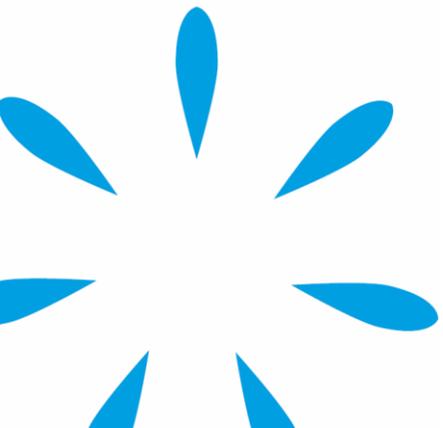




**TAKING STOCK OF THE URBAN  
DESIGN PROTOCOL AND  
ACTION PLAN MONITORING**

March 2010



**Written and prepared for:** Ministry for the Environment

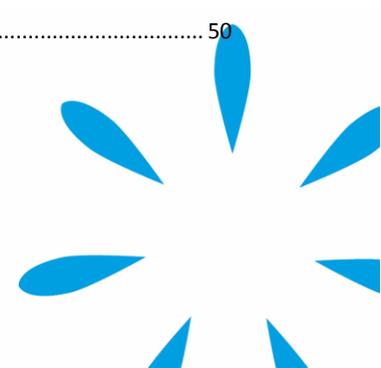
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# 1. INTRODUCTION

## Background to the project

The New Zealand Urban Design Protocol (Protocol) was launched in 2005 and sets a platform for making our towns and cities more successful through quality urban design. At the time of the survey, the Protocol had a total of 174 signatory organisations.

In order to evaluate the overall effectiveness of the Protocol and its signatories Action Plans, including their outcomes, the Ministry for the Environment (the Ministry) engaged simpsonedwards & Associates to provide assistance in a study to inform this evaluation.

The study involved qualitative and quantitative research with signatory organisations. Full details of the methodology used for this research study, including how the survey participants were selected, are described in a separate technical report.

## This report

This report provides a stock take of the Protocol and is part of a wider evaluation of the Protocol and its signatory Action Plans, and will help the Ministry to evaluate and determine the future direction of the programme.

The findings from this study are presented in two separate volumes – a main report containing the survey findings and key recommendations, and a separate technical report containing a detailed description of the methodology and approach, questionnaire and cross tabulations.

## Respondent profile

Responses to the online survey were received from 110 out of 174 signatory organisations, equating to signatory response rate of 63 percent, and as such, we can be confident that the results presented and discussed in this report are representative. Of the total participants invited to respond (n=256), an overall response rate of 49 percent (or n=126) was achieved (further details regarding the response rate calculations may be found in the separate technical report).

The profile of those responding to the online survey (n=126) is summarised as follows:

- Nearly half of all respondents (47 percent) were from consultants, developers and investors, while nearly one in three (29 percent) responses were from Local Government. The remaining responses (24 percent) were equally divided between Central Government (12 percent), professional, educational institutes and sector organisations (13 percent)
- Three out of five respondents (62 percent) held senior management or executive positions, while one in five (21 percent) held senior technical positions
- Three out of four respondents (74 percent) were identified as being the Urban Design Champion for their organisation, while the remaining responses (26 percent) were solicited from other urban design representatives in the organisation.

## 2. KEY INSIGHTS & RECOMMENDATIONS

Key insights are as follows:

### Awareness and knowledge

- Changes in behaviour and/or thinking have occurred in many organisations as a result of the Protocol with two out of three respondents (67 percent) reporting this change. A further 12 percent reported that changes in behaviour and/or thinking were already occurring in their organisation before the Protocol was established
- Of note, one in seven respondents (14 percent) were uncertain whether they had experienced any changes in behaviour and/or thinking. In addition to this, higher proportions of non champions and central government respondents were unsure whether any changes had in fact occurred (27 percent and 31 percent respectively)
- People within the organisation (94 percent) were identified as being a key driver of changes in behaviour and/or thinking regarding urban design, followed by the community (42 percent), other consultants (35 percent), professional associations (35 percent), and clients (35 percent). This degree of commitment and support (both internally and external to the organisation) and the overall capabilities and capacity of the urban design industry were identified as being the key factors influencing quality urban design. Conversely, these same factors were identified by respondents as the main barriers inhibiting quality urban design being achieved in their organisation
- Attitudes towards urban design are largely positive with high levels of agreement regarding taking a multi-disciplinary approach (79 percent), having strong support from senior management (79 percent), having quality urban design considered to be extremely important (76 percent), and a quality urban environment being a key priority in their organisation's outcomes (75 percent)
- Of note, just over half (58 percent) agreed that their elected representatives strongly support urban design, and a further 18 percent were unsure or did not respond.

### Networking and sharing information

- Urban design related networking events and seminars are providing value to those who attend, with more than four out of five respondents (85 percent) rating the Protocol events they have attended as being of value. This is also the case with networking groups or activities not organised by the Ministry (90 percent rating this of value) and other seminars and symposiums (92 percent rating this of value)
- Considerable value is also being obtained from exchanging urban design related information and research and supporting other organisations (93 percent and 86 percent respectively).

## Urban Design Champions

- The process for selecting an Urban Design Champion (Champion) varies between organisations. The most frequently mentioned selection criterion includes their specific role and/or position within the organisation (46 percent), their level of seniority (45 percent), a passion/interest for urban design (42 percent), specialist urban design expertise (37 percent) and their high public profile/presence (23 percent)
- The length of time Champions have held their role also varies. One in three respondents (31 percent) have held this Champion role for between one and two years, while a one in three (29 percent) have held this role for more than three years. Of note, one in six Champions (16 percent) reported being in this role for less than 12 months
- Champions have been identified as promoting quality urban design within their organisation, with two out of three (67 percent) non champion respondents reporting this was the case
- They are also considered to be effective in their role as Champion, with four out of five respondents (78 percent) rating them as somewhat or extremely effective.

## Action Plans and other programmes

- The overall value of action plans have not been fully realised for about half of all signatory organisations. For example, half of all respondents (53 percent) were in agreement that the urban design action plans were an effective mechanism for demonstrating their commitment to the Protocol, while one in three (29 percent) did not agree that they were at all effective in this regard

- This was also the case regarding the perceived value of undertaking the urban design action plans. Half of all respondents (52 percent) agreed that undertaking their urban design action plans were of high value, while one in three (31 percent) did not agree
- Having said this, an average of 2.9 urban design work/programmes have been completed by each organisation that were not included in their Action Plan. While this indicates that many signatory Action Plans require updating, it also suggests that urban design work/programmes are being conducted regardless of whether or not they have been included in the urban design action plan
- The urban design concepts and/or principles themselves appear to be having a strong influence on quality urban design. Three out of four respondents (77 percent) were in agreement that the urban design principles were being applied in their work/projects, and more than two out of three respondents (70 percent) agreed that urban design concepts were influencing new policy development
- In line with respondents mixed opinions regarding the overall effectiveness of action plans, one in two respondents (53 percent) agreed that their organisation were using or leveraging off the Protocol to achieve their projects.

## The Protocol

- In general, attitudes regarding the Protocol are positive, with slightly more than half of all respondents in agreement that they are using or referencing the Protocol in the development of other policies (54 percent agreed this was the case), and were using or referencing the qualities of urban design (or the 7c's) in their publications (52 percent agreed this was the case)

- The Protocol's influence in strategic decision making is having some traction, with slightly less than half of all respondents (48 percent) agreeing that the Protocol was influencing the strategic decisions being made in their organisation, while one in three respondents (34 percent) reported this was not the case
- More than half of all respondents (58 percent) agreed that having their own urban design guidance was of high value. In line with this, half of all respondents (48 percent) reported their organisation had either developed or were in the process of developing their own urban design guidance. Of those who were unsure or had not yet developed any guidance (36 percent in total), a further two out of five reported their organisation was likely or extremely likely to start developing this over the next 12 months.

### The Ministry's role

- The Ministry's more tangible tools and resources (i.e. published documents etc.) are rated of greater value than those of a less tangible nature (i.e. services). The Urban Design Tool Kit, Urban Leader (E-newsletter), Urban Design Case Studies, the Action Pack for action plans, and the Review of Urban Design Case Law were rated as being extremely or somewhat valuable by more than three out of four respondents (between 77 and 89 percent)
- The support and guidance received from the Ministry in relation to the development of action plans was rated as being of value to three out of five respondents (61 percent), while one in five (22 percent) did not find this of value
- A similar result was also found for the support and training for Champions. Three out of five respondents (61 percent) rated this of value, while one in six (17 percent) did not

- A variety of other urban design tools and resources are also being widely used. The most frequently mentioned being CABE, other professionals, and English Partnerships. Not surprisingly, respondents also consider these resources to be of high value (71 percent rated these as being extremely valuable)
- Providing direction and guidance on urban design, providing urban design related information and resources, promoting urban design and increasing awareness, developing policy and legislation, providing education and events, and facilitating networking activities were noted as the key areas of the Ministry's involvement regarding the Urban Design Protocol.

### Recommendations

In light of the above key findings, we recommend the Ministry:

- Continues to promote the Protocol and the benefits of quality urban design in order to further enhance the changes in behaviour and thinking that have occurred to date
- Continues to provide Urban Design Protocol events, and consider increasing the number of events being provided in regional locations
- Continues to further develop the urban design tools and resources (viz. Urban Design Tool Kit, Urban Leader newsletter, Urban Design Case Studies, the Action Pack for action plans, the Review of Urban Design Case Law)
- Promotes the value organisations receive through exchanging urban design related information and research, and the value received through networking with other organisations

- Promotes the benefits and value (including leverage) signatory organisations receive from achieving their action plans
- Develops a strategy for working closer with the central government agencies, building networks, promoting the Urban Design Protocol and raising awareness of quality urban design
- Develops a strategy, in conjunction with education providers, to address urban design capacity issues and consider seeking input from the wider industry
- Develops a strategy to assist signatories to develop their own urban design guidance, and consider the development of tools and resources to aid signatories in this process
- Reviews the Urban Design Champion resources in order to provide a more tailored support for existing and new Champions, and senior management
- Reviews the action plan resources in order to provide more tailored support and advice for signatories developing, and maintaining, their action plans
- Reviews the current administration of signatory action plans (including its database of signatory organisations) in order to make this a more efficient and effective process, and allows for greater communication between signatories and the Ministry in regards to ongoing monitoring of action plans
- Targets key influential or strategic networks or stakeholders to sign up to the Protocol
- Considers optimising the Urban Leader newsletter as a tool of communicating with signatories (including online linkages), and facilitating greater two-way communication
- Considers updating the Protocol (including visual graphics) to ensure it remains current and relevant
- Finally, keep up the good work and target the areas identified as needing attention.

### 3. AWARENESS AND KNOWLEDGE OF URBAN DESIGN

The survey results presented in this section of the report examines the extent to which changes in behaviour and thinking regarding urban design have occurred, the key factors influencing this change, and main barriers inhibiting change.

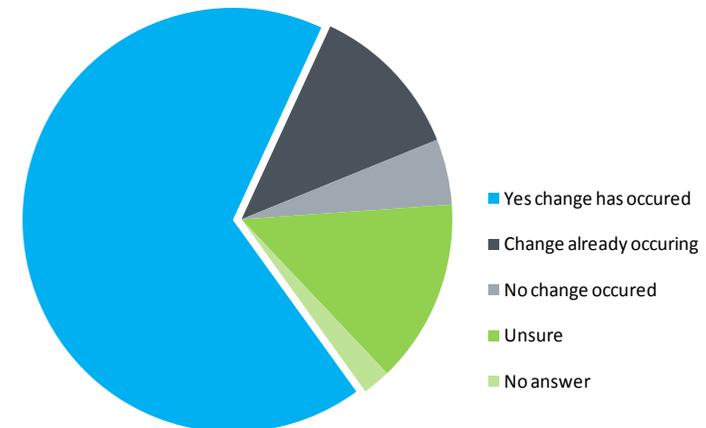
The survey findings indicate changes in behaviour and/or thinking have occurred in many organisations as a result of the Protocol, and that individuals within each organisation are the key drivers of this change.

