## Environment and Community Committee

### OPEN MINUTE ITEM ATTACHMENTS

<table>
<thead>
<tr>
<th>ITEM</th>
<th>TABLE OF CONTENTS</th>
<th>PAGE</th>
</tr>
</thead>
<tbody>
<tr>
<td>5.2</td>
<td>Public Input: Provision of a suburb park at Hobsonville Point - Hobsonville Point, Bomb Point Action Committee</td>
<td>3</td>
</tr>
<tr>
<td></td>
<td>A. 13 November 2018 - Environment and Community Committee Item 5.2: Public Input: Provision of a suburb park at Hobsonville Point - Hobsonville Point, Bomb Point Action Committee presentation.</td>
<td>3</td>
</tr>
<tr>
<td>8</td>
<td>The Environment and Community Committee highlights from 2017/2018 and Forward Work Programme 2018/2019</td>
<td>15</td>
</tr>
<tr>
<td>9</td>
<td>Reapplication for C40 Cities membership</td>
<td>25</td>
</tr>
<tr>
<td></td>
<td>A. 13 November 2018 - Environment and Community Committee Item 9: Reapplication for C40 Cities membership presentation</td>
<td>25</td>
</tr>
<tr>
<td>10</td>
<td>Evaluation of Community Occupancy Guidelines 2012: Findings and recommendations</td>
<td>43</td>
</tr>
<tr>
<td></td>
<td>A. 13 November 2018 Environment and Community Committee Item 10: Evaluation of Community Occupancy Guidelines 2012: Findings and recommendations presentation</td>
<td>43</td>
</tr>
</tbody>
</table>

**Note:** The attachments contained within this document are for consideration and should not be construed as Council policy unless and until adopted. Should Councillors require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Preserve Bomb Point for future generations

- In 2008 the Waitakere City Council moved that Bomb Point be a Major Destination Park to benefit the Whole Auckland Region.

REQUEST FOR AUCKLAND REGIONAL COUNCIL INVOLVEMENT IN SECURING PROPOSED BOMB POINT PARK AT HOBSONVILLE

9112008
MOVED by Cr Dellow, seconded Cr Cooper:

The Policy and Strategy Committee resolved to:
1. Receive the Request for Auckland Regional Council Involvement in Securing Proposed Bomb Point Park at Hobsonville report.
2. Agree in principle that the preliminary parks network proposed at Hobsonville, with Bomb Point as a major destination park, is a desirable outcome for the area and that it is beneficial to the Auckland region for Waitakere City Council to request that the Auckland Regional Council consider involvement in securing Bomb Point as a park.
3. Note that further detailed work on costs for the parks network in Hobsonville are still pending and that any confirmation of park provision is subject to that work.
Preserve Bomb Point for future generations

- In 2008 a letter was sent to the Auckland Regional Council requesting that Bomb Point Park be acquired as a Regional Park.

Minutes - Policy and Strategy Committee

4. Agree that a letter be sent to the Chairman of the Auckland Regional Council's Parks and Heritage Committee requesting that the Auckland Regional Council consider acquiring Bomb Point Park at Hobsonville as a Regional Park.

5. Agree that the Chairman of the Policy and Strategy Committee be delegated to review and sign the letter to the Chairman of the Auckland Regional Council's Parks and Heritage Committee and undertake any political representation at site visits and/or meetings as required to progress negotiations with the Auckland Regional Council on Bomb Point Park.
Preserve Bomb Point for future generations

Bomb Point Park is more than just a Suburban Park, it is a Regional Destination Park. The previous City's commitment needs to be honoured.

This weekend thousands will ferry across Auckland Harbour to enjoy the Point's many attractions, including its 5 km Walkway and Bomb Point Park...
Preserve Bomb Point for future generations

- In 2003 Housing New Zealand purchased **Bomb Point Park** as a part of a 30.5 hectare $22 million land parcel.

- **Bomb Point Park** is a third of this parcel, with a value then of just $8 million, – negotiated through a **Binding Arbitration Process**.

