Implementation Strategies to Achieve Sustainable and Liveable Development in New Zealand's Large and Small Communities

Larry Beasley
Masterclass Workshop
March 2010

With support from Christine Ralph, Beca and Kobus Mentz, Urbanismplus

Contents:

Foreward by Larry Beasley, C.M.

It was with a great deal of positive anticipation that I prepared to come to Auckland to participate in this Masterclass Workshop with planners and public officials of New Zealand. The fact is that New Zealand has a long history of proactive planning for its settlements and a democratic tradition of public involvement in community development. It also has a professionalised bureaucracy in government that works to high standards both substantively and ethically. And, of course, it has a strong local private sector consultant community of urbanists from all the key disciplines. In my work around the world, I have found that these are the necessary ingredients for the kind of experience-based urbanism that I prefer to practice. I have found that with these aspects in place, a society can make great strides to implement more liveable and sustainable cities once people have an orientation to contemporary best practices and assistance in how to make the best ideas real on the ground. This is a situation in which I especially like to participate.

The group that assembled in Auckland from all across New Zealand at the invitation of the New Zealand Planning Institute more than met my expectations. Over several full days we enjoyed very intensive work sessions and discussions as people absorbed the ideas that I brought to the table and integrated those with their own experience and circumstances within the framework of typical practices, strengths and limitations that characterise their home settings. My comments from afar were enhanced and grounded significantly by the presentations and commentary of Kobus Mentz and Christine Ralph. Together we were able to explore the primary issues of contemporary urbanism in the situation of both big cities and smaller communities and we were able to focus on not just conceptual or theoretical propositions but also on the hard task of implementation. Since all participants were seasoned professionals, we were able to take the dialogue to a very sophisticated level and bring all our attention to bear on the tough problems that people are facing every day. We found among all of us a strong consensus about the principles of sustainable and liveable urbanism but a set of deep anxieties about how to make it happen on a consistent basis and be robust over time and with changing political and bureaucratic circumstances. Rightfully so, these questions dominated the proceedings.

While, of course, I came to teach all that I could from my experience of city building in Canada, the United States, the Middle East, Europe and elsewhere, it was not surprising to me that I learned a great deal from my New Zealand colleagues. The enthusiasm and diverse experience that was contributed by all participants was richly rewarding. I took away unique New Zealand lessons about big city development but also, especially, about the appropriate evolution of smaller communities. This is one of the great undiscussed topics of contemporary urbanism that is particularly relevant to dynamic societies around the world – and about which New Zealand has a very helpful and special perspective to offer.

I have found that the format of the Masterclass Workshop is a uniquely suitable way for long practicing professional urbanists from many disciplines to enhance their skill base, refresh their attitudes and energy and entertain cross-discipline comparative discussion in the face of the frenetic pace of their everyday work. This proved to be especially true in the case of this Masterclass Workshop in Auckland. As the days and the discussions unfolded I watched as participants flourished with the new ideas they were hearing but also felt acknowledged and empowered by the way their thoughts and experiences were brought into the equation to shape the final themes and recommendations that became the guiding results of the event. Adults learn by not only what they receive but also by what they contribute and how that, in turn, is received.

As you read the following record of the proceedings I hope you will feel the sense of coming together and the energy as well as the real fun that was experienced by those who were actually there – or that you will remember these things if you were lucky enough to be among those who participated in these special days.

Workshop Invitation:

Imagine a city, town or small community

Imagine a community in the future where the best laid plans sit unread on a bookshelf. Economic development plans. Structure plans. Transport plans. Neighbourhood plans. Your council spent hundreds of thousands of dollars developing plans but somehow they never seemed to get implemented. They were too expensive. They were too hard to implement. There was too much opposition from communities and businesses. Different professions couldn't agree on how to proceed. The community continued to grow outward, sprawling and consuming land and natural resources at an unsustainable rate or simply stagnated. Quality of life deteriorates. The economy suffers. Does this sound familiar?

Envision the alternative

Imagine a community in the future that developed a great plan and stuck to it. Economic development plans were implemented, and new jobs were created. Structure plans were implemented, and great places were built. Transport plans were implemented, and the region was more accessible. Neighbourhood plans were implemented, and the community became one of the most liveable places on earth. Opposition from single-issue interest groups and others gave way to opportunities for new development that no longer absorbed resources from future generations. There are

choices, good jobs and a high quality of life. Is this how you envision your community in the future?

If so, you should enrol in this Master Workshop which is designed for senior level professionals who have responsibilities The workshop will address the obstacles to sustainable development and provide strategies for overcoming them. The programme will cover all contexts from large metropolitan cities, smaller cities and towns and rural communities. Participants will select whether they participate in one of the 'large' or one of the 'small' community breakout discussion groups.

This two-day workshop will be led by Larry Beasley CM, the former Planning Director of Vancouver in the 1980s and 1990s, a time when Vancouver transformed itself from a planning paradigm typical of North American development patterns to a city with high-density downtown living, a modern rapid transit system, high quality urban amenities and good urban design. He has won numerous national and international wards, is in constant demand as a speaker and consults on sustainable development in major international projects

Larry will be assisted by Kobus Mentz, Urbanismplus and Christine Ralph, Beca, who will act as group facilitators and provide local context

Programme

Wednesday 17th March

Introduction:

- Presenters / facilitators

- Programme format

- Learning Objectives

Opening Orientation - big cities; small communities – Kobus Mentz and Christine Ralph

PRESENTATION 1: Overview - Setting the Agenda – Larry Beasley

Issues involved in achieving sustainable development. Consideration of the interrelationships between organisational structures/issues, policy development and a myriad of other considerations. How do we develop effective process principles for the implementation of effective strategies and outcomes?

Q & A / discussion session

Breakout groups: Identification of the significant obstacles to sustainable development objectives. Groups will focus on either metropolitan/large urban or smaller cities/towns/rural settings. (Attendees select their group preference)

Group report backs.

Comments from Larry Beasley, Christine and Kobus

Lunch

COMMENTARY: Addressing issues identified by groups. What practices in other places are relevant to New Zealand? – Larry Beasley

Q & A / discussion session

Responses / solutions to the obstacles and challenges identified in the first group session

Group reports back

Comments from Larry, Christine and Kobus

Facilitated discussion and summary of the outcomes of day's programme. Particular issues/themes/topics to be addressed on day 2.

Thursday 18 March

COMMENTARY: Thoughts on the key issues from Day 1 – Larry Beasley

Q & A / discussion session

PRESENTATION 2: Successful Implementation Strategies in New Zealand - Kobus Mentz

Breakout groups: Crystallize a 'New Zealand approach' to sustainable development covering policy, process, delivery and organisational issues.

