"Urbanism works when it creates a journey as desirable as the destination."

a coastal city of neighbourhoods nestled into the landscape in which people embrace their rich heritage and culture through contemporary design.

URBAN DESIGN STRATEGY FOR TAURANGA

JULY 2006
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“A feeling of beauty is a promise of happiness”

Stendhal
Introduction

Tauranga city is expanding rapidly. With the second fastest rate of population growth of any territorial local authority area in New Zealand, the way in which growth is addressed is vital to the social, cultural, economic and environmental future of the city. Tauranga has many natural, built and social assets including a rich landscape, heritage and cultural identity. It is integral that in accommodating current and future growth these assets are retained and enhanced as a reference to the past and present, to identify where the city’s people have come from and what is valued by them, in order to ensure a better future for the city.

With urban growth comes the pressure to expand outward and upward. Tauranga’s outward growth, the subdivision of greenfields areas, has been progressing at a rapid rate over the last 15 years and continues to do so. Assurance is needed that this happens in a way that supports not only identity, but a range of other values held by Tauranga’s people and their wish to live in a high quality environment. The growth upward, in the form of townhouses, terraces and apartment blocks, is a more recent phenomenon and has largely occurred to accommodate visitors. That is, until now. Residential intensification is a reality and with this comes a greater need to understand how we can deliver higher density development which still provides a high quality living environment.

The community has told us how important the future sustainability of the city is, environmentally and economically. Building a more robust basis from which to promote and do business in Tauranga is integral to achieving a more sustainable city. We also need to recognise and accommodate the intrinsic and cultural values of the natural environment. Tauranga has a range of different living environments, a variety of new and well established open spaces, places to work and to play and active community centres and networks. The qualities and direction desired by the people visiting, working and doing business in Tauranga needs to be realised.

A strategy that recognises these desires and promotes high quality urban design, is a means of doing this. In conjunction with a range of national, regional, sub-regional and city based strategies, the Urban Design Strategy will guide and support the future development and redevelopment of Tauranga.
What is urban design?

Making great places depends on a whole range of things including getting the building blocks of the city right. Urban design is both spatial and physical. It is the framework for building places. Urban design is concerned with the design of buildings, places, spaces and networks that make up towns and cities, and how people use them. It becomes particularly important at the interface between buildings/structures and spaces, and between public and private space. The way in which the pieces of the framework relate to each other is a key factor in the success or failure of how well a town or city functions for the people living in it. Urban design ranges in scale from the design and layout of the whole city, to the street, and section design or even to the architecture of the building and surrounding landscape. A tree can be the difference between an attractive and comfortable space, providing shelter from the sun, and a barren environment where buildings dominate. Urban design is about understanding and appreciating what works well for people and what doesn’t.

The appearance of the city is important and is often focused upon by people when they think about or discuss urban design. However, urban design is equally about the social, environmental and economic consequences of design. The underlying features, landscape, heritage values and cultural identity are important aspects that make up the fabric of the city and how, as users of the city, people respond to it and become part of it. People are drawn to history, the bridge to the past that heritage features provide. Emerging from the increased understanding of social and cultural values is the recognition of the different roles that people have to play in urban design, for example the role of tangata whenua with their unique relationship to Tauranga Moana.

The importance of high quality urban design to the economic advancement of cities and towns is recognised internationally. It relates not only to attracting visitors, but also to providing an environment in which people want to live and do business. It’s about capturing the activity and vibrancy of a place that builds confidence and gives incentive to invest here. Tauranga is a city which sparkles in the sun. The activity on the beaches in the harbour, in our neighbourhood centres and the CBD, all add life to the city. We need to better capture these qualities and invest in them.
At the larger scale urban design may look at how well connected the different parts of the city are, how business will work in particular locations, where synergies can be created between activities, how the different uses across the city work together, or how a whole neighbourhood functions. Are there local facilities and activities happening? Does the neighbourhood feel lively and look interesting and attractive? How far is it to walk to the local facilities and does it feel safe doing so? At the smaller scale urban design may include the placement of a seat for elderly people to rest on in the street or the height of someone’s front fence, the protection of indigenous fauna in a gully. These all contribute to the use, comfort, safety and look of a place.

As cities expand and intensify, the relationship to the environment can become increasingly tenuous. The role of high quality urban design is to ensure that the natural environment is recognised, protected and continues to have a role in the urban form. This relates to not only its intrinsic, cultural and aesthetic value but in ensuring that the city is a healthy and fun place for people to be.

The underlying theme is that urban design is about people working together with the physical elements of a place, to drive the design process to find the best possible solution that achieves the desires of the people living, working in, or visiting Tauranga. Everyone has a role in shaping the city and therefore everyone has a role in achieving high quality urban design.
What is the value of urban design?

In 2004 the Ministry for Environment, Wellington City Council and Auckland Regional Council commissioned an investigation of the economic, social, cultural and environmental value added by urban design. The main findings of this research, published in 2005 and based on national and international literature and case studies, is summarised into four broad themes:

Good design can be profitable, and it also offers significant benefits to the community
- Good urban design does not necessarily cost more and delivers enhanced benefits to both the developer and the wider community. Well designed urban projects may generate higher returns to developers, especially where they take a longer term view. Good design may sometimes involve investment upfront, but this generally pays off over the life time of the building or place. Good urban design that addresses issues such as mixed use and the quality of the public environment can help a city remain adaptable and resilient in changing economic environments. Well designed urban areas can become focal points for economic interaction, enterprise and innovation and can attract skilled workers, residents and tourists. Through the initiatives of SmartGrowth and work of the city’s stakeholders, Tauranga is strengthening its economic base. City investment in the Central Business District (CBD) and neighbourhood centres in the form of waterfront and main-street projects and neighbourhood plans has already shown its value in attracting custom and activity, revitalising these areas.

Poor design can have significant adverse effects on the urban environment, society and economy - Poor urban design may lower quality of life, limit opportunities and generate a wide range of unsustainable costs for the community and the city as a whole. There are a number of areas in Tauranga where the pattern and quality of development has resulted in poor quality residential neighbourhoods with low amenity and limited access to services and facilities. People appear to have little pride of place and the neighbourhoods do not function well and have areas which are perceived as unsafe. These areas continue to degrade and increasingly marginalise the communities that live within them.

Communities value the better quality of life that good urban design can deliver
- Quality of life is an increasingly important basis upon which towns and cities compete for investment and skilled workers. But it is also highly valued by communities. There are two key areas where good urban design is shown to make an especially positive contribution to people’s quality of life:
  - Good urban design can encourage people to undertake physical exercise, thereby creating health benefits.
  - Good urban design can make towns and cities safer and more secure.
There is a strong emphasis on physical activity in Tauranga, partly as a result of the environment in which we live. However, activity tends to be undertaken as recreation rather than a means of transport. Tauranga has had, and still does have, a very strong focus on the use of the private vehicle as a means of getting around. Catering for pedestrians and

Buildings designed to provide informal overlooking of the street can increase how safe and how comfortable people feel using that street.
cyclists and increasing the amenity of our urban environment will consequently increase the amount of activity in our streets and neighbourhoods this will add to the quality of life for Tauranga’s residents.

**These potential benefits cannot be realised by a piecemeal approach to urban design** - The various elements of urban design identified by the research must be consciously brought together so they reinforce each other. Urban design initiatives must also work at a number of scales: within individual sites or streets, within neighbourhoods, across the wider city and its connection with the region. Urban design initiatives need to be supported by complementary economic, social, and environmental policies and programmes to maximise the benefits – it is not enough to address the physical environment in isolation.

The continuing work by Tauranga City Council, SmartGrowth and city stakeholders recognises that the value of urban design lies in working in a collaborative and comprehensive way with the wider community.

### What is the Urban Design Strategy?

The Urban Design Strategy is a short term (3 year) plan intended to enable Tauranga City Council, other public agencies and private interests, to promote and start to achieve high quality urban design in Tauranga. The vision of the Strategy sets out the aspirations for the City. This is supported by a series of principles, objectives and aims that give a greater understanding and acknowledgement of what it takes to achieve the vision. The Strategy then outlines the actions that the Council will take, in partnership with Tauranga’s stakeholders, to deliver on the objectives and aims. Urban design is a fairly new area of focus for the Council. As the actions of the Strategy are met and the desires for the city are more clearly expressed, more consideration can be given to a medium or long term plan for urban design in Tauranga.

### What is the focus of the Strategy?

The Strategy focuses on the basic components that make up the design process: the involvement of stakeholders, developers and the community; the elements of the physical environment that influence the quality of design and; the activities that support all of these aspects to create a great place. It also focuses on where we want to head in regard to the future development of Tauranga and how high quality urban design may be achieved.

The Strategy also recognises the role of other strategies, agencies and private interests in delivering high quality urban design. The Bay of Plenty Regional Policy Statement (Growth Management – Change 2) and the SmartGrowth Strategy in particular outline the forms of growth we can expect for Tauranga in the future. They also general locations for growth and matters to be addressed in the development process. The expectation is that we build on the current strengths of Tauranga, its environment, its location, the economic and cultural
base and its people to achieve the objectives of these strategies. We also address the weaknesses - the car based sprawl and inefficiency of our subdivisions, the need for greater integration between land use and transport and the need to take a complete live/work/play approach to our future development. Further sub regional and city strategies, including the Integrated Transport Strategy for Tauranga, pick up these themes and carry them to a more localised level and in conjunction with the Urban Design Strategy, seek to address the needs of the people of Tauranga.

Why is the Strategy needed?

The Strategy is needed to better align, integrate, inform and direct the development and redevelopment of Tauranga in such a way as to achieve good urban design outcomes. Currently many of the public activities being undertaken within the city are being done so without enough thought about how they might affect the way Tauranga looks, feels or functions, or how other interests in the city are affected by these activities. These range from the construction of new roads and the design of new public buildings, to the planting of trees in public spaces. An overview and better alignment and understanding of Council’s various interests and the interests of stakeholders in Tauranga, is needed.

The Central Business District (CBD), for example, is the business and cultural heart for not only Tauranga but the Western Bay of Plenty. More energy, thought and understanding is required to make it into the best place it can possibly be to fulfil this role. If it is to be successful it must look and feel successful. Investors need to feel confident that the CBD is a good place to do business. This means that there is good commercial accommodation, the infrastructure businesses need is available, and the workforce they require will be available or attracted to the area by its qualities and lifestyle. This means a range of activities, a clean environment; housing choice, facilities and all of the other quality of life factors are available. It is acknowledged that currently Tauranga CBD does not fulfil all of these expectations.

Projects are being undertaken in the CBD which add value to the city, but more could be achieved by Council, in partnership with other CBD stakeholders, to build on this value.

There are also actions being undertaken by private interests in the city that have the potential to have significant impact on the well-being of the local community and have far reaching consequences on the environment and economic interests of Tauranga. These include large scale commercial developments which affect the integrity and look of our local neighbourhoods and small scale businesses spreading throughout our residential areas and potentially reducing the viability of our recognised commercial areas. This can also apply to individual properties, for example home owners erecting large fences, potentially reducing the safety of people on the street.

There is also the potential for private interests to add value to the city’s existing natural and built assets and the social and cultural life, which are not being fully realised. To date the approach to private development in Tauranga has been deliberately “hands off” by Tauranga City Council and this is reflected in the City’s planning and development processes. This has led to variable urban design quality. As the city grows and pressures are exerted to use urban land more efficiently (such as through residential intensification) the “hand off” approach is being reviewed. A more comprehensive process incorporating a range of methods including design education and advice, incentives and traditional planning, will be applied.

The Strategy is also intended to encourage people to think about their actions and behaviour and as the environment improves around them, to consider that there may be alternative ways of doing things. This may mean Council providing a shorter route to town which feels safe so walking to work becomes a better option than taking a car. This encourages activity, reduces pollution and resource use and consequently can improve health and well being.
There is no legislative requirement to develop an Urban Design Strategy. However, the decision to produce a Strategy is strongly influenced by national, regional and sub-regional policies, strategies, plans and legislation. These influence the Urban Design Strategy to varying degrees. Vice versa, what happens at the local level can influence the approach of the higher order strategies.

**National Strategies**
- Sustainable Cities Programme of Action
- NZ Urban Design Protocol
- NZ Transport Strategy
- The New Zealand Disability Strategy – Making a World of Difference Whakanui Oranga
- National Energy Efficiency and Conservation Strategy

**Regional Policies**
- Bay of Plenty Regional Policy Statement

**Sub Regional & City Lead Strategies**
- SmartGrowth
- SmartEconomy
- Arts & Culture Strategy
- Tourism Strategy
- Tauranga Tomorrow
- Integrated Transport Strategy for Tauranga
- Open Space Strategy
- Vegetation Strategy
- Sport and Active Living Strategy
Who has a role in delivering high quality urban design?

**Council**

The Council regards the delivery of high quality urban design as essential to the future economic, social, cultural and environmental success of Tauranga, within an integrated planning and growth management approach and within its community governance responsibilities. Council has a number of roles relating to the delivery of high quality urban design. These are as follows:

**Leadership and Governance**

Leading by example in relation to all of the development and redevelopment processes and projects the Council takes on behalf of its ratepayers and stakeholders. This includes integrating management processes, informing Council’s service providers of an understanding of the Council’s expectations in relation to urban design. It also means making sure that Council has a full set of information available to inform the decision making process, which is undertaken in a transparent manner.

**Education and Advocacy**

Providing information and advice in an easily accessible and comprehensible manner to the wider public and the development sector. Championing urban design and raising awareness. Working at a local, regional and national level to ensure the appropriate research, mechanisms, legislation, funding and support are in place to effectively achieve high quality urban design at the local level. Representation is also important in promoting the values and the place of Tauranga in the national context.
Protection
The Council’s use of legislative means to ensure that poor quality design, with ramifications for the wider community, is avoided.

Partnerships and Support
Council has the opportunity to participate in a number of partnerships of varying scales that help deliver better community outcomes. Recognising and building on these partnerships is an important aspect of taking a more holistic view to the continued development of the urban environment. These include community and business partnerships.

The provision of financial support or other forms of resourcing to help instigate, promote and undertake urban design initiatives, particularly at the community based level.

Research and Planning
Ongoing research is required to ensure that new approaches and innovative solutions are continually tried and tested, to find better or more effective ways of delivering high quality urban design and meeting the needs of the community. Sharing information and research between local authorities and other agencies is also a means of improving practice and raising awareness.

Developers and Investors
Developers and investors have a number of significant influences over the market for, and delivery of, high quality urban design. Increasingly developers and investors are recognising the value added to their developments by increasing the quality. The key areas that developers and investors can contribute are:
- Demonstrating high quality urban design in every development
- Working collaboratively with local government
- Using their presence in the market to educate and advice on the benefits of urban design

Contemporary design responses at a higher residential density that previously common in Tauranga.
The use of native plants results in a stronger relationship to the local identity.