- The **Binding** value then should be its **Binding** value today, - anything more is usury, and inflationary capital gain!
Preserve Bomb Point for future generations

- All Hobsonville Point property owners have bought into the area with the full expectation that Bomb Point Park will be Public Reserve, compensating for small property sizes and intensive living.

- All 11.2 hectares of Bomb Point Park have always been promoted in HLC Publications.

- All Real Estate sales publicity has always promoted Bomb Point as a Public Reserve.
Preserve Bomb Point for future generations

• Soon **11,000 Residents** and include numerous **6 Storey Apartment Buildings** and even a **16 Storey High-rise**!
Preserve Bomb Point for future generations

- Projected Hobsonville Point house numbers now doubling from 2,500 to 5,000! Now 15,000+ Residents?
- Compare Te Atatu Peninsula, - smaller 12,500.
- 31 Community Facilities: brand new library, 700 seat Event Centre with car parks, 9 club rooms, 6 churches, and Extensive Park Reserve Areas!
Preserve Bomb Point for future generations

Scott Point Residents will also use our Parks and Facilities - Doubling local residents to 30,000?

Will be a City near the size of Gisborne City (34,000)!

- Whenuapai, Greenhithe and the wider Upper Harbour Community will also use Bomb Point Park ...

Residents at Scott Point will be able to access Bomb Point at Hobsonville (the acquisition of which is still subject to negotiation with the Hobsonville Land Company) which is intended to be a significant area of open space that serves the wider Upper Harbour community. The coastal walkway network within Scott Point will also link to the existing and proposed network at Hobsonville and Limeburners Bay.”
Preserve Bomb Point for future generations

Land Bank’ for Future Generations:
- In 10 years, Teenagers – Skate Park, Basketball Court
- Community Library, Outdoor Paddling & Swimming Pools
- Plunket Rooms, Men’s Shed, Club Rooms, Arts Centre
- Picnic Areas, Gardens, Tree Reserves, Marae …
Preserve Bomb Point for future generations

Petition for Bomb Point Park

Amy Baker • 13:18, Aug 08 2016

A Hobsonville Point resident has started a petition after concern over the future of a reserve.

Grant Dixon, 64, says his fears about Bomb Point Park – or Te Onekohia Point – escalated due to small changes he’s noticed in publicity material and maps related to the reserve, and lack of transparency around the transfer process.

Around a month ago, Dixon picked up Hobsonville Land Company (HLC) maps showing Bomb Point labelled as under negotiation.

*It's basically saying, *Don't assume this is going to be a park, there may be other uses for it.*

- 2016 Protest Campaign well covered by media, - Will reactivate petitions and protests if needed
Preserve Bomb Point for future generations

• Has the full support of the Hobsonville Point Residents’ Society & AGM (some 300+ attended) …

9. BOMB POINT PARK

Resolved by special resolution That the HPRS Members of Hobsonville Point call on the HLC, Auckland Council and the New Zealand Government to honour their longstanding commitments to ensure that the entire 11.2 hectare Te Onekiritea / Bomb Point park be made a public reserve. In particular we consider that any attempt to carve-up the public open space would be a betrayal of those commitments and the strongly-held expectations of our community.

[Carried by majority]
[1 Against]

Please ensure that the whole of Bomb Point Park is preserved for all Auckland future generations
Item 8

TE WHAI PĀNGA ME TE WHAI WĀHI ATU
BELONGING AND PARTICIPATION

CASE STUDY  Upcycling: Collaboration between Cook Islanders and Sikhs

In Sikhism, Rumala Sahib are wrappings, draperies and coverlets used as altar cloths to protect prayer books and scriptures, or scarves worn during worship. The holy cloth is traditionally burnt or thrown away after use. In Takanini, the Supreme Sikh Society of New Zealand is now donating the fabric to a number of local organisations where it is being upcycled into beautiful products which are used by the wider community.

Around 200 women, with the Cook Island Development Agency New Zealand, Te Awa Ora Trust, the Mangere East Community Centre and the Auckland Regional Migrant Services under the Wise Collective, are using their skills and creativity to give the fabric a second life and showcase the work based on their own cultural backgrounds.