Group reports back

Comments from Larry, Christine and Kobus

Lunch

PRESENTATION 3: The Human element – Larry Beasley

Changing mindsets, overcoming resistance to change, overcoming 'patch resistance' between relevant parties/individuals. Will new skill sets, depth and breadth of knowledge and degrees of professionalism need to be significantly raised for any 'blueprint' to succeed. How to achieve this?

Q & A / discussion session

Breakout groups: Defining A New Zealand Approach – Summary Discussion

Interactive Session – drawing upon Group reports and other inputs.

How close have we got a workable model for achieving sustainable development in New Zealand?

Discussion: What does this mean for me in my personal professional capacity?

Concluding remarks from Larry Beasley

Implementation Strategies to Achieve Sustainable and Liveable Development in New Zealand's Large and Small Communities

Ways and Means #1:
Framing the quest, the problems and the potentials

We're going to talk today about implementation strategies rather than substantive results but let's start by remembering what we are trying to achieve. Let me offer, as an introduction to the proceedings today, a reminder of the components of Smart Growth, as the frame for liveability and sustainability of contemporary settlements.

And as I do that and on for the rest of this presentation, along with my words I'll be showing you a kind of photo essay in the powerpoint. This more or less illustrates my points but I also hope you will enjoy it for its own merits. I hope you will enjoy the pictures and the sometime metaphor or maybe even humour that I have tried to include.

Liveability and Sustainability: these are the two overarching imperatives that smart communities now know they have to tackle. I have worked with larger and smaller places in various locations around the world and I have found that the manifestations for human settlements are incredibly diverse – but the underlying principles seem to stay the same for how we need to live closer together and how we need to live in balance with our natural setting.

First, the emphasis on quality liveability is no longer a luxury, it is now a necessity of economic development. That's because the dynamics of urban growth and competition have fundamentally changed in the last half century – all driven by the incredible fluidity of movement of people that increasingly reflects our time. The world has become footloose, with people and capital moving at will: business can be done anywhere; other aspects of life are more important than one's livelihood; and where people choose to live is not tied down the way it used to be. We can do and be almost anything anywhere so, by the millions, people are moving away from polluted, unpleasant, unfulfilling, dull places to quality places that make them happy. In the future, humane, comfortable, safe and attractive places will flourish while their opposite will simply languish. It is as simple as that, whether we are talking about the international, national, or, regional urban situation – big cities or small towns. Quality of place is economic development.

Second, every town and city must build local constituency and consumer demand for new kinds of settlement patterns and forms that will give us a fighting chance to become compatible with our natural environment. We all must struggle to become sustainable. At present, the status quo choices perpetuated in post war suburbanization, patterns that you see here in New Zealand and everywhere in the Western World, have placed us on the verge of planet-wide ecological disaster. And, we're all in this boat together - let there be no confusion, it is human cities, all over the world, that have placed us in harm's way. For some of our people who are what I might call natural urbanites, our job is to recreate the city in a form that they can adopt and enjoy, instead of having to flee the city at a certain point in their family lifecycle when the city no longer works for them. But I think we also know that many people are in suburban communities or smaller communities outside the orbit of the big cities because the urban patterns of the big cities are simply not what they want and would ever aspire to. So we have a harder job; not to try to make everywhere "big

'Quality of place *is* economic development.'

city urban" but to find a smaller community model that meets the test of sustainability but will appeal to the non-urban consumer. Now, what makes this so hard for both the big city and the small community is that we live in democracies with free choice: if your people don't like the new urban structures that are necessary they will not choose them as consumers nor allow them as voters. But one way or another, sustainability is survival.

So, with these overarching imperatives in mind, let me offer a framework of the substantive side of the equation, so we can then focus the workshop on the elements of intelligent governance that will allow us to implement these imperatives. The best framework I know is the framework of "Smart Growth". And then, I will present a concept that allows us to translate this framework into something meaningful at both the big city and small community scale.

Let me remind you of that framework of "Smart Growth" as it is commonly expressed. Here it is. This is about both the urban structure and urban infrastructure of your community, along with a little magic of clever design.

First, from a structural point of view,

- its about the form of our cities – clustered density and mixed use and all kinds of diversity and protected open space; and,

- its about the fabric of our cities – green construction;

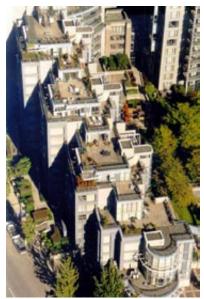Second, from an infrastructural point of view,

- its about the circulation within our cities – transportation choices and putting the private car into a logical array of movement alternatives; and,

- its about the utilities of our cities – managing water and waste and energy in a conserving way.

And third, the integration of everything comes with placemaking,

- putting things together at a human scale; and,

- managing growth of your town through what I call "experiential planning", going beyond the systems perspective and the bird's eye view of land use allocations to the intimacy of design that creates the positive experiences that people tell us they are longing for in any city – that emotional dimension.

In Vancouver we have even put our own brand to some of these ideas when a recent mayor invented a term for the restructuring of the city that he called "eco-density". It sounded good, and, indeed, in the intense circumstances of the core city, it has a lot of merit and has proved to be very helpful. But, outside the core, it was seen as the "thin edge of the wedge" of something to be nothing but frightened of. And that is because a lot of smart growth advocates do not understand one reality of modern cities where land is valued and used based upon location – and that is the concept of the "urban transect" invented by a colleague of mine, Andres Duany, one of America's most interesting urban thinkers.

The "transect" is the notion that intensity of use based

'...the existing relationship between developer, city hall and citizens is dysfunctional – it does not lead to optimal results. I think it must be reconceived. That's problem number one.'

upon location will naturally be calibrated with the scale of a place and its spaciousness, related to open spaces as compared to buildings. It naturally works at the metropolitan scale, with the biggest buildings and tightest clustering of buildings at the big city core; and it works at the sub-regional and local level with focal points of intensity and height associated with important locations. But it also explains why a lower scale is often the best scale in a suburban and rural circumstance. And, this idea of the "transect" allows us to take the principles of good urbanism and both apply them to our big cities as well as translate them into forms suitable for areas that are not at the metropolitan core.

Of course, this means many things – many moves that big cities need to make; and many moves that smaller towns and suburban towns need to make. While I cannot go into all that here, I do want to talk about directions.