#### Changes in behaviour and thinking

Two out of three respondents (67 percent) reported their organisation has experienced a change in behaviour and/or thinking regarding urban design since signing up to the Protocol. A further 12 percent reported this change was already occurring beforehand, while five percent of respondents reported they have not experienced any changes. A further 14 percent were also unsure whether any changes had occurred (refer Chart 1).

While not significant, higher proportions of non champions and central government respondents reported they were unsure whether any changes in behaviour and/or thinking regarding urban design had in fact occurred (27 and 31 percent respectively). Given this relatively high level of uncertainty, this finding suggests more communication is required regarding activities and outcomes of action plans from the Champions themselves to people in their organisation, and from the Ministry about the positive benefits of the plans.

Chart 1: Changes in behaviour and/or thinking

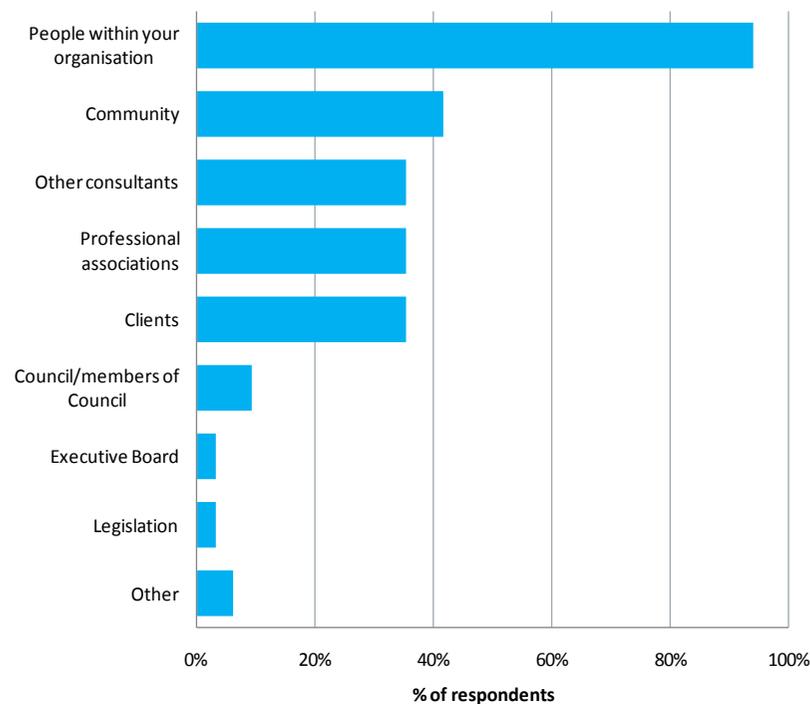


Base: Respondents from each signatory organisation (either as Champions or non-champions) (n=95)

In line with this result, those respondents who reported experiencing change as a result of signing up to the Protocol were then asked to indicate the driving force of this change (refer Chart 2).

Overwhelmingly, nearly all respondents attributed this change to people within their organisation, including their Urban Design Champion (94 percent). The community (42 percent), other consultants (35 percent), professional associations (35 percent), and clients (35 percent) were also noted as driving change in behaviour and/or thinking regarding urban design.

Chart 2: Key forces driving changes in behaviour and/thinking



Base: Respondents experiencing change in behaviour and/or thinking (n=65)

While two out of five respondents identified the change in behaviour and/or thinking coming from the community, some participants from the qualitative phase also

commented on the importance of encouraging this change in behaviour and/or thinking themselves.

*... we think it's important that we pull the community along. We can do things faster but then we'll lose them...*

Not surprisingly, consultants, developers and investors were more likely to report other consultants (50 percent, compared with 35 percent for the total) as a factor for driving change in urban design, and significantly less likely to report the community (22 percent, compared with 42 percent for the total).

Findings from the qualitative research identified that some consultants were also driving the change in behaviour and/or thinking among their own clients.

*Well what we did was talk to our clients and suggest that they also become signatories to the urban design protocol ... we thought that if our clients belonged to the protocol then there would be some sort of indication of commitment on their behalf to urban design and several clients relished that opportunity that remain members.*

Representatives from each signatory organisation (either as Champion or non champion) were then asked to indicate their agreement on a number of statements regarding behaviour and attitudes within their organisation.

As illustrated by Chart 3, signatories attitudes towards urban design is largely positive with about four out of five respondents agreeing or strongly agreeing to:

- Taking a multi-disciplinary approach to urban design (79 percent agree/strongly agree)
- Senior management strongly supporting urban design (79 percent agree/strongly agree)
- Quality urban design is extremely important in their organisation (76 percent agree/strongly agree)
- A quality urban environment is identified as a key priority in their organisation's outcomes (75 percent agree/strongly agree).

Consistent with other findings identified in this report, just over half agreed/strongly agreed (58 percent) that their elected representatives strongly support urban design. Of note, 18 percent were unsure or did not respond, indicating a lack of knowledge or information available to responding participants.

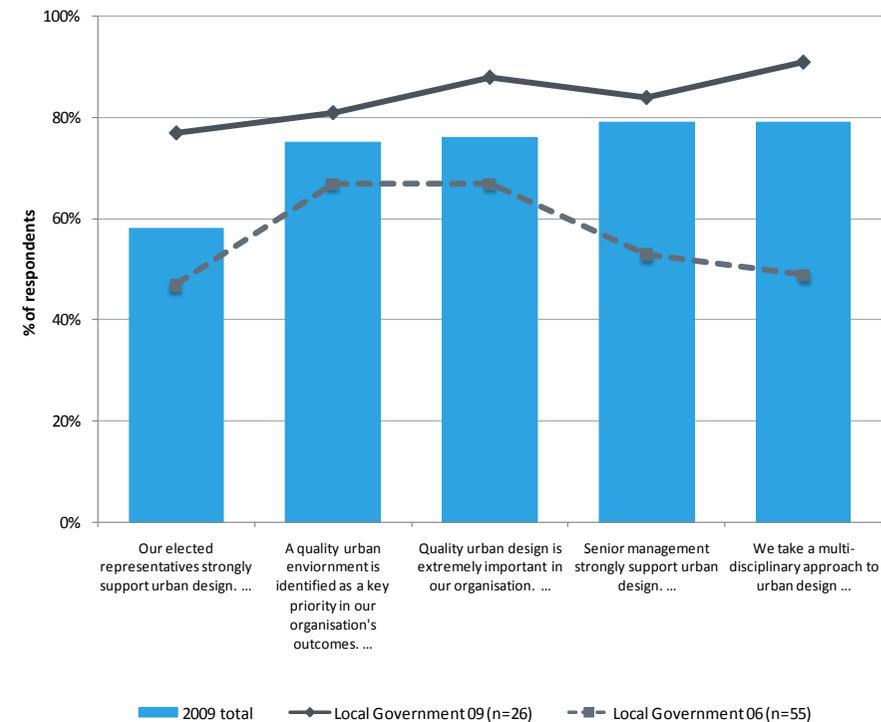
The changes that have occurred over recent years in relation to urban design attitudes and behaviours is evident among the results for local government. When compared to the results for the 2006 Skills and Capacity Survey<sup>1</sup>, of which a similar set of questions were asked, a significant change in attitudes is clearly evident. For example, the most significant changes for local government have occurred in the following areas:

- Taking a multi-disciplinary approach to urban design (91 percent, compared with 49 percent in 2006)

<sup>1</sup> Simpson-Edwards, M. Kalefotelis, E. Johnson, F. *A survey of local government urban design capabilities*. Research New Zealand Ltd, 2006.

- Senior management strongly supporting urban design (84 percent, compared with 53 percent in 2006)
- Elected representatives strongly supporting urban design (77 percent, compared with 47 percent in 2006).

Chart 3: Attitudes regarding urban design – percentage of respondents in agreement



Base: representatives from each signatory organisation (either as champion or non-champion). Excludes elected Champions outside signatory organisation. (n=95, 2009)

## Key factors influencing quality urban design

All signatory respondents were asked to comment on the key factors influencing quality urban design in their organisation. A total of 114 respondents provided feedback.

Consistent with earlier results, the main themes in regards to influencing quality urban design related to having a wider degree of commitment and support (both internally and external to the organisation) and the overall capabilities and capacity of the urban design profession.

- For most respondents, having **support and commitment from the whole organisation** was considered to be a key factor influencing quality urban design.

*A commitment at staff and management level to change the way people view and use the city.*

*We have been applying the urban design principles to our work for many years. It's a core part of what we do. The Company is fully supportive of urban design initiatives. The Managing Directors and Directors are all advocates for urban design.*

*A realisation that a laissez fair approach has not delivered good outcomes and strong growth pressure gives us confidence that we can ask for changes without frightening development away.*

- Some respondents expressed that having **greater awareness and/or understanding**, both in the organisation and the wider community, was a key factor influencing quality urban design in their organisation.

*The recognition of the importance of sustainable design by our team.*

*The positive attitude to urban design within Council.*

*Inherent understanding of the value to society and our projects.*

*Recognition of the importance of quality urban design principles in the market.*

*Local Councils seem to now have an increased understanding of [urban design] protocols and are more active in their participation and involvement in urban design matters.*

- Having **access to specialist skills and advice**, including the involvement of external specialists, was a key influencing factor for some respondents.

*Ability to access additional skills from our wider group...*

*The calibre of professional colleagues from other companies or organisations working on a project.*

*Strong internal urban design resource...*

*Dealing and interaction with other professionals.*

- Some respondents also recognised that a high-calibre of urban design **education and training** was a key factor influencing quality urban design in their organisation.

*Years of training and experience in UK at start of my planning career, and experience developed in UK, Europe, Hong Kong and Australia, giving me ideas to utilise in NZ urban situations.*

*Obtaining qualified staffing levels in our location.*

*Ensuring that we have a thorough understanding and access to key urban design theory, both established theory and new theory.*

*Continuing to be up to date with urban design thinking and research...*

- Some respondents commented that **incorporating quality urban design into strategic documents** was a key factor influencing quality urban design.

*Having a clear mandate and direction and including urban design principles as part of our strategic plan objectives.*

*The [regional land transport strategy] requires that we have more involvement in urban development directions in order to achieve the [regional land transport strategy] objectives.*

*Our district plan provides for a certain element of design control, specifically related to urban design.*

- Having a greater level of **client involvement and understanding** was also a key factor for some respondents.

*Clients wanting to improve the quality of their infrastructure projects and see the benefit of good urban design to assist with consulting with the public.*

*Client commitment to better built environment outcomes, and understanding of the role of good urban design in achieving these.*

*[Greater recognition of quality urban design] filtering into the minds of our clients, a few really good clients setting the benchmark.*

- Some respondents expressed having **greater government and industry support** was a key factor contributing to quality urban design.

*A general industry drive for greater recognition of quality urban design*

*Acceptance by governmental bodies, e.g. [Ministry for the Environment].*

*Urban design is fashionable & some politicians therefore want to be seen to support it.*

*Government direction.*

- Some respondents also identified that having **greater access to funding** was a factor contributing to quality urban design.

*Budget availability.*

*Having a good evidence base and research funding available.*

*Budget and feasibility.*

- Having **greater community involvement** contributes to the success of quality urban design for some organisations.

*Community interest and advocacy, especially residential associations, historical associations, etc.*

*Consultation with [stakeholders].*

*A willingness of the community to be involved.*

*Community expectations. A desire to do the right thing.*

## Main barriers stopping quality urban design

In line with identifying the key factors influencing quality urban design, signatory respondents were then asked to comment on the main barriers stopping quality urban design being achieved in their organisation. A total of 112 respondents provided this feedback.