Five temples around New Zealand send their Rumala Sahib to Takanini for re-purposing. Temples in a number of countries around the world including Canada, India, British Columbia and Australia are also following the example of the Takanini Gurudwara.

An added and very significant bonus in the sacred cloth being reused is the reduction of CO2 emissions. The Takanini Temple was burning on average one tonne of the fabric a year, releasing around 3.6 tonnes of CO2 into the atmosphere.

“We have managed to find a unique solution on what to do with the holy cloth without hurting anyone’s sentiment and in a way that sees different communities acknowledging and respecting others’ faiths.”
— Supreme Sikh Society New Zealand

“The new works are also being distributed to the wider community generating a source of income to the families of those involved — an amazing opportunity to create positive outcomes for hundreds of families from different ethnic groups across Auckland.”
— Supreme Sikh Society New Zealand
TE WHAKAMANA I NGĀ HĀPORI / EMPOWERING COMMUNITIES

An empowered community is one where individuals, whānau and communities have the power and ability to influence decisions, take action and make change happen in their lives and communities. This includes communities of place, interest and identity.

The Empowered Communities Approach is a whole of council way of working that enables individuals, whānau and communities to play an active role in the decisions that affect their communities. It forms an important part of engaging and enabling our communities.

The Community Empowerment Unit is responsible for building an understanding of what the Empowered Communities Approach means in practice, and to support its implementation both internally and within Auckland’s communities.

KEY PROJECTS ENABLED BY THE EMPOWERED COMMUNITIES APPROACH:

Manukau
- Keeping Auckland beautiful

Huapai
- Community led place making

New Lynn – Safety through community empowerment

“We often facilitate the project for them in the first place. They find the volunteers, organise it, find their own team leaders and they get the project done. That’s real empowerment.”

- Community Manager, Manukau Beautification Charitable Trust

“If I feel like these small steps will contribute to a bigger picture of what our community will be like in the future.”

- Resident

“I think the Empowered Communities Approach is the way to go in the future and council seems to be wanting that to happen.”

- Convening Group Member

“After listening to the lectures organised by the council, a number of us who were on the rate payers group and had an intense interest in the community got on board with the project.”

- Convening Group Member

“Four of the local rough sleepers from this area got housed. To see them housed, smiling, that’s what I want to see.”

- Outreach Worker, Salvation Army

“I think these meetings and events make me think more about how to be a better citizen.”

- Resident

“We were coming together and we clearly had a belief that this situation had to be approached differently and go forward all on the same line and all looking for the same outcomes.”

- New Lynn Community Constable
TE TUAKIRI MĀORI ME TŌNA ORANGA
MĀORI IDENTITY AND WELLBEING

KEY PROJECTS THAT SUPPORT THIS OUTCOME:

CASE STUDY

Te Kākano

The Te Kākano framework has been developed to improve the council's services for tamariki Māori under five and their whānau. Using a kaupapa Māori approach, the Te Kākano framework is being tested through five pilots, across Auckland.

Council staff worked closely with mana whenua and mātauranga to ensure that whānau voices were central to the pilot design. Māori co-design specialists and kaupapa Māori evaluators were contracted to ensure the design process encouraged whānau to participate, respected tikanga and kawa at hui and wananga, enabled all design team members to feel comfortable using mātauranga Māori design and used mātauranga Māori methods.

The pilots are proving to be popular with local whānau. Howick is attracting over 180 children and Wellsford has been growing since its launch. Each of the pilots tests out different aspects of the Te Kākano model, for example using outreach and partnerships to reduce barriers and support whānau.

At the Wellsford pilot, Te Kākano is connecting learners by bringing the learning programmes of the Auckland Botanic Gardens to the under-5 community in Wellsford. Specialist educators from the Home Interaction Programme for Parents and Youngsters and a tikanga expert from Wellsford Kindergarten deliver the services in a way that makes it fun and authentic for tamariki. Parents and caregivers are engaged in the learning with the child, meaning that the learning can continue at home.
CASE STUDY

Grey Lynn Pump Track

The all-weather asphalt track has been created in the north-end of Grey Lynn Park and can be used by BMX bikes, mountain bikes, skateboards and scooters.