For the big cities, I think the key is to make high density and high scale development attractive and palatable to the average consumers. This means humanizing density with wonderful detailing at the street level. This means creating neighbourhood social structures with all the public and commercial facilities people need everyday nearby and an amenable household mix. This means revamping the dense city for families with children.

For the smaller or suburban community, I think the key is to avoid the two factors that are distorting these communities out of all recognition and wiping out their

potential to be nice places: the overbearing street standards from the 1950's and the unfitting corporate design standards of the big chain retailers, especially the big boxers, that plop down into these towns like a cancer. Remembering the transect, good urbanism in these communities does not have to be high scale or high density to be smart – even modest increases in density and small clustering of development with small attention to diversity of households and a little more care than this for streetscapes can make all the difference.

So that is the substantive side of things. I suspect that this is more of a reminder to most of you, since I know that you know this stuff. But, hopefully, I have given you a helpful conceptualization for our discussions in the rest of the workshop of how it all fits together and can be made practical at different scales. Now let's turn to the main order of the day, which is the ways and means of achieving the sustainable and liveable city – the structure and mechanisms and programs of governance.

Now you will notice that I did not say "government" but "governance" and there is a subtle difference. In the future, I think we will have to see a collaboration with everyone taking decisions together – with government playing a stronger role than in the recent past but with private people continuing in a prime capacity of making change.

Let me start by framing the problem. What stops collaboration?

'The point is that planning in the modern world is simply no longer discretionary.'

In most modern cities and towns, the existing relationship between developer, city hall and citizens is dysfunctional – it does not lead to optimal results. I think it must be reconceived. That's problem number one.

In most modern cities and towns, the existing funding framework is dysfunctional – public demands are way out of line with our funding potential, under the primary property tax approach that we are traditionally limited to. That's problem number two.

And, finally, in most modern cities and towns, the regulatory system and development management system are dysfunctional. They are not agile enough to adopt contemporary solutions for liveability or sustainability and they do not foster the collaboration that is needed. That's problem number three.

We've got to arrange the chairs differently on this deck. We have to look at the regulatory opportunity in a different way; we have to look at the relationship with the developer in a different way; we have to engage with citizens in a different way.

The basic underlying contradiction as I see it – the prime challenge we face – is that the silos of power and action on the urban scene will not create great urbanism of the kind that we admire from the past (when everything was integrated). Separately, we cannot offer everything necessary for good placemaking.

Government provides the services and facilities and has the staying power to run them but has no money to do

the best standards.

Developers provide housing and workplaces – they have the funding source but cannot generate or sustain a community infrastructure.

Citizens are left out of the creative process so they cannot even control the definition much less the delivery of the urban products they want – they are basically left to express themselves in the negative as opponents – to not purchase (and, yet, they have to live and work somewhere) or not vote for (and, yet, someone has to be in power whether they do or do not know how to make a good community) or just be a loud mouth opposition and critic (and, yet, as that, we demonize them and trivialize them).

We have to bring these forces and powers together – reintegration – in coordinated action that is driven by each group getting what it wants and no group losing. But together we can do things and create things that we cannot achieve separately.

Now, I do not want to pre-empt your creativity in the work sessions today but let me offer some summary clues of how we can do things differently in the future.

The key aspects are inclusiveness of the process, flexibility of laws and systems, and mediation among diverse interests.

And I think government – the local government – has to be the convener of a new approach to all of this. In this regard, let me offer some basic wisdom that has

served me well in every single situation I have worked in. I was speaking in Madrid, several years ago, and a fellow speaker was the famous Brazilian urbanist, Jaime Lerner. Here is what he said.

"Every city has to have a design; a city without a design doesn't know where it's going; doesn't know how to grow."

What he is telling us is that a community will not get where it wants to go by accident. Trends just will not get us there and the sum total of private interests will miss a lot of the public interests, so we need to make those public interests as clear as we can. Now that plan must have a compelling vision, generated by all interests, it must be supported widely and then it must be expressed in a regulatory framework – zoning. The point is that planning in the modern world is simply no longer discretionary.

Now, having said that, let me cover just three other aspects of governance that may be especially relevant in New Zealand.

First, I commend to you to look at development regulation beyond just its function to shape development – I recommend that you also see it as a vehicle of wealth creation that can help everyone achieve what they need in the city. This takes what is called a discretionary regulatory framework, which is more like one sees in Europe than what is practiced in North America, which is light on rules and heavy on codification of aspirations. Through a discretionary zoning approach, you can embed strong incentives for the things that you want for liveability and sustainability,

in terms of civic design and public goods; you can link public amenities and qualities to the key drivers of the private market so that public and private objectives are achieved in tandem; and you can do all of this without endangering the profits that make development happen. As public decision makers, you are not just approving development; you are also the makers of great wealth.

Second, I commend to you to make physical design a prime focus of your management of development. Land use and transportation policy is just not enough. We're finding everywhere that even with the best of policy intentions, we are often still getting very unpleasant and unsustainable places. It is necessary to also codify design intentions, negotiate from design strength and prowess and get all the help on design that you can get. For example, I am a big proponent of design peer review, or as it is commonly known, formation of an "urban design panel" to help with difficult design choices. Everywhere I have seen true peer design put into practice, I have seen a transformation in the quality of projects. Related to this, I want to emphasize the power of just saying NO when a scheme comes along that just doesn't fit in with you community vision. You may think this forgoes a moment of economic opportunity, and, undoubtedly it may; but in my experience it also preserves an array of future economic potential that will be a lot more powerful to your civic economy. I see the formula working like this: bad development is drawn to places that accept it; quality development is drawn to quality development; consumers are drawn to quality products and the more choices they have the better they feel

and the more they invest; and, the more they are willing to invest, the more wealth that is created that can also be tapped for public investments in liveability and sustainability.

And finally on governance, I commend to you to bring public engagement to the heart of your planning for the future of every town and city. The essence of "experiential planning" is to understand the experiences that people want so your efforts can create these experiences. But the traditional techniques tend to be boring for most people and are often ineffective because of that. There are issues of language, format, arrangements for children and distance, among other barriers to a good dialogue. Also, engagement has to be about education, not just tapping public opinion through polling. It is shaping opinion to go in a more sustainable and urbane direction. Remembering the triangle of public interest, with the few wildly interested at the top and the casually interested and even disinterested at the bottom, you will find that an overlay of engagement techniques begins to discern the truth of public attitudes that is robust against the narrow-minded "nimbyism" that we tend to encounter. The bottom line of my experience is that tapping into the essential public spirit in society usually taps me into progressive city building as well because many citizens are way ahead of government or politicians when it really comes down to what they believe in.