As expected, the main barriers inhibiting quality urban design are almost the exact opposite of the factors that influence quality urban design. In general, the main barriers inhibiting quality urban design relate to the lack of overall commitment (both internally and external to the organisation) and the limited urban design capacity.

- Most respondents concur that a **lack of awareness and understanding** in regards to urban design is one of the main barriers inhibiting quality urban design within their organisation.

*The barriers are decision makers who think the world revolves around cars and drivers rather than people walking and enjoying good public spaces.*

*Clients and public lower expectations and lack of appreciation of urban design quality.*

*Lack of understanding and education.*

*Still seen as 'fluffy' by some - adding cost not value.*

*Our effectiveness on some projects and services is sometimes reduced through a lack of team awareness and client expectations.*

*Old attitudes and practices that take time to change.*

- For some respondents, the ability to access **funding and limited resources** are a key barrier stopping quality urban design being achieved in their organisation.

*Costs, as well as compromises in operational efficiency.*

*Lack of resources (staff and money) involved in this area is a major problem. This is particularly so right now as a result of the economic climate and the need to cut budgets.*

*Lack of client funding for projects.*

*Lack of officer time and work load.*

- Some respondents also expressed concerns regarding **regulation and/or policy restrictions**, and the impact they have on the ability to achieve quality urban design outcomes.

*We are keenly aware of the restrictive policies affecting quality outcomes such as local government asset management policies and engineering codes which influence outcomes often without opportunities to consider alternatives.*

*The New Zealand planning system which seems utterly ridiculous at times - penalising good quality creative and imaginative solutions whilst allowing "complying" but otherwise poor quality schemes an easy ride.*

*Insufficient local authority legislation that is not supportive/demanding enough to achieve quality outcomes.*

- The overall **lack of organisational commitment** is also considered to be a barrier preventing quality urban design in some organisations.

*Lack of buy in for urban design across the organisation.*

*'Silo' thinking; perception based solely on singular disciplines.*

*Council conservatism and internal inconsistency.*

*Lack of commitment by senior executives (except for one).*

*Ongoing restructuring with reduction in people.*

- Some respondents also commented on the general **lack of urban design expertise and experience** as a barrier preventing quality urban design being achieved.

*Lack of knowledge of the options available among developers and their consultants.*

*No qualified staff available ...*

*Lack of easy access to specialist urban design advice, both internally and externally [to the organisation].*

- Some respondents commented that **client expectations and their lack of acceptance** of quality urban design outcomes was also a barrier preventing quality urban design.

*Having clients that are willing to embrace the conceptual principles.*

*The lack of appreciation [for quality urban design outcomes] by the client.*

*Historic relationships with clients who refuse to pay for anything apart from the basic (poor quality) urban designs....*

*Clients opinion that they should be able to do what they like on their property - which is often the minimum.*

*Clients and public lower expectations and lack of appreciation of urban design quality.*

- Some respondents also commented on a **lack of strategic approach or vision** regarding projects/programmes was also a barrier preventing quality urban design being achieved.

*A likelihood from some quarters to fall back into rear view visioning. In a nutshell, the fear of the unknown.*

*Narrow focus.*

*Other organisations take a non-strategic, silo focus and affect our involvement in key outcomes.*

- Others mentioned that a **lack of collaboration or consultation** was a barrier preventing quality urban design.

*[Not considering] the accessibility of communities for diverse groups such as the disabled and do not consult widely with disabled people.*

*We still have odd instances where (usually an older employee, or client) is insistent on a course of action, or fails to consult on [urban design] matters early in the process.*

*Some "silo-led" approaches and outcomes.*

*Lack of integrated thinking often leads to single objective solutions - poor urban design.*

## Key recommendations

In light of the above findings regarding the awareness and knowledge of quality urban design, we recommend the Ministry:

- Continues to promote the Protocol and benefits of quality urban design in order to further enhance the changes in behaviour and thinking
- Promotes examples of how some signatory organisations are breaking down barriers and creating quality urban design
- Develops a strategy for working closer with central government agencies, building networks, promoting the urban design protocol and raising awareness of quality urban design.

## 4. NETWORKING AND SHARING INFORMATION

The survey results presented in this section of the report identify the extent to which Signatories are networking and sharing information, and the level of value they have received from undertaking such activities.

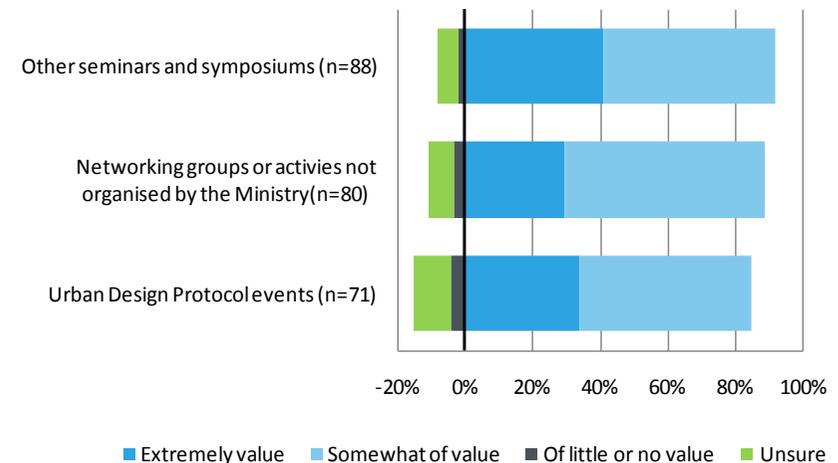
### Events and activities

This research clearly reveals that the urban design related networking events and seminars (including those organised by the Ministry) are providing value to those who attend (refer Chart 4). For example, half of all respondents (51 percent) who have attended an Urban Design Protocol event (for example, the Urban Design Symposium 2008, and the Review of Urban Design Case Law Seminar 2009) reported it was somewhat valuable. A further one in three (34 percent) reported the events were extremely valuable. This equates to **more than four out of five respondents rating the Urban Design Protocol events they have attended as being of value.**

A similar result can be seen for networking groups or activities not organised by the Ministry (a total of 90 percent rating this of value), and other seminars and symposiums (a total of 92 percent rating this of value).

No significant differences were found between respondent groups.

Chart 4: Value received from attending events



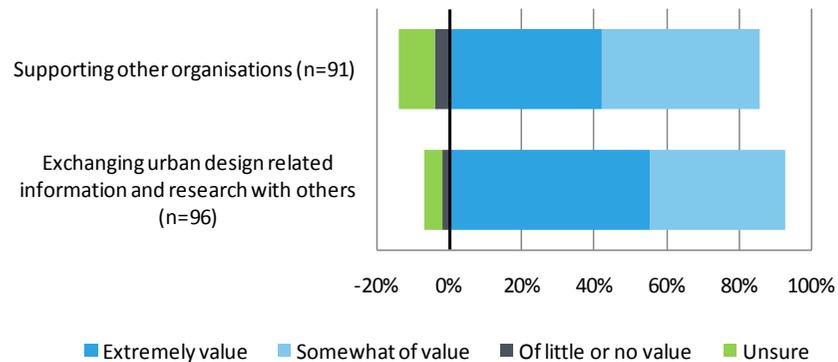
Base: Respondents who have attended each of the events (excludes no answer)

### Exchanging information and supporting others

In line with the previous result, this research also reveals that those organisations who are exchanging information and supporting others are receiving considerable value from doing so (refer Chart 5). For example, of those respondents who reported exchanging urban design related information and research with others, one in two (55 percent) reported this was extremely valuable, while a further one in three respondents (38 percent) reported this was somewhat valuable.

Likewise, a similar result can also be found among those who support other organisations, with 86 percent reporting they have received value from doing so.

Chart 5: Value received from knowledge transfer and support



Base: Respondents who have undertaken the activities (excludes no answer)

In line with this, respondents were then asked to comment on how their organisation has supported others. A total of 69 respondents provided this feedback.

- Providing **advice and guidance** was the most frequently mentioned method of supporting others for most respondents.

*Provided the links to long term health outcomes of good urban design, improve wellbeing, improve and protect environmental health and reduce impact of non communicable disease.*

*Providing information to [local government] as input into different working streams of the [local government].*

*Provide advice and support to other practitioners and clients.*

*I provided feedback on the [local government] Transport Strategy, participated in a health impact assessment for the [local government] Transport Strategy, and consult to various agencies ...*

*Assisting traffic engineers to think outside of standards and regulations in order to create prototypes for a more pedestrian oriented, walkable environment*

*Helped [organisation] set up their local urban design guidance documents for new roads and related developments.*

*Encouraging clients and consultants urban design principles.*

- Some respondents commented that **working in collaboration** with others was how their organisation supported others.

*Joint ventures with other consultancies- is good for both practices involved.*

*forming multidiscipline masterplan teams...*

*Research collaborations on urban ecology and low impact urban design*

*Collaboration with other developers who are engaged in urban design initiatives.*

*Working with local authority and other partner developers regarding plan change and urban design policy etc.*

*Jointly prepared a Guide for the preparation of Outline Development Plans.*

*We also support our clients and work with the community in providing pro bono services (which includes urban design elements).*

- Participating in urban design related **discussion groups and forums** was another example some respondents mentioned of how their organisation supported others.

*Two of our staff are currently volunteer committee members to the Urban Design Forum.*

*Membership of Urban Design Panel of Hamilton City. Membership of Environmental Sustainability leadership forum.*

*Involvement with the WRS Urban Design Stocktake Working Group.*

*RDC established AU DOG (Auckland Urban Design Officers Group) the very purpose of this group was to meet and network with other practitioners across the Auckland Region (and beyond).*

*I have been involved with the NZ Institute of Surveyors as a Councillor for 4 years and then as the first of the Institute Design Champions.*

*Two TMPL senior staff members are also board of trustee members of public schools with significant building projects on going.*

- Some respondents commented that **sharing information** was how their organisation supported others.

*Forwarding "Urban Leader" to fellow professionals.*

*Directors of Facilities Management at NZ Universities all share many experiences, including [urban design] matters.*

*Providing information including previous work; book/article references.*

*We work as part of a network of other consultants and therefore exchange ideas - our role is in managing environmental disciplines so we try to give voice and space to the teams and disciplines that contribute to urban design solutions.*

*Also make our design guidelines free to everyone via the web, and support council's by providing hard copies to them on request.*

*By providing opportunities to share information from other councils of similar size and scale.*

*We routinely share with our strategic alliance partners and clients relevant urban design material that we find on the internet.*

- For others, **presenting at conferences or workshops** was an example of how their organisation supported others.

*A presentation to the Towns and Cities NZ Seminar in Opotiki, August 2009.*

*Arranging urban workshops with wider audiences and resulting networking.*

*Undertook presentations to other Councils to promote signing up to Urban Design Protocol.*

*We frequently give seminars to Councils for little or no payment - we do them to support debate and awareness of best practice urban design.*

*Presentations on work to regional, transport, business, community and academic organisations...*

*I also gave presentations to promote urban design the most recent was to the Young Planner's Group.*

*Staff giving seminars to NZIS in regard to urban design throughout the country.*

- **Developing design guides** was also mentioned by some respondents as a method of supporting others.

*Helped NZTA set up their local urban design guidance documents for new roads and related developments.*

*have recently completed the [council]'s Good Solutions Guide for Subdividing Large Rural Style Lots.*

- Some respondents also commented that **providing education, training, and presentations** was an example of how their organisation supported others.