This community-led project was developed with the support of the Waitakere Local Board, the council and other partners such as Sport Auckland.

“We want to get kids off devices, back on bikes and socialising in parks.”
— Community member

“Highly supportive Waitakere Local Board, with a champion in Rob Thomas, saw us gain permission for the project and 20 per cent of the funding. Now the rest was up to us.”
— Community member

CASE STUDY

Te Henga land transfer

The council has committed to transfer land at Te Henga to enable Te Kawerau a Maki to build a marae and papakāinga.

Te Kawerau a Maki are the only mana whenua group without an iwi-based marae. This transfer enables them to establish a marae within their traditional heartland and in the vicinity of their ancestral village at Waipu.

“The decision marks a historic moment for Te Kawerau a Maki who were left without a marae for decades and will see the iwi strengthen their presence within their tribal heartland through the building of the new eco-marae and papakāinga, a settlement of great cultural significance.”
— Executive Manager of Te Kawerau a Maki

“We look forward to continuing to grow a positive relationship in partnership with Auckland Council and to embracing the Te Henga and west coast community through the return of our marae.”
— Executive Manager of Te Kawerau a Maki
Catching and tagging bats in the Waitākere Ranges

Over the summer 2017/18, the biodiversity team trapped and tagged the elusive indigenous long-tailed bat, our only native land mammal.

Auckland is one of the only cities in the country to still have a resident population and understanding their habitat, population and movements allows us to help the ‘micro-bat’ survive.

‘Biosecurity chickens’ on Aotea Great Barrier

In April 2018, a group of around 200 chickens were brought to Aotea/Great Barrier Island as part of the council’s biosecurity experiment to fight against invasive Australian plague skinks, formerly known as the ‘rainbow’ skink. The chickens were released on the island to hunt down the plague skinks after they were discovered in 2013. The skinks threaten native lizards as they compete for food and habitat.

This provided an opportunity for the eggs that the chickens produce to be sent to the Auckland City Mission. The council has arranged for around 700 to 1000 eggs to be delivered to the Mission per week.
#1 Engage and Enable Our Communities

It puts our citizens, customers and communities at the centre of everything we do.

We want Aucklanders to have a strong voice in shaping their city. We’ll achieve this by:

- increasing the transparency and accessibility of the council
- demonstrating community-centred thinking, behaviour and design
- being a leader in improving diversity and inclusion outcomes in Auckland
- fit for purpose, joined-up, engagement and processes.
MEINGA KIA URU, KIA ĀHEI NGĀ HAPORI
ENGAGE AND ENABLE OUR COMMUNITIES

COMMUNITY EXPERIENCE

62 per cent of surveyed community groups that have worked on a project with the council are satisfied with the performance of the council.

61 per cent of surveyed community groups that have worked on a project with the council have a contact person who they can approach to discuss issues with.

PEOPLE PANEL EXPERIENCE

The breadth of Aucklanders we engage with through the People’s Panel has been consistently growing.

Since 2015 the panel size has increased by 96 per cent to 35,404 panellists, driven by increases in engaging hard to reach communities.

45 per cent of Aucklanders agree that the council provides enough information to have their say.

Those groups who have a contact person are more positive toward the council. 46 per cent of surveyed community groups agree that the council understands the needs and priorities of our community.

There has been significant improvements in providing opportunities to have your say. In 2018 50 per cent of surveyed Aucklanders agreed that the council provides opportunities to have their say in shaping Auckland.
The Environment and Community Committee forward work programme enables the committee to deliver on its priorities, with a focus on initiatives that have a high impact for Auckland. The forward work programme includes a variety of projects, policies and plans which will continue to contribute towards achieving the six Auckland Plan outcomes.