Now, I started with the benefits of a different kind of governance that I have just been describing. There are also issues that I know will be in your mind. I will come back to some of these later but let me just record them now, so you can start to discuss them as you get started.

Here is the basic list of the ones I usually see:

• developer acceptance;

• political acceptance – including citizen acceptance ("city hall for sale");

• managing competing public agency forces once the source of wealth is evident and available;

• complexity of life vs simplicity of laws (the need to go from the general to the specific in stages); and,

• time – slow ways of doing things and fast ways of doing things (the option to design first in charrettes and then covering the technical level later over a longer time).

Well, I hope this quick overview will get the talk of today well underway. In the workgroups and the plenary discussions we will get into more detail and get more specific to your specific situation here in New Zealand. And, also later, I want to get into the capacities that I think planners must bring to these new approaches of governance. But this introduction this morning was to set a direction because it is clear that our existing way of doing things, not only here but all over the world, will not get us to any meaningful level of sustainability or to the much higher level of urban liveability that our people constantly make it clear that they want.

Let's now open the floor for discussion...

Break out group Session #1

Identification of significant obstacles and opportunities through sustainable development.

A. Large Cities Group:

Objectives and Solutions

Obstacles:

- Lack of examples / vision and understanding of good urban design.

- What is Council role? There is a lack of understanding of market drivers and this leads to a lack of clarity for development options.

- Planning system – time, type of system inflexible.

- Influencing the "standard design building" e.g. Golden Homes.

- Not having policies / plan based on household types to provide clarity like the planning system in England which stipulates housing types and not density.

- Combination of 3 types of legislation and drivers which confuse things e.g. RMA, LGA and LTMA.

Challenges between varying delivery groups i.e. local govt, ARTA, NZTA and different funding policies and agendas.

- Kiwi psyche what surroundings are we used to living in.

- What responsibilities do developers need to have – question of balance.

- Public consultation process takes too long and we ask un-informed people what they want, often they don't know.

- Compliance costs.

- Current pricing mechanisms e.g. price of petrol for cars doesn't account for externalities.

Opportunities

- Local Government to acquire land for intensification. Local Government buying owning land and identifying requirements for development e.g Chews Lane – brown fields in particular.

- Getting developers involved in master planning. Early.

- Education of the public.

- Council doing development in "exhibition / example" sites.

- Strong economic development/financial side of urban design.

- Speeding up the processing processes and giving greater clarity.

- RMA reform - changed the current process – No new thinking about changing the process – this is an opportunity.

- Improve / change funding side of NZTA / transport funding - shared understanding.

- Providing people with options rather than a blank sheet.

- Limiting 3rd party appeals to consents/plan changes.

- Improved cohesion within different departments in general.

- Better use of financial incentives for developers.

- Development contributions from developers for public transport contribution.

- Providing intensification opportunities for suburban environments as well as inner city environments.

B. Large Cities Group:

- Show by good example, non-notification to save time

- Common vision

- Pilot projects, joint ventures, medium density housing gains, Council would learn off developers a "take different approaches start small in right location, educate – tours, live in it. Quality project

- Bonus for community provision, free design advice, onwards for quality design advice from Council, free valuation service, back shop and regulate, statutory audits on design, right typed personality and market safe to say yes, acceptable and alternative solutions,

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Obstacle/Opportunity

- Not paying the true cost of development
- Not working together
- KPIs for comprehensive planning
- Over regulatory mindset
- Poor quality of development
- More flexible approach
- Landowners have different agendas than Local Authority
- Lack of examples of vision
- Local government provide opportunities
- Common vision
- No incentives to do right thing

Solutions

- Whole of life accounting, assessment, real quality of life indicators, affordable, incentives for sustainability, Betterment contributions, "Ratings" for communities and homes.
- Government leadership, all agencies to reflect all strategies, collegial approach, better engagement, need for training on deal making.
- KPIs for strategy achievement.
- Joint ownership of problems, better coordination, long term focus, equitable agreements, common research, collaborative skilled teams
- Abolish appeals and make process more real, test how flexible plan can be, more flexible, more education, more public part of higher led.
- Demonstration projects, incentives

- Design codes and how used, peer reviews, more consultation influence political decisions
- Engage owners and developers, educate, incentives, rewards for design, contractual arrangements
- Government should build as example: panels, rewords, models/photos, demonstration examples and competitions.
- Work with government agencies re-use infrastructure
- Bolt 30yr timeframe into LTCCP or? Don't go to court – district plans, partners/stakeholders responsibility, national policy statement
- Research, reduce DIFS with high sustainability rating, incentive at right scale

C. Small Communities Group:

Obstacles	Solutions	Opportunities
Meaning of sustainable development - It often means different things to different people	Education	Change in desires
Lack of over arching vision	Longer time frame documents (50+ years) Spatial Plan Use of new technologies	Flexibility in development location Visual illustrations for spatial plans / proposals
Lack of statutory alignment	Integration across organisations (building / planning / policy)	Ability to say NO
Add-hoc development	Over arching vision	
Design vs. behaviour	Pilot projects - Local Government and development joint projects Urban design panels	Demonstrate ability of green technologies Professional pressure to submit best design
Kiwi mind set (1/4 acre block not high density living)	Education	NZ unique suburban areas
Infrastructure and funding - especially a factor with smaller communities.	Compact developments (smaller pipes underground)	Economics demanding higher density
Lack of incentives to create sustainable options	Processing incentives, monetary incentives	Encourage sustainable design
Negative documentation	Re-shape planning documents	Planning focus (vs. law based)
Planning is disconnected from micro economics	Education on development economics	Understanding of developers motives/bottom line Realistic planning outcomes requests
Cost of litigation	Planning as a profession not law	Re-invest money into development improved finish product
Time and money spent in the planning process	Flexibility in planing documents	Re-invest money into design and built quality
Mechanisms for retaining information on specific areas or properties Information related to past applications / history of properties is often lost due to poor filing systems and staff turn-over.	Use of technology	Easier processing
Innovative thinking vs. box ticking.	Flexibility in planning documents rules that allow for improved proposals (activity status benefits avoid notification)	Creative solutions creating attractive spaces
Silo thinking within organisation		

D. Small Communities Group:

Obstacles

- CAVE - Citizens Against Virtually Everything

- Affordability

- Political agendas and the election cycle

- Market acceptance - quarter acre kiwi mentality

- Developers reluctant to accept the greater risks of bringing higher density development to the market

- Poorly designed higher density development in the past has created a negative reputation