Source: Tauranga City Council
Seeking only investments which illustrate the principles of high quality urban design
• Involving communities in projects
• Recognising the public interest
• Working collaboratively with other developers or investors to comprehensive approach

Organisations, Institutes and Consultants
Organisations, institutes and consultants involved in urban design have a particularly important advisory, educative and research role, amongst others. The key areas that organisations and institutes contribute are:
• Working in collaboration with local government to identify mechanisms and approaches to do things better
• Providing opportunities for education and training through seminars, continuing professional development and forums
• Working collaboratively with the public and private sectors
• Participating in local decision making and design advisory processes
• Advocating and promoting high quality urban design
• Leading research

Community
The community have the most important role as the users of the environment which is created through high quality urban design. In order to ensure that their needs are met the key role is in their participation. However it is not limited to this and also includes:
• Recognising the stewardship roles and responsibilities in contributing to urban environments.
• Developing community action projects
• Working collaboratively with local government and participating in forums and consultation
• Being proactive in the neighbourhood
• Learning about what high quality urban design means and demanding it at every level
• Providing opportunities for education and training through seminars and forums
• Practicing high quality urban design in regard to your own property
• Advocating for and promoting high quality urban design through networks and associations
Tangata Whenua

The kaitiaki roles and responsibilities to the environment of Maori have long been recognised. However, the unique relationship of tangata whenua to the urban environment has not been well recognised in Tauranga. Tangata whenua have varied roles in the delivery of high quality urban design including the preparation and actioning of iwi and hapu management plans and more widely, input into urban development. To date urban design principles have had limited input from Maori. To assist tangata whenua to participate in urban design, the following principles (Coffin 2005, unpublished) have been developed from the Maori World View.

Turangawaewae – sense of place and belonging

The first principle Turangawaewae establishes a sense of pride and identity in a place. The implementation may have aspects of gateways, ceremonial centres, local halls, meeting places, interconnected areas, historical markers, use of historic/traditional names, recognition of songs, stories and rituals, protection of sites and areas of significance, and views to significant landmarks and features. The core elements are:

- Wahoroa (gateway)
- Marae atea (ceremonial space)
- Huarahi (connections)
- Tapa ingoa (naming of places)
- Tikanga (rituals and ceremonies)
- Pakiwaitara (stories and traditions)
- Waiata (songs)
Na te Taiao – from nature
The second Na te Taiao (from nature) draws inspiration from the natural world. Indigenous plant and animal habitats are enhanced or restored; view shafts from important gathering areas and public spaces to special landmarks and sea features are protected and recognised. Natural phenomenon of the areas is recognised in public art, stories and architecture. Core elements include:
- Nga tipu me nga kararehe (diversity of indigenous plants and animals)
- Nga Tohutohuwhenua/moana (landmarks and sea features)
- Hautupua o te Taiao (natural phenomenon)

Mauri – life essence/force
The mauri of life essence principle links directly to the well-being of the community and its environment. A healthy place, healthy people and vice versa. The tangible elements could be the location of community based health and education service providers, retention of the productive soils for gardening, recycling and the reuse of water, or even design measures to reduce or eliminate air and noise pollution. Core elements include:
- Mauri o te iwi/whanau/Tangata (life essence of the people, community, family person)
- Mauri o te wai (life essence of water)
- Te ha o Tawhirimatea (the smell of the air)
- Te Mauri o te Whenua (the well-being of the soils)

Whanaungatanga – relationships
This next principle whanaungatanga makes the assumption that all things are connected and promotes the establishment of partnership, relationships and interconnectedness. Many of the elements of this principle are intangible but some examples of the tangible manifestation of relationship could include alignment of buildings to the sun and the moon, religious spaces, gardens (where people can work the land), places where placenta can be buried (Whenua kit e Whenua) and activities and events that bring people together. Core elements are:
- Whakapapa ki te kauwae runga (relationship with atua/gods/spiritual well-being)
- Whakapapa ki te whenu (relationships with the land)
- Whakapapa ki te Tangata (relationships between people)

Tapu and Noa – sacred and neutral
The final principle is that of tapu and noa (sacred and neutral). This principle works on the premise that all things can be in a state of positivity and negativity or a sacredness and neutrality. For example, natural phenomenon that have this principle are the sun and the moon, tai timu and tai pari, (flood tide/ebb tide). It also recognises the use of colour to denote the status of a place e.g. red is sacred, white is neutral in the Maori World View. Core elements are:
- Wahi tapu (sacred places)
- He wai / he kai/tea hi (water as a cleanser/food and fire making neutral (whakanoa))
- Ritenga (rituals and ceremonies)
All of the urban design principles, objectives and aims are interrelated and each provides support for the others. The hierarchy provides, at each stage of the strategy delivery process, accountability as to why a particular action is undertaken. The hierarchy of the Strategy is:

**Vision** - How we see our city in the future
The vision sets our target for the future, the ideal of where we see the city.

**Principles** - What we need to achieve the vision
The Strategy principles identify the core considerations of what is required to achieve the vision. These principles outline the essential design qualities that create high quality urban design that must be taken into account in every design related process.

**Objectives** - Where we want to be
The objectives outline what we want to have happened in the city after three years.

**Aims** - How do we do it
These are the more detailed road map of how we want to get to our vision. They’re the nuts and bolts of what needs to happen in order to achieve high quality urban design in Tauranga.

**Actions** - How we achieve the aims
The actions are the way in which the principles, objectives and aims are delivered. The actions are how the Council, developers and investors, community, consultants, institutes and organisations and Tangata Whenua deliver high quality urban design. While the bulk of the actions outlined apply to Council leading by example, many of the other actions are reliant on education, investment and initiatives undertaken by the private sector or community, in collaboration with Council.

The actions of the Urban Design Strategy were chosen on the basis that they are cost effective, proven and practical, have political support and address multiple objectives and aims. A suite of actions is provided to ensure that the multiple links at every level of the Strategy are recognised as the actions are undertaken.
The Vision

A coastal city of neighbourhoods
nestled into the landscape in which people embrace their rich heritage and culture through contemporary design.

Tauranga is a city rich in heritage and culture with strong relationships between the natural environment, including the physical icons of Mauao (the Mount), Te Awanui, Tauranga Moana, Rangataua (the harbour) and Te Te Moananui o Toi te Huraha (the sea), the built environment, the climate, the people and the activities that take place here. Tauranga is a city which sparkles, has vibrancy and colour, is recognised for its natural environment and an enjoyable and valued lifestyle. We rejoice in this through the celebration, recognition and enhancement of Tauranga’s landscape, heritage and culture and a strong city economy.

Our sense of place and identity is embedded in the design of our buildings, places and open spaces and the things we place in them. Tauranga people are active, healthy and happy. We have choice, yet feel part of the community and our contribution to this is valued.
The Principles

Urban design is both a process and an outcome, which impacts on everyone who lives in, works in or visits Tauranga. This Strategy recognises that there are currently a range of competing interests in Tauranga, both public and private, which affect the quality of the city. If Tauranga is to be a more successful city, particularly as the pressure to grow continues, these interests need to be better aligned, with an overall understanding of where the city is headed in terms of how the city looks, feels and functions. This means not only addressing building and city development, but looking at ways to educate people, encourage new ideas and support activity. We must make the most of what is here now, and in the future, for the people of Tauranga and for generations to come.

The key principles underlying this strategy are:

1) Provide design leadership
2) Protect and reflect the local identity (Tauranga Moana)
3) Recognises and is sensitive to the context
4) Create safe, lively and comfortable places
5) Connect people, places and spaces
6) Enhance environmental quality
7) Make efficient use of energy and resources
8) Promote choice and diversity
9) Foster creativity and innovation
10) People work together

The principles work together but the weighting given to each of them may change depending upon the particular context in which they are applied.
**Principle 1**

*Provide urban design leadership*

**Explanation**

The Council, in its service delivery role, is involved in design processes, construction and development. These range from important public buildings such as museums and libraries to the design of parks and the placement of signs and lighting within the road reserves. In all of these the Council has the opportunity and obligation to ensure high quality urban design processes and outcomes. Council is also in a position to support other agencies and organisations to do the same. Leading by example provides a strong basis for this. The Council also has the ability to test new approaches, reiterate the value gained and show it can work, offering a level of certainty and understanding that may otherwise not be attained at the community-based level and in the private sector.

**Where we want to be**

1a) The Council leads by example
1b) Communities lead in the design of their own neighbourhoods
1c) Tauranga has a clearly illustrated city identity and city structure

*The Tauranga Post Office is a local example of many of the qualities which illustrate good design. Constructed for government purposes the building has been built to last and is highly visible, giving legibility to the centre of the city. The building has also been able to be adapted to changing uses. It is a piece of the Tauranga’s valued heritage that we as a community can learn from in development of our heritage of the future.* Source: Tauranga City Council
Where we are now

Tauranga Tomorrow identifies and prioritises the actions outlined by the community for the future. Many of the actions outlined directly relate to urban design and include matters such as the retention of character and heritage, the need for a more sustainable future, a safer community and healthy people. They also relate to how the city looks, feels and functions. The delivery of many of these actions require and have continued involvement of the community, or anticipate the lead to be taken by the community with Council support. Until very recently, aside from initiatives in public space, the provision of high quality urban design had been largely left to the market to produce. However, Council continues to review and modify its approaches continuously looking for better to ways to deliver on the community outcomes noted above, hence the focus on urban design.

Recent District Plan changes have seen a much more proactive and collaborative approach taken by Council. This has included a stronger focus on comprehensive planning and urban design processes.

Another recent action by Council was to become a signatory to the New Zealand Urban Design Protocol in March 2005. This commitment indicates the willingness of Council to take a leadership role in urban design in Tauranga. City leaders have been involved in the process and development of the Urban Design Strategy taking this opportunity, and others, to become well versed in urban design matters.

The Council have a significant number of major projects programmed for the next years. They provide an opportunity to develop good practice examples and processes that deliver on high quality urban design. In doing so the Council are leading by example, setting the standard, building a sense of community stewardship and pride. Additionally, the Council is involved in helping other organisations and sectors of the community in achieving their aspirations through mechanisms from such means as land purchase to the staging of events and activities.

A measure of how well the city is doing is the State of the Environment reporting. This is undertaken every two years and includes a range of indicators that relate to how well the Council are achieving positive environmental outcomes. Many of these relate to aspects of urban amenity, city growth and other quality of life indicators. The Tauranga Tomorrow Community Indicators Project is also a measure of this but the emphasis is on developing an effective evaluation and monitoring process to assess the Council’s performance in achieving community outcomes.
## What we will do

### Actions

The Actions are given in full detail on page 7 of the Strategy.

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<tr>
<td>1a</td>
<td>Use local examples to illustrate how good urban design can be achieved</td>
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<tr>
<td>1a</td>
<td>Provide opportunities for Council, Council officers and stakeholders to hear from a range of people involved in urban design</td>
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<td>1b</td>
<td>Ensure the community play a role in the identification of valued aspects of their local environment</td>
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<td>1b</td>
<td>Ensure urban design processes and outcomes are clearly defined for the community and opportunities are provided for all members of society to participate in the development of the city</td>
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<td>1c</td>
<td>Ensure that a common vision is developed for the city</td>
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<tr>
<td>1c</td>
<td>Ensure that the importance of the Central Business District in the context of Tauranga and the sub region is recognised and addressed</td>
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<td>1c</td>
<td>Ensure that a place based design approach is supported</td>
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Principle 2

Protect and reflect the local identity (Tauranga Moana)

Explanation

Identity is the combination of people and their activities, in a place, over time. It becomes a symbol of a shared understanding, a sense of place and in turn creates a memorable character and distinctiveness. Place identity also contributes to personal identity and the sense of belonging. The resulting stewardship and pride in place, including protection of landscape and heritage, are all components of a successful place. Assurance is needed that any development or redevelopment is appropriate to the location, and that it recognises and compliments heritage and cultural values and as a result creates a distinctively local urban form.

Where we want to be

2a) Features and elements treasured by the community and which are valued as the city's heritage are recognised and protected
2b) Development is sensitive to significant buildings, sites and landscape features

Paparoa Marae - One of Tauranga’s many marae, a built form integral to New Zealand’s historic and cultural heritage, as well as being a key part of contemporary Maori culture and society. Source: Tauranga City Council
Heritage features go beyond the built form, they also include archaeological features, views and natural features, such as trees. The Aspen tree remains today as a valued part of Tauranga’s heritage. C 1953 Source: Tauranga City Council

Physical elements the objectives relate to include:
Individual buildings, structures and groups of buildings or structures, architectural elements, building additions, trees and vegetation, archaeological sites, public art, site layouts, landscape elements, paths, streets, sites and site layouts, view corridors, signage.

Where we are now
There is significant pressure on Tauranga to expand and increase in residential capacity. Tauranga has a long history of human settlement and therefore has landscapes and a large number of sites significant to Maori and non Maori. Many of these are ‘hidden’ from public view, or are below ground, but have a place in establishing and maintaining the local identity.

Social heritage is also an important aspect that may not be embedded in a physical form but have an association with a site or an area. In some instances street signs have been used to recognise these connections. However, all aspects of Tauranga’s heritage are under pressure from growth and expansion. Maori cultural heritage in particular has often borne the brunt of development, which has seen cultural landscapes altered and individual sites destroyed.

A number of mechanisms are currently used to protect aspects of Tauranga’s heritage. The NZ Historic Places Trust register and the Tauranga District Plan provide statutory protection of heritage buildings, features and sites. Regional and local parks and areas identified with ecological values are being used to protect important heritage, landscape and ecological features. Some notable trees of landscape, scientific or historical significance have a degree of protection in the Tauranga District Plan, but despite this are decreasing in number. The track record for the protection of cultural and heritage values has also been variable. There are other factors that are not well managed, for example non registered or non scheduled heritage buildings and groups of buildings, significant trees and other heritage items that the community values but which are not taken into account in statutory frameworks. Another issue is the degree of alteration to heritage items. Small changes, such as alterations to buildings, can compromise the integrity of its heritage value.

As development is undertaken there are four key themes appearing, some of which are in conflict at times. These are:
1. The character and identity of existing urban areas for which the city is treasured is under threat.
2. Heritage elements and features, which are valued as references to our past and our identity are forgotten, neglected or being destroyed.
3. A new character is being derived that is creating distinctive areas within the city.
4. New urban areas are being developed that lack any sense of identity or place.
Increasingly, large and small scale developers are recognising the value in creating identifiable and distinctive areas. It may be expressed in the type of lighting standard through to a full appraisal and understanding of the underlying topography, vegetation and heritage values. However, there remains a large sector of the development community (including individual home owners) who endanger and at times, negate the identity of the city and its surrounds through their actions. Awareness of what helps build local identity and what should be taken account in development processes is often not understood or accommodated.

While it appears that Tauranga residents and stakeholders understand both the desire and need for change as the city grows, there is also a desire to see aspects of Tauranga’s identity remain intact or be enhanced. Examples of place based identity include the beachy feel at Mount Maunganui, distinct neighbourhoods such as Greerton and the elements that tie all of these areas together - the views of Mauao, the hills and harbour and green spaces connecting us to them. The retention of character areas, which are slowly being eroded by insensitive subdivision and redevelopment of sites, loss of trees and the need to retain access to valued place, are also concerns. The quality and quantity of heritage information is increasing, but is difficult to obtain easily or is not available in a form which allows commonalities to be easily seen or a story told and understood clearly.

