I hereby give notice that an ordinary meeting of the Auckland City Centre Advisory Board will be held on:

**Date:** Wednesday, 28 August 2019  
**Time:** 3.00pm  
**Meeting Room:** Reception Lounge  
**Venue:** Level 2, Auckland Town Hall, 305 Queen Street

Ngā Hui a te Poari Kaitohutohu mō te Pokapū o Te Tāone Nui o Tāmaki Makaurau / Auckland City Centre Advisory Board

OPEN AGENDA

### MEMBERSHIP

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<th>Chairperson</th>
<th>Ms Viv Beck</th>
<th>Business Improvement District</th>
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</thead>
<tbody>
<tr>
<td>Deputy Chair</td>
<td>Mr Andrew Gaukrodger</td>
<td>Corporate sector</td>
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<tr>
<td>Members</td>
<td>Mr Ngarimu Blair</td>
<td>Ngāti Whātua Ōrākei</td>
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<td></td>
<td>Ms Noelene Buckland</td>
<td>City Centre Residents Group</td>
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<td></td>
<td>Mr Greg Cohen</td>
<td>Tourism/Travel</td>
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<td></td>
<td>Ms Pippa Coom</td>
<td>Waitematā Local Board, Auckland Council</td>
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<td></td>
<td>Mr Ben Corban</td>
<td>Arts and Cultural Sector</td>
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<td>Mr Terry Cornelius, JP</td>
<td>Retail sector</td>
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<td>Mr George Crawford</td>
<td>Property Council of NZ</td>
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<td></td>
<td>Cr Chris Darby</td>
<td>Auckland Council (Mayor’s alternate)</td>
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<td>Mayor Hon Phil Goff, CNZM, JP</td>
<td>Auckland Council</td>
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<td>Mr Mark Kingsford</td>
<td>Corporate sector</td>
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<td>Cr Mike Lee</td>
<td>Liaison Councillor, Auckland Council</td>
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<td>Ms Amy Malcolm</td>
<td>Tertiary Education (University of Auckland &amp; Auckland University of Technology)</td>
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<td>Mr James Mooney</td>
<td>Urban design/institute of architects</td>
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<td>Mr Nigel Murphy</td>
<td>Tertiary Education (University of Auckland &amp; Auckland University of Technology)</td>
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<td>Mr Adam Parkinson</td>
<td>City Centre Residents Group</td>
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<td>Mr Patrick Reynolds</td>
<td>Transport representative</td>
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<td>Mr Michael Richardson</td>
<td>Business Improvement District</td>
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</tbody>
</table>

(Quorum 10 members)  

Kalinda Gopal  
Senior Governance Advisor  
23 August 2019

Contact Telephone: 021 723 228  
Email: kalinda.gopal@aucklandcouncil.govt.nz  
Website: www.aucklandcouncil.govt.nz

**Note:** The reports contained within this agenda are for consideration and should not be construed as Council policy unless and until adopted. Should Members require further information relating to any reports, please contact the relevant manager, Chairperson or Deputy Chairperson.
Terms of Reference
(Excerpt – full terms of reference available as a separate document)

These terms of reference set out the roles, responsibilities and working arrangements for the Auckland City Centre Advisory Board.

The board is a key advisory body, with no decision-making or autonomous budgetary authority.

The board advises Auckland Council on achieving the vision and strategic outcomes of the Auckland Plan, the City Centre Masterplan, the expenditure of the City Centre Targeted Rate, the development portfolio and city centre issues. Auckland Council includes:

- The Governing Body and its relevant committees
- Waitematā Local Board
- Council controlled organisations

Membership:

The board will comprise of up to 16 external city centre stakeholders and three elected members. The board will have between 15 and 19 members at all times.

External board members will have an association with an Auckland City Centre group or organisation and have the ability to understand and provide expert advice on Auckland City Centre issues. The membership includes a position for mana whenua.

The board’s term ends one month prior to the next local government elections in 2019.

Purpose of City Centre Targeted Rate
(Excerpt – full information available in a separate document)

Background

The City Centre targeted rate is to help fund the development and revitalisation of the city centre. The rate applies to business and residential land in the City Centre area.