*Lectures tutoring at university.*

*Delivered courses specifically tailored to interdisciplinary participants.*

*Educating graduates with awareness and commitment to urban design.*

*Community based teaching projects using urban design principles*

## Key recommendations

In regards to networking and sharing information, we recommend the Ministry:

- Continues to provide Urban Design Protocol events, and consider increasing the number events provided in regional locations
- Continues to further develop the urban design tools and resources (viz. Urban Design Tool Kit, Urban Leader newsletter, Urban Design Case Studies, the Action Pack for action plans, the Review of Urban Design Case Law)
- Considers optimising the Urban Leader (E-newsletter) as tool for fostering greater levels of communication with signatories
- Promotes the value organisations receive through exchanging urban design related information and research, and the value received through networking with other organisations
- Develops a strategy in conjunction with education providers to address urban design capacity issues, and consider seeking input from the wider industry.

## 5. URBAN DESIGN CHAMPIONS

Nominating an Urban Design Champion is a mandatory requirement of all Urban Design Protocol Signatories. Understanding this selection process, the extent to which Champions promote quality urban design, and their overall effectiveness is one of the key objectives of this study. The results presented in this section outline these findings.

### Key selection criteria

The initial qualitative study identified that the selection process used to appoint an Urban Design Champion varied between signatory organisations. For some organisations the appointment involved careful consideration against a set of criteria, while for others the selection process was less formal (i.e. volunteering for the role, or being only one person available to undertake the role).

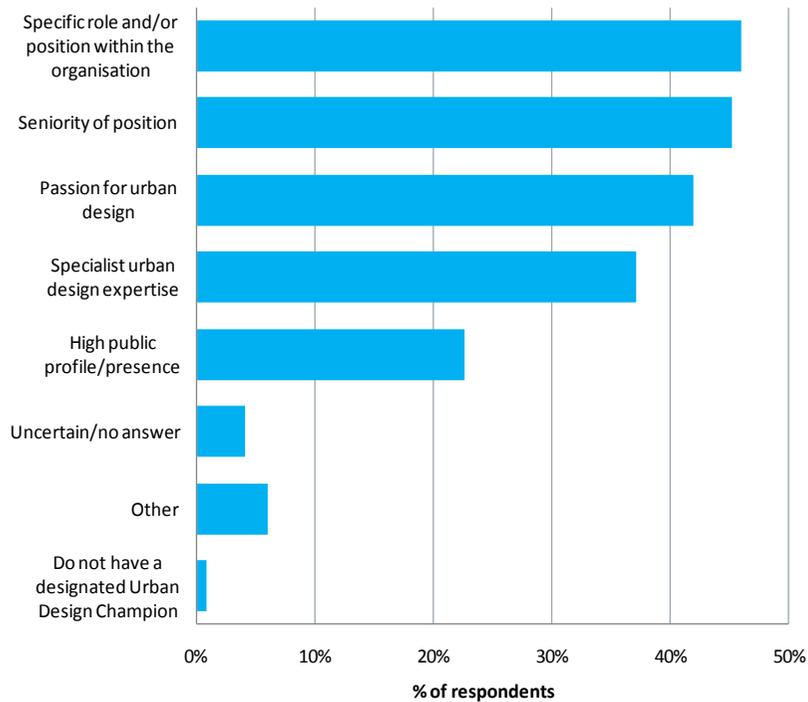
*You need somebody high enough up the pecking order if you like however we decided to go for a politician... I guess it depends on what you are trying to achieve.*

*Well it was easy for us because our firm was really only intentionally small, five or six people max and being the senior urban designer I signed up.*

The online survey supports this initial finding. In fact, when respondents were invited to indicate the key selection criteria used in their organisation for appointing their Urban Design Champion (refer Chart 6) the most frequently mentioned criterion for their selection were:

- The specific role and/or position within the organisation (46 percent)
- Their level of seniority (45 percent)
- A passion/interest for urban design (42 percent)
- Specialist urban design expertise (37 percent)
- A high public profile/presence (23 percent).

Chart 6: Selection criteria used for appointing Urban Design Champion



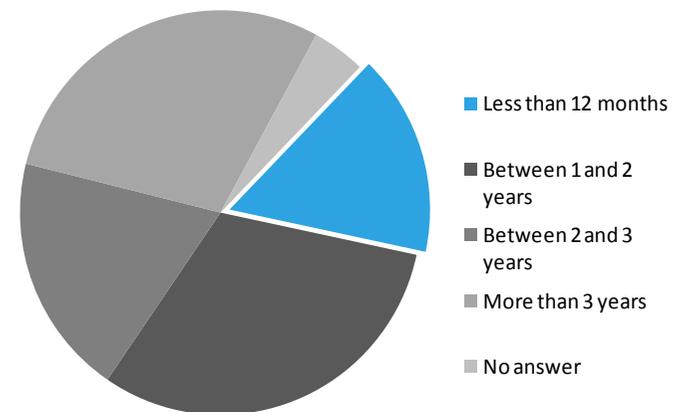
Base: All respondents (n=126)

Differences in the selection criteria were also observed between the various respondent groups. For example, respondents in local government were significantly more likely to report a high public profile was a key selection criteria than all other respondents (42 percent, compared with 22 percent for the total). Urban Design Champion respondents were significantly more likely to report a specific role and/or position within the organisation was a key selection criteria (51 percent, compared with 30 percent for non champions), while non urban design champions were

significantly more likely to report that a high public profile/presence was a key selection criteria (39 percent, compared with 16 percent for Urban Design Champions).

In line with identifying the key selection criteria, the nominated urban design champion respondents were then asked to identify their length of time in this role (refer Chart 7). Consistent with Ministry's signatory database, their length of time in the champion role varied. About one in three respondents (31 percent) reported holding this Champion role for between one and two years, while a further one in three (29 percent) have held this position for more than three years. About one in six champions (16 percent) reported being in the Urban Design Champion roll for less than 12 months.

Chart 7: Length of time in Champion role



Base: Urban design Champion respondents (n=93)

## Promoting quality urban design

Respondents nominated as the Urban Design Champion were asked to provide examples of how they promote urban design within their organisation. A total 86 respondents provided feedback.

- Most Champions mentioned that **providing quality, best practice advice and guidance** was an example of how they promoted urban design within their organisation.

*By adopting best practice and design innovation in our work.*

*As director and practising urban designer I am constantly discussing or promoting urban design considerations into projects either with clients or other professionals.*

*Emphasising that what we will do is quality rather than quantity....also such things as supporting positive activity as 'active edges" and looking to activate key spaces.*

*The high quality of and innovation in design documents produced.*

*As an urban designer, promoting quality urban design is my job. I do this by influencing the designs of others (architects, engineers, planners etc.) or by leading the development of sustainable and high quality master plans and designs and overseeing their execution.*

*It comes with the job, and everything we do is driven by the need to create better space/place*

- Some Champions mentioned that **participating in discussion groups/forums** was another example of how they promoted urban design.

*Chairing urban design panels.*

*Attend urban design related seminars/workshops.*

*Providing a presence at functions and events to ensure that urban design is recognised in the bigger scheme of things.*

*Support for and delivery of urban design event ... participation in committees as an advocate of change.*

*I chair the Queenstown Urban Design Panel and am a member of the Wanaka Urban Design Panel.*

*I often contribute to external events / conferences on urban design issues.*

- Providing **staff training and development** was an example of promoting urban design within their organisation for some respondents.

*Presentations to staff on urban design options and innovations (from personal study tours overseas).*

*I also present within our office, raising urban design knowledge.*

*Leadership and advocacy of urban design principles through educational programmes both to in-house and external stakeholders.*

- Some respondents commented that **publishing articles, case studies, and research** was an example of promoting urban design within their organisation.

*Writing articles for magazines.*

*Have included our Urban Design Action Plan and report on our web site, and report on initiatives within our company news.*

*I keep members informed of events and issues through our internal magazine.*

*I have presented a paper on sustainable urban design to an international conference .... I am researching an urban design-related issue for my Masters dissertation.*

- Others mentioned that **advocacy** in general was an example of how they promoted urban design.

*Ongoing advocacy for the benefits of good urban design and processes.*

*I am outspoken in relation to inappropriate sighting and design for buildings proposed in [region].*

*Advocacy through various proposals and groups.*

- Some Champions mentioned they promoted urban design within their organisation by **involving clients** in the process.

*Recommending urban design input to clients on all relevant projects...*

*Through dealing with clients at the conceptual stages of developments.*

*We run public workshops around the subject of urban design and encourage participation of the urban criteria at every opportunity with clients, staff and politicians.*

*Initial discussions and consultation with clients will include urban design considerations - the earlier these ideas are introduced, the better.*

- **Sharing information** was also mentioned by some Champions as an example of how they promoted urban design within their organisation.

*I'm active in researching and reading current urban design theory and articles, mostly from the internet. The information and knowledge that I gain from this, I then pass onto to my work colleagues as well as integrate as much of it as I can into my work.*

*By bringing together both urban design specialists and other professionals with an interest through our company Practice Interest Network (PIN) to facilitate sharing of practice and development of capability.*

*Read incoming material related to urban design and forward on to colleagues as relevant.*

*Urban Leader email newsletter forwarded to around 30 related professionals in [region].*

*Disseminate information around company...*

- Some Champions mentioned that providing **education and training** was how they promoted urban design within their organisation.

*In teaching, research and consulting.*

*Lectures at universities (Auckland, Monash) on architecture workshop work.*

*Developing and delivering urban design training.*

- Ensuring **project reviews** were undertaken was an example of how some Champions promoted urban design.

*Ensuring that all projects undertaken in the office are peer reviewed to ensure that they reverberate with the principal of the NZ Urban Design Protocol.*

*Each project in the office is required to have an urban design review.*

- Some Champions mentioned that **collaborating with others** was how they promoted urban design with their organisation.

*In public consultation especially for Council/NZTA projects.*

*Talking with community and industry groups.*

*We assist major infrastructure providers in implementing their projects.*

- Projects having an urban design strategy** was mentioned by some Champions as an example of how they promoted quality urban design within their organisation.

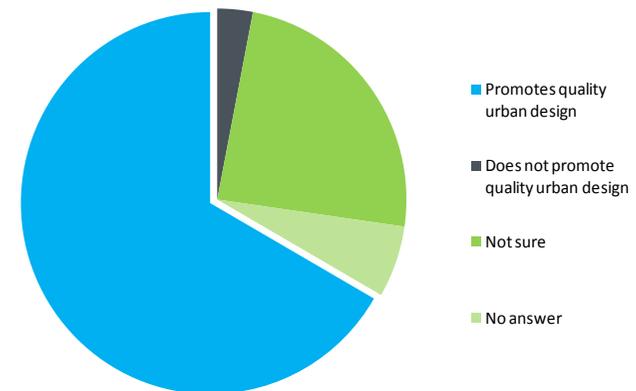
*All our projects have an urban design strategy in how they react to the landscape or cityscape.*

*Ensuring urban design is part of the policy framework for managing [organisation].*

*In internal policy development.*

In line with this, those respondents who were non champions were asked to identify whether their Urban Design Champion promoted quality urban design within their organisation (refer Chart 8). Two out of three respondents (67 percent) reported this was the case, while the remainder were predominately unsure (24 percent unsure, and 3 percent reported they did not promote quality urban design).

Chart 8: Promoting quality urban design within their organisation



Base: Non Champion respondents (n=93)

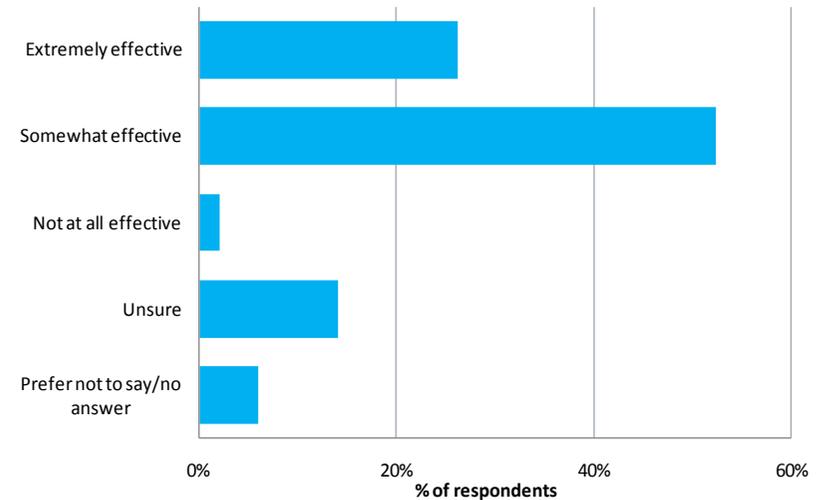
## Overall effectiveness of Urban Design Champions

When asked to consider how effective the Urban Design Champion(s) were in their role (refer Chart 9), four out of five respondents (78 percent) reported their Urban Design Champion (of those in the role for 12 months or more) to be as somewhat or extremely effective. Only two percent reported their Urban Design Champion as not effective in their role. The remaining respondents were unsure, or could not answer (20 percent).

