



Ministry for the
Environment
Manatū Mo Te Taiao



Action Pack



URBAN DESIGN PROTOCOL

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The Urban Design Protocol forms part of the Government's
Sustainable Development Programme of Action.



*Sustainable Development
New Zealand Programme of Action*

SOCIAL | ECONOMIC | ENVIRONMENTAL | CULTURAL

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■□ Introduction

The *New Zealand Urban Design Protocol* provides a platform to make New Zealand towns and cities more successful through quality urban design.

The Urban Design Protocol is a voluntary commitment by central and local government, property developers and investors, design professionals, educational institutes and other groups to quality urban design. Each signatory to the Urban Design Protocol commits to develop, monitor and report on a set of actions specific to their organisation. The actions that individual signatories take will, together, make a significant difference to the quality of our towns and cities.

The Action Pack supports the implementation of the Urban Design Protocol by providing ideas of actions that could form part of signatories' commitments.

Ideas have been provided for central government, local government, developers and investors, consultants, professional institutes, educational institutes, iwi and sector organisations. It is up to each organisation to choose actions that best suit their particular circumstances, however it is expected that they will be challenging and ambitious.

Actions can range across all aspects of an organisation's activities, from strategy development to decision-making to research and staff training. The ideas are grouped into categories that reflect this:

- championing urban design and raising awareness
- developing strategy and policy
- planning futures
- being a good client
- making decisions
- exchanging information and research
- integrating management
- building capacity.

Each category provides an explanation and ideas for action. Examples are for guidance and may or may not be relevant in every situation. There is only one mandatory action: each signatory must appoint a 'Design Champion' - someone influential at a senior level who can promote and champion urban design, and who can challenge existing approaches throughout the organisation.

■ Ideas for Action -

CENTRAL GOVERNMENT

■ □ CHAMPIONING URBAN DESIGN AND RAISING AWARENESS

An important component of achieving good design is raising awareness of the benefits and challenging existing approaches where they do not result in good outcomes. Individual champions at a senior level within an organisation can be a very effective mechanism for bringing about change.

Examples:

1. *Appoint a 'Design Champion' at a senior influential level to promote and champion quality design and to challenge existing approaches throughout a department.*
 2. *Commission a scoping review of all departmental programmes and projects to identify the opportunities and implications for urban design.*
 3. *Communicate urban design initiatives to stakeholders and sector groups.*
 4. *Develop an urban design demonstration project.*
-

DEVELOPING STRATEGY AND POLICY

A range of government legislation, strategies and policies have an important influence on urban design. These include:

- indirect impacts of national policy eg, immigration policies that affect where migrants live and work and therefore affect growth pressures in our cities; import policies that affect the number of second-hand cars on our roads and therefore traffic growth in towns and cities
- direct impacts from policy that sets directions for the provision of significant urban infrastructure eg, transport policies that set the direction for provision of roads and public transport; health policies that set the direction for provision of hospitals; housing strategies that set priorities for housing provision
- legislation setting the framework for aspects of urban management eg, Resource Management Act 1991, Local Government Act 2002, Land Transport Management Act 2003.

All of these have a significant influence on the form of the built environment at a national and local level. The implications of all these policies for the overall urban design of our cities and towns must be considered at the policy formulation stage.

Examples:

5. *Ensure that urban design implications of any proposed new legislation, strategy or policy affecting the built environment are considered at the policy formulation stage.*
 6. *Prepare national policy advice on urban issues that demonstrates the Government's leadership role and encourages a co-ordinated approach.*
-

■ □ PLANNING FUTURES

Government departments and Crown entities play a major role in providing and funding urban infrastructure. Adequate forward planning is essential to ensure that infrastructure meets local and regional needs, that planning and provision is co-ordinated with regional and local government, and that its development contributes positively to the form of the town or city.

