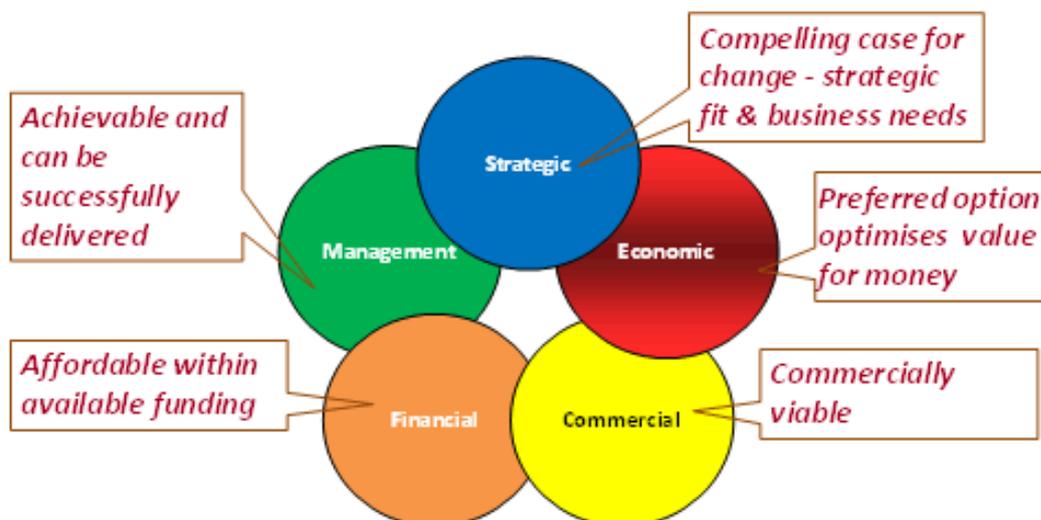# Midtown stakeholder workshop summary

Executive summary

1. A midtown stakeholder workshop was held on 22 June 2018 to identify problems, opportunities and benefits to inform future investment in the midtown area. For the purposes of the workshop, midtown was defined as the area between Halsey Drive in the north, Fanshawe Street in the east, Symonds Street in the south and Union Street in west.

2. This is a summary of the workshop process and key themes that emerged.

3. The key problems and opportunities discussed included safety, homelessness and a need for additional public spaces. The benefits of addressing these were lower crime, improved economic performance, a more 'lively' city, inclusiveness and diversity.

4. The outputs from the workshop will be used by council to help identify key issues from a stakeholder perspective that could be addressed by investment through both existing and future programmes.

Introduction

5. Auckland Council is identifying factors that will inform a prioritised portfolio of investment for the city centre to help inform the next long-term plan (10-year budget) update in 2021.

6. All programmes and projects for investment are required to be supported by robust business cases. Auckland Council's business case process is based on the Better Business Case (BBC) approach. The BBC, a New Zealand Treasury Framework, has been adapted for use within government and local government agencies. The primary objective of the BBC is to enable smart investment decisions that are good for Auckland.

7. The BBC is structured around building five cases for investment:

8. The outputs of the midtown stakeholder workshop will help to inform any business case for investment in the city centre.

Problems and Opportunities

9. Good investment management requires that the underlying business need for investment is understood before significant resources are allocated to a programme or project.

Problem statements

10. Strong problem statements in a business case for investment demonstrate a good understanding of a problem. A problem statement will clearly identify the cause of a problem and the consequences of the problem. For example:

    "Transport capacity and accessibility constraints and poor walkability *(cause)* limit the ability of the midtown area to keep up with growing transport demand *(consequence)."*

Problem and opportunity identification in the workshop

11. The first session in the stakeholder workshop focussed on identifying problems and opportunities for the midtown area.

12. For the purpose the workshop, and in line with business case definitions, a '**problem'** was defined as an issue that should be addressed and an '**opportunity'** as a combination of factors that makes change in midtown possible.