Key activities for the Environment and Community Committee forward work programme include:

- making progress with climate change adaptation and mitigation, and taking action to reduce greenhouse gas emissions
- enabling green growth with a focus on improved water quality, pest eradication and ecological restoration
- strengthening communities and enabling Aucklanders to be active and connected
- making measurable progress towards the social and community aspects of housing all Aucklanders in secure, healthy homes they can afford
- growing skills and a local workforce to support economic growth in Auckland.
Reapplication to C40 Cities Climate Leadership Group

Environment & Community Committee, 13 Nov 2018
What is C40 Cities?

- Strategic network of 95+ megacities working together to combat climate change, representing over 25% global GDP and over 600m people
- Auckland an “Innovator City,” under 3m population threshold, and required to reapply every 3 years
- Councillors (ADC) voted to lodge application in Oct 2015; voted in by C40 Board of Directors in Dec 2015
- Provides benefits to Auckland; requires commitments like reporting and engagement and alignment with Deadline 2020 and 1.5-degree Paris Agreement aspiration
1.5°C/Deadline 2020

- C40 membership now requires alignment with 1.5°C rapid transition to limit warming to 1.5°C
- C40’s Deadline 2020 report suggests cities need action plan development
- Local work/modeling in progress as part of climate change adaptation
- Differences in impacts between 1.5°C and 2°C

Scientific Evidence
NZ Government’s Zero Carbon Bill

- Intended to deliver on 1.5°C target
- Council political endorsement of basic tenets of bill
- 15,000+ submissions, w/ 2800 in Auckland (23%), of which 93% supported target aligned with 1.5°C
Auckland’s Climate Action Plan

- Under development via cross-sector collaboration with Government, Mana Whenua, business and organisation leaders, Mayoral-appointed Independent Advisory Group, experts from all sectors
- Work and modelling on sector pathways toward net zero, climate resilient Auckland
- Plan is a vehicle to deliver on C40 membership commitment to Deadline 2020-compliant plan by 2020
- C40 Cities moving toward standardising this kind of integrated approach
- 75-member NZ Climate Leaders Coalition supports development and delivery (Auckland Council, AT, Panuku & Watercare members)
Value from C40 Membership

- Tailored research and technical assistance specific to Auckland and core issues (like transport electrification)
- Provided training and assistance to subject experts across council and several CCOs
- Resourced a member to Mayor-appointed Climate Independent Advisory Group
- Profiled Auckland’s work and leadership on global stage
- Enabled quick progress identifying actions for emerging climate plan, with value flowing into work with Government and other NZ cities
Risks

To Not Rejoining

- *Reputational risk* as a network leader and award winner, Mayoral declarations, and broad government/leader support
- *Risk to destabilising alignment* and collaboration with NZ Government on climate change
- *Resourcing risks* as direct benefits from data, ideas and staff resources will cease
- *Risk to momentum* on climate action plan development and implementation (which increases...)
- *...Risk to public and private infrastructure* and assets due to lack of preparedness to climate change impacts

To Rejoining

- Requires commitment to *Deadline 2020* and 1.5°C compliant plan, under development (Note all other Asia-Pacific C40 Cities except Auckland have done so)
- Requires steady progress, new action and accelerated leadership on climate change
Next Steps

- Transmit application materials (drafted)
- C40 reviews materials, recommendation to C40 Steering Committee
- Steering Committee makes decision on 30 November
- Auckland informed in December; unsuccessful cities cease being members by 1 April 2019
- Chief Sustainability Office continues to develop Auckland’s Climate Action Plan, including cross-sector engagement, technical modeling and refinement of actions and targets
- Indicative modelling, framework & actions to committee in December
Additional Slides if Needed
What Else Do We Have to Do?