- Higher density development in the past has tended to focus more on the actual accommodation rather than also considering the need for local amenities like shops and parks which contribute to creating communities

- There is a lack of community awareness around the need to move toward more sustainable living options and living environments

- Providing public transport in smaller communities is very difficult and often unable to be self supporting - without this it is harder to provide higher density development

- Small towns have often been designed around the needs of the motor car

- Older population groups in small towns are often very adverse to change

Opportunities

- Selling the vision

- Living in medium density living would help to understand the benefits

- Promoting the financial, economic and social gains from sustainable design

- Public/private partnerships offer opportunities to spread the risks

- Locations for higher density development need to be carefully chosen

- Pilot examples can be used to demonstrate the viability and desirability of different living environments

- The true costs of sustainable design should be highlighted

- Incentives to encourage sustainable development

- Promote walkability and cycling

Ways and Means #2:

The Human Element of Governance

We have now looked at the substantive side of the battle for liveability and sustainability and at the governance side, in regard to the structures, systems, and processes that will be necessary in order to implement the intelligent city of the future. We have also explored these issues at both the big city and smaller community scale. And I think you now have an interesting framework of possibilities for how you might want to move things along in your country to create better and better cities and towns. Now, we need to turn to the human element.

I think we all know that structures, systems and processes, in and of themselves, do not insure success in anything. They set the stage. In the final analysis it is the action of people, their capacities and their intentions, that will make or break the movement. So we want to spend some time today talking about the human aspects that need to be brought to the table to create and manage the liveable and sustainable city.

And, with the pictures, I'll continue with my metaphors and flights of fancy, like yesterday.

Let me start with a simple listing of the capacities that I have found to be essential in this new world. I'll leave it for you to decide what is relevant here in New Zealand – I just don't know because of my limited time working with you. I do know that New Zealand is already ahead of the world on several fronts and we need to identify where that is the case so we can make sure these advantages are not taken for granted as you go through the inevitable municipal restructurings. The main point

'Urban designers have to be integrated into every part of your civic organisation.'

is to know enough to have the discussion; to realise that the expertise of the past is not necessarily the expertise of the future; and to set off on a process to understand and then realise the new capacities that will be essential for a sustainable New Zealand. That is why we will follow up my commentary here with another round of group discussions so you can bring this all to ground for yourselves here – and, again, notice that the situation of the big cities and smaller communities will call for differing responses.

So, let's get on with the list of the key government capacities for the future.

First, because the approach I have been talking about requires a very deliberate act of design, it is essential that you have people in the arena that know about design – that are designers with a true prowess in design. This will require that most municipal governments reach out well beyond the job descriptions that they have used in the past. Urban designers have to be integrated into every part of your civic organisation. In many cases, you will find that there is little or no real design prowess in the organisation or you will find that it is focussed in one or two people who are seen as the specialists of design. That is primarily because none of the municipal professions have been emphasising civic physical design for at least the last half century – the academy has in most cases edited design out of the professional curriculum. So the prowess that is out there in urban design is generally a self-taught prowess. Everywhere in the world, people have been in a process of trial and error in rediscovering the art of urban design, picking

'Whatever the reason might be, not having a full picture on the financial and business aspects of a project is just no longer acceptable in the complex relations that need to comprise contemporary development management.'

up the threads, the traditions, that were dropped back in the 1930's, and you have to look to the people who have had that almost avocational interest for the capacity that you need.

But, of course, that will never be enough, so a key aspect of smart civic organisations will increasingly be education of many staff, in all the departments that are responsible for the physical form of the city, as well as the decision makers of the municipality, to have a design consciousness and design skills. Wherever I am working, I try to build design capacity throughout the organisation, one person at a time in some instances, over a long period of time, so that the dialogue of design can grow and become more influential in how we do things. I'm not just talking about the planning department now, but also about the engineering department and fire department and police department and utility department and parks department and even the social planning department. I mean literally throughout the organization, all the departments, and beyond that, the political establishment as well.

You can then beef this up with the ancillary organisational arrangements that facilitate design. In Dallas, Texas, and Abu Dhabi, in the United Arab Emirates, we have founded urban design studios in the planning organisations to make urban design a priority. I have already talked about the need for advisory peer review – and the key here is to draw on the design expertise that is already in your community to deal with things from a design perspective. It is also vital to codify as much as possible your design intentions. Remembering that design is an art of choices as much as a science, making your civic requirements specific in guidelines or other design codes, such as this one for family housing in Vancouver, is a fast way to get people singing from the same song sheet. Focussing in on sustainability, many organisations are adding civic

sustainability offices to bring the basic new technical knowledge into their work. The main point is that good design will not happen by accident and the facility for it does not naturally exist in a City Council, so you have to bring that capacity in and build that capacity from within.

In addition to design, I said yesterday that the sustainable and liveable city will require us to re-invent the relationships between civic officials, the developers and the public, with a motive of collaboration and a modus operandi of flexible development management through discretionary regulation. There are several capacities that are central to this different way of doing things. Let me highlight three.

The first of these municipal capacities is financial understanding – a prowess in urban land economics. Civic officials must really know about the drivers of development and all aspects of project proformas so they fully understand and can quantify the equities that are at play as they engage with proponents of change. For far too long, City Council staff have been alarmingly naive about how money is flowing in projects. They do not understand how much profit is at stake, where that profit is focussed, or what the essential factors of the project are that secure profit and limit risk.

Let me remind you of the typical reality of an incentive based proposal that might come before you for consideration. Every project has both a profit on the production of the product, usually up to 20%, and it has a separate profit on the value of land before and after the public decision to allocate development potential – this profit can take almost any percentage. The production profit has nothing to do with City Hall; but the land profit has everything to do with City Hall. You create that profit. And while some of this certainly helps to cover developer risk in a risky circumstance where the market is not well understood, a lot of it is

just windfall profit – what we have come to call the "land lift". And the principle is that a portion of this "land lift" can be allocated for the public goods, such as this new school, that support the development.
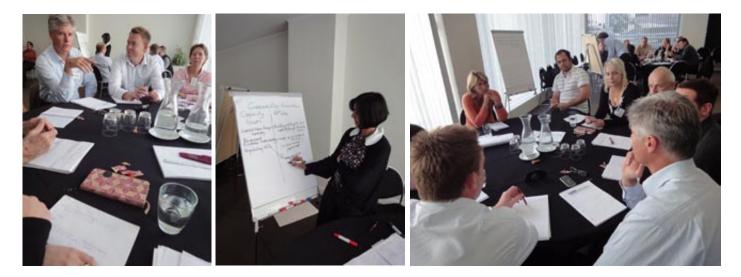
In smart cities I now see a new alliance between the planner and the real estate professional. I see direct financial analysis being undertaken before and during engagement with the developer. And I see negotiations founded upon a clear financial perspective, not an emotional one.