13. The problems and opportunities identified were grouped under the six outcomes in the draft Auckland Plan 2050. These are:

    - belonging and participation
    - Māori identity and well-being
    - homes and places
    - transport and access
    - environment and cultural heritage
    - opportunity and prosperity.

14. At the end of the session, groups prioritised the three most important problems and opportunities under each of the six outcomes. In most cases the identified problems and opportunities were presented as 'themes' rather than specific instances.

15. To be useful inputs for business cases, the raw data will be shaped into clear problem statements.

16. The following table shows the top identified problems and opportunities under each Auckland Plan outcome.

Belonging and Participation		Problem / Opportunity
	1	Safety / Social
	2	Spaces for people and events
	3	Engagement and communication (between stakeholders and community and partner organisations)
Māori Identity and Wellbeing		
	1	Lack of Māori identity in midtown
	2	Homelessness, lack of green and social spaces and affordable housing
	3	City centre doesn't reflect ethnic breakdown of Auckland. Resources, opportunities and access don't cater to all demographics.
Environment and Cultural Heritage		
		Lack of trees / green spaces / pollution/ sustainability
		Increase tourism with cultural attraction and maintain connection with our past
		Destination for visitors and residents to use and enjoy the space or entertainment
Opportunity and Prosperity		
1		Opportunity to leverage corporate funding
2		Repurpose car park buildings
Transport and Access		
1		Safety and Access for Pedestrian and People on bikes
2		Access via public transport from one point in the city to another
3		Reduce traffic congestion / volumes
Homes and Places		
1		Community Amenities
2		Homelessness
3		Streetscapes

Benefits

17. Once a good problem statement and opportunity for investment has been defined, clear benefits can be identified. A benefit should be:

- aligned to the problem statements
- clearly linked to the strategic outcomes of Auckland Council
- clearly attributable to the investment (programme or project)
- demonstrate local impact
- justify the investment and supported by good quality measures.

Benefit identification in the workshop

18. The second session in the workshop focussed on the benefits that would be realised by addressing these problems or opportunities. A benefit in a business case is considered to be a **measurable** improvement as the result of our investment.

19. The benefits identified in the workshop will need to be tested in any programme or project benefit framework against the benefit criteria listed above.

20. The following table presents the problems, opportunities and benefits prioritised by the stakeholders in the workshop. Where groups had time, they also started to look at the potential measures for benefits.

Belonging and Participation		Problem / Opportunity	Benefits	Potential Measures
	1	Safety / Social	Lower crime reports	
			Increased night / street participation (supporting growth in inclusiveness, diversity, tolerance, acceptance)	
			Increased profit / revenue	
			Economic efficiencies (fewer accident cases, less money spent on police enforcement, reduced call out / need for redeployment)	
			Improved perception of safety (surveys etc)	
	2	Spaces for people and events	Increased frequency and diversity	
			Increased profit	
			Economies of scale / sustainability (operations/support services	
			Tourism / visitor time spent in the CBD increased	
			Resident needs met (fewer trips outside the CBD required)	
			Place-making	
	3	Engagement and communication (between stakeholders and community and partner organisations)	Greater stakeholder satisfaction levels	
			Reduced delay / complaints during project delivery	
			Lower communication costs	
			Increased awareness of projects / consultation	

			Greater participation and visitation	
Māori Identity and Wellbeing				
	1	Lack of Māori identity in midtown	Māori feel more welcome in CBD - greater connection	Council surveys
			Increased visitation	
			Pride in our city / culture	
			Unique aspect of Auckland on world stage	
	2	Homelessness, lack of green and social spaces and affordable housing	People feel safer	Crime statistics, GDP, surveys, observational monitoring
			Increased productivity / spend	
			More inclusive society	
			Greater wellbeing and sense of belonging	
			Improved air quality	
	3	City centre doesn't reflect ethnic breakdown of Auckland. Resources, opportunities and access don't cater to all demographics.	Happier society	New ideas / media, surveys
			Greater tourism - cultural experience	
			Creative thinking	
			Consideration of other's views	
			Increased diversity / inclusiveness	