- Sustaining and exceeding the participation standards (e.g., participate in networks, emissions inventory, have action plan, etc.)
- Continued leadership of the Waste2Resources network
- Engagement in new networks, including Urban Flooding
- Engagement in new programs, including Sustainable Infrastructure Finance
- Intention to submit an Expression of Interest in the Cities Solution Platform
- Hosting of additional network meetings in Auckland
- Sharing approaches to collaboration with NZ Government as a global example of vertical leadership
- Implementation of Auckland’s Climate Action Plan as world-best practice integrated, inclusive, innovative and indigenous-centred climate action
Mandatory Standards

**Data Collection**
Participate in all C40 data collection efforts

**CO₂**
GHG Inventory and Vulnerability Assessment
Complete a city-wide GHG emissions GPC inventory and a vulnerability assessment

**GHG Emissions Target**
Set a target to reduce GHG emissions

**Action Plan**
City strategic action plans to reduce GHG emissions and adapt to climate change

**Annual Reporting**
Report annually on progress through a C40 recognized platform (CDP)
*Final score pending quality review

**MOU**
Have a Partnership Agreement / MOU in place

**Network Participation**
Actively participate in C40 networks, including webinars and workshops

**Mayor’s Summit**
Attend the C40 Mayor’s Summit
*Updated with 2016 Mexico City Summit attendance

**C40 Website**
Join communications activities or submit case studies for the C40.org website

Standard Compliant
Standard In-Progress
Attachment A

Breakdown of contributions to global net CO2 emissions in four illustrative model pathways

- **P1**: A scenario in which social, economic and technological innovations result in lower energy demand up to 2050 while living standards rise, especially in the global South. A down-sized energy system is the only way to keep carbon emissions at low levels. Carbon capture and storage (CCS) or BECCS are not used.
- **P2**: A scenario with a broad focus on improving energy efficiency, reducing energy demand and increasing the use of renewable energy sources. CCS use is limited to small-scale applications for CCS or BECCS.
- **P3**: A middle-of-the-road scenario in which development follows historical patterns. Emissions reductions are mainly achieved through technological improvements and energy efficiency gains, and to a lesser degree by a reduction in demand.
- **P4**: A resource and energy-intensive approach to development leads to widespread adoption of greenhouse gas intensive lifestyles, including high demand for transportation fuels and livestock products. Emissions reductions are mainly achieved through technological improvements and the displacement of fossil fuels through the deployment of BECCS.
Main milestones and timeline

<table>
<thead>
<tr>
<th>Insights</th>
<th>Outputs</th>
<th>Testing</th>
<th>Shortlisting</th>
<th>Priorities and Framework</th>
<th>Develop and agree</th>
<th>Develop and agree</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Draft Vision</td>
<td>Four Areas</td>
<td>Action Long-list</td>
<td>Working Group</td>
<td>Emissions abatement potential</td>
<td>Risks and Vulnerabilities</td>
</tr>
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<td>Photograph</td>
<td>Climate</td>
<td>Summit</td>
<td>4 day sprint</td>
</tr>
</tbody>
</table>

- **Feb-Jul 18**
  - Insights
    - Independent Advisory Group
    - Committees
    - Central Government
    - Local Boards
    - Mana Whenua
    - Advisory Panels
    - Subject Matter Experts
    - Risks and Vulnerability
    - C40 Cities
    - Working Group

- **Aug / Nov-18**
  - Outputs
    - Draft Vision
    - Four Areas
    - Action Long-list
  - Testing
    - Working Group
    - Emissions abatement potential
    - Risks and Vulnerabilities
    - National direction and ambition
    - Independent Advisory Group

- **Dec-18**
  - Shortlisting
    - SME workshops
    - Working Group
    - Committee
    - Local Boards
    - Mana Whenua
    - 1:1s

- **Feb-19**
  - Priorities and Framework
  - Develop and agree
    - Climate Summit
    - 4 day sprint sessions developing and testing actions
    - Leaders Forum

- **Mar/TBC-19**
  - Develop and agree
    - Draft ACAP
    - Consultation
    - Final Plan & Sign-off
Draft Framework

A healthy, thriving, and climate-smart Auckland for all

Climate Smart Communities: Our people

- Leadership and active involvement in kaitakanga
- Pro-active planning for climate impacts, prioritizing those most in need
- Clear roles and responsibilities at all levels and across sectors
- Increased awareness and opportunities for skills development
- Accessible and open data and information for all
- Collaborative funding mechanisms that deliver multiple benefits
- Pathways that support greater democratic participation
- Easy access to systems and knowledge to reduce waste and maximize resource efficiency