Differences in opinions were also observed between the various respondent groups. Champions for example, were significantly more likely to report they have been extremely effective in their role compared with non champions (31 percent and 15 percent respectively). In contrast, non champions were significantly more likely than all other respondents to report they were unsure about their Urban Design Champion's overall effectiveness (30 percent, compared with 14 percent for the total).

This finding suggests Champions need to provide more communication within their organisation regarding to their role, activities, and outcomes.

Chart 9: Overall effectiveness of Urban Design Champions



Base: All respondents, excludes Champions who have been in the role less than 12 months (n=111)

## Key recommendations

In light of the above findings, we recommend the Ministry:

- Reviews the Urban Design Champion literature in order provide more tailored support for existing and new Champions, and senior management
- Promotes ways of fostering Urban Champions within an organisation.

## 6. ACTION PLANS AND OTHER PROGRAMMES

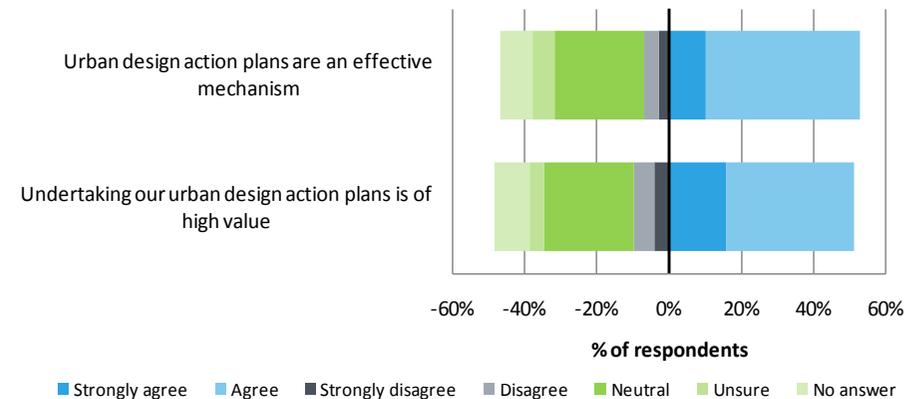
The survey results presented in this section of the report identify signatories current attitudes and behaviours regarding their Action Plans, the key factors contributing or inhibiting the action plan's success, and the extent to which organisations are applying the urban design principles.

### Action Plans

This research reveals that for about half of all signatory organisations, the **overall value of action plans have not been fully realised**. For example, half of all respondents (53 percent) were in agreement that the urban design action plans were an effective mechanism for demonstrating their commitment to the Protocol, while about one in three (29 percent) did not agree that action plans were an effective mechanism.

Similarly, one in two (52 percent) were in agreement that undertaking their urban design action plans were of high value, while one in three (31 percent) did not agree.

Chart 10: Attitudes and behaviours regarding Action Plans



Base: All respondents (n=126)

In line with this result, respondents were also asked to identify how many urban design work/programmes were completed by their organisation that were not included in their urban design action plan. A total of 70 respondents provided feedback.

As identified in Table 1 below, an average of 2.9 urban design work/programmes have been completed by each organisation that were not included in their urban design action plan. While this result highlights the fact that many signatory action plans require updating, it also suggests that urban design work/programmes are being conducted regardless of their inclusion in the urban design action plan or not.

Table 1: Urban design programmes NOT included in action plan (n=70)

Number of projects completed NOT included in action plans	Statistic
Total	203
Minimum	0
Maximum	100
Mean	2.9
Mode	1

## Success factors of Action Plans

Having identified respondents' attitudes regarding urban design action plans, they were then asked to comment on their organisation's best urban design action, and identify the main factors contributing to the action's success. A total of 100 respondents provided feedback.

- **Education and awareness** of urban design was mentioned by most respondents as the main factor contributing the action's success.

*We are confident and comfortable enough in our skill base to expand our discussion with all our clients to talk the big picture urban design issues and in the context of the protocols.*

*Promotion of [urban design] principles with clients can often effect a change in design with the decision makers (developers) and result in a positive change in the built environment.*

*Best short term action is probably supporting urban design education through supporting things like the Urban Design Forum (providing free venues for events and sponsorship).*

*As a company we hold weekly internal seminars in each of our offices. These sessions are used to keep us up to date with technical matters affecting our business. These sessions have been regularly used to promote and inform about urban design matters.*

*Putting aside project work and outcomes, our most successful action re. The [urban design protocol] would be an enhanced participation in conferences and university lecturing to advance best-practice urban design debate. The main factors for success have been the development and mentoring of staff such that they can get involved competently and professionally rather than leaving it to the senior staff (who also get involved). This has helped share the burden and make it a viable, legitimate, and maintainable activity for the company to engage in.*

*An action is to raise awareness about urban design initiatives, and my personal involvement in making presentations about a 'neighbourhood rating tool' is raising awareness across New Zealand.*

- Some respondents mentioned that having **staff commitment** was also a factor contributing to the action's success.

*Our best action is the urban advocate working on 3 or 4 key development projects in the early phases, the advice we give across the organisation to engineers and planners, and the urban design guide.*

*Enthusiasm from employees. This is probably unique to universities, as the researcher secures the money to conduct the study, therefore it is critical to have this initial interest from staff.*

*Personal and professional commitment within our practice as a whole...*

*The main factors were strong championship from the planning business and at highest management levels, supported by targeted recruitment.*

*Desire to create excellent product that sells and enhances our brand.*

*Senior management and political support leading to a mandate for the urban design champion to review and sign off all capital projects over 200K.*

- Having a degree of **collaboration and involvement** was also mentioned by some respondents as a factor contributing to the action's success.

*Creating awareness in the client organisation and working alongside them to convince them and their funders of the value of urban design.*

*Involvement in assisting a local Council to develop an urban design strategy.*

*I feel the best action was the creation of 'case management' within the resource consent arena, best because it created a forum where people could work together from a range of disciplines to solve problems. Case management is where one*

*person is responsible for managing and co-ordinating the views of the team, storm water, transport, wastewater etc. I believe this was successful as we were able to negotiate with one another so we could learn and appreciate what we were trying to achieve.*

*Internal discussions with design professionals to raise awareness of urban design.*

*Collaboration with other professions, NZPI and NZIA.*

*Establishing strategic alliances with other like-minded urban design companies to offer a full spectrum of urban design services*

- Some respondents mentioned that having a **multi-disciplinary approach** to projects was a success factor.

*Main factors contributing to success were its multi-disciplinary approach and the means of structuring and presenting findings.*

*Selection of a high quality team -at all levels and in all disciplines - from building designers to landscape designers, contractors, project management et al..*

- Having a **change in thinking** was also mentioned by some respondents as a factor contributing to the action's success.

*A change in mindset: there is an increasing awareness about the importance of [urban design] within the company and specifically this has affected the way we strategically approach bidding for projects.*

*The main factor we've changed is strongly encouraging accessibility and promoting good traffic flows, lessening use of rights of ways and cul-de-sacs, considering interaction between people and cars, rather than trying to separate them.*

*Companywide there is a greater cognisance of urban design through many of the company's various disciplines and urban design [is seen] as being an area that is able to creatively yet efficiently and effectively add value to projects.*

- **Influencing policy development**, or having clear policies or guidelines was mentioned by some respondents as a success factor.

*Influencing healthy public policy, to make the healthy choice the easy choice. In this case open, connected, accessible, safe public space. Providing for sustainable and alternative forms of transport.*

*Policy implementation through projects... large projects and the development of Project Urban and Landscape Design Frameworks.*

*Developing policies for mixed use developments with master planning provides the opportunities to include the principles.*

*Incorporation of urban design principles into our policy advocacy work is an important internal focus.*

*We have specific documents and strategies in place that explain the need for improving urban design.*

- Some respondents mentioned that **producing high quality work** in general was a key factor contributing to the action's success.

*We have found that producing high quality work is the best way of getting traction with internal and external clients.*

*As our firm is an 'urban design' provider, we don't rely on the action plan - our approach is always delivering high quality urban design work.*

## Inhibitors of Action Plans and key learning's

In contrast, respondents were then asked to comment on what their organisation found difficult, would consider changing, or lessons they learnt about this 'best' action. A total of 93 respondents provided feedback.

- Most respondents commented that a **lack of funding and resources** was an area they found difficult, or would consider changing in relation to their 'best' action.

*There is still resistance on a costs and practicality basis to evolving designs further.*

*Double the funds and timeframe of the initial estimate.*

*More time spent on outcomes of quality urban design*

*Need to ensure that the success of the action is not reliant on one person, especially if I was to leave the company in the future*

*It takes lots of time and energy.*

*Timelines are critical as expectation has been that funding would only be available for one financial year which restricted [which] could be addressed.*

*The main difficulty I experienced was my workload, trying to manage a team, provide urban design input into resource consents, and keep working on our Action Plan was quite difficult.*

*It takes time to put in place a formal process.*

*Financial sign off for council projects is the only guarantee of securing better urban design outcomes when dealing with competing priorities across a large organisation.*

- Some respondents mentioned that **limited education and awareness** was an area they found difficult, or would consider changing in relation to their 'best' action.

*Difficult aspects: Engineers can quickly compromise a layout through ignorance of what is trying to be achieved.*

*Better education and getting people to be more interactive with urban design requirements.*

*Lack of a good understanding of how cities work is the major impediment to getting projects underway / accepted.*

*Now that we have created our own reference booklet for successful urban design outcomes we are spending time upskilling the studio with the tools it offers. This takes time and continual effort which is difficult.*

*Lack of understanding (and capability) in other (relevant) central government agencies.*

*We will look to bring in some external presenters to further broaden our knowledge.*

- For other respondents, a **lack of collaboration or involvement** was an inhibiting factor.

*Recognising that other good design solutions [are] available, but team work and pooling of ideas is the way to produce a good solution.*

*We would have liked to follow the strategy through into the implementation phase of urban design panel, district plan provisions etc, but found it difficult to get involved at that level without specialist expertise.*

*There remain territorial boundaries among the professions.*

*What would have been helpful would have been to [be] put in touch with other lone rangers in my area, so we could discuss how best to support urban design - it may have brought out other factors that I've not thought of doing.*

- Another area found challenging, or respondents would consider changing was the **lack/limited ongoing commitment**.

*The greatest issue we have regarding our actions is maintaining the culture and intellectual stimulus within the context of staff changes and pressure for business viability in these times of recession. We look forward to a period of calm where we can maintain development in research and development of our practice.*

*Need for ongoing continuous improvement.*

*Continuing effort is required to deliver the plan. Our lesson is the importance of ongoing commitment and effort to grow awareness and practice.*

*Political leadership commitment to urban design is essential. As the influence of the Urban Design Panels has been acknowledged by the private sector, we are seeing a higher standard of urban design elements in proposed projects.*

*[Organisation] has not as yet developed explicit corporate commitment/policy on urban design. This initiative was developed in isolation and lacked a clear and agreed strategic objective. It also lacked a clear process of formal endorsement...*

- Some respondents mentioned that a **lack/limited change in thinking** was an area they found difficult or would consider changing.