Activities to be funded

The City Centre redevelopment programme aims to enhance the city centre as a place to work, live, visit and do business. It achieves this by providing a high-quality urban environment, promoting the competitive advantages of the city centre as a business location, and promoting the city centre as a place for high-quality education, research and development. The programme intends to reinforce and promote the city centre as a centre for arts and culture, with a unique identity as the heart and soul of Auckland. The rate will fund expenditure within the following activities: Regional planning; Roads and footpaths; Local parks, sports and recreation.

The targeted rate will continue until 2024/2025 to cover capital and operating expenditure generated by the projects in the City Centre redevelopment programme. From 2016/2017, unspent funds from the targeted rate have been used to transition the depreciation and consequential operating costs of capital works to the general rate so that from 2019/2020 these costs will be entirely funded from general rates.
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1 **Apologies**

Apologies from Deputy Chairperson A Gaukrodger and Mr M Kingsford have been received.

2 **Declaration of Interest**

Members are reminded of the need to be vigilant to stand aside from decision making when a conflict arises between their role as a member and any private or other external interest they might have.

3 **Confirmation of Minutes**

That the Auckland City Centre Advisory Board:

a) confirm the ordinary minutes of its meeting held on Wednesday, 24 July 2019 as a true and correct record.

4 **Extraordinary Business**

Section 46A(7) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"An item that is not on the agenda for a meeting may be dealt with at that meeting if-

(a) The local authority by resolution so decides; and

(b) The presiding member explains at the meeting, at a time when it is open to the public,-

   (i) The reason why the item is not on the agenda; and

   (ii) The reason why the discussion of the item cannot be delayed until a subsequent meeting."

Section 46A(7A) of the Local Government Official Information and Meetings Act 1987 (as amended) states:

"Where an item is not on the agenda for a meeting,-

(a) That item may be discussed at that meeting if-

   (i) That item is a minor matter relating to the general business of the local authority; and

   (ii) the presiding member explains at the beginning of the meeting, at a time when it is open to the public, that the item will be discussed at the meeting; but

(b) no resolution, decision or recommendation may be made in respect of that item except to refer that item to a subsequent meeting of the local authority for further discussion."
Ports of Auckland Air Quality Monitoring

File No.: CP2019/15317

Te take mō te pūrongo
Purpose of the report

Whakarāpopototanga matua
Executive summary
2. Ports of Auckland Limited has a vision to become a leading sustainable port at the global level. As part of their sustainability work, they are seeking to reduce the negative impacts of the port on neighbouring communities. This includes the impact of emissions from the port and shipping.

3. To further that goal, Ports of Auckland is gathering baseline information about the direct emissions from their own business and their customers’ activities. It is also collecting information on the impacts of port activities on the local environment. Specifically, an ambient air quality monitoring station was installed and operated continuously at Gladstone Park, Parnell, from 27 January 2018 to 17 February 2019.

4. Quarterly reports were produced by Watercare throughout the monitoring period, which include detailed air quality information.

5. This report provides the Auckland City Centre Advisory Board with a summary of the monitoring data and comparison with ambient air quality guideline values. It provides an interpretation of the data with respect to trends and likely sources of air pollutants.

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:

a) receive the update on air quality monitoring undertaken by Ports of Auckland between January 2018 and February 2019.

Horopaki
Context
6. Auckland Council's 2016 emissions inventory identified the port and shipping as a possible significant source of a number of contaminants to the Auckland airshed. The inventory identified overseas shipping as the main source of sulphur emissions to the Auckland airshed.

7. In response, Ports of Auckland, in conjunction with Auckland Council, initiated a monitoring programme for 12 months to assess the impacts of port activities and international shipping on ambient air quality. Gladstone Park in Parnell was selected as one of the monitoring sites.

8. Monitoring started in January 2018 and finished in February 2019. Levels of nitrous oxide (NOx), sulphur dioxide (SO2) and particulate matter (PM10 and PM2.5), as well as meteorology were monitored on a continuous basis for the 12-month period. A further site adjacent to the entrance to the naval base in Devonport was added to the monitoring programme in September 2018, which is still monitoring SO2 and meteorology.
Tātaritanga me ngā tohutohu
Analysis and advice

9. The monitoring has shown that air quality in Parnell showed 100 per cent compliance with the relevant National Environmental Standards set by the Ministry for the Environment.