Whatever the reason might be, not having a full picture on the financial and business aspects of a project is just no longer acceptable in the complex relations that need to comprise contemporary development management.

The second municipal capacity that is vital as you shift to a discretionary regulatory approach is prowess in negotiating. It fascinates me that even though officials are more and more involved in complex negotiations, they have very little training to do this. So we get the bullys and the gamers and the talkers who, in the end, get "out negotiated" to the detriment of the public interest.

In development management, where often millions of dollars are at play with new construction, I feel it is essential to negotiate for mutual success but also with the intention to make the relationship an efficient one. This takes us to the heart of what is called "interest based negotiations", which I hope you all know about. In interest based problem solving and negotiations, it is the objective to fulfill the profound interests of all sides, although this often occurs in ways that positional attitudes would not have expected. We have learned that it is very hard to reconcile positions but much easier to reconcile underlying interests – so a focus on interests gets us where we need to get to much faster and easier. In this circumstance, you can see why the codification of design is essential and

economic understanding is important, because this quickly clarifies what is at stake. I have also found that a foundation of pre-agreed upon standards and targets for public goods can be very helpful as well. My message is that we have to train our people to negotiate and we have to motivate them to take an interest based approach in their negotiations, which will give collaboration a chance to happen and succeed.

The final municipal capacity is leadership – a prowess in political management, in a democracy, to foster integrity of the public agenda so that strength can be brought to the engagement with the private sector. It's an old but true statement that negotiations work best among equals. Now think of the typical case with many public/private situations. On the private side one sees a single force with a clear objective, a strength of purpose, resources to fulfill that purpose, and a direct way to "make the call" when the going gets tough. On the public side we see many interests that may or may not be coordinated, a diversity of objectives and purposes that are usually not codified much less reconciled, a lack of resources and a complicated process to make the key decisions. You see people working at cross purposes, pulling rank, allowing the "end runs", and, sometimes, just playing games for political gain. The front-line negotiator certainly cannot be confident under these circumstances, so there is no real equality of stature among the negotiators, and the results for the public suffer at the end of the day. But with senior City Council staff properly empowered, with clear consensus on objectives up front, with a protocol to limit political interference and with a pre-determined process to confirm results, we can change everything for the better. And this all means that planners as a profession have to take on more leadership and political management than many of us have been accustomed to. Planners have to move away from just seeing themselves as people who "recommend", but don't have to bear

In a design-based system, with an explicit interest in excellence and flexibility and with public and private forces working together, a developer makes more money.

responsibility, or as people who "convene", but don't have to contribute to results, or as people who just stand apart from politics. Political management is planning.

Of course, all of this is a lot about education and training; and here in New Zealand, because you train people to take on the hard discretionary decisions on development, you may be well ahead of the game in comparison with other countries. I commend to you to use and even expand that system to make sure it covers the agenda we have been discussing in this workshop to achieve the liveable and sustainable city.

But beyond skills enhancement, a lot of the energy for collaboration between public and private and citizen forces is about attitudes. Are you or are you not part of a team? Do the people managing development and making policy in your organisation see themselves as being in a joint venture with the other players on the scene or do they see themselves as policemen? Do the citizens in your town see City Hall as a bottleneck or facilitator; as an independent agent for the public good or as being in the pocket of the developers? And who sets the pace for these judgements – appointed officials or elected politicians? These are all big questions that have to be answered by public officials looking at themselves and confirming what it is that they really want to represent. And I also think that, almost like therapy, they need to talk about these questions.

I can tell you with clarity, having been on both sides of the table, the style of operation of the policeman is very different that the collaborator. The emasculated official works very differently from the empowered one. The

advocate for moving forward with mutual interest does things totally differently than the positioner. The point is that civic organisations could put a lot more emphasis on attitudes and defining from a corporate perspective what attitudes will prevail in the organisation and will be rewarded – because this really facilitates collaboration.

So how do we deal with some of the issues that come to fore with the kind of discretionary, deliberative approach that I have been advocating throughout our workshop.

Let's take several of these issues.

First, many people in this room have been thinking that a lot of what I have been discussing is OK but will it ever be accepted by developers, who, as we all know, have their own power bases and ways to get what they want. Well, every jurisdiction has to answer that question for itself. In my town, the answer has been YES, once the system had a chance to shake down. In a design-based system, with an explicit interest in excellence and flexibility and with public and private forces working together, a developer makes more money. Back to my friend, Andres Duany, I think he says it well: "good design pays". Also, if you can offer people not only attractive products from the private perspective but also an attractive community infrastructure, targeted to a diverse population, then more people will want to buy the results, demand and supply will be in a higher balance and the market will work much better and much more broadly. The win-win that is inherent in this equation is that the municipality gets support for the services and facilities that people want, people get the sophisticated urban products that they want, and the

'YES, complexity can be managed. The real challenge is to administer laws fairly and to assist people with them so that they do not become an encumbrance to good design.'

developer gets the sustained profits that they want.

A second issue is political and citizen acceptance. Will a politician abridge his or her own power for the greater good? Can citizens accept a system that is very negotiation based, without feeling City Hall is "for sale"? Again, each community has to work these questions out for itself but here is what I have found from my own experience. In Vancouver, most politicians like the system because it is easier for them and the results are consistently better than they expected. Citizens may or may not be sceptical about the negotiated settlement but without a doubt they feel that the results have been very positive without an impact on their taxes. As long as the public process is fair and transparent and ascertainable, then all seems to work well.

A tough issue I have found is can we manage the competing public interests within City Hall for whatever wealth can be garnered through the process. Everyone wants a piece of the pie and few understand, once the system is up and running, that the pie has limits defined by the limits of quality design. In Vancouver, which is one of the most fully realised discretionary, incentives-based development management systems in the world, we've been able to because we have put in place two protocols to cope with this. First, we always let the optimal urban design solution determine the parameters of financial capacity in an incentive-driven project; never the other way around. If you don't do this in principle, many City Hall interests will trade off the quality of the city without even realising it because quality is very hard to quantify as compared to their demands for childcare or parks or sustainable design or cultural facilities. Second, we broker equities within City Hall for every project. We have a simple committee of all the interests and it is that committee that sets the allocation of resources. We determine how much equity is at play and then we allocate how that should be spent – in a project by project negotiation. The key is that this has to be very deliberate and systematic rather than random, which tends to keep everyone in line.