Examples:

7. *Include urban design issues in any rolling reviews of infrastructure needs.*
8. *Co-ordinate planning of infrastructure with local and regional government through the long term council community plan and district plan processes, taking account of projected growth and land uses.*
9. *Develop a proactive acquisition strategy that uses urban design principles to identify and purchase/ designate suitable sites for major infrastructure.*
10. *Co-ordinate planning and provision of infrastructure between government, local government and other infrastructure providers to achieve greater integration and efficiencies in urban areas.*

BEING A GOOD CLIENT

Some government departments and Crown entities undertake direct design and construction of buildings (eg, departmental offices) and infrastructure (eg, roads, hospitals, schools, courts, prisons, police stations); others take out long term leases on buildings or provide funding to other agencies to manage construction activities. In all these situations, the departments act as clients. They have a significant influence on the outcomes, including urban design issues. The design of every new building or piece of infrastructure should consider quality, adaptability, sustainability and functionality, as well as its potential contribution to the urban area it serves.

Client influence for directly managed projects is especially effective at the tender stage, particularly the brief for the consultant or contractor and the tender evaluation criteria. For indirectly managed projects, clients can influence the policies and guidelines that apply to the managing agencies. These should include achieving quality urban design as a key outcome and provide guidance and assistance to meet this objective. It is important that the public sector lead by example and insist on quality design in all physical construction projects.

Examples:

11. *Commit to achieving high quality urban design in all government construction projects, whether directly or indirectly managed.*
12. *Ensure tenders for construction are judged against value for money (including quality, adaptability, sustainability and functionality), rather than just least cost.*
13. *Develop clear urban design guidelines and procedures for managing construction and infrastructure projects from inception to completion, including guidelines on technical information, writing a brief, tender procedures, assessment criteria, choosing a team, partnership and project management.*

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- □ 14. *Develop a 'partnering' approach between client, designer and contractor to ensure quality urban design at all stages of the project, as an alternative to a standard contractor relationship.*
 - 15. *Set a clear and realistic budget that reflects capital costs and whole life costs (including putting an economic value on the added benefits of design quality).*
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MAKING DECISIONS

Although a department may have no statutory consent functions, their decisions can still affect urban areas. Such decisions include:

- designations of land for public purposes under the Resource Management Act
- funding of major infrastructure projects
- urban related programmes and projects
- governance structures.

It is important that the urban design implications of any decisions are explicitly considered.

Examples:

- 16. *Consider ways of incorporating urban design guidance in decision-making and develop departmental guidelines on best practice procedures.*
 - 17. *Submit major development schemes to an urban design advisory group or design panel.*
 - 18. *Consider the urban design implications before making a decision on a designation, or the provision of funding of major infrastructure.*
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EXCHANGING INFORMATION AND RESEARCH

To make better decisions and get better outcomes, we need better information about how our towns and cities are faring and how effective interventions have been. To make the best use of scarce resources, government departments need to share their research with other departments, with local government and other organisations.

Learning from past experience, including other organisation's experience, increases effectiveness and results in better outcomes. Each department can document and make available its own information and experiences. Departments that have a dedicated research capacity have an important role in providing valuable research findings to less resourced organisations.



Examples:

19. *Provide training and advice on how to achieve quality urban design to managing agents (eg, school trustee boards, or district health boards).*
 20. *Document and publish any urban related research undertaken on behalf of your department and make it available to others, including through publication on your website.*
 21. *Develop joint programmes of research with other departments, local government, universities and research agencies to maximise efficiency and increase co-ordination.*
 22. *Document examples of urban design best practice procedures and processes and make this information available on your website and other suitable websites eg, the Quality Planning (QP) website.*
 23. *Before starting a major development project or policy development process research existing examples of urban design best practice.*
 24. *Make a commitment to effective consultation with local government as part of the development of major policies and major decisions.*
 25. *Document case studies of good urban design practice, including demonstration projects.*
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INTEGRATING MANAGEMENT

Urban areas are complex systems that require integrated management on a geographical basis eg, a region. Government departments have traditionally approached issues from a narrower sectoral basis, often at a national level. This can result in policies or programmes being put in place that are not effectively co-ordinated and integrated with urban management at the local level, and which may have unintended consequences in other aspects of the urban system, including urban design. Departments need to recognise their role as contributors to urban management and develop more integrated ways of working.

