professional support services required by medical centre occupants and ensure there is commercial office accommodation for additional allied service providers 	<ul style="list-style-type: none"> Monitor the proportion of jobs created and number of residents, ensure the percentage of local residents in development that do not leave the municipality for employment is lower compared to whole of municipality Collect specific data to confirm local employment figures and new business investment Confirm whether an anchor health care tenant is in place and assess whether the correct housing and lifestyle provisions are available for health sector employees

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Project 'X' Example - SMART Goals

Project SMART goals

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	Target	Action	Measure	Timeframe	
Hard Elements	 Community	<ul style="list-style-type: none"> Establish a community hub to improve social inclusion in the early stages of the community 	<ul style="list-style-type: none"> Explore possible partnerships to help deliver community hub, investigate option of locating in a temporary facility Establish a social enterprise cafe to help fund community initiatives and community building activities Introduce a variety of community based organisations such as sporting, art, culture, educational and recreational groups. Make contact with these groups to ascertain interest 	<ul style="list-style-type: none"> Establishment of a council operated community service hub/centre with a high percentage of resident involvement in programming Survey community at two years to understand levels of social inclusion and involvement in groups and how this has impacted their happiness 	2 years
	 Residential	<ul style="list-style-type: none"> Provide 20% mix of apartments Establish a retirement village 	<ul style="list-style-type: none"> - To ensure maximum walkability in compact village context, review masterplan with regards to location of apartments and retirement village around activity centres and transport hubs - Establish relationship with local real estate agent and investigate opportunities with housing providers for apartment living - Establish relationship with retirement living providers to stimulate interest in the development 	<ul style="list-style-type: none"> Monitor ratio of apartments provided to other housing typologies Continually review and assess masterplan and development at incremental stages to confirm that the optimum conditions are available for apartments and retirement living 	Measure at 2 and 5 years.

Project Targets

Template - Vision & Targets Summary Sheet

Project Name

Project Vision

Soft Elements	Elements	Target
	 People Understand the people that make the community	
	 Place Create a unique sense of place	
	 Diverse Consider a diverse mix of housing, uses, and densities	
	 Connected Ensure a strong connection between all elements	
	 Healthy & Active Encourage more active and healthy lifestyles	
	 Local Economy Create a strong local economy	
	 Safety Ensure people feel safe	
	 Sustainability Consider the economic, environmental and social sustainability	
	 Time Consider the time it takes to build a community	



Project Targets

Template - Vision & Targets Summary Sheet

Project Name

Project Vision

	Elements	Target
Hard Elements	 Public Realm Places to enjoy the outdoor environment	
	 Transport A variety of transport options	
	 Community Places people can come together and connect	
	 Retail Places to shop, eat and socialise	
	 Commercial Places for services, offices and trade	
	 Health & Wellbeing Places to provide care and pursue good health	
	 Education Places to allow whole of life learning	
	 Recreation Provide places for sports, relaxation and enjoyment	
	 Residential Provide a variety of living options	



Project Targets

Template - SMART Goals

Target	Action	Measure	Timeframe