

Hamilton Urban Growth Strategy

A TECHNICAL BACKGROUND DOCUMENT FOR THE HAMILTON URBAN GROWTH STRATEGY

PREPARED BY

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HAMILTON CITY COUNCIL - SEPTEMBER 2008

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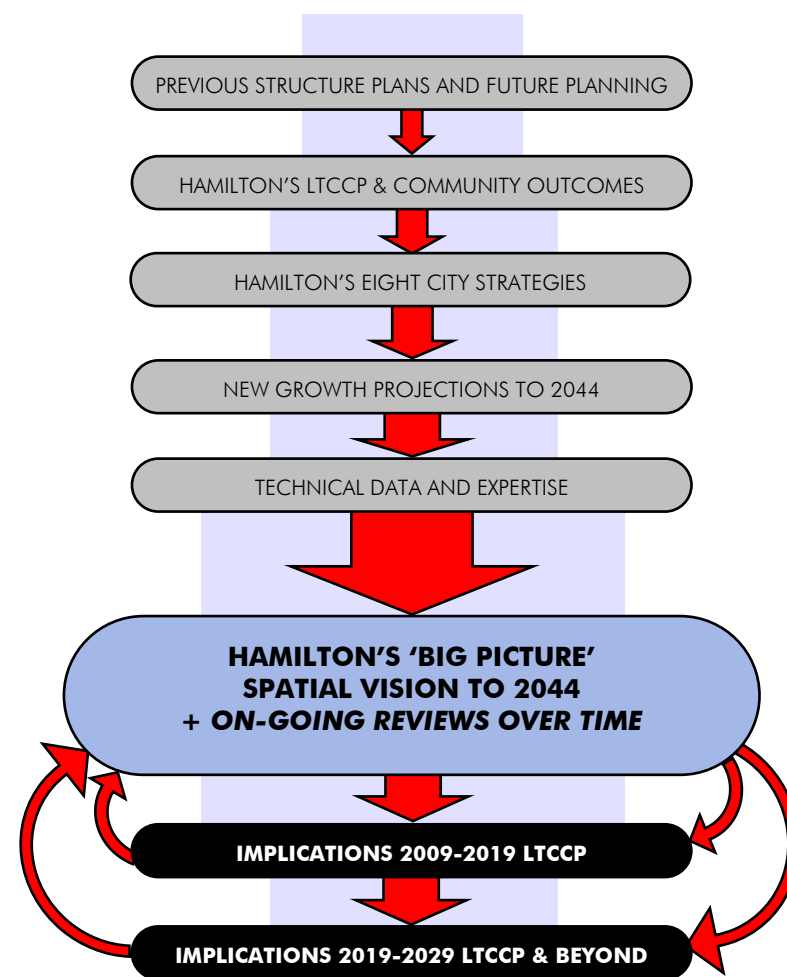
Hamilton has experienced rapid urban change in recent years. It is important that the continual development and growth of the city is planned for in a coherent and logical manner, aimed at delivering maximum quadruple bottom line benefits and wellbeing to its people. Hamilton's current growth strategy is a collection of:

- Potentially completed structure plans for various growth cells in the city;
- A strategic boundary agreement with Waikato District which is now a number of years old and based on assumption relating to the construction of the Hamilton Bypass;
- Development phasing outlined in the 2006-16 Long Term Council Community Plan.

There is a need to not only integrate and bring a citywide approach to planning, but recognise that the fundamental planning approach of Hamilton is in a state of transition. Since the last LTCCP the Council has been developing a suite of new strategies. These will play a large part in developing an informed synthesis between visionary ideas and achievable opportunities.

The numerous growth cells identified by the Council outline where potential future growth could be appropriate. Associated with a number of these growth cells are indicative staging, implementation and land use activity issues. This project looks to consider the strategic bigger picture, represented by all of the City's growth cells and opportunities to 2044, before determining what these options may mean for specific choices in the next LTCCP (from 2009-2019). This will ensure that planning and development in Hamilton will have the greatest likelihood of delivering long term, sustainable prosperity to the community.

This report will present the strategic growth recommendations based on the outcomes identified during an Enquiry by Design (Ebd) technical workshop in Hamilton City between the 17th and 20th March, 2008.