Examples:

26. *Develop a multi-disciplinary team approach to urban management issues and break down sectoral or professional boundaries.*
 27. *Develop cross-cutting teams to co-ordinate policy and programmes for urban areas.*
 28. *Undertake strategic planning exercises and major policy development in co-operation with other relevant government departments, sector groups and territorial authorities.*
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■ □ BUILDING CAPACITY

Government departments need to build sufficient capacity to provide policy advice on complex urban issues and achieve good urban design outcomes. This includes people, funding and structures. All staff with a role in urban management need some understanding of their role in shaping and influencing the urban design of a region, city, building or space.

Examples:

29. *Offer training and education programmes to all staff involved in any aspect of urban management to increase their understanding of urban design issues.*
 30. *Make specialist urban design advice available to decision-makers and policy-makers, perhaps by employing a specialist officer, using consultants, through secondments, or through joint initiatives with other government departments.*
 31. *Work with universities, professional institutes and other training providers to provide effective training and education programmes on urban design at a range of levels for all disciplines involved in managing the urban environment.*
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■ Ideas for Action -

LOCAL GOVERNMENT

■ □ CHAMPIONING URBAN DESIGN AND RAISING AWARENESS

An important step to achieving good design is raising awareness of the benefits and challenging existing approaches where they do not result in good outcomes. Individual champions at a senior level within an organisation can be a very effective mechanism for bringing about change.

Examples:

1. *Appoint a 'Design Champion' at a senior influential level to promote and champion quality design and to challenge existing approaches throughout the council.*
 2. *Develop an awards scheme that celebrates quality urban design.*
 3. *Incorporate an educative component in the council's communication material to raise the community's understanding of urban design issues and solutions.*
 4. *Develop internal or external training sessions on quality urban design for staff and councillors.*
 5. *Develop an urban design demonstration project.*
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DEVELOPING STRATEGY AND POLICY

Many local government policy documents and strategies have an influence on urban design, from development policies and rules in a district plan, to engineering standards for roads, to civic accommodation strategies. All of these influence the form of the built environment. The urban design implications of these policies need to be considered at the policy formulation stage. More specific guidelines to support good urban design outcomes can also be useful to support decision-makers.

Examples:

6. *Scope the urban design issues as part of the preparation of the long term council community plan.*
 7. *Review the district plan to include explicit urban design outcomes. Ensure that collectively the rules support these outcomes. Develop a plan change if necessary.*
 8. *Develop and adopt urban design guidelines that promote the qualities of the seven C's (as outlined in the Urban Design Protocol) as part of the district plan.*
 9. *Before publication of any relevant draft council policy, consider the urban design implications of that policy. This should include all policy, not just resource management policies. Policies relating to economic development, transport and traffic management, car parking management, engineering standards, procurement, reserve management, accommodation, infrastructure provision and many others, all have significant implications on the urban design of towns and cities.*
 10. *Develop a public art strategy to encourage art and artists ideas to be incorporated into new development.*
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■ □ PLANNING FUTURES

Adequate forward planning is essential to guide the future development of areas where major urban change is anticipated. This includes town centres, major infrastructure projects, areas of major change on the edge of towns and cities, or areas where the urban population is declining. Planning for change might include:

- development of detailed policies and objectives for specific local areas
- integrated urban planning with key external stakeholders (including landowners)
- forward planning of major urban infrastructure to support future land uses
- proactive guidance to encourage appropriate future urban development
- guidance on appropriate management of town and city centres.