A more subtle issue has to do with complexity versus simplicity. Can we manage complexity? People will say that the laws get too complicated in a discretionary system whereas they long for simplicity. But we all know that the modern city is complex, so I think it is

not a surprise to think that the laws that regulate it will also be complex. YES, complexity can be managed. The real challenge is to administer laws fairly and to assist people with them so that they do not become an encumbrance to good design. That's why I am such an advocate for flexibility, so that we can evolve our laws as our vision for the city evolves and as new and better ideas come to the fore.

And the last issue I want to cover today is time. We live in a world where people want immediate gratification but our planning processes tend to take too long because they are dealing with delicate subjects and many many people. Can we do things faster? Our traditions in plan making have been to collect information, do a lot of technical work, engage the public and after all is said and done, produce and deliver a plan – at the tail end of the process. To get to YES, we have to turn that process on its head. Many times, the real essence of what we need to do is abundantly clear or at least is discoverable in a quite immediate way. So my recommendation, now, is to use techniques such as charrettes to get the essentials of a plan on the table at the front end of the process and then follow up with the technical and political work to confirm that plan over time. And this is only possible when we use design as the prime method of planning. It allows you to generate something with people that is immediately clear and evident, whereas policy generally fosters just the opposite in a lot of debate. Also, a design proposition focuses the follow up work and discussion in a tangible and practical way. In my experience this can take a lot of the liability of time out of the equation.

Well, I hope these remarks will ginger your discussion in the groups later this afternoon; but let's open the floor now for discussion about the human element while we are all still together...

Break out group Session #4
Capacities To Implement Solutions On Key Obstacles

A. Consultants Group:

True Cost Of Development & Incentives (Items I & II)

Obstacles Incentivising Affordable Housing

- Low cost (private)
- Not social housing
- 350k mark
- Freehold unit
- Client is a developer

Solutions

Increase density by RMA coupled with contract with land on title regarding long term retention of affordability

- J.V. / PPP / development corporation to help reduce land price at right location.
- Qualified, fast tracked, cheaper process for consents.
- Give public benefit credit on development contributions
- Focus good areas where capacity exists.
- Differential charges.
- Relax "up front" finishing/ quality requirements on units.
- Funded and mandated trust / organisation
- Rate / tax breaks for affordability.

B. Transport Group:

Obstacles: How Do We Foster Working Together?

Inter – Agency

- Relationship management - key contact, regular liason – project / non project specific.
- 'Zipper' approach.

- Discuss projects at early stage e.g. before developer on scene.
- Improve corporate knowledge / records base.
- Tangata Whenua – long term.
- 'Pool' of representatives.
- Effective handovers.
- MoU's (projects) - need processes to support.
- Be at the table - more proactive.

Intra - Agency

- Projects - invite staff from different departments (MTGS, workshops) (RONS, NPs).
- Include discussion in workshop on 24th.
- Set up forums / focus groups to meet regularly.
- Use our levers - funding process => opportunity for encouraging good practice.
- Workshop with relevant groups to identify oppurtunities.
- Use exisiting think-piece re-funding to initiate.

Internal

- Improve corporate knowledge / records.
- Regular office meetings - Invite staff to talk about their area of work.
- Make sure goals are aligned across groups - develop processes to ensure these represent 'NZTA' view.

C. Large Cities Planners Group:

Obstacles = Poor quality development - how to achieve better quality design / development.

- Public workshops – what is good urban design.
- Design guides in Dutria Plan.
- Make it clear what the criteria for good quality design is.

- Show the economics of good urban design.
- Clear vision – why doing it, where, how?
- Councilors, developers, public understand this.
- Have policies to say no.
- Use urban design champions / those that get it
- I.e. in press releases, ongoing mtgs.
- Organise study tours for the people that matters to show good development.
- Developers workshops – monthly (e.g. Papakura)
- E.g. to build relationships and talk about issues
- Design review panels.
- More / better pre-application meetings – empowering the planners – people who negotiate well.
- ID key people to sit in on pre-application meetings and ensure all understand vision.
- Setup "urban design information network" email list.
- More integration – District Plan writers + Resource Consent planners
- Community pushing the vision / good development
- Reference groups, advisory groups.

D. Small Communities Planners Group:
Obstacles:

Short term

- Bring down thresholds.
- Understand baseline.
- Recognise value of non / limited notification.
- Education
  - Different versions of the DP for different audiences.
  - Guides
  - Web
  - Valuation advice
  - Cost / benefit analysis of sample projects.
    Identify + remove ambiguity.

Details

Improving Regulatory mind set + minimising litigation.

- Improve certainty -> added regulation.
- How to attract good development.
- The cost of processing time.

S6 + 53

- Eyes glaze over if a consent is needed.
- Typical application -> no consultant, small scale.

L1

{
- How easy is it to understand the rules.
- Need for transparency -> Blunt, clear policy.
- Followed RMA too rigidly.
- "Anticipated Environmental Outcomes" should be first.
- See district plan as tool to help you do what you want to achieve.
}

S5

- Use of web tools to show people what they can and can't do on their site.
- More education.

L1

- RMA reform -> fast track to litigation (call in) rather than better outcome from council.
- More use of non-notified.
- Professional judgment of "quality" not public judgment.
- Get public trust (through a process) that the professional judgment will reflect the public view.
- Legal perceptions of council's ability to make the right decision.

Incentives

- Recognise non-notification has a significant value.

S2

- Baselines
- Understand starting point.
- Understand value if / is achieved.

S6

- Free valuation advice

- Sample projects/typical
- Cost/benefit template/sheets for small projects.
- Front yard encroachment -> plant a tree.
- Controlled activity consent -10min.

S1

- Bring down thresholds to create negotiation space.
- Social function of notification.
- People want to know what's approved.
- Consider benefits of limited notification.
- Clarify in law how much discretion council has on notification.
- Policy that council will <u>inform</u> neighbours what is in an application, clear that no right of appeal exists.
- People get worried about the details.

S4

- Different versions of the District Plan for
- Engineers
- Public

S5

- Design guides.
- Supplementary planning.
- Web guide.
- Education.

L1

{
- Streamlining of the RMA to cut the deal at consent application stage.

S7

- Way to do structure plan that removes ambiguity.
}

E. Education Group:

Opportunities = KPIs

- What are they.
- What are the priorities?
- Which are interconnected.
- Which can we implement.

- Keystone indicators.