Gradually opportunities for self and community expression in public space are increasing, raising the awareness of local culture and talent and increasing the sense of local identity. However, the planning and development approach varies in the extent to which it plans or allows for consideration for cultural expression in the early stages of a project, such as finding the appropriate space and situation for art works or the activities that surround them. The ad hoc approach results in a fragmented and often imperceptible collection of works, which do not play on the synergies of the space or contribute to other activities in the vicinity.
Gate Pa. Sites of significant historical and heritage value in Tauranga have been compromised by the location and type of development that has been undertaken in close proximity to them. Views into the sites, sympathetic building colours or buffers to the sites recognising their heritage curtilage are all of importance to maintaining the integrity of these significant sites. 

Source: Tauranga City Council

Mount Maunganui. Illustrated is one of the many baches that were the foundation of Mount Maunganui as a beachside resort and are part of the cultural heritage and character of the area. These baches are fast diminishing in numbers as land values increase and higher density development continues. Source: Tauranga City Council
### What will we do?

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>Urban design awards</th>
<th>Build local partnerships</th>
<th>Support public arts policy</th>
<th>Provision of non Council funded public art</th>
<th>Council design process</th>
<th>Design guides</th>
<th>City wide spatial framework</th>
<th>Pre application process</th>
<th>Incentives</th>
<th>District/Plan review</th>
<th>Code of Urban Practice advice</th>
<th>Integrated management</th>
<th>CBD framework</th>
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<tbody>
<tr>
<td>2a</td>
<td>Ensure the retention of acknowledged historic paths and routes in public space</td>
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<td>Ensure the retention of significant topographical features, habitat and vegetation</td>
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<tr>
<td>2a</td>
<td>Ensure the retention of significant view shafts and corridors including to Mauao, the harbour and hills</td>
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<td>Ensure that valued natural and built features are retained through the development process and are visually and/or physically accessible</td>
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<td>2b</td>
<td>Provision of an accessible, up to date collection of cultural, heritage and landscape information</td>
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<td>2b</td>
<td>Manage change to retain defined character areas and heritage sites, valued buildings and structures within the city</td>
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<td>Encourage opportunities and integrate art and other forms of cultural expression in the design and development of private spaces and buildings</td>
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<td>2c</td>
<td>Recognise and provide for the different needs and forms of cultural expression in public space and buildings</td>
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<td>2c</td>
<td>Encourage the expression of local stories in the design</td>
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</tbody>
</table>

*Actions*

The Actions are given in full detail on page 7 of the Strategy.
Principle 3
Recognises and is sensitive to the context

Explanation
The urban environment is a complex arrangement of elements, both physical and spatial, such as topography, buildings, streets and squares, which result in the city. Context not only recognises the built and spatial elements but also includes the social, cultural and economic context - activities and situations that impact upon each aspect of how the city feels and functions. How well the relationships between these elements are understood and handled is integral to the success of the city.

Each city, neighbourhood or street is made up of a whole range of physical elements. These range from the patterns of development to the street layouts, tree types right down to the small architectural details of the house. The three houses above are of different eras but something as simple as the form of their roofs and the rhythm of the windows create a cohesive street scene, the new buildings recognising the existing character of the area. Source: Tauranga City Council
Where we want to be

3a) The development contributes positively to the local context
3b) The local area is supported by activities appropriate to the context

Physical elements the objectives relate to include:
Buildings and structures, groups of buildings, building massing, setback and colours, building location and orientation, scale, type and location of vegetation, landscape elements, street layout, topography, architectural elements, scale, subdivision and site layouts, heritage curtilage, materials

Where are we now

The approach to design and development in Tauranga is continuing to evolve. There are examples of new development which illustrate a good understanding and relationship to their context including; road patterns that reflect the patterns of adjacent areas; plant species and building materials being used that have an historic relationship with the site and underlying heritage items, such as archaeological sites are retained. Tauranga residents and stakeholders have, through consultation and state of the environment monitoring, voiced their dissatisfaction with the way in which some new development is being undertaken in the city. This includes the lack of recognition given to the existing character of the area including its landforms and buildings. The loss of character is particularly notable in infill and more intensive development areas such as Mount Maunganui and the Avenues. The city has developed rapidly and criticism has been and is, directed at the monotony of some subdivisions, including places that bear no relationship to Tauranga, places which could be anywhere.

Some subdivision patterns and layouts are difficult to understand and are imposed upon the landscape in such a way that lessens the cultural and environmental value of their surrounds. Some larger commercial developments have not been designed to respond to the scale or intimacy of activity surrounding them, and in some instances impose upon and adversely affect the local amenity. Amenity values are continually raised as one of the most important areas of interest to the community.

Council’s main response to the retention of amenity values has been through the Tauranga District Plan. The effects on amenity, the expansion of non-residential activities into older established residential areas, including commercial and home based businesses, visitor accommodation and retail shopping centres are of all of concern to residents. These activities, particularly commercial activities, are depriving people of neighbours in residential areas and in the process, change the character of the neighbourhood.

From large scale neighbourhood subdivision and land development to the small scale of site and house development and redevelopment, there is a lack of a comprehensive approach and response to the context of the area.
### What will we do?

#### Actions

The Actions are given in full detail on page 7 of the Strategy.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>4</th>
<th>7</th>
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<td>3a</td>
<td>Manage change to reflect important aspects of the local character and identity</td>
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<td>3a</td>
<td>Encourage the integration of building and landscape design</td>
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<td>3a</td>
<td>Encourage the development of locally recognised architectural styles and elements and the use of locally sourced materials in the design</td>
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<td>3a</td>
<td>Ensure that the scale and visual qualities of new development contributes positively to the existing character of the area</td>
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<td>3a</td>
<td>Ensure that the design of public space and buildings reflect and enhance the local character</td>
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<td>3a</td>
<td>Encourage the design of private space and buildings to reflect and respond to the local character</td>
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<tr>
<td>3a</td>
<td>Ensure new development responds to a collective understanding of the future character of the area</td>
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<td>3b</td>
<td>Encourage activities which support and build on the identity and characteristics of the area</td>
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Principle 4
Create safe, lively and comfortable places

Explanation
Places must both be safe and feel safe for people to feel comfortable using, living in, working in and enjoying them. Places should also be comfortable to use in terms of climatic conditions and offer a range of experiences from contemplative space to areas that feel full of life so they are vibrant, attractive and welcoming. Places need to provide for a wide range of opportunities and activities for the city to be a success.

Where we want to be
4a) Tauranga has active and attractive streets and public spaces, rich in experience
4b) An integrated approach to public and private space design is taken
4c) People are safe in public and private space
4d) The design and layout of public space and buildings provides for the mental and physical well being of people
4e) Public space accommodates the needs of people with disabilities

Many of our neighbourhood centres, streets and spaces could be built upon. To create a much safer, lively and vibrant communities. One of the key means of keeping people safe in our public spaces is to provide high levels of passive surveillance - also called eyes on the street. This means ensuring that buildings have windows facing onto the street and applies equally in town centres and to private houses in your local street. Source: Tauranga City Council
Physical elements the objectives relate to include:
Fencing height and transparency, lighting type and location, vegetation, noise and air pollution, glare, signs, art works, building facades, hedges, traffic calming measures, pedestrian crossings, cycle paths, colour, paving, buildings, seats, open space.

Where are we now
The awareness of Crime Prevention through Environmental Design (CPTED) is increasing. The Council are actively encouraging staff to attend CPTED courses and staff are liaising with and involving agencies such as the NZ Police in strategy and project development. However, currently Council are not undertaking CPTED assessments or designing within the framework of CPTED. There are many areas in Tauranga which illustrate poor design in relation to CPTED principles. These include entrapment areas, poor lighting of public places and walkways, poor visibility into and overlooking public spaces. There continues to be public and private development projects that do not address CPTED principles. The results are unsafe areas with limited use.

Related to personal safety is the issue of streets for people. The principle of connecting people, places and spaces is also appropriate in this context as streets in Tauranga are currently primarily dedicated to the motor vehicle. However, in relation to residential streets and Smart Living Places, (residential intensification areas in Tauranga) there is increasing emphasis being placed on street design that increases pedestrian safety and priority. The next step is to ensure that all the components of street design are considered together, including the way in which private property development relates to public space.

The Council, through the District Plan, has attempted to ensure that there is a good public private interface on pedestrian oriented streets in the central city recognising the contribution that visual interaction makes to the safety, amenity and activity of the public space. While many areas of the city have positive relationships at the private/public interface, these are the result of a measure of luck, economic forces and/or imbedded cultural attitudes, but this is changing. For example the size and function of retail units is changing. There is an increasing tendency toward constructing larger retail or commercial units that have blank facades with little visual interaction with the adjacent open space. Additionally with increased density, the redevelopment of sites and changing attitudes in the community, the residential interface with public spaces such as streets is also changing. Increasingly walls and garage doors, rather than open gardens, windows and front doors, provide the view from the street.

Tauranga is continuing to develop attractive, well utilised
open space, both in the form of more urban spaces, such as The Strand, to the picturesque parks dominated by trees and grass, such as Yatton Park. There are also relatively underutilised open spaces, where poor access, limited amenity and facilities that have a poor relationship with adjacent activities, for example Anzac Reserve, result in unappealing and potentially unsafe spaces. The draft Open Space Strategy and Active Reserves Management Plans have a series of actions intended to raise the quality of public open space and ensure that there are opportunities for a variety of activities in a variety of public spaces.

The Tourism Strategy is likely to further support activity in public space, encouraging its use and community interaction. The Vegetation Strategy and Integrated Transport Strategy also make reference to the need for high amenity public open spaces particularly in relation to high pedestrian use areas including streets, neighbourhood centres and also in association with public walkways.

The Bay of Plenty Polytechnic and the University of Waikato have a presence within the city, along with a range of other, largely private, tertiary institutions. The institutions, more particularly the students and faculty who inhabit them, bring activity and creativity to the city. Currently their contribution to city life is not well recognised and direct physical access to the city from the campus is poor. The institutions themselves are not great landmarks in the city fabric nor are they inspirational. There is little in the way of publicly driven open space or activity to address and build on the benefits that could result form a closer association between the city environment and tertiary institutions. More activity also provides a greater degree of perceived safety.
What will we do?

| Actions | The Actions are given in full detail on page? of the Strategy. | Urban Design Week | Build local partnerships | Provision of non Council funded public art | Design guides | City wide spatial framework | Pre application process | Incentives | District Plan review | Code of Urban Practice advice | Integrated management | Council project briefs | Pilot project | CBD framework | Support neighbourhood plan |
|---------|-------------------------------------------------------------|-------------------|------------------------|-------------------------------------------|--------------|---------------------------|----------------------|------------|---------------------|----------------------------|-----------------------|-------------------------|----------------|----------------------|
| Ref. Aims | 4a Provide mixed use development to generate activity in appropriate areas | 3 | 7 | 9 | 11 | 12 | 14 | 16 | 17 | 18 | 19 | 20 | 22 | 23 |
| | 4a Encourage activities, public amenities and infrastructure which support the appropriate use of public space | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4a Ensure that the design elements which make up public space are considered and designed in conjunction with each other | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4a Provide the opportunity and environment for a diversity of activity, attractions and interest in open space | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4a Ensure public spaces can respond to changing uses and a variety of activities over time | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4a Encourage and provide a variety of means for people to interpret their city | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4b Emphasise the use of views, buildings and other elements to define public space and orientate users | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4b Ensure that private space and public space interacts well together | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
| | 4b Ensure that places, buildings and building uses are easily understood | x | x | x | x | x | x | x | x | x | x | x | x | x | x |
### Actions

The Actions are given in full detail on page? of the Strategy.

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<tr>
<th>Ref.</th>
<th>Aims</th>
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<tr>
<td>4b</td>
<td>Ensure that the human scale at the public space interface is recognised and addressed</td>
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<tr>
<td>4c</td>
<td>Ensure the principles and practice of Crime Prevention through Environmental Design (CPTED) are incorporated into all developments</td>
<td></td>
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<tr>
<td>4c</td>
<td>Ensure living streets principles in street design are supported and delivered</td>
<td>x</td>
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<tr>
<td>4c</td>
<td>Provide a high level of amenity in streets, parks, paths and along other transport routes</td>
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<tr>
<td>4c</td>
<td>Manage the visual quality and placement of infrastructure, amenities and services in public space</td>
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<tr>
<td>4d</td>
<td>Ensure living streets principles in street design are supported and delivered</td>
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<tr>
<td>4d</td>
<td>Encourage the design and layout of buildings to address natural lighting and ventilation, solar orientation and ambient noise levels to promote good physical and mental health</td>
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<tr>
<td>4d</td>
<td>Provide opportunities for formal and informal interaction in open space</td>
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<tr>
<td>4d</td>
<td>Minimise visual and physical clutter</td>
<td>x</td>
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<tr>
<td>4d</td>
<td>Ensure public space is designed to address climatic conditions</td>
<td>x</td>
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<tr>
<td>4e</td>
<td>Ensure public space is designed to accommodate infrastructure for the use and enjoyment of people with disabilities</td>
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Principle 5

Connect people, places and spaces

Explanation

Good connections and access to local facilities and services enhance choice, support social cohesion, can improve public health, and make places lively, safe, and easy to get around. Good connections also increase the understanding of a place and provide opportunities for community interaction and increase economic viability. Ensuring appropriate connections that allow modal choice can also reduce the potential for environmental harm from vehicle emissions. Emphasis is placed on walking (including mobility scooters and the like) and cycling as more sustainable forms of transport, which also encourage a higher level of social inclusion. A core factor of providing appropriate connections is ensuring they are barrier free so that all members of the community have the opportunity to move around the city.

Offering a choice of transport modes and a high quality environment helps better connect people, places and space. We need to ensure that facilities are in high use areas, that they can be easily seen and offer safe pedestrian routes to reach them. Additionally increasing the levels of activity around public facilities and transport hubs through a careful choice of compatible uses can also increase the safety and comfort of users.

Source: Tauranga City Council
Where we want to be

5a) The pattern of movement maximises the opportunity to support community and commercial activities

5b) Barrier free access and routes are provided for all modes of travel in public space and where private space is available for community interaction and use

5c) The city is considered walkable

5d) It is easy to find your way around

Physical elements the objectives relate to include:
Paths, signage, lighting, vegetation, paving, streets, parks, squares, buildings, facilities, street layout, monuments, bridges, block dimensions, bus stops and facilities, berm width, footpath location, footpath width, street corner splays.

Where are we now

Tauranga City Council has identified ways in which transport choice may be addressed in the city through the Integrated Transport Strategy. To date increasing access has focused on commercial and private vehicle movement, although the Council have, for some time, been retrofitting streets with foot and cycle paths. There is also a level of service requirement for footpaths in new residential and commercial areas.

However there is little emphasis, outside of the main shopping areas, on the quality of the environment for alternative modes of transport such as walking and cycling. People walk for pleasure along their street but do not walk to shopping areas as often. They rarely walk to work and less than 10% of people cycle anywhere in Tauranga on a regular basis. While opportunities for recreational walking and cycling are increasing, more thought is needed to address travel options within and between neighbourhoods, which cater for everyday activities. In the ten fastest growing areas of Tauranga, eight areas are considered to have poor foot access to amenities such as shops, schools and reserves.