Examples:

11. *Develop plans to guide future urban development in areas of change, either of major growth or decline.*
12. *Develop detailed urban design site briefs and master plans to guide the development of key sites.*
13. *Identify significant issues in the urban environment including threats to cultural heritage, landscapes and ecological systems, and options for protecting their values.*

BEING A GOOD CLIENT

Councils undertake the design, construction and maintenance of parks and public spaces, buildings (eg, offices, libraries, toilets) and infrastructure (eg, roads, pavements, bus stops, signs). As clients, councils have a significant influence on the built outcomes, including urban design issues, such as quality, functionality, adaptability and sustainability. Client influence on out-sourced projects is especially effective at the tender stage, particularly the brief for the consultant or contractor and the tender evaluation criteria. It is important that the public sector lead by example and insist on quality design in all physical construction projects.

Examples:

14. *Deliver high quality urban design in all relevant council projects.*
 15. *Ensure tender procedures for construction and maintenance are judged against value for money and quality rather than just least cost.*
 16. *Make a commitment that all briefs for construction should consider: build quality, functionality, impact and contribution to the community, and cultural identity of the place.*
 17. *Develop a 'partnering' approach between client, designer and contractor as an alternative to a standard contractor relationship to ensure quality urban design at all stages of the project.*
 18. *Set a clear and realistic budget that reflects capital costs and whole life costs (including putting an economic value on the added benefits of design quality).*
 19. *Incorporate urban design into technical guides of significant infrastructure projects.*
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■ □ MAKING DECISIONS

Councils make decisions on a range of issues that impact on the physical environment. Their statutory functions include issuing consents, and it is important that urban design implications are considered before making a decision.

Examples:

20. *Consider ways of incorporating urban design guidance in decision-making. (This should include all relevant decisions, including those relating to infrastructure, car parking, reserves, transport, accommodation, community and cultural facilities.)*
21. *Set up an in-house advisory group or design review panel to advise on the urban design quality of resource consent applications.*

EXCHANGING INFORMATION AND RESEARCH

To ensure better design outcomes, we need better information about how our towns and cities are faring and how effective our interventions have been. To make the best use of scarce resources councils and other organisations need to share their research.

Learning from past experience, including other organisation's experience, increases effectiveness and results in better outcomes. To facilitate this, a commitment needs to be made to document and share information and experience. Larger councils have a critical role in being role models for smaller, less-resourced councils.

Examples:

22. *Document and publish any urban-related research undertaken and make this information available to councils and other organisations through publication on your council website.*
 23. *Develop joint programmes of urban design research with other councils in your region, central government, universities, and research agencies.*
 24. *Document examples of development that illustrate best practice in urban design and make this information available on your website and other suitable websites.*
 25. *Research existing examples of urban design best practice before beginning a major development project or policy development process.*
 26. *Make a commitment to effective consultation with neighbouring cities/districts as part of the development of major urban design policy decisions.*
 27. *Document best practice procedures and processes relating to urban design (including city planning, infrastructure planning, structure planning, long term council community plans) and make this information available on your council website and other relevant websites.*
 28. *Document case studies of good urban design practice, including demonstration projects.*
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■ □ INTEGRATING MANAGEMENT

Urban areas are complex systems that require integrated management. Councils influence many aspects of urban areas, through issuing consents, managing parks, constructing roads and other infrastructure, providing services and community facilities, encouraging investment, and marketing and branding. It is important that councils integrate their management of these functions and co-ordinate delivery on the ground to achieve better urban design outcomes.

Examples:

29. *Develop a multi-disciplinary team approach to managing the built environment to break down sectoral or professional boundaries.*
30. *Use the long term council community plan to improve the quality of urban design initiatives.*
31. *Provide a means for groups to work across council departments (eg, matrix groups) on specific geographical areas or urban issues.*
32. *Involve the community, sector groups, neighbouring councils and the regional council in council-led strategic planning exercises.*
33. *Work with the community, local authorities, and other sector groups to develop a joint or regional approach to urban design management issues.*

BUILDING CAPACITY

Councils need to build sufficient internal capacity to manage complex urban issues and achieve good urban design outcomes. This includes people, funding and structures. It is important that all staff who contribute to the management of the built environment have some understanding of their role in shaping and influencing the urban design of a city, building or space, including councillors, managers, resource managers, planners, architects, engineers, landscape architects and surveyors.