		More visitors to the city centre	
Environment and Cultural Heritage			
	Lack of trees / green spaces / pollution/ sustainability	Healthier more social community	
		Improved water quality	
		Improved air quality	
	Increase tourism with cultural attraction and maintain connection with our past	Increased tourism with cultural attractions	
		Improved knowledge and connection with history, land, ownership, pride, care and responsibility of a community sense of identity and belonging.	
		Improved behaviour - less crime	
	Destination for visitors and residents to use and enjoy the space or entertainment	Increased health and wellbeing	
		Attract more skilled workers	
		Improved social behaviour	
		Better employment opportunities	
		Improved investment opportunities	
Opportunity and Prosperity			
1	Opportunity to leverage corporate	Address social issues	
		Enable faster delivery of programme (the Vision)	

		funding		
			Deliver vision	
			Safety and reputation cost savings	
			Win + Win - a city the people want to be in	
2		Repurpose car park buildings	Reduce traffic congestion	Decrease in reported crime, increase in economic spend / productivity
			Enables development potential and opportunity (eg Schools, housing and community development)	
			Fewer opportunities for crime	
			Improve safety	
			Growth in public transport	
			Enabling better support for business	
			Efficient streets - key services and emergency / capability	
Transport and Access				
1		Safety and Access for Pedestrian and People on bikes	Fewer deaths and serious injuries	
			More walking and cycling	
			More efficient transport network	
			Enables social inclusion	
			Major environmental benefits	

		Better utilisation of space	
		More spending	
		Better health	
2	Access via public transport from one point in the city to another	Fewer deaths and serious injuries	
		Better health	
		Enables social inclusion	
		Major environmental benefits	
		Better utilisation of space	
		More spending	
		Reduction in car dependency	
3	Reduce traffic congestion / volumes	less parking requirement can positively affect development economies	
		if done well can facilitate goods/business access	
		better health	
		more efficient transport network	

			major environmental benefits	
			more spending	
Homes and Places				
1		Community Amenities	Diverse Amenities for community residents	Survey of residents and businesses to gather baseline data / inventory of needs assessment
			Walkable Streets for pedestrians / cycling catering to all abilities and ages (Liveable street environment)	
			Safety in street environments for all	Observation of use (culture, age, diversity)
			Community Spaces to cater for cultural inclusivity and diversity	
2		Homelessness	No people sleeping in public in midtown	Zero incidents / survey of perceptions / needs a baseline survey now
			No begging in the street	
			Better sense of safety for residents and workers in midtown	
			Greater encourage for business - new and existing	
3		Streetscapes	Move through the city without getting wet	People are not getting wet
			Move anywhere safely in midtown - public street	Slower speeds / road accidents and crime reduction
			Activation opportunity	More dog walkers / more lease space for business on streets
			More space for people / less pollution	Fewer cars and more pedestrian cycling/ street loved and cared for

Benefit measures

21. Following the refinement of benefits, further benefit measures will need to be identified. Benefit measures show whether an investment has achieved its benefits.

22. Benefit measures must be:

    - measurable
    - provide an obvious connection to the impact of the investment.

23. Early identification of measures provides a programme/ project with the opportunity to collate baseline data that may not have been gathered so that a demonstrable change can be measured.

24. Council has a number of data sources that can be used to help develop benefits measures for each programme and project.

Next steps

25. The outputs from the workshop are currently raw data outputs. The raw data will help inform future programme and project business cases in the city centre in the following ways:

    - to help form 'problem statements' to ensure that proposed initiatives will provide a benefit to Auckland
    - to help guide programme and project design
    - to prompt programme and projects to consider whether they can indirectly help to address any of the key concerns
    - to help guide prioritisation of investment in the city centre
    - to provide information about opportunities that might come from leveraging private investment in the city centre
    - to encourage increased and ongoing engagement with stakeholders in the city centre.

Conclusion

26. The midtown stakeholder workshop on 22 June 2018 generated good stakeholder input on the problems, opportunities and benefits in midtown and across the city centre. The outputs from the workshop are currently in a raw data format. The raw data will be used to help inform future programmes and project business cases for investment in the city centre.