Consistent access across the city for all members of the community is still needed. Currently walking and cycling routes are fairly basic in terms of design including their amenity, lighting, width, directness and also in terms of the prioritisation of users and what happens adjacent to these routes. In some areas the surface conditions are poor, with footpath cut downs that are difficult to manoeuvre for wheelchairs and the like, or routes which simply end in the middle of nowhere.

There is also a perception that walking and cycling can be unsafe, particularly at night, which is reinforced by the diminishing level of passive surveillance as people try to reduce noise levels, secure their property and protect their privacy behind large walls and gates. Infrastructure such as seating, cycle stands and bus shelters is increasing but should be undertaken in a more comprehensive manner in association with the identification of key routes. While elements such as Mauao provide landmarks to orientate the pedestrian or cyclist in the city, smaller scale clues and markers are limited to the occasional directional sign.

The Bay of Plenty Regional Policy Statement and SmartGrowth are moving toward more traditional town and neighbourhood planning, investigating ways in which people access opportunities for live, work and play in close proximity to each other. This approach supports the notion of more walkable, accessible places. Areas in the city, such as the Central Business District and Phoenix shopping centre, already have examples of mixed use development. Further work is required to develop this area of planning and design.
## What will we do?

### Actions

The Actions are given in full detail on page 7 of the Strategy.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>Provision of non Council funded public art</th>
<th>City wide spatial framework</th>
<th>Pre application process</th>
<th>Incentives</th>
<th>District Plan review</th>
<th>Code of Urban Practice advice</th>
<th>Integrated management</th>
<th>Council project briefs</th>
<th>CBD framework</th>
<th>Neighbourhood planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>5a</td>
<td>Ensure pedestrian paths follow instinctive routes of movement and connect people to places they want to go</td>
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<tr>
<td>5a</td>
<td>Ensure a well connected network of parks, reserves and squares are provided within easy walking distance of where people live, in visually and physically accessible locations</td>
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<tr>
<td>5b</td>
<td>Provide easy, clear, direct access to public transport routes</td>
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<td>x</td>
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<tr>
<td>5b</td>
<td>Ensure that the principles of barrier free access are addressed</td>
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<tr>
<td>5c</td>
<td>Ensure that local facilities are centrally located for the community</td>
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<tr>
<td>5c</td>
<td>Ensure urban growth and city redevelopment is based around neighbourhoods with local facilities to meet people’s daily needs within easy walking distance and work, live, play</td>
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<tr>
<td>5d</td>
<td>Provide landmarks and visual clues as reference points</td>
<td>x</td>
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<td>x</td>
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<tr>
<td>5d</td>
<td>Ensure buildings and spaces with a civic role are easily recognised as such and create a sense of importance</td>
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</tbody>
</table>
Principle 6
Enhance environmental quality

Explanation
Environmental quality is ensuring that the intrinsic, aesthetic, cultural and resource values of a place are protected and enhanced. These qualities are integral to resource conservation, people’s health and identity and to ensure a more sustainable future. Environmental quality is addressed in this principle through the protection and use of natural elements, within a variety of urban spaces.

Where we want to be
6a) Ecological, cultural and amenity values are recognised in public and private development

Physical elements the objectives relate to include:
Wetlands, gullies, parks, vegetation, esplanade reserves, street trees, site coverage, paved areas, gardens, streams, soil type and conditions, swales, materials, birds.

Source: Forest of Dean 1998
Recycled paving - heat retention for the house and garden

Compost, vegetables and herb garden on the north side and close to kitchen

Permeable paving to allow water filtration

Fruit trees and rough areas for play and encouraging wildlife

Planting to filter the south westerly winds without unduly over shadowing neighbours

Dual grey water and roof water tank, located under the washing line to provide radiant heat for drying washing

Double ended garage allowing tandem parking on south side

A sustainable approach to site design for an average New Zealand house Source: Tauranga City Council
Where are we now

Providing a range of diverse environments and recognising the underlying heritage and natural values is integral to city identity and the experience of place and the delivery of a healthier environment. Tauranga is becoming more reliant on public open space for the retention of habitat, the institution and protection of tree cover and opportunities to moderate the climatic conditions. This is being undertaken through a variety of means which include parks and ecological areas, with stormwater management areas also effectively contributing to this. Council’s Code of Practice for Development requires developers in new subdivisions to plant a certain number of street trees from a species list for that area.

While most people appear to value the amenity value of trees, shrubs and greenery, there is also a highly visible and vocal negative public attitude towards trees and vegetation in both public and private space. This appears most commonly where people’s views are impacted or trees are considered to have some nuisance value, such as dropping leaves into gutters. The draft Vegetation Strategy attempts to address this through education and other initiatives and takes a comprehensive approach to vegetation in the city, with the emphasis placed on delivery in public space. However, private space makes up the majority of the urban environment and as such has a substantial influence on environmental quality. In private property site coverage is increasingly reducing the opportunities for tree and garden planting. More support is required to ensure that environmental quality is upheld through a balance of public and private space initiatives.

Public open space is also used to protect heritage and cultural values and allow opportunities to view significant landscapes and features. 94% of Maori and 62% of non Maori consider that Maori cultural sites are an important aspect of Tauranga’s heritage. Many of the protected sites are in public open space, for example Papamoa Hills Regional Park. Tangata Whenua are involved in all key Council projects, including the development of the Urban Design Strategy.

Tauranga City Council has given its support to the continued development of a comprehensive network of public open space to meet differing needs and aspirations through the Open Space Strategy. Open space extends to the development and use of streets, squares, and parks. Access to the natural environment has an important role in providing mental well being, increasing amenity, creating empathy and understanding as well as simply supporting the plant and animal life that it relies on for survival. Equally urban public space has a role in the vitality and attractiveness of a place and to the social and mental well being of the city’s people. The open space network should be physically and/or visually accessible within the city and their management is key to making them work well.
### What will we do?

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>Design guides</th>
<th>City wide spatial framework</th>
<th>Pre application process</th>
<th>Incentives</th>
<th>District Plan review</th>
<th>Code of Urban Practice advice</th>
<th>Integrated management</th>
<th>Council project briefs</th>
<th>CBD framework</th>
</tr>
</thead>
<tbody>
<tr>
<td>6a</td>
<td>Ensure traditional food and plant sources that require access to urban areas are identified and mapped</td>
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<tr>
<td>6a</td>
<td>Ensure green networks linking the natural and the urban environment are identified</td>
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<tr>
<td>6b</td>
<td>Encourage the use of plant species appropriate to the climatic and soil conditions and to the microclimatic</td>
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<tr>
<td>6b</td>
<td>Use best practice design to incorporate trees and/or other vegetation into the urban environment</td>
<td>x</td>
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<tr>
<td>6b</td>
<td>Identify opportunities within the urban area to accommodate wildlife nodes and habitat and encourage their protection</td>
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<tr>
<td>6b</td>
<td>Ensure that amenity values are addressed in the development of public and private space</td>
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The Actions are given in full detail on page 17 of the Strategy.
Principle 7
Make efficient use of energy and resources

Explanation
Using energy and resources in the most efficient and effective manner, taking into account life cycle costs, embodied energy, the reuse of materials and the use of renewable resources, are all aspects that must be taken into account in the design process to ensure we can meet our present and future needs and not compromise our environment.

Where we want to be
7a) The life of buildings, structures and spaces are extended
7b) The needs of present and future generations are not compromised
7c) Energy efficiency is assured
7d) Materials are used more efficiently, are recycled, reused and or sourced from renewable resources

Physical elements the objectives relate to include:
Open space, streets, private space, site coverage, parking, water, access to sunlight, buildings, materials, building form, site design.

Where are we now
Actions relating to energy efficiency have been identified in SmartGrowth and Tauranga Tomorrow. Limited investigation and development of programmes relating to energy efficiency have been undertaken to date by Council or the private sector. However, Council are a member of Energy Wise Councils and as such have initiated an Energy Efficiency Plan for 2005/06. This involves Council buildings and interests. There is also funding for budgeted initiatives, one of which will likely involve increasing the energy efficiency of Council’s pensioner housing. Council also developed its first intentionally sustainable building – the Papamoa Library. Chapel Street Sewage Treatment Plant has cogeneration reducing its annual energy usage by the equivalent of 200 houses. The heating of Bay Wave is contributed to by a hot water bore. Additionally there has been continued investigation of sustainable water and wastewater issues. The Council are also looking at more energy efficient street lighting.
Private interests are also increasingly taking sustainability measures into account.
### What will we do?

**Actions**

The Actions are given in full detail on page 7 of the Strategy.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>1</th>
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<tbody>
<tr>
<td>7a</td>
<td>Encourage buildings which are adaptable and allow flexibility of uses over time</td>
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<tr>
<td>7a</td>
<td>Encourage the use of building materials which are durable and have longevity</td>
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<tr>
<td>7b</td>
<td>Recognise and encourage the use of appropriate new technology</td>
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<td>7b</td>
<td>Take into account the principles of Kaitiakitanga</td>
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<td>7c</td>
<td>Ensure urban development and redevelopment, subdivision and land use patterns are resource efficient and result in a high level of amenity</td>
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<td>7c</td>
<td>Identify and support initiatives to source renewable energy forms</td>
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<td>7c</td>
<td>Raise awareness about the manufacture and use of materials utilised in urban development</td>
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<td>7c</td>
<td>Encourage design which is appropriate to the climatic conditions</td>
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<tr>
<td>7d</td>
<td>Identify and support initiatives to advance sustainable building and site design</td>
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<td>7d</td>
<td>Identify and support initiatives to increase the energy efficiency and environmental health of buildings</td>
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**Great City Great Design**

Build urban design capacity
Urban Design Week
Urban design website
National initiatives support
Build local partnerships
Design guides
Pre application process
Incentives
District Plan review
Code of Urban Practice advice
Integrated management
Council project briefs
CBD framework
Principle 8
Promote choice and diversity

Explanation
Promoting flexibility and adaptability of the physical environment allows for a range of social situations, cultural values and activities with the flexibility to adapt to changing needs and circumstances. It also ensures that people are able to stay, if they chose to, within their communities, as their personal circumstances change.

Engaging the senses, largely in terms of the aesthetics, but also in terms of smell, aural and tactile richness and developing a deeper understanding and engagement with the urban environment, are all part of creating a rich and rewarding experience for residents and visitors alike.

Redeveloping residential areas to offer a wider range of choices across the city.
Source: Tauranga City Council
Where we want to be

8a) Lifetime neighbourhoods are found throughout the city
8b) Economic success is encouraged
8c) The housing needs of all people in Tauranga is addressed

Physical elements the objectives relate to include:
Street and block layout, connections, open space provision, site and house size and type, street and building design, architectural elements, signage, artworks, vegetation

Where are we now

Community feedback has made it clear that people would like more choice within their neighbourhoods as their lifestyles and economic situations change. This applies to both existing and new neighbourhoods, and includes residential and commercial activity. As it stands, the trend in Tauranga is towards increases in medium and higher density housing while section size is decreasing.

Within the current planning approach there are opportunities for variety and choice in development and redevelopment, both in terms of commercial, industrial and residential activity. That choice has been realised through a mix of zoning and market forces. The recent pattern of commercial and retail activity has been to consolidate into larger scale units such as big box development, in some instances in relatively isolated areas, with access reliant on private transport.

With regard to residential development, in many new areas housing choice is relatively limited. However, the Council have been actively encouraging variation in site size and housing form in some greenfield areas to provide housing choice and more specifically to increase housing density. The proposed Wairakei new town development has a mix of specified housing, commercial and industrial building forms, in specified locations. This is intended to encourage choice and variety and achieve a range of other outcomes. Smart Living Places is another initiative which could promote choice and diversity in the redevelopment of neighbourhoods, to provide for a mix of activities and outcomes. The project direction must be carefully managed to ensure the intended objectives are met whilst providing opportunity for residents to remain in their neighbourhoods if they so wish.

Tauranga’s environment has continually stimulated the senses and offers a city rich in experiences. Programmes such as the Greerton Village, renewal and Edgewater redevelopment have used texture, various forms of paving, smell (Queensland Frangipani), colour, sound and stories, embedded in the physical structures and natural elements of the designs. These elements provide a variety of ways to interpret and experience the city. This richness of urban form is attractive to residents and visitors, whether consciously or unconsciously and provides synergies with economic success and quality of life. In recent years, at each stage of the redevelopment of the central city, this richness has been further explored. Other areas of the city have different sets of elements that result in an environment rich in sensual experience, but there are many areas in Tauranga which lack in interest and richness. Opportunity exists to recognise the components of a rich and fulfilling environment and to build upon them.
There are a number of organisations and agencies which, together with Council, are in the process of identifying and implementing methods to support business activity and improve economic sustainability. Council initiatives have centred on areas such as the waterfront of the CBD, with objectives which include a desire to increase the amount of activity and raise the areas’ profiles, providing certainty of investment and direction to private business owners. This approach however, could be used more widely and extended to encompass a spatial framework to recognise and build on the synergies created by activities, such as those in the CBD and other neighbourhood centres, and sell Tauranga as a more viable place for investment.

*Offering alternative forms of development Mokai Marae Papakainga Proposal*

Source: Housing New Zealand Corporation 2002.
## What will we do?

### Actions

The Actions are given in full detail on page 7 of the Strategy.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>3</th>
<th>6</th>
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<th>24</th>
</tr>
</thead>
<tbody>
<tr>
<td>8a</td>
<td>Ensure there is a variety of site sizes and dimensions</td>
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<tr>
<td>8a</td>
<td>Ensure there is a variety of housing types and sizes provided</td>
<td>x</td>
<td>x</td>
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<tr>
<td>8a</td>
<td>Ensure a diversity of activity in appropriate areas</td>
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<tr>
<td>8b</td>
<td>Identify and develop place based initiatives to support locational synergies</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
<td>x</td>
<td></td>
<td>x</td>
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<tr>
<td>8b</td>
<td>Plan and support accessible community nodes</td>
<td></td>
<td>x</td>
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<tr>
<td>8b</td>
<td>Support and promote the role of business in achieving high quality urban design</td>
<td>x</td>
<td>x</td>
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<td></td>
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<td>x</td>
<td></td>
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</tr>
<tr>
<td>8c</td>
<td>Encourage the availability of affordable housing</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
<td>x</td>
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</tbody>
</table>
Principle 9
Foster creativity and innovation

Explanation
Creativity and innovation recognise the importance of a constantly evolving city. Interest and excitement, opportunity for play, the willingness to experiment with new designs and approaches to city development, can support a more dynamic cultural life and foster strong urban identities. Increasing the economic potential and attracting a creative niche that supports other aspects of our community can also add to the city’s robustness economically and socially. Ensuring innovation is supported also makes allowance for the introduction of more appropriate and sustainable systems and technologies and recognises the constantly adapting cultures of the city.