Examples:

34. *Make a commitment that all councillors making decisions on resource consents (and any other statutory decision-making processes relating to the built environment) will attend training on their role and the implications of decisions on quality urban design.*
 35. *Provide opportunities for all staff contributing to the management of the built environment to undertake training and education programmes to increase their understanding of urban design issues.*
 36. *Provide decision-makers and strategic planners with access to specialist urban design advice, perhaps through the employment of a specialist officer, through consultants or through the use of available regional or national resources.*
 37. *Work with universities, professional institutes and other training providers to provide effective training and education programmes on urban design at a range of levels for all disciplines involved in managing the urban environment.*
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- Ideas for Action -

DEVELOPERS AND INVESTORS

■ □ CHAMPIONING URBAN DESIGN AND RAISING AWARENESS

Raising awareness of the benefits and challenging existing approaches where they do not result in good outcomes, is an important component of achieving good design. Individual champions at a senior level within an organisation can be a very effective mechanism for bringing about change.

Examples:

1. *Appoint a 'Design Champion' at a senior influential level to promote and champion high quality design to challenge existing approaches throughout the organisation.*
 2. *Develop ways to encourage innovation and creativity within your organisation when addressing issues relating to the built environment and urban design.*
 3. *Develop an urban design demonstration project.*
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DEVELOPING STRATEGY AND POLICY

Relevant strategies and policies include:

- investment strategies
- development land identification studies
- land banking strategies
- strategic plans
- development strategies.

All of these will influence the form of development and the overall urban design of the areas in which an investment is being made. It is important that the implications for the overall urban design of our cities and towns are considered as an integral part of the strategy development phase.

Examples:

4. *Make a commitment to consider the urban design implications of any proposed strategy or policy relating to the built environment, as an integral part of the policy formulation stage.*
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PLANNING FUTURES

Forward planning is essential to guide the future development of major development areas, including significant individual development schemes. There is a range of tools that can be used, such as:

- structure plans
- master plans
- site briefs
- design codes.

- □ In some cases it will be the developer who will lead their development, in others it will be the local government or the landowner, but it is nevertheless important for the developer/investor to be closely involved in the process.

Forward planning for areas proposed for major development provides the following advantages:

- an integrated approach to ensure the development is responsive to its urban context
- quality urban design outcomes through more integrated planning and appropriate design criteria for development
- co-ordination of infrastructure provision to service the development
- focused community participation at an early stage of the development process
- co-ordination amongst the various public and private sector organisations that will have an influence on the eventual form of the development
- clarity about the vision and expected outcomes.

Examples:

5. *Make a commitment to proactively lead the development of appropriate forward planning instruments for major development schemes.*
6. *Work closely and proactively with local government and other sector groups in the development of forward planning instruments.*
7. *Undertake focused community consultation to inform major urban development schemes at an early stage of the process.*

BEING A GOOD CLIENT

Developers contract a variety of design professionals including architects, planners, urban designers, landscape architects, surveyors and engineers, as well as construction companies as part of their core business. Both investors and developers also build or take long term leases on office space for their organisation. As clients, developers have a significant influence on the urban design outcomes. It does not make good business sense to be focused only on least cost - any new development or office space should also be considered in terms of quality, adaptability, sustainability and functionality, as well as its potential contribution to the urban area it serves.

The most effective stage to influence outcomes is at the tender stage, particularly the brief for the consultant/contractor and the tender evaluation criteria. These should include achieving quality urban design as a key outcome and provide guidance to meet this objective. The relationship between developer and designer is an important one and particular care should be taken to ensure they are given a clear brief that emphasises the importance of achieving quality design and responds appropriately to the site context. The private sector should lead by example and insist on quality urban design in all construction projects.