*The importance from senior management that it is not just lip-service, and an understanding from them that they will need to commit resources to the action.*

*Despite widespread enthusiasm now for urban design & wanting to improve the future of the city, there are fundamental Council policies which restrict Council's ability to actually deliver. Council's over-arching financial strategy focuses on minimising debt which undermines Council's ability to literally 'put our money where our mouths are'. Conclusion: it is very important to lobby upon other policies of Council such as financial strategy in order to promote & realise urban design.*

*It is still difficult to get some staff to see the value of urban design, that it has benefits and won't just add cost to a project.*

*Building the culture of openness within the team.*

- For other respondents, **legislation/policy restrictions** were mentioned as an area they found challenging or would consider changing.

*We would make some provisions mandatory in the DP. Some developers will do the right thing only if it is required of them.*

*Policy processes take time and can draw heavily on resources.*

*Reluctance from territorial authorities to vary from their district plan requirements even when the Plans are sometimes at odds with sensible urban design outcomes. Our experience shows that clients should adhere to local authority district plan regulations as closely as possible unless they are prepared to invest large amounts of money and time.*

*Until the RPS gets finalised we will not know what resistance there was to having urban design principles strongly incorporated into the RPS.*

- **Maintaining strategic focus** was also mentioned by some respondents as an area they found difficult or needed changing.

*Our lesson is to incorporate as far as possible our actions into our main work programme. So actions about policy advocacy, communications, capability building etc work best when they become our business as usual.*

*The main lesson is to be strategic in selecting actions that are congruent with the mission of the organisation and that have sufficient momentum to be maintained.*

*Ensuring that specialist staff commenting on particular issues take an organisation wide approach in ensuring that the full range of public health issues are brought to external decision makers attention..*

- Some respondents also mentioned that the general **low levels expertise/relevance** was an area found difficult, or needed changing.

*There is not a lot of urban design expertise in NZ...*

*Development of an urban design panel. While it had significant potential, the political requirement for non-payment of its members resulted in a lack of genuine urban designer practitioners volunteering. This was partly because of a limited supply of such practitioners and the demands being made on them. This meant that a well balanced panel could not be put into operation...*

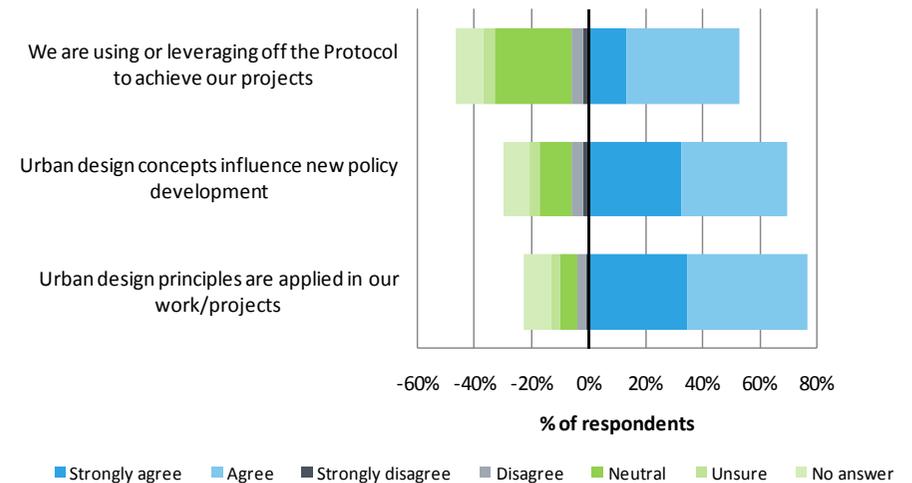
## Applying the urban design principles

While there is mixed opinion regarding the overall effectiveness of action plans, the survey findings indicate the urban design concepts and/or principles themselves have a greater influence on quality urban design.

For example, three out of four respondents (77 percent) were in agreement that the urban design principles were applied in their work/projects. Similarly, more than two out of three respondents (70 percent) were in agreement that urban design concepts were influencing new policy development.

In line with the mixed opinions regarding the overall effectiveness of action plans, only half of all respondents (53 percent) agreed that their organisation was using or leveraging off the Protocol to achieve their projects, while a further one in three respondents (31 percent) claimed this was not the case.

Chart 11: Attitudes and behaviours regarding urban design principles



Base: All respondents (n=126)

Building on this information, respondents were then asked to comment on how quality urban design was being integrated into their organisation. A total of 72 respondents provided feedback.

- Some respondents mentioned that **incorporating quality urban design into project designs** was one method of how it was being integrated into their organisation.

*We innately use best practice urban design principles at the outset of a project design process.*

*We are an urban design and architectural practice so our whole business/design is about quality urban design.*

*Ideally we wish to have full control of a project. This includes us carrying out concept design, urban design, design documentation and contract administration. In this way we are involved from inception to completion of the building/development. We are able to introduce quality urban design into projects at an early stage.*

*We have included in our written processes during the application process.*

*We have an team of urban designers who seek and work on urban design projects and who provide inputs into projects where urban design has been requested by the client.*

*Two projects were in their inception .. - these were based around 'place making'. Teams were being assembled ...and the project managers were tasked to co-ordinate the various projects while maintaining an overview of what the end product would look like.*

*Regularly refer to the Urban Design Protocol and case studies.*

*We have used the concepts of restorative design in a rural lifestyle development, resulting in a good understanding by the Council of what we are trying to achieve.*

*[Urban design] principles and consideration come into all our projects from the very outset of the design debate; including subdivisions (including canal developments) through to low and medium rise built forms; commercial and residential etc.*

*Linking the design with the impact on operational maintenance at the end and amending the design to facilitate ease of maintenance.*

*The provision of connections (transportation linkages) and choices (mode/route) is part of our core transportation business. Almost all our projects will include consideration of these matters.*

*Urban design principles are included into the written brief for a major design project e.g. in a medium density housing project.*

- For other respondents, the **development of design frameworks**, masterplans and guidelines was how quality urban design was being integrated into their organisation.

*Initiating and completing structure plans.*

*In the last year [we] have produced urban design guidance material on road bridges, [pedestrian] bridges, noise wall and underpasses.*

*An investment plan and a master plan about a decade ago about the social hub of the campus.*

*I have been producing a master plan for a 670 residential housing development ... and have brought in a number of other consultants to help shape the form and nature of the development.*

*Requirement to complete a design brief for all commercial areas upgrades, which then is the basis for the project brief developed by project services.*

*Design guide for a new Suburban Centre in the north of the city.*

*The masterplan was prepared taking into account best practice urban design considerations....*

- Producing **best practice work** was another method of how quality urban design was being integrated into signatory organisations.

*As noted above, it becomes business as usual in our policy advocacy, comms, and capability building work where there is a connection to urban design issues.*

*Providing advice on quality urban design is not integrated into my work - it IS my work.*

*As our firm is an 'urban design' provider, we don't rely on the action plan - our approach is always delivering high quality urban design work*

*Our initial designs always are fully in keeping with urban design best practice.*

- Some respondents mentioned that having an **evaluation of projects/processes** was another method of how quality urban design was being integrated into their organisation.

*When carrying out Community street reviews, we incorporate questions and discussion about good urban design.*

*Our company has a set of Responsible Network Deployment Guidelines, which include visual design criteria. We evaluate all designs on that basis, and so all of our projects consider those factors.*

*all work is evaluated considering UD principles, most specifically reviewing street form and design for connectivity, character etc etc.*

*All CBD Streetscape Projects are designed by external urban designers as the lead designers with 2nd tier supporting consultants. The design milestones are reviewed by council's internal urban design group.*

*All capital works projects are required to undergo urban design panel review.*

- Some respondents also mentioned that **having quality education** was a method of how quality urban design being integrated.

*As a professional body our focus is on education and empowerment of members, together with recognition of excellence in the projects our members are involved in through our awards process.*

*Mainly through the delivery of courses and the promotion of urban design principles.*

*Providing ongoing training of staff and councillors to maintain and improve their understanding of urban design principles and their role in shaping and influencing urban design*

- For other respondents, incorporating quality urban design **into their organisations policy** was another example of how this was being integrated into their organisation.

*Is embedded in our policy.*

*The policy is coming into place and there is a realisation that we need to do the best we can....*

- Some respondents also mentioned that the **use of expertise** was another example of how quality urban design was being integrated.

*Use of Technical Advisory Group*

*The main thing is that there is cross-council approach and commitment.*

*Ensure consultants are selected with relevant experience for the project at hand.*

Against this background, respondents were then asked to comment on how their organisation applies the principles of the Urban Design Protocol. A total of 68 respondents provided feedback.

- **Evaluating projects or processes** was the most frequently mentioned method of how respondents' organisations applied the principles of the Urban Design Protocol.

*The Protocol is used as a nationally recognised set of criteria against which to assess projects or processes...*

*We often review/evaluate our work/others work using the 7Cs.*

*The UDP is used a checklist at the end of key design phases.*

*We carry out urban design assessments within the office in terms of the key urban design qualities identified in the Urban Design Protocol.*

*It underpins the work our members do in this area. Is used to guide urban design analysis and assessment.*

*Providing advice on proposals for both applicants and Councils, both at pre-application and application stage.*

*We have used the principles of the UDP as a measure to illustrate and measure our work in hearings and Environment Court.*

*The 7 C's are used as the base line for urban design panel assessment and reports.*

*The documents and resources are used in the review of many of our projects.*

- Some respondents mentioned that **incorporating the principles of the Protocol into design** was an example of how their organisation applied the Protocol.

*The principles of the Urban Design Protocol are applied to all our proposed plan changes. This ensures the urban design implications of all development over which the Council has an influence are considered at the time of policy formation.*

*Principles can be seen within the design briefs and design process developed as part of a project. But they are well illustrated in our guides (which have been recognised both regionally and other places in New Zealand has excellent examples).*

- **Developing design frameworks or masterplans** was mentioned by respondents as an example of how their organisation applied the principles of the Urban Design Protocol.

*Through the development of Urban and Landscape Design Frameworks on Large Projects.*

*Acknowledging in design guidelines and vision statements for master plan developments and urban design issues in building projects.*

*We draw upon and refer to the 7 C's when we are preparing design guides/policy/structure plans and assessing subdivision applications.*

*Have developed guidelines in publications and also in structure plans.*

- Some respondents mentioned that general **advocacy** was an example of how their organisation applied the principles of the Urban Design Protocol.

*Inherent in Public health advocacy for increasing physical activity to decrease obesity. Working to create a physical environment that can then support healthy sustainable behaviour change.*

*By raising the awareness of what is quality urban design within and outside Council...*

*By advocating mixed use developments to create vibrant environments and reduce the need to travel long distances....*

- Some respondents also mentioned that **incorporating the Protocol into policy** was an example of applying the principles.

*Is embedded in our policy.*

*In policy development; when providing advice to the sector.*

- Some respondents mentioned that **collaborating with others** was another example of how their organisation applies the Protocol.

*Within a joint venture partner [memorandum of understanding].*

*Setting up a multi-disciplinary team at the beginning of a project.*

- For other respondents, providing **training and development** was an example of how their organisation applies the Protocol.