Where we want to be
9a) The many facets of innovation and creativity are recognised in the urban form

Physical elements the objectives relate to include:
Public and private open space design, art works, building design, landscape, materials

Where are we now
A thriving city is borne of interest and excitement, of activity being undertaken, the development of new ways of planning, constructing and consequently, experiencing the city. Tauranga is continuing to develop in many areas, from manufacturing, technology and the arts, (with more emphasis being placed on educational institutions), to more comprehensive land development processes and practice. Recent national recognition has been given to Tauranga’s Council/developer partnerships, which are delivering comprehensive and innovative approaches to land development. Work by Council and other agencies has begun to identify and further support these activities, particularly from an economic standpoint, through associations and initiatives such as Priority One. Opportunity exists to address this more substantially from the city design perspective, to illustrate and promote innovative practice and attract more activity to the city.
### What will we do?

**Actions**
The Actions are given in full detail on page 49 of the Strategy.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>Urban design awards</th>
<th>Build local partnerships</th>
<th>Design guides</th>
<th>Pre application process</th>
<th>Incentives</th>
<th>Pilot project</th>
<th>CBD framework</th>
<th>Neighbourhood planning</th>
</tr>
</thead>
<tbody>
<tr>
<td>9a</td>
<td>Actively seek out opportunities for innovation in all aspects related to the development and redevelopment process</td>
<td>x</td>
<td></td>
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</tr>
<tr>
<td>9a</td>
<td>Council acknowledge and apply a planning approach that supports activities and developments that foster creativity and innovation within the context of high quality urban design and resource use</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<td>x</td>
</tr>
<tr>
<td>9a</td>
<td>Provide opportunities for playfulness for all ages as a means of encouraging new ideas and having fun</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td></td>
<td></td>
<td></td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>9a</td>
<td>Acknowledge and celebrate examples of good practice and recognition of innovation in design</td>
<td>x</td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td>x</td>
</tr>
<tr>
<td>9a</td>
<td>Support innovative business approaches which deliver high quality urban design in practice</td>
<td>x</td>
<td>x</td>
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</tbody>
</table>
Principle 10: People working together

Explanation
Collaboration is about effective communication, taking ownership and using the available knowledge resource to deliver the best outcomes possible. Working together can result in creative, integrated solutions, with transparent decision making, building up trust between parties. This can be achieved through an understanding that the stakeholders are being listened to and their knowledge utilised for the benefit of all.

Where we want to be
10a) Social inclusion and equity is assured
10b) The awareness and value of high quality urban design and its implementation are increased through education and greater collaboration

Greerton Neighbourhood Plan community meetings
Source: Tauranga City Council
Where are we now

The Council has been, and is continuing to be, very active in using various means of communication and evaluation to measure and reflect community desires for the future direction of Tauranga. Tauranga Tomorrow has been very proactive in identifying community priorities and outcomes. The responses relate strongly to delivering core services equitably as well as investigating means of delivery of new services and facilities. Ensuring equity is a basic objective to be met if a comprehensive approach is to be successful. Community feedback, particularly through Smart Living Places, has highlighted some core areas of issues of inequity. These are in relation to housing, access to transport, services and facilities. The need for more recognition in the planning and development of the city for different social or cultural needs has also been raised consistently. The Council is currently exploring what this may mean in terms of future planning. Strengthening community and stakeholder involvement in urban design is also a key aim.
## What will we do?

### Actions

The Actions are given in full detail on page 2 of the Strategy.

<table>
<thead>
<tr>
<th>Ref.</th>
<th>Aims</th>
<th>1</th>
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<th>5</th>
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</tr>
</thead>
<tbody>
<tr>
<td>10a</td>
<td>Ensure city planning and policy takes into account issues of social equity, access to services and facilities, affordability and cultural diversity</td>
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<tr>
<td>10b</td>
<td>Encourage a greater understanding of community good and stewardship and the value of participation in decision making</td>
<td>x</td>
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<tr>
<td>10b</td>
<td>Recognise and ensure the involvement of the stakeholders at each step in the design process</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>10b</td>
<td>Encourage partnerships between Council and business</td>
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<tr>
<td>10b</td>
<td>Identify and promote synergies between business and other activities</td>
<td>x</td>
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<tr>
<td>10b</td>
<td>Acknowledge the contribution of different disciplines in achieving high quality urban design</td>
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<td>10b</td>
<td>Ensure people involved in the delivery of urban design are aware of the availability of funding for initiatives, further education and continuing professional development</td>
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<tr>
<td>10b</td>
<td>Build alliances, capacity and expertise in urban design</td>
<td>x</td>
<td>x</td>
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<td>x</td>
<td>x</td>
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<tr>
<td>10b</td>
<td>Ensure information is available in accessible formats</td>
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</tbody>
</table>

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**What will we do?**

- **Actions:** The Actions are given in full detail on page 2 of the Strategy.

- **Ref.:** Reference number for each Aims.

- **Aims:** The aims are to ensure city planning and policy take into account issues of social equity, access to services and facilities, affordability and cultural diversity.

- **Actions:**
  - Encourage a greater understanding of community good and stewardship and the value of participation in decision making.
  - Recognise and ensure the involvement of the stakeholders at each step in the design process.
  - Encourage partnerships between Council and business.
  - Identify and promote synergies between business and other activities.
  - Acknowledge the contribution of different disciplines in achieving high quality urban design.
  - Ensure people involved in the delivery of urban design are aware of the availability of funding for initiatives, further education and continuing professional development.
  - Build alliances, capacity and expertise in urban design.
  - Ensure information is available in accessible formats.

---

**Build urban design capacity**

- **Provide staff scholarships**
- **Urban Design Week**
- **Urban design awards**
- **Urban design website**
- **National initiatives support**
- **Build local partnerships**
- **Council design process**
- **Support of community accessibility policy**
- **Pre application process**
- **Incentives**
- **District Plan review**
- **Integrated management**
- **Council project briefs**
- **CBD framework**
- **Neighbourhood planning**

---

**What will we do?**

- **Actions:** The Actions are given in full detail on page 2 of the Strategy.

- **Ref.:** Reference number for each Aims.

- **Aims:** The aims are to ensure city planning and policy take into account issues of social equity, access to services and facilities, affordability and cultural diversity.

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  - Encourage a greater understanding of community good and stewardship and the value of participation in decision making.
  - Recognise and ensure the involvement of the stakeholders at each step in the design process.
  - Encourage partnerships between Council and business.
  - Identify and promote synergies between business and other activities.
  - Acknowledge the contribution of different disciplines in achieving high quality urban design.
  - Ensure people involved in the delivery of urban design are aware of the availability of funding for initiatives, further education and continuing professional development.
  - Build alliances, capacity and expertise in urban design.
  - Ensure information is available in accessible formats.
Actions

Emphasis is placed on the Council’s leadership role in the delivery of community objectives, providing streamlined processes and offering guidance and education. There is also a measure of increased statutory control intended to provide support to the other actions proposed and to act as a baseline for development, in line with the wishes of the community.

The principles and aims will also be supported by the actions of other Council strategies, policies and directives. Support and guidance is also given through the actions to non-Council initiatives.