Healthy and Resilient Buildings, Places and Spaces: Our places

- Resilient, efficient and healthy buildings
- A regulation and planning framework that raises standards
- Incentivization through streamlined processes, planning and financial levers
- Guidance and support for communities and businesses
- Districts planned to maximise resource efficiency and minimize waste
- Equitable access to green infrastructure and productive use of roofs and walls
- Reduced use of single occupant vehicles and great access to resilient active and public transport
- Access to affordable, healthy, local food

Climate Ready Systems and Infrastructure: Our region

- Evidence-informed whole-life planning for low impact and resilient built infrastructure
- Resilient and connected infrastructure, with decentralised, integrated systems where feasible
- Smart systems and applications
- Electrified and low-emission transport and great access to active and public transport
- Protected and enhanced natural and cultural environment
- Prioritised planning for on-going coastal management and at-risk infrastructure
- Resource security for daily needs like energy, food and water
- Maximised resources efficiency across the whole life cycle
- Integrated water management and water sensitive design for healthy resilient waterways

A Prosperous Economic Future: Our economy

- Leadership in the circular economy, prioritizing areas with greatest opportunities or risks
- A thriving low carbon industry supported by regulation and policy (e.g., carbon budget)
- Decarbonisation of skills, sectors, and workplaces
- Business and organisational resilience embedded into business planning
- Supported startups, innovation and growth industries
- Increased research and development in clean technology
- Education for a changing workplace
- Connection to the national and international economy
- Enabled and growing social enterprise
- Divestment in fossil fuels

What we want for Auckland:

- Low / Zero Emissions
- Climate Resilience
- Healthy People
- A Healthy Environment
- Equity
- Prosperity

The six levers for action: Evidence, Policy, Communication and Engagement, Finance, Innovation, Partnerships and Governance
An evaluation of the Community Occupancy Guidelines 2012

Environment and Community Committee
13 November 2018
Background issues

- Urban intensification with smaller residential lot sizes and higher density housing is resulting in increased demand for, and reliance on, public open space
- Aucklanders’ preferences are changing and reflect the diversity of the population
- Competition for open spaces and community facilities
- Land supply constraints and higher costs to council
- 1400 current leases
Various functions

**Governing body**
- sets a regional approach to community leases through the Community Occupancy Guidelines
- ensures Aucklanders have access to a variety of opportunities at open spaces and community facilities
- delivers the council’s strategic outcomes
- strategically invests and manages the council’s open space and community facilities regional network

**Local boards**
- make final decisions on community leases within the local context
- have delegated responsibilities for the use and management of local parks
- deliver outcomes in the local plan through community leases
Attachment A

Item 10

Purpose of the evaluation

In July 2017, Environment and Community Committee approved terms of reference [CP2017/08531] to:

- assess the efficacy of the guidelines in helping the council deliver the best possible outcomes for Auckland
- improve the guidelines to ensure consistency in assessing, granting and managing leases.

Question

- Are the guidelines still fit-for-purpose and able to respond to growth and diversity across Auckland?
Evaluation findings

- The guidelines are being implemented and are generally working well
- The guidelines inform staff advice and local board decisions
- Assessment processes and documentation could be improved
- The benefits of communities leases are not clearly stated
- Some communities (particularly Māori and new immigrants) may be missing out
Recommendations

Incremental changes to:

• improve information provided to decision-makers on changes to service levels and community benefits
• improve records and evidence collected during the leasing process (in case of judicial review)
• increase equity, consistency, transparency and financial sustainability
Timeline for implementation

Dec 2018 - May 2019
- Increase process efficiency and transparency

Dec 2018 - Oct 2019
- Imbed the outcome measurement tool (CBAx) in the whole leasing cycle

June 2019 - March 2020
- Reviewing the council’s approach to commercial activities and rents
- Revise the guidelines with input from local boards

Jan - June 2020
- Assess the impact of improvements

June 2020
- Report back to Environment and Community Committee on implementation