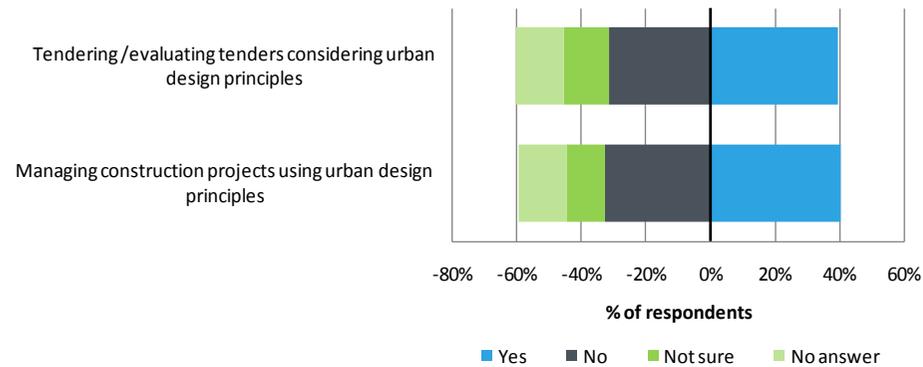
*Support in bringing global urban design practitioners to NZ to deliver courses and inspire ideas.*

*Inviting speakers to talk to staff, Councillors and the public generally on Urban Design, setup and promotion of Urban Design Panel...*

Within the context of asking respondents how their organisation applies the principles, respondents were also asked whether their organisation managed construction projects or tendered or evaluated tenders considering the urban design principles (refer Chart 12).

Two out of five respondents (40 percent) reported their organisation tendered/evaluated tenders considering the urban design principles, and two out of five respondents (41 percent) reported that their organisation managed construction projects using the urban design principles.

Chart 12: Percentage of organisations applying principles



Base: Respondents from each signatory organisation (either as Champions or non-champions) (n=95)

Building on this information, respondents were then asked to provide examples on how their organisation tendered or evaluated tenders using the urban design principles. A total of 29 respondents provided feedback.

- Some respondents commented on having a certain **level of urban design expertise** was an example of how their organisation tendered or evaluated tenders using the urban design principles.

*By weighting urban design input and expertise on projects.*

*Urban designer is involved in the evaluation of tenders to ensure urban design principles are addressed.*

*Being an urban design provider our firm has always taken into account these principles.*

*When we tendered for our Transport Plan Change I spoke to a number of consultants about how they would approach such a project and what their views were on design and what expertise they had. This was an important consideration when awarding the project.*

*[The] Square project upgrade. Strong weighting was placed on design capability, including urban design.*

- Seeking **urban design specialists or collaborating with others** was another example of how their organisation evaluated tenders using the urban design principles.

*Our designs are mostly standardised, but when we have a non standard design which requires a high quality urban design, we will use consultants which have a proven track record.*

*A design experts' panel was used to assess the urban design competition proposals ... and make recommendations.*

*We brought in international [urban design] experts within our company to join the bid team.*

*Delivery of our projects is carried out using fixed term partnering agreements for design and implementation.*

*A joint venture partner has been required to address urban design principles.*

*We are increasingly looking to include urban design specialists when we are building project teams.*

- Some respondents commented on having **innovative approaches** to achieve outcomes was an example of how their organisation tendered or evaluated tenders using the urban design principles.

*In a recent tender for Plan Change work, I stressed the importance of non-regulatory methods to give the area in question 'character'/ 'sense of place' - something which is not 'ensured' by regulation.*

*Total innovation and urban design principles embodied in joint tender to [the] City Council for [the] foreshore redevelopment.*

*We work together with Council and Contractors to see what alternatives can be achieved to the norm...*

- **Incorporating the urban design principles**, or considering the urban design principles in tenders was an example of how respondents tendered or evaluated tenders using the urban design principles.

*Selection of site and design for New Civic Offices incorporated a number of urban design criteria particularly in terms of the contribution and links to the city structure, the provision of public spaces, and the quality of design. End result is a development which will enhance the structure of the [city].*

*Automatically incorporating urban design considerations into 'landscape'*

Respondents who reported managing construction projects were also asked to provide an example of how their organisation managed construction projects using urban design principles. A total 29 respondents provided feedback.

- Some respondents mentioned that ensuring **urban design principles are included in the design was an example of how their organisation tendered or managed** construction projects using urban design principles.

*Implementation of our design ideas.*

*The construction projects we manage have been designed by us and already have our urban design principles included.*

*By ensuring planting and open space design provides sense of place and is integrated into the neighbourhood.*

*Application at the beginning of the design process. These are then documented and are part of the building contract.*

*By the time the construction is under way, the design principles have been set...*

- Using the urban design principles to **review/measure success** was another example of how respondent organisations tendered or managed construction projects using the principles.

*We will carry out creative reviews with other [urban design] members within the company ...to critique the [urban design] aspects of the construction process.*

*I have developed a set of urban design principles for a particular project which were then used to inform the design and were ultimately used to measure the success of the built work.*

- Some respondents mentioned how their organisation ensures there is a **qualified team/collaborating** with others in order to tender/evaluate tenders using the urban design protocol.

*Build a qualified team for the task....Collaborate with specialists to create draft master plan vision...*

*Having a skilled person who understands the urban design principles working at the contract administration level.*

*Any project in our office is supervised by one of the three surveyor partners.*

*Individually we have between 20 to 48 years of experience in both the design and construction of those designs and have the ability to fine tune things as they move along.*

## Key recommendations

In regards to signatory Action Plans, we recommend the Ministry:

- Promotes the benefits and value (including leverage) signatory organisations receive from achieving Action Plans
- Develops a strategy to assist signatories develop their own urban design guidance, and consider the development of tools and resources to aid signatories in this process
- Reviews the Action Plan literature in order to provide more tailored support for signatories developing, and maintaining, their organisation's Action Plans
- Reviews the current administration of signatory Action Plans (including its database of signatory organisations) in order to make this a more efficient and effective process, and allows for greater communication between signatories and the Ministry in regards to ongoing monitoring of Action Plans.

## 7. THE PROTOCOL

The survey results presented in this section of the report identify signatories' general attitudes and behaviours regarding the Protocol itself, and the extent to which organisations are developing their own urban design guidance, and the level of investment in urban design capability and projects.

### General attitudes and behaviours

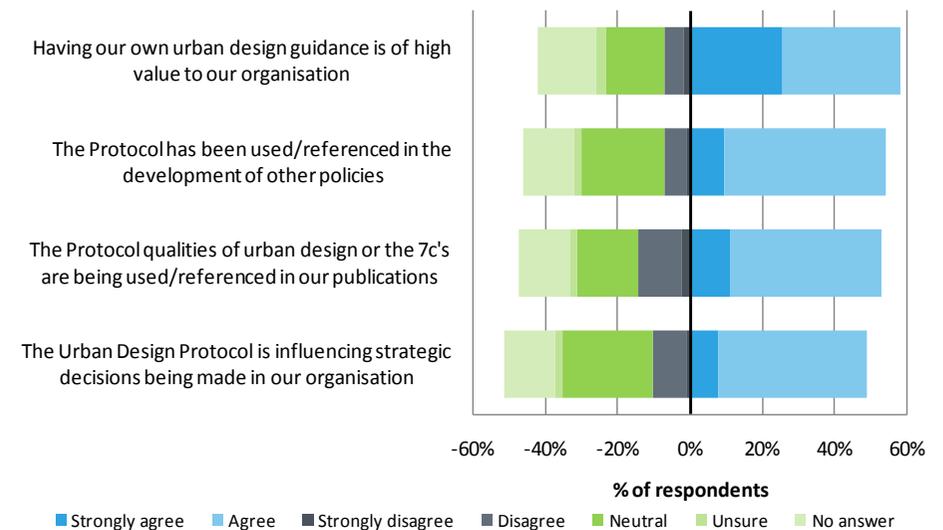
In order to determine signatories attitudes and behaviours regarding the Protocol, respondents were asked to indicate their agreement against four key statements.

Chart 13 illustrates fairly positive attitudes towards the Protocol with slightly more than half of all respondents agreeing or strongly agreeing to:

- Having their own urban design guidance being of high value (58 percent agree/strongly agree)
- Using or referencing the Protocol in the development of other policies (54 percent agree/strongly agree)
- Using or referencing the qualities of urban design (or the 7c's) in their publications (52 percent agree/strongly agree).

In line with other findings identified in this report, the Protocol's influence in strategic decision making is making some traction. For example, slightly less than half of all respondents (48 percent) agreed that the Protocol was influencing strategic decisions being made in their organisation, however one in three respondents (34 percent) reported this was not the case.

Chart 13: Attitudes and behaviours regarding Protocol (n=126)



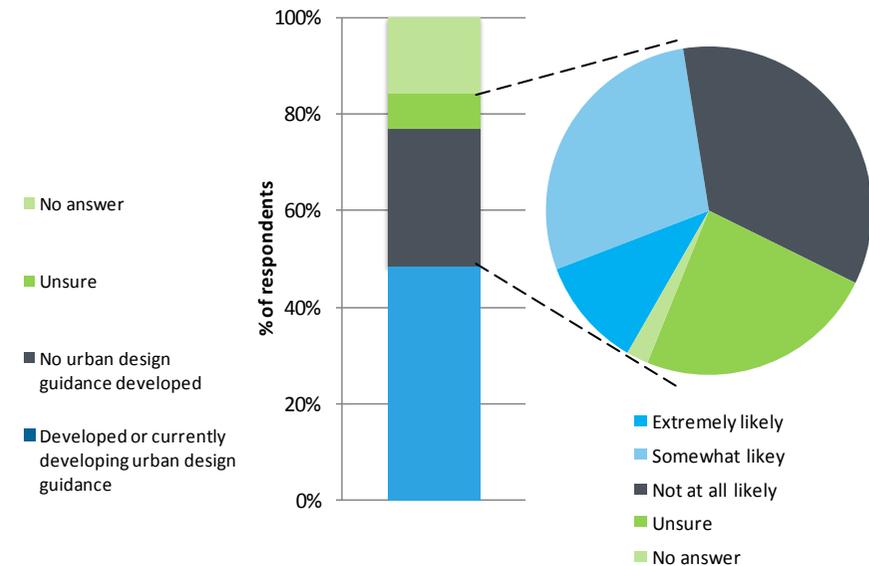
Base: All respondents

## Development of urban design guidance

As identified earlier, more than half of all respondents (58 percent) reported that having their own urban design guidance was of high value. Respondents were then asked to indicate the extent to which their organisation has developed their own urban design guidance (refer Chart 14).

About half of all respondents (48 percent) reported their organisation had either developed, or were currently developing their own urban design guidance. A further one in three respondents (29 percent) reported that their organisation had not developed any urban design guidance. Of these, two out of five reported their organisation was likely or extremely likely to start developing their own urban design guidance over the next 12 months.

Chart 14: Organisation developing urban design guidance



Base: All respondents (n=126)

## Organisational investment

Following on from this, respondents were also asked to identify the level of investment their organisation has put into (or directed towards) urban design capability or specific projects to date. A total of 33 respondents provided this feedback.

As identified in Table 2 below, a total of \$416 million has been directed towards urban design capability or specific projects to date. This equates to an average of \$12.6 million per respondent organisation.

Table 2: Level of investment (n=33)

Level of investment in urban design capability or specific projects to date	Statistic
Total	\$415,810,300
Minimum	\$1,000
Maximum	\$400,000,000
Mean	\$12,600,312

## Key recommendations

Our recommendations in regards to the Protocol include the following:

- The Ministry targets key influential or strategic networks or stakeholders to sign up to the Protocol
- Considers updating the Protocol (including visual graphics) to ensure it remains current and relevant.

## 8. THE MINISTRY'S ROLE

Identifying the value of the services the Ministry provides in relation to the Protocol, and its role in terms of supporting the Urban Design Protocol and its networks is a key objective of this study. This section of the report presents these results.

### Use of the Ministry's services

Respondents were asked to indicate the value they received from using the tools and resources the Ministry provides.