The following table of actions can be cross referenced to the actions associated with each principle, its objectives and aims.
<table>
<thead>
<tr>
<th>What we will do Actions</th>
<th>Why will we do it</th>
<th>Explanation</th>
<th>Who will lead it</th>
<th>What will it cost</th>
<th>When will it be done</th>
<th>Strategy linkages</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build urban design capacity</td>
<td>To undertake comprehensive Urban Design Workshops to raise the level of understanding and awareness within Council, the development community and for the general public.</td>
<td>A workshop format will provide the opportunity to immerse participants in urban design, taking them from the philosophical basis of urban design, right through to the hands on approach of implementing the fundamental aspects of urban design.</td>
<td>TCC City Directions</td>
<td>$10,000. This could eventually be part self funded.</td>
<td>2006/07 Triennially or as required</td>
<td>• Open Space • Integrated Transport • Arts and Culture • Vegetation</td>
</tr>
<tr>
<td>2. Provide staff scholarships</td>
<td>To support key staff who show a commitment to urban design to undertake urban design training.</td>
<td>There is a recognised lack of urban design expertise in New Zealand and around the world. A key means of building this expertise is to ensure that staff are able to pursue further training. It is anticipated that the pool of expertise would need to be continually replenished. The scholarship could be in the form of course fees, time off, travel allowance etc.</td>
<td>TCC Human Resources &amp; City Directions</td>
<td>Biennial scholarship funded by the Professional Development budget</td>
<td>2007/08 Ongoing</td>
<td></td>
</tr>
<tr>
<td>3. Urban Design Week</td>
<td>To raise awareness, introduce ideas and celebrate high quality urban design, bringing it to life through events, activities, displays, competitions and promotions.</td>
<td>Urban Design Week would have a range of targeted events for professionals, the development sector and other stakeholders as well as for the general public. It would raise the profile of urban design in Tauranga whilst giving the opportunity to celebrate all the positive elements of the city. Undertaken in partnership with city stakeholders it would profile Tauranga and all it has to offer.</td>
<td>TCC City Directions</td>
<td>$20,000</td>
<td>2007/08 Annually</td>
<td>• Regional Heritage • Open Space • Arts and Culture • Sport and Active Recreation • Tourism</td>
</tr>
<tr>
<td>4. Present urban design awards</td>
<td>To give recognition to local examples, within the national context of NZ Urban Design Protocol initiatives, of high quality urban design in practice.</td>
<td>The biennial awards would provide a signature event for Urban Design Week, celebrating the successes in the city and encouraging others in the local context to do the same, while putting Tauranga on the map nationally.</td>
<td>TCC City Directions</td>
<td>$5,000</td>
<td>2008/09 Biennially</td>
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</tr>
<tr>
<td>What we will do Actions</td>
<td>Why will we do it</td>
<td>Explanation</td>
<td>Who will lead it</td>
<td>What will it cost</td>
<td>When will it be done</td>
<td>Strategy linkages</td>
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<tr>
<td>5. Develop a Council based urban design website</td>
<td>To develop a website in conjunction with the existing Council website to provide a forum of ideas, references and links to urban design. Providing easy access to information and resources at no or low cost.</td>
<td>Cross reference to the City Wide Spatial Framework and link to other local, regional and national urban design information.</td>
<td>TCC City Directions</td>
<td>Staff time</td>
<td>2006/07</td>
<td>Ongoing</td>
</tr>
<tr>
<td>6. Give support to and provide representation for national initiatives and develop Territorial Authority relationships to trade resources.</td>
<td>To support initiatives that help raise the profile and provide resources for urban design nationally and locally and support the trade of knowledge, materials and speakers between local authorities, to share with the Tauranga community.</td>
<td>National initiatives provide the opportunity for dialogue and knowledge sharing. Between them local authorities have a vast knowledge of urban design practice that could be better shared, for example, the preparation and publication of design guides and various mechanisms for delivering high quality urban design. Additionally there is the opportunity for Tauranga to tap into the speakers’ circuit providing the community with opportunities to hear from a range of people and organisations about urban design.</td>
<td>TCC City Directions</td>
<td>Staff time</td>
<td>2006/07</td>
<td>Ongoing</td>
</tr>
<tr>
<td>7. Build local partnerships</td>
<td>A locally based partnership approach, actively initiating partnerships to create greater synergies, pool together resources and in general raise the level of awareness of the benefits of high quality urban design to Tauranga.</td>
<td>Identify existing or potential partners to help initiate and undertake specific programmes, build on economic successes and introduce other areas of expertise and experience.</td>
<td>TCC City Directions &amp; City Partnerships</td>
<td>Staff time</td>
<td>Ongoing</td>
<td>Open Space, Integrated Transport, Smart Living Places, Arts and Culture, Vegetation</td>
</tr>
<tr>
<td>8. Support the delivery of Council’s Public Arts Policy</td>
<td>To actively support the delivery of art in public and publicly accessible places through the direction given by the proposed Tauranga City Council Public Arts Policy.</td>
<td>Integrating art and the urban environment is an essential part of city and neighbourhood development as a recognised means of enhancing identity and vibrancy. A Public Arts Policy for Tauranga is key outcome of the Arts and Culture Strategy (due for adoption in 2006).</td>
<td>TCC City Directions</td>
<td>Staff time</td>
<td>2008/09</td>
<td>Open Space, Integrated Transport, Regional Tourism</td>
</tr>
<tr>
<td>What we will do</td>
<td>Actions</td>
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<tr>
<td>9. Investigate the provision of non-Council funded public art</td>
<td>To investigate non Council means of funding the provision of public art in Tauranga.</td>
<td>The design process offers a key opportunity for the inclusion of public art as the process is initiated to its implementation. There are a variety of mechanisms, including incentives, sister city partnerships, sponsorships and good will to encourage public art provision as part of this process.</td>
<td>TCC City Directions &amp; Creative Tauranga</td>
<td>Staff time</td>
<td>2008/09</td>
<td>• Arts and Culture</td>
</tr>
<tr>
<td>10. Clearly define, for the community, the design process for all significant Council projects</td>
<td>To provide the community and stakeholders with a clearly defined design process and its stages including how the process should be run, who should be involved and when or how the community may be involved.</td>
<td>To encourage creative and innovative public design in Tauranga, to advocate high quality urban design and to encourage new talent, potentially building urban design capacity. There are a range of design processes that could be appropriate in different situations. Choosing an appropriate process is dependent upon the outcome that is desired. There may be multiple objectives to the project outside of merely delivering a physical project. Therefore the Council need to look at both the process intentions and the outcomes. The involvement of the community and stakeholders is essential in any significant design process.</td>
<td>TCC City Directions</td>
<td>Staff time</td>
<td>Ongoing</td>
<td>• Open Space • Integrated Transport • Smart Living Places • Arts and Culture • Vegetation</td>
</tr>
<tr>
<td>11. Develop design guides</td>
<td>To provide design guidance to private development where further information and education is needed to illustrate why and how high quality urban design is achieved.</td>
<td>The design guides will outline techniques, opportunities, means of undertaking a proposal and things to look out for in a specified form of development or situation. The guides may take on a statutory or non statutory role depending upon how they relate to the District Plan. The design guides could cover planting, subdivision, site design, building design, mixed use, multi unit housing, CPTED</td>
<td>TCC City Directions</td>
<td>Staff time and publication $30,000</td>
<td>2006/07 2007/08 2008/09</td>
<td>• Smart Living Places • Open Space • Vegetation • Integrated Transport</td>
</tr>
<tr>
<td>What we will do Actions</td>
<td>Why will we do it</td>
<td>Explanation</td>
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| 12. Develop a city wide spatial framework                                            | To provide easily accessible, comprehensive layers of information and resources city wide. Refer to Appendix 3 for Stage 2 detail. | This would include strategic plans and neighbourhood plans, current and planned infrastructure, funding allocated to geographic areas (through LiPS), historic and cultural information (including that valued by the community) as well as geographic and property information. This would use a Geographical Information System (GIS) with web access. Used to guide both public and private planning and development from large scale area development to small scale site development. The Spatial Framework will also ensure the quality of a place is understood, reflected, managed and evaluated to ensure community satisfaction and guide future planning for the city. It will align Council activities and recognise where value could be added through other initiatives and detail areas that may need more attention. | TCC City Directions & Information Management | $200,000 Staff resource and consultants budget are already allocated to the digital mapping and web application as part of the Council’s commitment to SmartGrowth. | 2007/08 2008/09          | • Open Space  
• Integrated Transport  
• Smart Living Places  
• Arts and Culture  
• Sport and Active Recreation  
• Vegetation  
• Regional Heritage  
• SmartGrowth |
| 13. Support the delivery of the Council’s Community Accessibility Policy              | Ensure that the Strategy follows the lead provided by Council’s Community Accessibility Policy to provide information, potentially in conjunction with the City Wide Spatial Framework, in a format accessible to people with disabilities. | While there is a wide variety of information available to the public, it is primarily available in a written format. Western Bay of Plenty Disability stakeholders groups have indicated that Council need to ensure there is equitable access to Council information sources for people with disabilities in Tauranga. | TCC City Directions | Staff time | 2007/08 | • Vegetation  
• Smart Living Places  
• Integrated Transport  
• Open Space |
<table>
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<tr>
<th>What we will do Actions</th>
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</thead>
</table>
| 14. Investigate and undertake a structured pre application process | To develop a partnership based approach to the development process. The intent would also be to provide developers and their agents with sufficient information and support to resolve, in conjunction with Council, potential issues prior to initiating a subdivision and resource consent process. | The priority for the investigation would be to assess the potential of a pre application process undertaken by a specialist pre application/processing team. A Council specialist team would require a cross disciplinary approach and would provide expert information and comment throughout the process. Both Council and the developer would commit to the process in an open and collaborative way. | TCC City Directions & Environmental Services | Reallocation of staff time | 2006/07 Ongoing | • SmartGrowth 
• Integrated Transport 
• Vegetation 
• Open Space 
• Regional Heritage |
| 15. Develop a pre application handbook | To provide sufficient information to developers and their agents to ensure that they are aware of those matters considered relevant by Council to the design and development prior to the RMA subdivision and resource consent process. The handbook is also to provide developers and their agents with an understanding of a design rationale approach at the earliest possible stage of the development process. | The handbook will outline each step of the RMA and design process including information required, site context assessment, site analysis and design rationale. It may be developed with reference to the Code of Practice. Design guides may also form part of the process depending upon the application and at all times CPTED principles would apply. | TCC Environmental Services & City Directions | $5,000 | 2006/07 | |
| 16. Investigate incentives for private development | To encourage and support the development community, businesses and other stakeholders to undertake high quality urban design. | There is good evidence that well-designed incentives can result in win-win outcomes. This applies to many aspects of urban design including public art, housing development and quality public space. Developing a range of incentives for varying situations provides the flexibility to address development on a case by case basis. | TCC City Directions & Chamber of Commerce | $5,000 | 2006/07 | • SmartGrowth 
• Arts and Culture 
• Vegetation 
• Open Space 
• Integrated Transport 
• Smart Living Places |
<table>
<thead>
<tr>
<th>What we will do</th>
<th>Actions</th>
<th>Why will we do it</th>
<th>Explanation</th>
<th>Who will lead it</th>
<th>What will it cost</th>
<th>When will it be done</th>
<th>Strategy linkages</th>
</tr>
</thead>
</table>
| 17.            | Undertake a review and evaluation of Tauranga District Plan urban design matters and amend as necessary | To assess the effectiveness of the District Plan in supporting and delivering high quality urban design. To institute means of ensuring that the need for, support of and a clear understanding of what constitutes high quality urban design is provided. Refer to Appendix 2 for further detail. | The District Plan reflects community expectations for particular areas and provides the framework for development. If the application of urban design principles and practice are to be achieved, they must be clearly established within this framework. | TCC City Directions & Environmental Services | $50,000    | 2007/08            | • Integrated Transport  
• Smart Living Places  
• Arts and Culture  
• Vegetation  
• Open Space |
| 18.            | Contribute to the review of the Code of Practice for Development       | To provide urban design advice throughout the review of the Code of Practice for Development to ensure that it recognises and embodies the principles and delivery of high quality urban design. | The Code of Practice for Development is a key mechanism to ensure that subdivision and development delivers high quality urban design. It offers the opportunity to provide some flexibility in balancing servicing and urban design requirements, within the context of the overall development. | TCC City Directions & City Services | Staff time | 2006/07            |                                      |
| 19.            | Support integrated management of Council development processes, projects and assessment | To establish cross disciplinary outcomes focused Council teams addressing design/technical matters in a comprehensive manner. | Developing a Council cross disciplinary technical team approach to address design matters related to public projects and the design of assets which will be vested with the public. This action provides the first step in evaluating innovative design of public space and ensuring the implications are identified and a consistent approach taken. This action has a strong relationship to the Code of Practice for Development and the Pre Application process. The action provides the forum for design matters to be discussed in detail without undue influence from other parties. It also offers an opportunity to build on and exchange staff knowledge. | TCC City Directions & City Services | Staff time | 2006/07 Ongoing   | • Open Space  
• Integrated Transport  
• Smart Living Places  
• Arts and Culture  
• Vegetation |
<table>
<thead>
<tr>
<th>What we will do Actions</th>
<th>Why will we do it</th>
<th>Explanation</th>
<th>Who will lead it</th>
<th>What will it cost</th>
<th>When will it be done</th>
<th>Strategy linkages</th>
</tr>
</thead>
<tbody>
<tr>
<td>20. Prepare and incorporate urban design criteria into Council project briefs and follow through to project delivery</td>
<td>To prepare and incorporate design briefs into any Council process for the development or redevelopment of public buildings and open spaces.</td>
<td>Design briefs state specific design principles and design matters to be addressed throughout the development process and can provide mechanisms to enable them to be achieved. The design brief provides a checklist that can be used throughout the design and development process to evaluate how well the urban design objectives of the project are being met.</td>
<td>TCC City Directions, Property &amp; City Services</td>
<td>Staff time</td>
<td>2006/07 Ongoing</td>
<td>• Open Space • Integrated Transport • Smart Living Places • Arts and Culture • Sport and Active Recreation • Vegetation</td>
</tr>
<tr>
<td>21. Attach design criteria to Council owned sites intended for sale</td>
<td>To address the site's future development, particularly where it is located in a sensitive area or is of significance.</td>
<td>Council are a major land holder within Tauranga and at times finds it necessary to purchase or sell land. Council owned sites may be in sensitive or prominent areas where the way in which the site is developed or redeveloped can have a significant impact on the surrounding area. This would provide the means to ensure that any potential development on that site will meet given urban design standards.</td>
<td>TCC City Directions &amp; Property</td>
<td>Staff time</td>
<td>2006/07 Ongoing</td>
<td></td>
</tr>
<tr>
<td>22. Undertake a feasibility study of mixed use development with a view to Council, in partnership, developing a pilot project</td>
<td>To physically illustrate high quality urban design in Tauranga through the delivery of a mixed use building development.</td>
<td>There is potentially a great deal of value that the Council, in partnership with other agencies and stakeholders, could gain by illustrating in practice the principles being introduced through the Urban Design Strategy. Additionally a pilot project meets other regional and sub regional objectives such as high quality residential intensification. The Council's primary role would be to act as facilitator, rather than in a development capacity. Council may use land holdings to initiate or act as a catalyst for the project.</td>
<td>TCC City Directions &amp; Property</td>
<td>Staff time and additional resources to be identified. Costs to be identified through feasibility study but zero cost to Council is anticipated</td>
<td>2007/08</td>
<td></td>
</tr>
<tr>
<td>What we will do Actions</td>
<td>Why will we do it</td>
<td>Explanation</td>
<td>Who will lead it</td>
<td>What will it cost</td>
<td>When will it be done</td>
<td>Strategy linkages</td>
</tr>
<tr>
<td>-------------------------</td>
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</tr>
<tr>
<td>23. Develop a design and management framework for the Central Business District</td>
<td>To provide a framework that sets the direction for the Central Business District in its future development and redevelopment.</td>
<td>The CBD is intended as the cultural and economic heart of the sub region. In order to do this effectively and give certainty to investors and stakeholders, the design and development of the CBD needs stronger direction and a framework which coordinates, illustrates and clarifies the intentions for the CBD.</td>
<td>TCC City Directions</td>
<td>$100,000 budgeted elsewhere</td>
<td>2006/07 2007/08</td>
<td>• Vegetation  • Smart Living Places  • Integrated Transport  • Regional Heritage  • Arts and Culture  • Open Space  • SmartGrowth</td>
</tr>
<tr>
<td>24. Support neighbourhood planning processes</td>
<td>To provide advice and design expertise in the planning and development of urban nodes and neighbourhoods.</td>
<td>The Council have a series of neighbourhood planning processes underway including existing and potential community nodes and the revitalisation of local shopping areas. They differ to the degree to which they require urban design input.</td>
<td>TCC City Directions</td>
<td>Staff time</td>
<td>2006/07 Ongoing</td>
<td>• Smart Living Places  • Integrated Transport</td>
</tr>
<tr>
<td>25. Undertake a review of the Urban Design Strategy</td>
<td>To ensure that urban design matters are embedded in the Strategy and it is continually improved Actions considered to have potential value in delivering on quality design are incorporated in the Strategy are reviewed for potential inclusion.</td>
<td>The Strategy has a 3 year timeframe but the delivery of high quality urban design happens over a much longer period. A review of the Strategy ensures that that matters are being considered in the longer term and new actions can be considered in the light of the successes (or failures) of the first 3 years of the Strategy.</td>
<td>TCC City Directions</td>
<td>Staff time</td>
<td>2008/09</td>
<td></td>
</tr>
</tbody>
</table>
# Summary of costs

<table>
<thead>
<tr>
<th>Urban Design Actions</th>
<th>2006/07</th>
<th>2007/08</th>
<th>2008/09</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Build urban design capacity</td>
<td>$10,000</td>
<td>0</td>
<td>0</td>
<td>$10,000</td>
</tr>
<tr>
<td>2. Provide staff scholarships</td>
<td></td>
<td>Prof. Development</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>3. Urban Design Week</td>
<td>0</td>
<td>$20,000</td>
<td>$20,000</td>
<td>$40,000</td>
</tr>
<tr>
<td>4. Present urban design awards</td>
<td>0</td>
<td>0</td>
<td>$5,000</td>
<td>$5,000</td>
</tr>
<tr>
<td>5. Develop a Council based urban design website</td>
<td></td>
<td>0</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>6. Support and provide representation to national initiatives and relationships.</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>7. Build local partnerships</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>8. Support the delivery of Council’s Public Arts Policy</td>
<td>0</td>
<td>0</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>9. Investigate provision of non-Council funded public art</td>
<td>0</td>
<td>0</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>10. Clearly define the design process for all significant Council projects</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>11. Develop design guides</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$10,000</td>
<td>$30,000</td>
</tr>
<tr>
<td>12. Develop a city wide spatial framework</td>
<td>0</td>
<td>$150,000</td>
<td>$50,000</td>
<td>$200,000</td>
</tr>
<tr>
<td>13. Support the delivery of Council’s Community Accessibility Policy</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>14. Investigate and undertake a structured pre application process</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>15. Develop a pre application handbook</td>
<td>$5,000</td>
<td>0</td>
<td>0</td>
<td>$5,000</td>
</tr>
<tr>
<td>16. Investigate incentives for private development</td>
<td>$5,000</td>
<td>0</td>
<td>0</td>
<td>$5,000</td>
</tr>
<tr>
<td>17. Undertake a review of Tauranga District Plan urban design matters</td>
<td>0</td>
<td>$50,000</td>
<td>0</td>
<td>$50,000</td>
</tr>
<tr>
<td>18. Contribute to the review of the Code of Practice for Development</td>
<td>Staff time</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>19. Support integrated management of Council development processes</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>20. Prepare and incorporate urban design criteria into Council project briefs</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
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<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
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<tr>
<td>22. Undertake a feasibility study of mixed use development and a pilot project</td>
<td>0</td>
<td>Staff time</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>23. Develop a design a management framework for the Central Business District</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>24. Support neighbourhood planning processes</td>
<td>Staff time</td>
<td>Staff time</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td>25. Undertake a review of the Urban Design Strategy</td>
<td>0</td>
<td>0</td>
<td>Staff time</td>
<td>0</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>$30,000</td>
<td>$230,000</td>
<td>$85,000</td>
<td>$345,000</td>
</tr>
</tbody>
</table>

Tauranga City Council Urban Design Strategy
Monitoring and evaluation

The Tauranga Tomorrow Community Outcomes indicators provide the basis for the core part of the evaluation of the Strategy. State of Environment monitoring, the Quality of Life survey and a range of indicators drawn from other Council strategies as well as specific to the Urban Design Strategy have been developed to check the progress and effectiveness of the Strategy. The Strategy will be reviewed in 2008/09. Measures to monitor and evaluate urban design processes and outcomes are constantly being tested as urban design in New Zealand evolves. It can be difficult to measure the success of urban design initiatives because there are so many factors that comprise the way in which the urban environment functions. There is also a high measure of perception about the quality of the environment produced rather than more easily measured quantitative targets.