The process of spatial planning and Long Term Council Community Plans. Building on existing community-led strategic themes and the most technically exact information available an integrated, 'big picture' spatial planning exercise to 2044 allows for well-planned outcomes to be coordinated through individual LTCCPs.



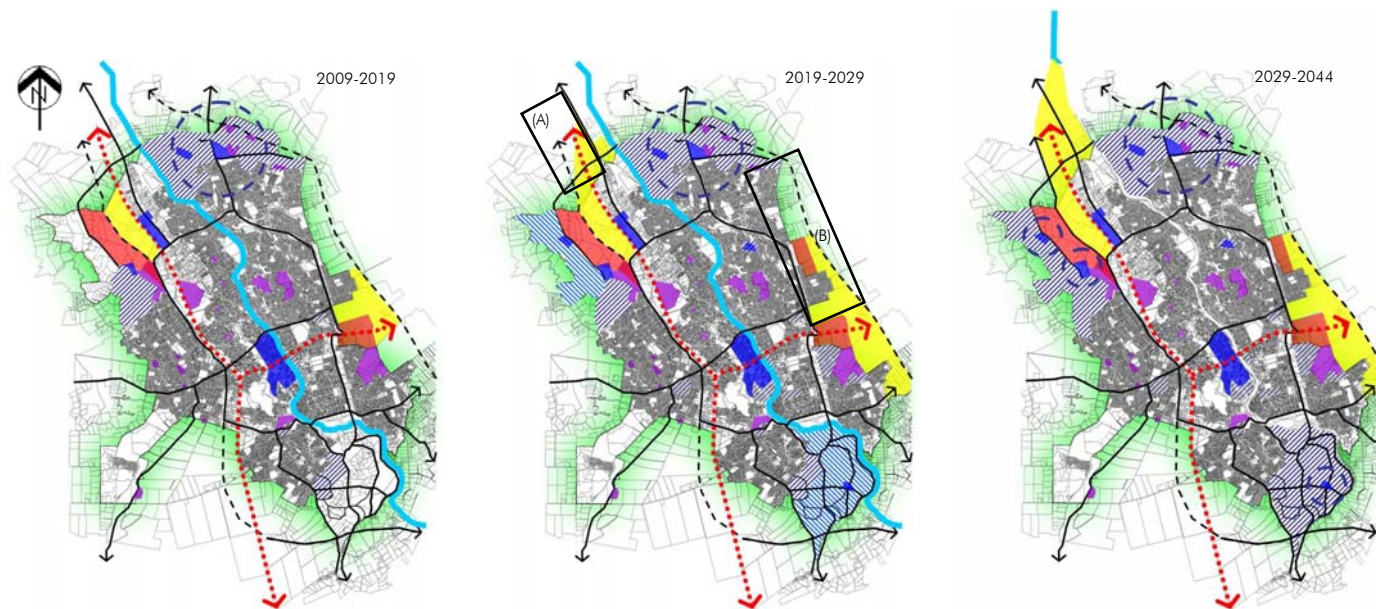
SUMMARY OF STRATEGIC GROWTH DIRECTION

This page indicatively represents the broad timing of land release within Hamilton City between 2009 to 2044 for both employment and residential areas.

Employment growth is expected to occur first in Rotokauri in conjunction with a significant amount of supporting redevelopment within the city centre, as sites are intensified and change over time. Ruakura in the first instance, and HT2 secondly, provide alternative employment growth opportunities from as early as 2014.

In terms of residential land use provision, small areas have already been committed in Stage 1 developments of Rotokauri and Peacocke. The majority of residential growth during the initial 10-year period will focus on Rototuna. Infill and intensification will continue to provide a significant proportion of new residential dwellings in the city. Over time the number of infill detached developments will decrease and a greater percentage of developments will be higher intensity typologies, such as apartments and multi-unit developments.

Following the disciplinary assessment as part of the EbD workshop process, Peacocke has been identified as having a slightly higher relative priority to Rotokauri for residential development. Further testing and in-depth consideration is required before this is adopted as a strategic position for Hamilton.