■ □ *Examples:*

8. *Commit to achieving high quality urban design in all development projects.*
 9. *Ensure tender procedures for construction and maintenance are judged against value for money and quality, rather than just least cost.*
 10. *Make a commitment that all briefs for construction will be clear, well thought out and consider urban design at all stages of the project.*
 11. *Develop a 'partnering' approach between client, designer and contractor as an alternative to the standard contractor relationship, to ensure quality urban design at all stages of the project.*
 12. *Set a clear and realistic budget that reflects capital costs and whole life costs, including putting an economic value on the added benefits of design quality.*
 13. *Incorporate urban design criteria into relevant technical guides and guidance.*
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MAKING DECISIONS

Although developers and investors have no formal decision-making functions, they do participate in statutory consent processes particularly under the Resource Management Act. Developers can influence the quality of design outcomes and therefore the quality of the eventual development scheme by adopting best practice procedures. These may include:

- consulting early with local government on a proposed development scheme, including pre-application meetings
- preparing clear design statements that outline the intended quality of design
- appointing a quality team of design professionals, including architects, planners, urban designers, landscape architects, surveyors and engineers, with a lead consultant
- preparing comprehensive resource consent information that addresses all relevant policy and guidelines
- consulting early and proactively with the community
- working in partnership with local government, infrastructure providers and other key stakeholders
- submitting major development schemes to an urban design advisory panel (where available) and acting on the feedback received.

Examples:

14. *Consider ways to incorporate urban design best practice procedures into development projects to improve design quality.*
 15. *Submit major development schemes to an urban design advisory group or design review panel (where available).*
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■ □ EXCHANGING INFORMATION AND RESEARCH

Good research information is essential to creating better urban design outcomes. Most research in New Zealand is led by government agencies, local governments and universities. However, developers and investors do undertake their own research, for example research on housing preferences and market trends. Sharing this information helps maximise the usefulness of such data and makes the most of scarce resources. Learning from past experience increases effectiveness and results in better outcomes. All organisations need to document and share their own research, information and experience.

Examples:

16. *Document and publish any urban related research and best practice procedures produced by your organisation and make this information available to others.*
 17. *Participate in joint programmes of research with central and local government, universities, and research agencies.*
 18. *Learn from other organisations and search out examples of best practice before beginning a major development project.*
 19. *Document case studies of good urban design practice, including demonstration projects.*
-

INTEGRATING MANAGEMENT

Urban areas are complex systems and good urban design requires integrated management. Development schemes, whether large or small, have an impact far beyond the site boundaries, and this has to be recognised and appropriately managed. Developers and investors need to recognise their key role as contributors to the development and management of towns and cities and develop more integrated ways of working.

Examples:

20. *Develop a multi-disciplinary team approach to urban development schemes, ensuring there is effective interaction across professional boundaries.*
 21. *Work in partnership on major development schemes to ensure there are integrated outcomes.*
-

BUILDING CAPACITY

Developers and investors need to build their own capacity in urban design and management, including people, funding and structures. Expertise can be provided by consultants, but developers and investors themselves need a broad understanding of the issues to manage projects successfully and to develop sound strategies. They need to understand their role in shaping and influencing the urban design of a region, city, building or space.

Examples:

22. *Provide training and education programmes for all staff involved in changing the built environment.*
 23. *Seek specialist urban design advice when making decisions.*
 24. *Work with universities, professional institutes and other training providers to provide effective training and education programmes in urban design at a range of levels for staff.*
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■ Ideas for Action -

**CONSULTANTS, PROFESSIONAL INSTITUTES,
EDUCATIONAL INSTITUTES, IWI AND SECTOR ORGANISATIONS**

■ □ CHAMPIONING URBAN DESIGN AND RAISING AWARENESS

An important component of achieving good design is raising awareness of the benefits and challenging existing approaches where they do not result in good outcomes. Consultants, professional institutes, educational organisations, iwi and other sector groups can champion high quality urban design in their own right. Individual champions at a senior level can be a very effective mechanism for bringing about change.