In its leadership role the Council is obliged to ensure that it can adequately gauge how well the actions Council are undertaking meet community outcomes. The Tauranga Tomorrow Community Outcomes Indicators, currently being developed, will provide the basis for a core part of the evaluation for the Strategy. The Strategy will be reviewed in the next three years. As with the actions of the strategy, the monitoring and evaluation will be closely linked to other strategies and projects. Where there are multiple actions with the responsibility for them from multiple interests, they will be outlined in more detail and related to those strategies. State of the Environment reporting will also be used as a means to monitor the Strategy, particularly in relation to amenity.
## Indicators

<table>
<thead>
<tr>
<th>Measure</th>
<th>What will it tell you</th>
<th>Source</th>
<th>Strategy objectives applies to</th>
<th>Frequency of monitoring for the UDS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Council leading by example in high quality urban design.</td>
<td>The range and degree of Council involvement in projects, with a discussion of how well the Council believes it has met the principles of high quality design through the process and how well the desired outcomes were achieved.</td>
<td>Discussions with Council staff throughout the organisation involved in project development and delivery. (Narrative)</td>
<td>1a</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Degree to which Council processes incorporate urban design considerations as a matter of course.</td>
<td>Whether Council processes have been modified as a result of Urban Design Strategy actions and the degree to which the processes are considered to have been a success.</td>
<td>Discussion with stakeholders and Council officers involved in the processes identified. (Narrative)</td>
<td>1a</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Community led planning design and development process.</td>
<td>How many opportunities, large or small, are offered or are being taken by the community to lead their community in design related processes and projects.</td>
<td>Discussions with Council staff throughout the organisation and community groups involved in neighbourhood planning and development. (Narrative)</td>
<td>1b</td>
<td>Every year</td>
</tr>
<tr>
<td>Community understand the concept of urban design and feel they have opportunities to be involved in urban design.</td>
<td>How well urban design is understood by the average resident in Tauranga to see whether or not the Council is publicising urban design well. To also understand whether residents understand or have been involved in urban design at a range of scale to see where Council practices might change to increase the amount of community participation or ensure that the community understand that their personal decisions have an impact on design quality in the city.</td>
<td>Community Monitoring Group (Perception)</td>
<td>1b, 10a, 10b</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Measure</td>
<td>What will it tell you</td>
<td>Source</td>
<td>Strategy objectives applies to</td>
<td>Frequency of monitoring for the UDS</td>
</tr>
<tr>
<td>-----------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------------------------</td>
<td>-------------------------------------</td>
</tr>
<tr>
<td>Urban design principles and practice are embedded in Council publications and activities.</td>
<td>Whether, or the degree to which, urban design principles are being adopted in daily work practices by Council staff and Council’s agents.</td>
<td>Review of Council strategies, policies, management plans, project briefs and publications. (Narrative)</td>
<td>1b, 10b</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Buildings, structures and spaces contribute to the heritage and character of the city.</td>
<td>Provide a base line from which to assess the losses or gains and to assess the effectiveness of the mechanisms that are being used to recognise or protect them.</td>
<td>Character assessment undertaken through Smart Living Places and the Urban Design Strategy, Historic Places Trust, Community organisations and interests. Ground work for the City-wide Spatial Framework. (Physical stocktake)</td>
<td>1c, 2a</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Most frequently mentioned reasons for pride in the city’s look and feel.</td>
<td>Whether the elements that contribute to high quality urban design continue to be on the list of mentions, improve on that list or make the list.</td>
<td>Quality of Life survey. (Perception)</td>
<td>1c, 2b, 3a, 6a</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Most frequently mentioned reasons for the lack of pride in the City’s look and feel.</td>
<td>Provide a baseline on which to judge whether urban design elements are meeting community expectations or moving up the list.</td>
<td>Quality of Life survey. (Perception)</td>
<td>1c, 2b, 3a, 6a</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Strength of our neighbourhoods and our CBD.</td>
<td>The variety and number of businesses in the city illustrating the type of investment, clusters of particular activity types and the potential markets they may attract.</td>
<td>Census Business Directory</td>
<td>1c, 3a, 8b</td>
<td>Every 5 years</td>
</tr>
<tr>
<td>Official recognition of high quality urban design.</td>
<td>A range of measures are provided including the quality and number of entries, the degree to which the urban design principles are understood in relation to the entries and the degree to which these are accepted and understood by the public in their discussion of the entries.</td>
<td>Urban Design Awards</td>
<td>3a, 2b, 6a, 9a, 10b</td>
<td>Every year</td>
</tr>
<tr>
<td>Measure</td>
<td>What will it tell you</td>
<td>Source</td>
<td>Strategy objectives applies to</td>
<td>Frequency of monitoring for the UDS</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------</td>
<td>---------------------------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>Listings of local businesses and activities in the area.</td>
<td>The variety and number of businesses in CBD and neighbourhood centres used first as a baseline to measure the growth of business activity in the area and assess the types and qualities of the businesses.</td>
<td>Census Business Directory and Commercial activities in non residential areas</td>
<td>3b, 8b</td>
<td>Every 5 years</td>
</tr>
<tr>
<td>Visual and physical quality of public streets and squares.</td>
<td>Initially taken as a baseline of the quality of our urban spaces (as opposed to parks and reserves), from which to gauge whether there is any change.</td>
<td>Community Monitoring Group (Perception)</td>
<td>4a, 4b, 4d, 6a</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>How safe do you feel walking alone in your neighbourhood during the day and at night?</td>
<td>The degree of comfort that people have moving around in their own neighbourhoods has a strong relationship to the quality of the environment. This includes a range of factors such as the level of passive surveillance, the level of activity, the presence and quality of street lighting etc.</td>
<td>Quality of Life survey (Perception)</td>
<td>4c, 5c</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Level of safety for people cycling and walking</td>
<td>Contributes to the assessment of the quality of the environmental conditions that cyclists and pedestrians may experience.</td>
<td>TCC residents survey (Perception)</td>
<td>4c, 5c</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Numbers of walkers and cyclists on key routes.</td>
<td>That the city is considered walkable and easy to cycle around.</td>
<td>Integrated Transport Strategy survey data</td>
<td>4c, 5c</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Level of physical improvement and potentially further improvements that may be required in the city for people with disabilities.</td>
<td>How well the Council are doing in the practical application of design for people with disabilities in public space.</td>
<td>Discussion with disability stakeholder groups. (Narrative)</td>
<td>4e, 5b</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Pattern and number of connections in conjunction with pedestrian and cycle movement.</td>
<td>The degree to which the changes in layout and number of connections affect the number of pedestrians and cyclists using the area and their movement patterns.</td>
<td>TCC model based on Space Syntax</td>
<td>5a, 5c</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Measure</td>
<td>What will it tell you</td>
<td>Source</td>
<td>Strategy objectives applies to</td>
<td>Frequency of monitoring for the UDS</td>
</tr>
<tr>
<td>------------------------------------------------------------------------</td>
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<td>************************************************************************</td>
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</tr>
<tr>
<td>Level of accessibility to facilities and services.</td>
<td>Whether the Council’s land use planning and public space design are enabling people to access the facilities and services they require easily.</td>
<td>Quality of Life and State of Environment reporting.</td>
<td>5a, 5c</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Most frequently mentioned reasons for difficulty of access to services and facilities.</td>
<td>The areas of Council’s land use planning, public space design and practice which require more consideration.</td>
<td>Quality of Life survey.</td>
<td>5a, 5c</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Changes in the quality of the natural landscape.</td>
<td>Whether the quality of the natural environment is changing.</td>
<td>State of Environment reporting.</td>
<td>6a</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Green Building rating</td>
<td>To gauge whether sustainable building practices are being taken into account by Council. Through discussion of the type of design, construction methods and materials of new Council buildings, structures and spaces</td>
<td>Measured in line with New Zealand Green Building Council rating tool.</td>
<td>7a, 7c, 7d</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Council’s energy and resource use.</td>
<td>To gauge whether Council is meeting its obligations in relation to a reduction in resource use and increase in energy efficiency.</td>
<td>Discussions with Council’s property staff.</td>
<td>7a, 7c, 7d</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Number of businesses participating in recognised environmental initiatives.</td>
<td>The degree to which business is participating in potentially innovative practice.</td>
<td>Sustainable Business Network records.</td>
<td>7b, 7d</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Use of subdivision covenants which restrict the use or recycled or reused material.</td>
<td>The degree to which significant developers influence the opportunities to potentially address resource use.</td>
<td>A review of covenants lodged with land title.</td>
<td>7d</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Delivery of housing choice.</td>
<td>Illustrates the housing variety that has come into the market and where there may be shortfalls in housing choice.</td>
<td>Development trends monitoring.</td>
<td>8a</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>Measure</td>
<td>What will it tell you</td>
<td>Source</td>
<td>Strategy objectives applies to</td>
<td>Frequency of monitoring for the UDS</td>
</tr>
<tr>
<td>--------------------------------------------------</td>
<td>--------------------------------------------------------------------------------------</td>
<td>------------------------------------------------</td>
<td>--------------------------------</td>
<td>------------------------------------</td>
</tr>
<tr>
<td>Council’s success in delivering urban design in the CBD and centres.</td>
<td>How well the business community rate the Council’s delivery on urban design in the CBD and neighbourhood centres.</td>
<td>Chamber of Commerce/Mainstreet/Priority One (Perception)</td>
<td>8b, 9a</td>
<td>Every 3 years</td>
</tr>
<tr>
<td>Housing affordability.</td>
<td>Assessing whether the housing needs of Tauranga residents are being met.</td>
<td>Census data</td>
<td>8c</td>
<td>Every 5 years</td>
</tr>
<tr>
<td>Sense of community with others in the neighbourhood.</td>
<td>Gives the potential value of urban design practice in neighbourhoods by measuring whether there is a greater sense of connectedness in particular a neighbourhood with the delivery of urban design initiatives in those neighbourhoods.</td>
<td>Quality of Life survey (Perception)</td>
<td>10a, 10b</td>
<td>Every 2 years</td>
</tr>
<tr>
<td>People’s influence on making the community a better place to live.</td>
<td>A gauge of how well urban design initiatives are in drawing in the community into design processes and giving a sense of collaboration.</td>
<td>Quality of Life survey (Perception)</td>
<td>10a, 10b</td>
<td>Every 2 years</td>
</tr>
</tbody>
</table>
**Glossary of terms**

For the purpose of this Strategy, the following definitions apply:

**Accessible:** The ease with which anyone is able to reach a place physically and/or visually, for example if a footpath or a view shaft is provided.

**Active frontages:** Where buildings are adjacent to public space and contain activity that is easily seen or activity which plays a role in the public space at the ground floor level, for example a shop with large windows onto the street, a café with tables and chairs outside.

**Amenity:** Amenity is about both the physical environment and a more perceptually based concept that identifies how the combination of elements in an environment results in how people view the quality of that environment. Amenity values are defined in the Resource Management Act as “Those natural or physical qualities and characteristics of an area that contribute to people’s appreciation of its pleasantness, aesthetic coherence, and cultural and recreational attributes”. These can range from the number of trees, how the houses face the street, the quality of the footpaths, whether the area feels safe to walk in, whether it’s well looked after.

**Desire lines:** The route which a pedestrian or cyclist is most likely to take because it may be shorter, be of better quality, be safer.

**Embodyed energy:** The amount of energy it takes to produce something from the very start of the process to the point it is used, for example concrete blocks.

**Elements:** These are the building blocks of the urban environment and include topographical features, buildings, squares, streets, walls, plants and seats.

**Features:** Are those physical elements which are in some way distinctive and may be used as a reference point or are valued in some way.

**Greenfield development:** The development of areas that were previously undeveloped or used for rural purposes.

**Healthy buildings:** Buildings that are sited, constructed and managed in such a way that they do not cause harm to human health and minimise adverse effects on the environment.

**Lifecycle costs:** The total costs, including the cost of construction, the energy which goes into producing the construction materials, the energy used for the ongoing maintenance and use, and the cost of emissions that may be produced, for the whole period in which it is used.

**Lifetime neighbourhoods:** These neighbourhoods offer a range of housing choice, facilities and services that meet the needs of people through every stage of their lives.

**Open space:** Any space which is not built upon, including streets, parks, gardens, walkways.

**Private development available for community use:** Includes places where the community has access to and regularly meets and interacts, which are privately owned, such as shopping malls.

**A sustainable approach:** Improves, at least not degrades the quality of human existence, in which capital - natural, human social and built capital are continually maintained and improved taking a circulatory approach to reinvestment of the earth’s assets.

**Visual interaction:** The degree to which you can see from one space i.e. from a street into a building.

**Visual clues:** These are marker points within the city that are easy to remember and orientate yourself from, for example Mauao is easily seen from most of Tauranga and therefore gives a reference point to where you are in the city.

**Valued:** Elements of the natural and built environment which the community or parts of the community have indicated have a worth to them.

**Visual clutter:** When a combination of elements such as signs, furniture, posts etc interfere with the look of a place, detracting from the amenity.
Appendix One

Strategy Development Process

Tauranga City Council had developed and continues to develop a range of initiatives including visions, strategies and policies to inform Tauranga’s future direction, based on what the Council is seeking to achieve for its citizens and visitors to Tauranga. The basis for many of these initiatives was community and stakeholder feedback received from SmartGrowth and Tauranga Tomorrow consultation and more latterly from Smart Living Places, which identified what people felt was important to the future of Tauranga. Questions posed included whether people’s expectations were being met with regard to the development of the city and/or if it was felt these expectations could be better addressed by Tauranga City Council. This has culminated in a series of defined outcomes for the city, one area of which is the achievement of high quality urban design in Tauranga.

Tauranga City Council is investing heavily in the future of the city on behalf of the people of Tauranga. More support and management of this process is required in conjunction with managing the relationships between public and private interests. This comes not only at the local level, but at the sub regional, regional and national level. Tauranga Tomorrow has provided a set of outcomes for Tauranga.

SmartGrowth has a series of priority actions relating to urban design and the achievement of it in the sub region. Changes to the Regional Policy Statement have, for the first time, introduced urban design principles. This recognises the role of high quality urban design in resource management. The release of the New Zealand Urban Design Protocol, by the Ministry for Environment, also signals the importance of urban design in the development of New Zealand towns and cities. Tauranga City Council is a signatory to the NZ Urban Design Protocol, indicating its commitment to ensuring and delivering high quality urban design in the city.

What we have done

In the process of developing the Strategy the Council have:

• Listened to people’s concerns about how Tauranga is developing and the qualities that they seek to retain or enhance and how the future might look through seminar and public meetings.
• Talked to designers and development professionals about the values they believe are important to the city, and how the Council could help them to better guide new development through the project reference group and discussions with institutes and organisations. We have also heard that designers need to retain the opportunity to be innovative.
• Heard the expectations that developers hold in investing in the development and redevelopment of the city and the need for certainty, whilst allowing for innovation, through presentations and meetings.
• Talked with the Mayor, Councillors and Council staff about how the Council might do things better.
• Looked at how growth may be accommodated within the city and the expectations of our sub regional partners with regard to how and when that growth is likely to occur.
• Sought advice of other authorities, institutions and organisations both in New Zealand and overseas that are facing similar issues.
• Undertaken research and looked at good practice that might relate to the Tauranga situation.
• From all of this the Council have developed a series of ways (actions) which it believes will encourage and ensure high quality urban design in Tauranga.
Public forums on urban design matters, stakeholder group meetings and other informal discussions of the Strategy provided guidance. A clear directive was given that urban design quality in Tauranga needs to be improved. This directive, and the different aspects that it was comprised of, were taken to the Urban Design Reference Group for further discussion. The draft Strategy was developed and released for public consultation. Again public forums were held to discuss the Strategy, in varied locations and time throughout the city. Changes proposed through the submissions process have been largely incorporated in the Strategy.