KPIs for Comprehensive Planning:

Flexibility   Adaptability   Dynamics

Transformative   Complexity   Proactive   Inclusive

Social
Environmental
Cultural   } Quantitative & Qualitative
Economic
Spiritual

E.g – Social Indicators

- Health (mental, physical).
- Safety – street lighting, crime rates.
- Accessibility
- House/business/transport linkages, distance to amenities.
- Vulnerable sectors of society.
- Wellbeing (GNH) – disparity.
- Participation in social / community events - #
- Mixed age structure – mixed incomes.
- Childhood and care facilities.
- Multicultural vs. cultural clusters
- What is easy / hard to measure e.g. Safety vs. perception of safety – what is the gap.
- Amount of travel needed to do your task.
- KPI on how much travel we need.
- Environmental
- Pollution rates (land, air, water, general).
- Corridors & Biodiversity.
- Visual quality.

E.g. Transportation Indicators

- Aging in place. Building local history.
- What are the implications of long travel to quality of life (time/distance).
- Good/bad alternatives, affect opportunities.
- Crime & perception of crime.
- Social exchanges. Is it possible to meet face to face.
- Interconnectivity of neighborhoods.
- Does transport facilitate exchange.
- Education. Childhood participation. Effects on graduation rates.
- Walk-ability

- How many walk.
- How far to walk.
- Voluntary vs. mandatory
- Community spirit (trust, participation, identity).

E.g. Economic Indicators

- What are costs of roads vs. public transport.
- Cost of use of transport, time & money.
- How does this contribute to employment.

Long term, RMA Reform: How to cut the deal at the consent App Stage.

List	Prioritise	Review to VRB. PL	Interconnectedness	Action
0	1	1	0	✓
0	2	2	0	✓
0	3	6	0	✓
0	4	9	0	✓
0	5	3	0	
0	6	4	0	
0	7	5		

Review ↑

Day 2, Break out group
Session #3

Detailed consideration of capacities to deal with solutions.

A. Consultants Group: Capacities

Relationship builders

- Integrity, honest, creditability, professional integrity.

Negotiation skills

- Council staff.
- Politicians.
- Between Council staff and politicians.

Communication

- Presentation skills
- Audience appropriate

Time management

- Deliver early or on time within budget.

Board overview

- Ccls + their documents.
- Ability to get to detail quickly.

- Adaptability
- To be 'local' at short notice.

Resourcefulness

- Targeted information sources
- Taxi drivers

Project management and budget skills

- Not always clear cut roles.
- Good at documenting discussions.
- Collaborative process.

Measure how to respond

- Get tough with client – risk to project.
- Get tough with Council – risk to project.
- Honesty about process.
- Insisting on clarity of brief and direction
- Client and at council.

B. Transport Group:

Capacity issues

- Limited urban design capability.
- Development economic understanding
- Negotiating skills
- Effective use of the funding lever incentivising developers / councils to achieve better outcomes.

- Professional solutions
- Building intelligent client capability through planning teams.
- Peer review panel?
- Make use of available resources (ie project managers / property department).
- As above (up skill staff) identify who they are.
- Being creative? Review process.

C. Large Cities Planners Group: Capacities

- Improved general knowledge.
- Specialist project managers (use of) and business analyst.
- Negotiation skills (incentives, what do we have to offer).
- Ability to express ideas, artistic skills.
- Improved relationships with politicians.
- Project rooms – getting everyone together.
- Portfolio leader – political liaison person.
- Participation experts.

D. Education Group:

Educators and the new Planners / Designers capacities

Listening ⟶ Humility in the leadership

- "NEW" ways of thinking:
  - Creative – give a spark!
  - Lateral.
  - Interdisciplinary/transdisciplinary.
  - Explorative.
  - Open ended. Big picture view.
  - Experiential.
- Trust & relationship building.
- Creating continued passion for learning.
  - More than just the qualification.
  - Gaining the skills to improve.
- Being receptive to reality.
  - Closer relationships between educators & industry. Getting experts.
    - Student placements.

- Professional development.
- Studio work. Business & community sponsorship.
- International/local exchange.
- Travel.
- Eco literacy. Understanding the environment.
- Non-rational ways of seeing.
- Intuition.

E. Small Communities Planners Group: Capacities

Need for training needs to come through and be supported by EMT.

- Economics of Development
  - Introductory level
  - Master class level
  - Training with NZPI, experts courses
  - Feedback from members

- Negotiation Skills
  - NZPI courses
  - Formal training – ADR
  - Mentoring – experienced staff

- Urban Design
- Local resources in community
  - NZPI Courses
  - Formal training
  - Pooling resources – between smaller councils

- Reconcile differing views – Land transportation & engineering issues.
- Training should allow for this annual workshop
- Bring disciplines together.

Attendance List

Barry Kaye, Barry Kaye Associates, Auckland

Brenda O'Shaughnessy, Opus International Consultants Ltd, Wanganui

Celia Davison, North Shore City Council, Auckland

Charlotte Sunde, University of Auckland, Auckland

Colin Comber, New Plymouth District Council, New Plymouth

Colin Hattingh, Hamilton City Council, Hamilton

David Clelland, Auckland City Council, Auckland

David McCorkindale, Horowhenua District Council, Levin

Felicity Blackmore, Rodney District Council,Orewa

Graeme Scott, ASC Architects, Auckland

Ian Munro, Urbanismplus, Auckland

John Sharpe, Whakatane District Council, Whakatane

Kim Kelly, Hutt City Council, Lower Hutt

Lorraine Houston, Papakura District Council, Auckland

Mark Clews, Hastings District Council, Hastings

Mark Ross, North Shore City Council, Auckland

Myles Andrews, NZ Transport Agency, Hamilton

Nick Carroll, Taupo District Council, Taupo

Nick Mattison, North Shore City Council, Auckland

Nita Chhagan, NZ Transport Agency, Auckland

Peter Joyce, Waitakere City Council, Auckland

Phil Rhodes, University of Otago, Dunedin

Rachel Dimery, Waitakere City Council, Auckland

Raewyn Legge, Manukau City Council, Auckland

Richard Coles, Boffa Miskell, Tauranga

Richard Shaw, NZ Transport Agency, Kaiapoi

Scott Figenshow, Queenstown Lakes District Council, Queenstown

Shaun Andrewartha, Papakura District Council, Auckland

Simon O'Connor, North Shore City Council, Auckland

Soon Wong, Auckland,

Steve Higgs, NZ Transport Agency, Kaiapoi

Susan Henderson, Hamilton City Council, Hamilton