Examples:

1. *Appoint a 'Design Champion' at a senior influential level of the organisation to promote and champion high quality design and to challenge existing approaches within the organisation. National and local 'Design Champions' may be considered in larger consultancies, institutes and organisations.*
2. *Develop a local or national awards scheme to celebrate quality urban design.*
3. *Develop education material on quality urban design for members.*
4. *Provide continuing professional development workshops developed in collaboration with other consultancies, institutes or organisations.*
5. *Collaborate on the development of an urban design demonstration project.*

DEVELOPING STRATEGY AND POLICY

Organisations develop a range of policies and strategies, including professional accreditation strategies, iwi management plans, sector development strategies, and strategic plans. It is important that the implications on urban design are considered as an integral part of the policy formulation process.

Examples:

6. *Review your organisation's policies to make sure they promote quality urban design within the organisation and to external clients.*
 7. *Develop policies and objectives that promote the qualities of the seven Cs (as outlined in the Urban Design Protocol) within your organisation.*
 8. *Develop tools or relevant technical guidelines that incorporate quality urban design, and that are specific to your consultancy, institute or organisation.*
 9. *Ensure plans for future development proposals and the development of educational courses include urban design issues.*
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■ □ PLANNING FUTURES

Adequate forward planning is essential for organisations undertaking major development projects or schemes. There are a range of forward planning tools that can help improve development outcomes and provide a co-ordinated high quality urban design vision. For other organisations, their role could be to advocate forward planning to their clients.

Examples:

10. *Commit to proactively lead the development of appropriate forward planning instruments for major development schemes.*
 11. *Advocate and promote the use of appropriate forward planning methods and tools to clients.*
 12. *Work proactively with clients, government and others to develop appropriate forward planning instruments.*
-

BEING A GOOD CLIENT AND INFLUENCING THE CLIENT

Professionals, including architects, planners, urban designers, landscape architects, surveyors and engineers, play an important role in influencing a client's understanding of the need for quality urban design. The concept or initial discussion stage of the project is a critical time for influencing the eventual outcomes. All professionals need to advocate for and promote quality urban design in physical construction projects, so that every project adds to the quality of a town or city. Professional institutes, in their accreditation and training roles, can ensure high professional standards and integrity are maintained. Educational institutes have an important role in training future professionals.

Examples:

13. *Provide clear advice to the client on all aspects of quality urban design.*
 14. *Commit to achieving high quality urban design in all development projects.*
 15. *Ensure tender procedures for construction and maintenance are judged against value for money and quality, rather than just least cost.*
 16. *Ensure all briefs for construction are clear, well thought out and consider urban design issues for the life of the project.*
 17. *Develop a 'partnering' approach between client, designer and contractor, as an alternative to the standard contractor relationship, to ensure quality urban design at all stages of the project.*
 18. *Set a clear and realistic budget that reflects capital costs and whole life costs, including putting an economic value on the added benefits of design quality.*
 19. *Incorporate urban design criteria into relevant technical guides and guidance.*
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■ □ MAKING DECISIONS

Many organisations and individuals within them are involved in statutory decision-making processes. They can advocate that the urban design implications of proposals be explicitly considered when decisions are made. Organisations and individuals can use their influence to ensure quality urban design outcomes through the use of best practice procedures. These might include early consultation with the community, local government and central government, adoption of a clear brief, choosing appropriate teams and working in partnership with others.

Examples:

20. *Incorporate urban design guidance and best practice procedures into decision-making.*
 21. *Submit development projects to an urban design advisory panel or seek independent expert advice.*
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EXCHANGING INFORMATION AND RESEARCH

Good research information is essential to achieving better urban design outcomes. Most research in New Zealand is led by sector organisations, including universities and professional institutes. Information and learning should be shared more widely to maximise its usefulness and to make the most of scarce resources. Learning from past experience increases effectiveness and results in better outcomes. Organisations should document and share research information.