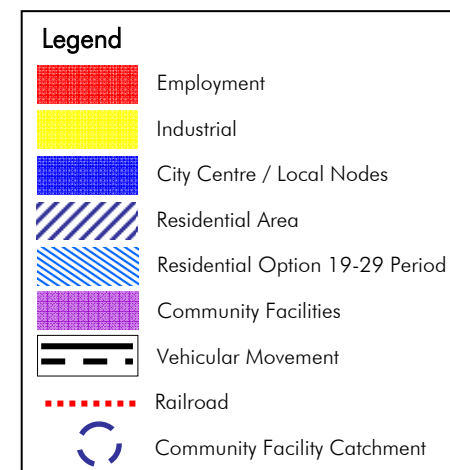


The above land release over time makes no reference to areas outside Hamilton City. These areas are detailed within the report text itself, particularly in **Part 2**. In general, the growth cells subject to this application have the ability, if developed in accordance with the densities and treatments prescribed in this document, to result in an efficient and sustainable long term urban form.

The land release above indicatively demonstrates that more than one growth cell will be providing either employment land or residential land at the same time. This is in response to the need to create synergies between sites and in recognition that development can not simply occur solely in one growth cell at a time. During the 2009-19 LTTC period, the decision between Rotokauri or Peacocke for residential priority will need to be made.

Note: reference areas (A) and (B) shown are potential growth areas and have no Structure Plans developed as of yet.

Refer to **Section 2.7 Residential Growth Assumptions** for further details.



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PART 1 - Background and Process

1.0 BACKGROUND AND PROCESS

1.1 Introduction

The Hamilton Urban Growth Strategy (hereafter referred to as the '**Growth Strategy**') is a long term strategic growth planning exercise based on delivering coordinated sustainable growth in Hamilton City.

The Hamilton City Council (HCC) is required under the Local Government Act 2002 (LGA) to review its Long Term Council Community Plan (LTCCP) in order to develop the next LTCCP for the 2009-19 period. The growth strategy is considered a fundamental part of this review and as such, has two clear objectives, being to:

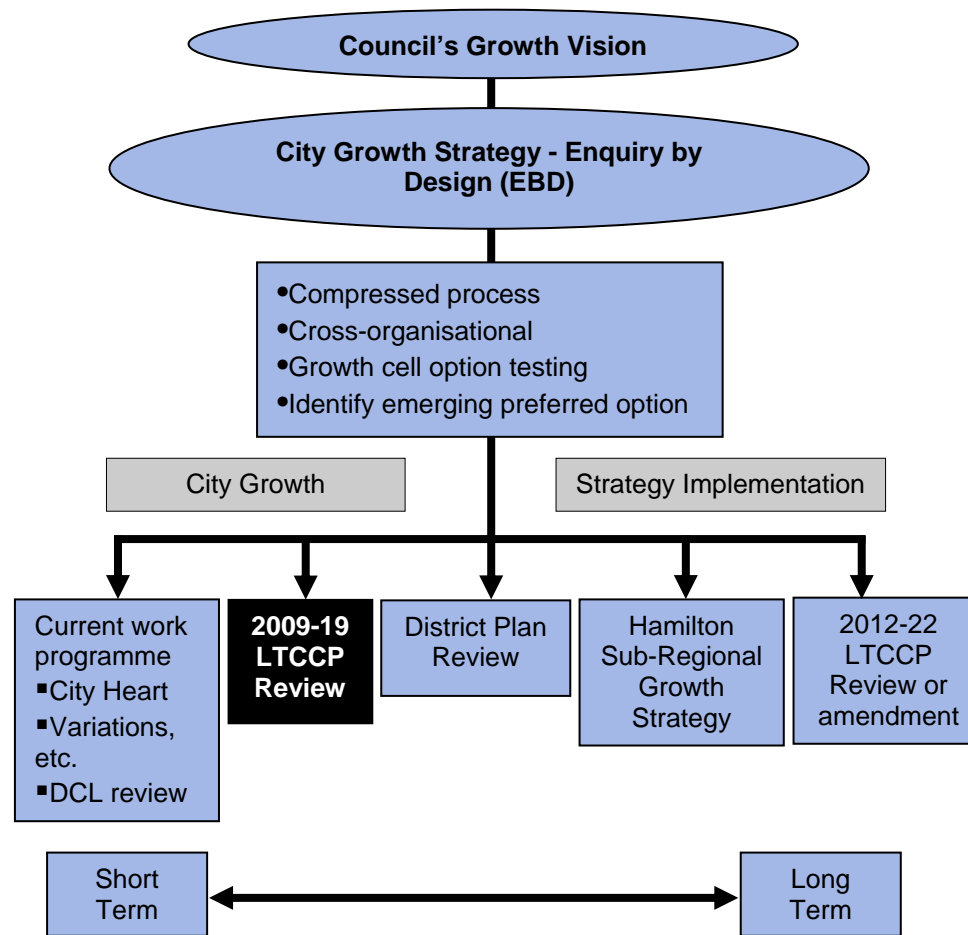
- Deliver growth options for the 2009-19 LTCCP period; and secondly
- Provide some grounded long-term visioning, relating to population, housing and employment growth needs over a 35 year period out to 2044.