The Reference Group comprised a wide range of interests involved in various aspects and outcomes of city development. Tauranga City Council acknowledges the ongoing support of the representatives of the following organisations in the development of the Urban Design Strategy:

**Who has been involved in the development of the Urban Design Strategy?**

<table>
<thead>
<tr>
<th>Affiliation</th>
<th>Representative</th>
</tr>
</thead>
<tbody>
<tr>
<td>NZ Institute of Architects</td>
<td>David Page/ Alwyn O’Connor/ Tony Gray</td>
</tr>
<tr>
<td>Architectural Designers Ltd</td>
<td>John Little/ Richard Hale/ Matt Hodson</td>
</tr>
<tr>
<td>Institute of Professional Engineers NZ</td>
<td>Mark Apeldoorn/ Ian Carlisle</td>
</tr>
<tr>
<td>Creative Tauranga</td>
<td>Tracey Rudduck</td>
</tr>
<tr>
<td>Property Council of New Zealand</td>
<td>Steve Sigley</td>
</tr>
<tr>
<td>NZ Planning Institute</td>
<td>Alistair Muirhead/ Craig Batchelor/ Richard Coles/ Mark Batchelor/ Matt Allott</td>
</tr>
<tr>
<td>Toi Te Ora Public Health</td>
<td>Jeanette Arnold/ Rodney Giddens</td>
</tr>
<tr>
<td>NZ Police</td>
<td>Karl Wright-St Clair</td>
</tr>
<tr>
<td>NZ Institute of Landscape Architects</td>
<td>Philip Henderson/ Fraser Miller/ Rebecca Ryder</td>
</tr>
<tr>
<td>Sport Bay of Plenty</td>
<td>Heidi Litzwarck/ Bronwyn Courtney</td>
</tr>
<tr>
<td>Environment Bay of Plenty</td>
<td>James Low</td>
</tr>
<tr>
<td>Western Bay of Plenty District Council</td>
<td>Grant Bridgewater</td>
</tr>
<tr>
<td>NZ Institute of Surveyors</td>
<td>John Collie/ Grant Downing</td>
</tr>
<tr>
<td>Bay of Plenty District Health Board</td>
<td>Faye Ryan</td>
</tr>
<tr>
<td>Tauranga Moana Tangata Whenua Collective</td>
<td>Ngaroona Rewiti-Ngata/ Puhirake Ihaka/ Putahi Stockman</td>
</tr>
</tbody>
</table>
Appendix Two
Strategic fit

There are a significant number of strategies that have a strong relationship to the Urban Design Strategy. The Strategies have been developed with a great deal of stakeholder and community input and range from national level strategies and guidance to regional and local strategies and policies. The NZ Urban Design Protocol has been the most influential urban design document recently published and provides high level guidance to the NZ Urban Design Protocol. The Urban Design Strategy principles, reflect the intent of those of the Protocol, but have a local flavour. SmartGrowth and Tauranga Tomorrow provided much of the local level direction for the Urban Design Strategy. More recently the Bay of Plenty Regional Policy Statement has incorporated principles of high quality urban design. However Tauranga Tomorrow has perhaps been the most influential document in providing the desires of the community for the future of Tauranga, with some very clear themes coming through.

What do guiding strategies say?

NZ Urban Design Protocol
The Protocol seeks to make New Zealand cities healthy, safe and attractive places where business, social and cultural life can flourish.

“How we manage the quality of development will have a significant influence on the liveability and sustainability of where most New Zealanders live. Quality urban design can help us avoid some of the problems of poorly designed developments that we have experienced in the past. These problems include traffic congestion, unsustainable energy use, overloaded urban infrastructure, lack of distinctive identity, social isolation, reduced physical activity and poor amenity. Creating quality urban design requires action across a wide range of sectors, groups and professions. A co-ordinated approach is needed to do this.”
The principles driving the Urban Design Protocol are referred to as the 7 C’s:

<table>
<thead>
<tr>
<th>Context</th>
<th>Buildings, places and spaces are seen as interconnected elements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Character</td>
<td>The distinctive character and culture of the urban environments is reflected and enhanced</td>
</tr>
<tr>
<td>Choice</td>
<td>Fosters diversity and offers choice in the urban form, densities, building types, transport options and activities</td>
</tr>
<tr>
<td>Connections</td>
<td>Recognising how all networks connect and support healthy cities</td>
</tr>
<tr>
<td>Creativity</td>
<td>Adding richness and diversity and turns a functional place into a memorable place</td>
</tr>
<tr>
<td>Custodianship</td>
<td>Ensuring environmentally sustainable and responsive design solutions</td>
</tr>
<tr>
<td>Collaboration</td>
<td>Coordinating actions, communicating well, and building capacity in urban design</td>
</tr>
</tbody>
</table>

Tauranga City Council has made a commitment to the objectives of the Protocol by becoming a signatory and submitting an action plan. The action plan outlines the initiatives the Tauranga City Council has agreed to undertake to promote high quality urban design in Tauranga city. The Urban Design Strategy is one of these actions.

**NZ Transport Strategy (NZTS)**

This Strategy was introduced by Government to guide the creation of a sustainable transport system that is affordable, integrated, safe and responsive to people’s needs. The NZTS represents the first time all modes of transport have been looked at in an integrated and strategic way. There are five key objectives:

- Assisting economic development
- Assisting safety and personal security
- Improving access and mobility
- Protecting and promoting public health
- Ensuring environmental sustainability
The New Zealand Disability Strategy - Making a World of Difference Whakanui Oranga

The NZ Disability Strategy has one objective in particular which relates directly to urban design. This objective is supported by a number of actions that are supported through the actions of the Urban Design Strategy.

Objective 8: Support quality living in the community for disabled people

Actions

Living in the community
8.1 - Increase opportunities for disabled people to live in the community with choice of affordable, quality housing.
8.3 - Support the development of independent communication for disabled people

Moving around the community
8.6 - Encourage the development of accessible routes to connect buildings, public spaces and transport systems.

National Energy Efficiency and Conservation Strategy

Three essential building blocks for a sustainable energy future have been identified through this Strategy. They are: Energy efficiency - at present the overall technical efficiency of energy use averages 25% (i.e. 75% is wasted). There is scope for ongoing cost-effective improvements in energy across all sectors.

Energy conservation - there is scope to avoid energy waste and reduce energy use (with overall net benefits).

Renewable energy systems - renewable energy will ultimately be the main source of energy for a sustainable economy. They replace dependency on fossil fuels and provide permanent solutions to the issue of energy sector emissions.

Bay of Plenty Regional Policy Statement - Growth Management (Change 2)

The Bay of Plenty Regional Policy Statement promotes the sustainable management of the Bay of Plenty Region’s natural and physical resources by the provision of an overview of the resource management issues of the region with policies and methods to achieve integrated management of natural and physical resources.

Recent additions to the Regional Policy Statement in relation to growth management cite high quality urban design and the work, live, play concept as key principles to achieving sustainable growth in more intense residential environments within the region.
SmartGrowth

The SmartGrowth Strategy is a 50 year vision and implementation plan to manage growth in the Western Bay of Plenty. It concentrates on supporting a compact city form and balanced “live, work, play” approach. At the sub regional level it includes the provision for housing, business, rural production, community activities and recreation. It emphasises the interrelationships between these activities to provide for accessibility, minimised energy use and reduced vehicle emissions. At the local level it includes providing the opportunity for people to meet most of their daily needs within their community and promotes community cohesion and more harmonious lifestyles. The Strategy intends to provide people with the opportunity to remain active through all stages of life, in a healthy and safe environment. At the site level, it includes the need for considered design that contributes to the public domain, provides for privacy and offers diversity through mixed-use development. Listed below are those principles of SmartGrowth which directly relate to an urban design outcome, rather than are simply influenced by it. These are:

- Resources or areas of special spiritual, historical or cultural significance to Tangata Whenua are protected
- Urban design, land use, infrastructure and transportation policies promote fuel efficiency, energy efficiency and reduction in discharges
- Outstanding and significant landscape features are identified and actively protected
- The protection of other heritage places that are unique or representative are encouraged
- Opportunities for live, work and play are actively promoted
- Urban centres and smaller rural areas maintain a distinct local identity or sense of place
- Amenity values are safeguarded
- Design of the public domain is of prime importance and enhanced in areas of intensification
- Site characteristics and surrounding landscape are taken into account in controlling the scale of buildings, including the creation of diversity and visual presence in intensification nodes
- Urban design principles guide sustainable residential development
- Access to open space and community facilities offset the loss of private space as housing intensity increases and takes into account private provision
- Subdivision design promotes supportive communities, such as including communal open spaces
- Business development with high amenity value is promoted
- Tauranga CBD remains the heart of the sub region with an emphasis on specialty shopping, entertainment, cultural facilities, residential living and employment
- New communities include accessible centres providing a range of retail, service and recreation facilities
- The design of public spaces receives high priority
- The provision of open space will assist in the development of urban form and provide high quality amenity within intensification locations
- The provision of open space networks to provide for the safe movement of people
- Easy access to land, buildings and parking has been provided for the disabled
SmartEconomy

SmartEconomy is the economic development strategy for the Western Bay of Plenty. One of the key elements of the Strategy is the recognition of the quality of life and quality of place in attracting people to a region. It is suggested that aesthetics and the physical setting, ease of movement, variety and access to goods and services are all aspects of quality of life. Quality of place can be said to be promoted through transformation of the built environment and construction or implementation of symbolic features. The SmartEconomy Strategy suggests providing a wider choice of recreational, cultural and artistic opportunities.

The “lifestyle” theme of the strategy - the place, the people - is about creating places, facilities, activities and events to ensure Western Bay of Plenty’s lifestyle advantages are a source of competitive advantage for the sub-region. This means retaining the region’s high quality natural amenities and adding to them a diverse range of recreational, cultural and artistic attractions. Under this the Lifestyle theme the Strategy seeks the following outcomes:

- Vibrant and interesting city and town centres created through public and private investment in a high quality built environment
- World class sports, arts, cultural and other leisure related facilities and activities meet the diverse needs of the growing population

SmartTourism

The basis of the vision for this Strategy is to ensure that visitor’s experience and the community embraces Tauranga as a coastal and harbour destination. In relation to urban design SmartTourism relates to the understanding and importance of identity in developing a unique experience and how this might be expressed. Creating an understandable, identifiable and vibrant place are elements of this Strategy.
Smart Arts Strategy

The need to develop an Arts and Culture Strategy for the Western Bay of Plenty was identified in SmartGrowth. The SmartGrowth action stated the need to:

- Investigate the arts needs of the community and support the opportunity for communities to participate in and have access to arts experiences
- Vibrant and interesting city and town centres created through public and private investment in a high quality built environment
- Have a place for arts groups to develop.

The Mission: Through arts and culture, the Western Bay of Plenty and Tauranga Region will be a place where:

- All people have opportunities to engage in their communities
- People explore and challenge their own identities, ideas and values
- The uniqueness of Maori culture and arts is recognised and celebrated, as an expression of our history
- People respect and celebrate other cultures and other people’s differences
- Communities are vibrant and prosperous
- Our heritage and identity is captured and reflected in our natural and built environment
- The past is remembered while the focus is on the future.

Tauranga Tomorrow

Tauranga Tomorrow is the community outcomes process which identifies what the people of Tauranga would like for their city in the future. This gives a very strong directive to the actions to be undertaken by Council and the way in which the actions are prioritised. The consultation in relation to urban design gave a very clear indication that the quality of the city was essential to the future of the city. Eight key community outcomes were identified through Tauranga Tomorrow, most of which have strong links to urban design. The five outcomes below are those which directly relate to urban design:

**Easy to move around**
- People get to where they want to safely by public transport, walking and cycling
- Residential streets that are mainly for people
- People are moving around safely

**Built to fit our hills, harbour and coast**
- A city of neighbourhoods nestled into the landscape
The open space network is recognised as the greatest recreational and amenity asset of the city. Open space provides a diversity of experiences and values that contribute to the sustainability and identity of the city and the well being of its people. The key principles for the open space strategy relating to urban design in Tauranga are that the open space network:

- Will be preserved for the benefit of the natural and built environment and for future generations to enjoy
- Is important in terms of physical access and visual amenity
- Will provide a diverse and abundant range of open space experiences
- Will support the safe movement of people
- Provide places for people to meet
- Protect and reflect the local identity and cultural heritage
Vegetation Strategy
This Strategy considers the planting, protection and maintenance and enhancement of vegetation across the city, including the CBD, neighbourhood centres, in streets and private property. This links strongly to the amenity, safety and identity of our urban places and spaces.

Sport and Active Living Strategy
This Strategy considers goals and actions relating to active living, sports development and active recreation. The Strategy recognises the role of urban design in the location and type of facilities, where and how we might undertake activity and how we can better design for people.

Integrated Transport Strategy for Tauranga
This Strategy focuses on the integrated development of the local transport network, to provide the means for people to travel by a variety of transport. The main principle applying to urban design is:
To support the achievement of high quality urban design
Streets form a major part of the public open space system and need to be designed to reflect the principles of good urban design. This means:
• Well designed transport linkages and infrastructure
• Recognition of context and local identity in design
• Strengthen adjacent activities
Other principles of the strategy which have a component of urban design are:
• Part of an integrated planning network that enables people to move around the city safely and securely
• Recognises and takes into account the natural resources, cultural and heritage values of the city
• Barrier free access and routes for all modes of travel
Appendix Two

Tauranga District Plan Review

Proposed Matters for Review

The following points have been highlighted as important matters for inclusion in the Tauranga District Plan Review in 2007/08. There were identified through the development of the Strategy and submissions to it.

- A tiered system of review for development applications
- A finer grain of zoning which recognises special characteristics, higher density nodes etc
- Ensure that affected parties are involved in the process in relation to infill development
- Emphasis on supporting objectives and policies
- Introduce CPTED principles
- Assessment of parallel processing
- Incentives for good design
- Character areas and heritage items
- Emphasis the link between high amenity and liveability, and the consequent link to mental health
- Review the activity classifications (permitted and controlled) in the RMA process cases of good design and innovation.
  - No written approvals or public notifications to enable negotiation between the Council and developer
- Maintain local communities of interest such as Merivale through the planning process
- Make a more positive approach
- Assess existing projects undertaken in Tauranga with the objectives and aims of the Strategy
Appendix Three

Three Year Strategy Review

Proposed Matters for Review

The Urban Design Strategy is a three year plan, to be reviewed in 2008/09. It was requested by submitters to the Strategy and supported by Council that consideration be given to a timeframe beyond the three years and to ensure that actions which were not appropriate at the time of the Strategy adoption be reconsidered as the framework for urban design develops.

- Involvement of the Tangata Whenua Collective in the review
- The investigation of the use of an urban design panel
- Increased emphasis on sustainability through the actions
- The development of an Urban Design Forum
- The development of an Urban Design Manifesto
- The formation of an Urban Design Task Force
- Funding for public arts
- Integration of the Kyoto Protocol within the Strategy
- More emphasis on place based strategies and place making
- Ensure that funding is allocated in 2009/10 to evaluate the effectiveness of urban design techniques applied through the Urban Design Strategy
- Assess whether funding is required to give support to and provide representation for national initiatives and develop Territorial Authority relationships to trade resources
- Develop indicators in alignment with the monitoring of SmartGrowth actions

Stage 2 of the Spatial Framework including:

- Comprehensive neighbourhood mapping process
- Inclusion of neighbourhood identity indicators developed through cultural frameworks as a basis of place making
- Inclusion of iwi and hapu management plans including of iwi and hapu management plans
Appendix Four

Relevant Documents and Resources

Barrier Free New Zealand Trust - Training & Education (www.barrierfreenz.org.nz)
Inclusive Communities - Guidelines about Disability for Councils and District Health Boards (Office for Disability Issues)
National Guidelines for Crime Prevention Through Environmental Design in New Zealand (Ministry of Justice 2005)
New Zealand Urban Design Protocol (Ministry for the Environment 2005)
Shaping Neighbourhoods - A guide for health, sustainability and vitality (Barton, Grant & Guise 2003)
Specifications for designing better places for business (Centre for Architecture and the Built Environment U.K.2005)
Urban Design Protocol Toolkit (Ministry for the Environment 2006)
The Value of Urban Design (Ministry for the Environment 2005)
"Urbanism works when it creates a journey as desirable as the destination."

a coastal city of neighbourhoods nestled into the landscape in which people embrace their rich heritage and culture through contemporary design