Examples:

22. *Document and publish urban-related research and best practice procedures and make this information available to others.*
 23. *Participate in joint programmes of research with central and local government, universities and research agencies to maximise efficiency and increase co-ordination.*
 24. *Make available a list of members and staff with specialist urban design expertise who can assist in urban design projects.*
 25. *Organise and host forums and networks to further debate on urban design issues.*
 26. *Provide continuing professional development training and information to members, possibly in collaboration with other groups.*
 27. *Review the urban design components of tertiary education professional programmes.*
 28. *Document case studies of good urban design practice, including demonstration projects.*
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■ □ INTEGRATING MANAGEMENT

Urban areas are complex systems that require integrated management to achieve quality urban design. Professionals need to work with other disciplines and sector organisations to ensure built environment projects address the full spectrum of urban design issues.

Examples:

29. *Develop a multi-disciplinary approach to urban design within your organisation and in working with other organisations.*
 30. *Work in partnership with other professionals, central and local government and the community on major development schemes to ensure integrated approaches and outcomes.*
-

BUILDING CAPACITY

Organisations need to build capacity in urban design to help shape and influence the development of our towns and cities. Training for staff in urban design is critical to enable them to understand and carry out their role effectively.

Examples:

31. *Offer training and education programmes to all staff and members to increase their understanding of urban design issues.*
 32. *Work in partnership with other organisations, local councils and central government agencies to provide effective training and education programmes on urban design at a range of levels for all disciplines involved in managing the urban environment.*
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■ ■ Monitoring Actions

Each signatory to the Urban Design Protocol commits to develop an Action Plan and to monitor and report on their organisation's set of actions. Action Plans are to be developed six months after signing up to the Protocol. The first review of the actions will occur in August 2006, 18 months after the first signatories have signed up. After the initial review signatories may be asked to complete a written questionnaire every two years to help monitor the Protocol.

■ □ QUESTIONNAIRE

An indicative monitoring questionnaire is included on the following pages to illustrate the type of information signatories should collect.

The purpose of the questionnaire is to help develop some baseline information on the implementation of the Protocol. This will help track:

- implementation of Urban Design Protocol actions across New Zealand
- lessons learnt from implementing the Urban Design Protocol actions
- awareness of urban design
- significant changes to urban design processes
- demonstrable urban design outcomes.

It is anticipated that the questionnaire will be tailored for the different types of signatories to the Protocol including central government, local government, developers and investors, and other sectors. The written questionnaire could also be used in conjunction with meetings or focus groups to provide for a range of feedback about actions under the Urban Design Protocol.



INDICATIVE QUESTIONS ON OVERALL ACTION PLAN

1. Who is the key contact person for your organisation's Action Plan?

Name: _____

Position: _____

Organisation: _____

Email address: _____

Phone number: _____

Postal address: _____

The name of the Design Champion: _____

2. List the key actions from your Action Plan in the table provided here: including a brief description of each action, time scale, indicative budget, and a brief description of progress to date.

	Describe Your Action	Time Scale	Indicative Budget	Progress To Date
1				
2				
3				
4				
5				

3. What key **outcomes or results** have you achieved from doing this set of actions?

4. As a result of this set of actions **what has changed in the built environment?**

5. What were the **key benefits** of your actions – including who has benefited from them?

6. How did the actions **contribute to the key principles** (the seven C's) of the Protocol?

7. What are the **key lessons learnt** from the actions (please try to list five key things you learnt)?

8. What actions or projects would you like to achieve in **the future?**



QUESTIONS CONTINUED

5. Describe how you undertook the action (ie, the key processes you used).

6. Who undertook the action (eg, internal staff, consultant, type of professional)?

7. Did any collaborative efforts work well?

- a) yes b) no c) partly

Please explain why/why not.

8. What feedback did you receive from those involved in the action and the community?

9. What were the key barriers to overcome (even though you may view the action as successful)?

10. Could this action potentially be written up as a case study?

- a) yes b) no c) possibly

Would you be prepared to do this?

- a) yes b) no c) only with assistance

N Z URBAN DESIGN PROTOCOL