The growth strategy has placed consistent emphasis on 'deliverability' which distinguishes it from other approaches. Often large-scale and long-term planning exercises can instead focus solely on the 'process' (where the quality of outcomes can be undermined) or 'outcome' (where the idealism of 'wish lists' can be unrealistic). Bringing these different elements together and being mindful of each will help to ensure the growth strategy is as robust as possible.

1.2 What are we trying to achieve?

The growth strategy seeks to specifically detail how, when and where growth should occur. This has been determined by systematically analysing a number of areas suitable for residential and employment purposes. Development consideration was given to the relative importance and consequent timings, achievable densities, alignment with social well-being, land uses and required infrastructure provision. It also reviews existing growth modeling undertaken by HCC, generally having previously been detailed in a number of growth studies for the particular growth cells and (where relevant) their accompanying structure plans. While the current urban boundary of Hamilton City may have realistic capacity for 20-30 years growth, the issue remains as to whether letting growth occur in its current piecemeal manner will result in sustainable long-term outcomes and deliver the quality, vibrant city envisaged.

Growth, more often than not, and almost always in greenfield areas, requires infrastructure provision. Infrastructure, if needed in a number of different areas simultaneously is unsustainable, particularly financially. Poor expenditure decisions lead to poor long-term outcomes, inefficient infrastructure usage, needless spare capacity and most importantly, 'unsustainable' communities. Consolidating growth into a certain location, or in an area where infrastructure with spare capacity already



ABOVE: FIG. 1.1: The Growth Strategy vision, process and relationship with numerous existing Council Strategies.

exists is one option, however, for the purposes of this project infrastructure has not dictated Hamilton's future growth direction. If this approach were to be taken, it may undermine the potential for Hamilton to achieve wider economic, social or employment benefits. Subsequently, infrastructure is only one of a number of criteria used in this process to inform future growth directions.

The outcomes and recommendations of this process have been fed into '**FutureProof**' - the **Hamilton Sub-Regional Growth Strategy**. FutureProof is a joint project between Waipa District, Waikato District, Hamilton City and Environment Waikato, and commenced in December 2007. It will be developed on a concurrent timeframe to the growth strategy. There is a need for integration between the two projects. FutureProof will update and eventually replace the 'Strategic Boundaries Agreement' between Hamilton City and Waikato District.

1.3 Development Process

The growth strategy's development was initially based on an urban design framework, which allowed a rationale and focus for what growth should achieve, and ideally look like in the future. The urban design framework is based on an integrated approach to development (incorporating movement, social, economic and land use goals), existing Hamilton strategies, LTCCP outcomes, and urban design principles (including those defined within the Ministry for the Environment's 'People+Places+Spaces'). An integrated approach ensures that the options, outcomes and subsequent recommendations have been formulated in a holistic manner. This also ensures benefits are achieved from more than one 'sphere' and avoids the risks associated with 'tunnel vision' or the artificial separation of intrinsically inter-related elements.

1.4 Enquiry by Design

HCC's preference was to have the growth strategy developed as a '**vision**' led exercise with wide consideration to the four well-beings referred to in the Local Government Act 2002. This is opposed to an asset constraint led and narrowly focused land use planning approach. To that end, HCC senior staff have had a series of internal workshops, the outcomes of which fed into the subsequent Enquiry by Design (EbD) workshop process. The EbD workshop sought to provide a wider area strategy with preferred options and clarification over the growth directions for each specific growth cell identified. The EbD workshop served the following purpose:

- To re-examine and update the **sub-regional urban structure and strategy**;
- To establish preliminary **local area frameworks** - some of which already existed.