Chart 5 illustrates the more tangible tools and resources (i.e. published documents etc.) are rated of greater value than those of a less tangible nature (i.e. services). For example, more than three out of four respondents rate the following tools and resources of value:

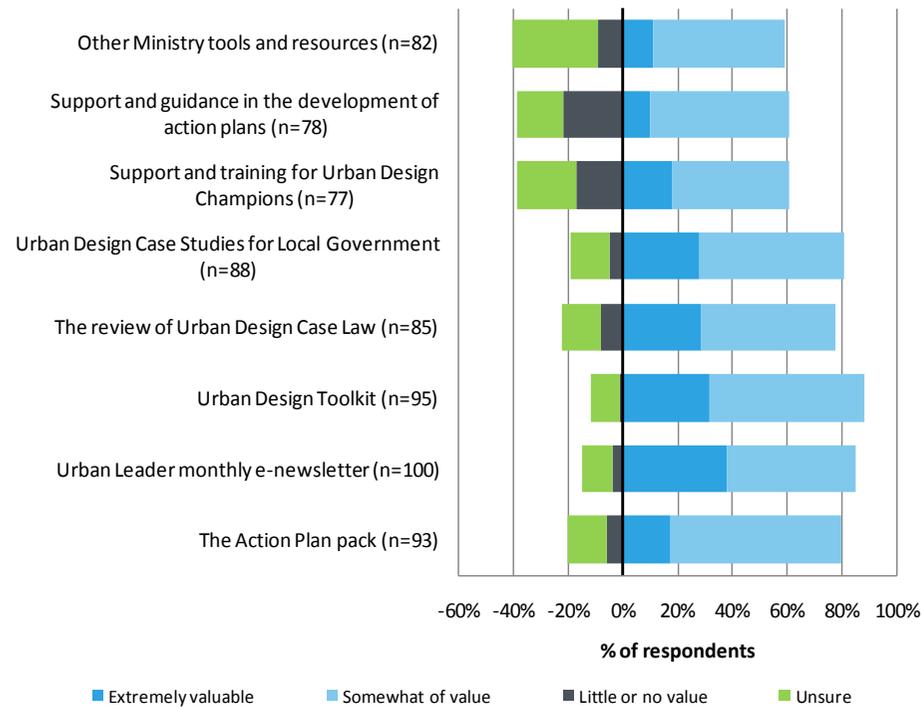
- Urban Design Tool kit (89 percent rate this extremely/somewhat valuable)
- Urban Leader monthly e-newsletter (85 percent rate this extremely/somewhat valuable)
- Urban Design case studies (81 percent rate this extremely/somewhat valuable)

- The Action Pack for action plans (79 percent rate this extremely/somewhat valuable)
- The Review of Urban Design Case Law (77 percent rate this extremely/somewhat valuable).

In contrast, while the Ministry's less tangible services are rated of value for three out of five respondents, higher proportions of respondents do not rate these as being of value. For example, three out of five respondents (61 percent) rate the support and guidance received from the Ministry in relation to the development of action plans as being of value, whereas one in five (22 percent) do not find this to be the case.

Similarly, three out of five respondents (61 percent) rate the support and training for Urban Design Champions as being of value, whereas one in six (17 percent) do not find this to be of value.

Chart 15: Value of Ministry's tools and resources



Base: Respondents who have used each resource (excludes no answer)

Building on this information, respondents were also asked to identify the number of persons they forward the Urban Leader newsletter on to. Table 3 shows that the Urban Leader is forwarded onto an average of 17 people.

Table 3: Number of persons being forwarded the Urban Leader (n=94)

Number of persons being forwarded the Urban Leader	Statistic
Total	1541
Minimum	0
Maximum	600
Mean	17

### Use of other tools and resources

Further to this, respondents were then asked to identify the other urban design related tools and resources (not provided by the Ministry) that their organisation uses.

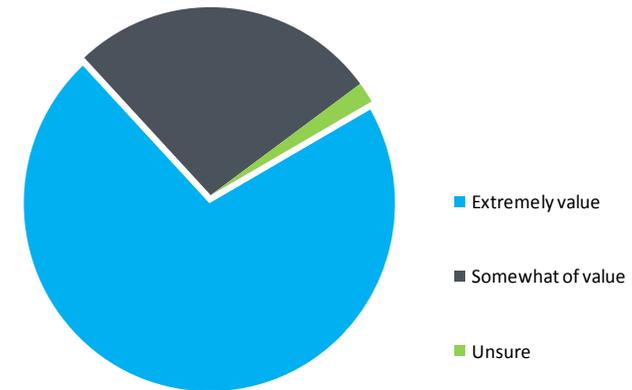
Not surprisingly, the most frequently mentioned 'other' urban design related tools and resources that were used are CABE, other professionals, and English Partnerships (refer Table 4).

Table 4: Other tools and resources used (n=56)

Other tools and resources used by more than one respondent	Count
CABE	19
Other professionals	11
English Partnerships (including Manual for Streets, Urban Design Compendium)	10
RUDI	8
Design Guides	7
Various internet resources/websites	7
Other councils	3
Project for Public Spaces	2
CPTED	2

Chart 16 shows that about three out of four respondents (71 percent) rate these other tools and resources as being extremely valuable. A further one in three (27 percent) rate them as being somewhat of value.

Chart 16: Value of other tools and resources used



Base: Respondents who use other tools and resources (excludes no answer) (n=56)

### Suggested case studies

To assist the Ministry provide relevant case studies on quality urban design, respondents were asked to indicate the type of case studies they would be most interested in. A summary of the main themes are presented in Table 5.

Table 5: Suggested case studies (n=56)

Case study themes	Frequency of mentioned
Residential/housing	13
Transport related	10
Street scape design	10
Town centre regeneraton/development	9
Infrastructure	7
Mixed use projects	7
Economic benefit/payoff	6
Intensification	5
Successful collaboration/partnership	5
Policy/legislation	4
Small towns/regional	4
Project process	3
Sub division	3
Low impact design	3
Public spaces	3

## The role of the Ministry for the Environment

All respondents were asked to comment on the Ministry’s role in terms of supporting the Urban Design Protocol and networks. A total of 93 respondents provided feedback.

- Most respondents concur that the Ministry’s role in terms of supporting the Urban Design Protocol and networks was in the area of **providing direction and guidance**.

*Leadership, keeping the focus on best practice, breaking down or facilitating better statutory processes, directing local government to implement policies to incorporate urban design, supporting organisations to deliver seminars etc (preferably across the professions).*

*Providing a framework for us to excel in.*

*The Ministry should facilitate the dissemination of practice to other Protocol signatories.*

*The [Ministry] has The role of monitoring performance of The Protocol, and identifying areas where urban design performance is not up to levels anticipated, whether across The country as a whole, or restricted to certain organisations. - where assistance or information is required, I see The Ministry as being able to provide a first stop on advice on where to go for more info, or perhaps being able to offer suggestions based on The substantial experience The Ministry has.*

*It is the key proactive champion and facilitator at central and local government level, giving legitimacy to the work in the field throughout NZ, as well as providing*

*organisational capability and resources to practitioners, interest groups and authorities in NZ.*

*Fostering recognition of best practice urban design principles.*

*Establishing common goals and understandings of what is 'best practice' or 'quality' urban design, assisting in holding signatories accountable to these, advising central government on issues when applicable.*

*Less emphasis on documentation - provide for more direct support -i.e. through the likes of 'flying squads' who could go and guide Councils as to way through particular issues.*

- Some respondents commented on the Ministry's role involved the **provision of information and resources.**

*Keeping resources and guidance up to date. Pulling together tools available from various sources - both NZ and international.*

*Preparing case studies.*

*Act as coordinator and web host to show off best practice and share information.*

*Disseminating information, capturing good practice, and advocating for cross.*

- **Promoting general awareness** of quality urban design was also mentioned by some respondents as a key Ministry role.

*Increasing public awareness....*

*Promoting it, making it appreciated more widely, educating Councils.*

*It has been very proactive and positive, but could become more proactive in promoting it in more depth to Councils, professional institutes (e.g. surveyors, Engineers) and development organisations.*

*Advancing good urban design in the media and professions.*

*It is an extremely important role to ensure that urban design is constantly promoted so that it does not fall off the radar so to speak.*

*The Ministry has an important role in continuing to promote the Protocol - keep it alive and to update it so that it remains relevant to current issues.*

*Promoting the value of good urban design in New Zealand and showcasing successful measureable built outcomes.*

- Some respondents mentioned that **developing policy, legislation, and regulation** was also a role for the Ministry.

*Need to bring into legislative mandate of council.*

*Put some legal teeth into the RMA to consider urban design as a factor in determining consent applications.*

*Releasing respective legislation to assist their implementation...*

*provides national guidance and the legislative framework to support [urban design] practitioners and help strengthen and to further deliver an exemplary, happy and successful society.*

- **Advocacy** was also mentioned by some respondents as a key role for the Ministry.

*Advocating for good design and providing a statutory basis for it.*

*They should advocate publicly the need for good urban design and comment publicly on relevant issues.*

*Advocate for changes to the RMA [or the introduction of a Planning Act] to ensure that design based planning can be effective in urban areas. Advocate for life cycle costing and opportunity costs in all government projects [including roading project]. Advocate strategic urban design with less emphasis on public domain design].*

*Influencing decisions at government level.*

*It should be providing very strong advice and advocacy to central government about the role that urban design can play in achieving wider govt goals.*

- Some respondents mentioned that **providing education and events** was also a key role for the Ministry.

*Provision of ongoing training and support, bringing urban designers and urban design champions together.*

*In the deep south - urban designers are comparatively isolated - sponsoring visits / talks from recognised experts could be a role for ministry.*

*It's an excellent place to co-ordinate different activities taking place in the country in support of [urban design], and wider overseas opportunities.*

*Provide training, support, documents, case law.*

*To continue to provide a backbone for the Protocol and support Urban Design Champions with seminars/workshops and published material.*

- **Facilitating networking events** was also mentioned by some respondents as a key role for the Ministry in relation to the Urban Design Protocol and networks

*What they are doing is good, initiating networks, forum and follow ups. Having a dedicated staff member to the role.*

*Bringing people and ideas together.*

*Many seminars appear to be very Auckland or North Island focussed. We would attend many more seminars and workshops if they were local (Chch, or South Island). The network would be stronger as a result.*

*Supporting networks.*

*Facilitating speaking tours around country, promoting good practice examples and networking.*

## 9. THE FUTURE DIRECTION OF THE PROGRAMME

This section of the report summaries the future direction of the programme based on the information garnered in this report.

It is important to note, that a number of these recommendations also include the Ministry's role within the programme.

### Awareness and knowledge

- Continues to promote the Protocol and benefits of quality urban design in order to further enhance the changes in behaviour and thinking
- Develops a strategy for working closer with the central government sector, building networks, promoting the urban design protocol and raising awareness of quality urban design

### Networking and sharing information

- Continues to provide Urban Design Protocol events, and consider increasing the number of events provided in regional locations

- Continues to further develop the urban design tools and resources (viz. Urban Design Tool Kit, Urban Leader newsletter, Urban Design Case Studies, the Action Pack for action plans, the Review of Urban Design Case Law)
- Consider optimising the Urban Leader newsletter as tool of communicating with signatories (including online linkages), and facilitating greater two-way communication
- Promotes the value organisations receive through exchanging urban design related information and research, and the value received through networking with other organisations
- Develops a strategy in conjunction with education providers to address urban design capacity issues, and consider seeking input from the wider industry

### Urban Design Champions

- Reviews the Urban Design Champion literature in order provide more tailored support for existing and new Champions, and senior management

### Action Plans and other programmes

- Promotes the benefits and value (including leverage) signatory organisations receive from achieving action plans

- Develops a strategy to assist signatories develop their own urban design guidance, and consider the development of tools and resources to aid signatories in this process
- Reviews the action plan literature in order to provide more tailored support for signatories developing, and maintaining, their organisation's Action Plans
- Reviews the current administration of signatory Action Plans (including its database of signatory organisations) in order to make this a more efficient and effective process, and allows for greater communication between signatories and the Ministry in regards to ongoing monitoring of Action Plans

## The Protocol

- Targets key influential or strategic networks or stakeholders to sign up to the Protocol.
- Considers updating the Protocol (including visual graphics) to ensure it remains current and relevant