Prior to the EbD, it was crucial that the elected members (Councillors) had a 'vision setting' session that established the overall direction of the process and growth strategy without identifying a pre-determined preferred growth option.

The EbD process and techniques meet all Council's needs in that it allows cross-organisational development of the growth strategy in a compressed timeframe in an open and transparent manner.

Elected member ownership of the vision, process and the ultimate final preferred growth options is a critical success factor of this project.

FURTHER DEVELOPMENT OF THE OPTIONS

Following the EbD workshop phase of the growth strategy, a number of further steps were undertaken that built on the workshop outcomes:

- Production of various growth model scenarios based on assumptions;
- Consideration of assets programmes required to deliver the growth scenarios;
- Financial implications (debt, rates and development contribution levies) determined for key scenarios;
- Multi-disciplinary decision-making framework used to consider relative merits of options (using the four well-beings, EbD outputs, plus the developed financial implication information);
- Consultation on options through FutureProof.

The current preferred approach is to consult on the EbD outputs and growth options as part of the first round of consultation for FutureProof in September / October 2008. The advantages are that there is sub-regional integration and early indication of public acceptability.

EMERGING EBD DIRECTION

The EbD process links with existing Council strategies and allowed these to be explored by those staff members who helped inform their development. This is a crucial component of the EbD process as it ensures consistency between the growth strategy and the strategic aspirations of the Council.

Strategies of particular relevance include:

- Creativity and Identity Strategy (C & I);
- Social Well-being Strategy (SWB);
- Economic Development Strategy (EDS);
- Access Hamilton (ACCESS).

Examples of strategy linkages and alignments are demonstrated to the right.

TABLE 1: EMERGING EBD DIRECTIONS AND STRATEGIC LINKS	
Emerging EbD Direction	Strategy Linkage
More well balanced city by looking at creating more jobs on the East as well as to the North	<ul style="list-style-type: none"> → Employment opportunities closer to large residential populations. Helping to alleviate increasing congestion around bridges (ACCESS) → Capitalising on competitive advantages and addressing industrial land shortages (EDS) → Developing a niche location based on water efficiency and allocation (EDS)
Using SWB criteria to evaluate impacts of growth on community	<ul style="list-style-type: none"> → Identifying where growth can add to community capacity and help address areas deprivation (SWB) → Working together with MoE around the need/provision of schools (SWB) → Identifying recreation and leisure opportunities with growth (attracting and growing talent - C & I) → Reconciling strategic provision of facilities with communities relative to mobility and maximising accessibility (ACCESS & SWB)
Identifying key ecological corridors and habitats –small remnant ecological footprint	<ul style="list-style-type: none"> → Need to restore function and integrity of urban biodiversity (Environment)
New growth cell not needed in 2009-19 LTCCP period - building capacity within city boundaries	<ul style="list-style-type: none"> → Emphasis on delivering quality higher densities around areas of key amenity e.g. consider changes to DP to reduce min lot sizes (CityScope/Vista) → More efficient use of land to minimise the impact of development (Environment) → Higher densities make PT more viable/economic (ACCESS) → Making small effective (C & I)
Need to strengthen city heart (revitalisation)	<ul style="list-style-type: none"> → Rotokauri versus Peacocke (Peacock is of key value as it provides catchment for the CBD retail (City Heart, EDS)
Determining what growth ‘delivers’ (value) to the city balanced with what it ‘costs’	<ul style="list-style-type: none"> → LTCCP and financial management → Quality of life indicators (SWB)
Considerations of the inter-relationships with and influences of sub-regional growth – need to think beyond our boundary e.g. Horotiu, wastewater treatment at airport	<ul style="list-style-type: none"> → Sub-regional growth strategy → Leadership and collaboration (C & I, SWB, EDS, ACCESS)
Lack of heavy / wet industrial land provision within sub-region e.g. WDC thinking around the Horotiu industrial park	<ul style="list-style-type: none"> → Water allocation and our competitive disadvantage to Tauranga (EDS) → Enhancing our comparative advantages (EDS) → Need to use water more intelligently (Environment) → Sub-regional growth strategy
Opportunity to review carriageway and reservation widths as determined in the Development Manual	<ul style="list-style-type: none"> → Reduced costs and reduced need for land (EDS) → Environmentally sensitive urban growth (Environment) → Addressing stormwater management (Environment , Tainui Vision via GEC)