10. On most measures air quality was either excellent (pollutant concentration less than 10 per cent of the guideline or standard) or good (between 10 per cent and 33 per cent of the guideline or standard) during the monitoring period.

11. The PM10 concentrations were the highest of the contaminants monitored, but even this was still rated ‘good’ for 80 per cent of the monitoring time, and acceptable (between 33 per cent and 66 per cent of the guideline or standard) for the remaining 20 per cent of the time.

12. Ports of Auckland will present a summary of the results from the monitoring at the Parnell site to the 28 August 2019 Auckland City Centre Advisory Board meeting.

13. The likely sources of contaminants impacting the ambient air quality at the Parnell site will be discussed as part of this presentation, as well as the ongoing analysis aimed at quantifying the impact of port activities on local air quality. The presentation will outline Ports of Auckland’s plan to continue this monitoring at a location further west at a site more directly downwind of the port under north easterly winds. It is hoped that this monitoring will also provide an opportunity to be able to measure the effect of the introduction of the new international regulations on fuel quality.

14. From 1 January 2020, the sulphur content of fuel used by ocean-going vessels will be required to reduce from 3.5 per cent to 0.5 per cent under the International Maritime Organisation’s MARPOL VI directive. The monitoring will start before the new directive comes into force and so will be able to measure any improvements in the local air quality because of the directive.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

15. The air quality monitoring programme outlined in this report was undertaken by Ports of Auckland, in conjunction with Auckland Council. Watercare Services Limited and Tonkin and Taylor Limited were contracted to maintain the monitoring equipment and to analyse the results.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

16. Ports of Auckland is based within the Waitematā Local Board area. As such, the local board receives regular updates on Ports of Auckland activities.

Tauākī whakaaweawe Māori
Māori impact statement

17. Ports of Auckland, operating under the principles of manaakitanga and kaitiakitanga are pro-actively monitoring the impact of their activities on air quality, to identify whether there is a problem caused by the port, and to act if a problem is identified. Where any aspects of the programme are anticipated to have a significant impact on sites of importance to mana whenua, then appropriate engagement will be undertaken.

Ngā ritenga ā-pūtea
Financial implications

18. There are no city centre targeted rate funding implications arising from this report. The air quality monitoring programme detailed in this report is funded through existing Ports of Auckland operational budgets with non-financial assistance from Auckland Council.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

19. Monitoring was undertaken to identify if there is a risk to people living in Auckland from poor air quality because of emissions arising from the port. The monitoring has identified that air quality meets the required standards and ongoing monitoring aims to determine if this also applies to other locations near the port. Mitigation options will depend on the findings of this additional monitoring.

Ngā koringa ā-muri
Next steps

20. A presentation will be provided at the August 2019 Auckland City Centre Advisory Board meeting to discuss these findings in more detail. Ports of Auckland will work with Auckland Council, who also has monitoring underway, to keep the Auckland City Centre Advisory Board informed about air quality matters.

Ngā tāpirihanga
Attachments

There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Jordan Hurunui - Senior Community Engagement Advisor, Ports of Auckland</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea - General Manager Development Programmes Office</td>
</tr>
</tbody>
</table>
Funding for assertive outreach to rough sleepers in the city centre

File No.: CP2019/15488

Te take mō te pūrongo
Purpose of the report
1. To endorse the funding request for the assertive outreach service proposals from the Auckland City Mission and Lifewise, totalling $600,000 from the city centre targeted rate over the 2019/2020 and 2020/2021 financial years.

Whakarāpopototanga matua
Executive summary
2. Despite significant investment from central and local government, there is still an unmet need for support services for people experiencing homelessness in the Auckland city centre.
3. In June 2019, the Auckland City Centre Advisory Board resolved to support in principle assertive outreach service proposals from Lifewise and Auckland City Mission totalling $600,000 over two years (resolution number CEN/2019/27).
4. Assertive outreach expands on traditional outreach services to provide early intervention and more specialist support to support homeless people into emergency or transitional housing, on a pathway to long-term stable housing.
5. The proposed collaborative outreach service will expand on existing services by adding more medical professionals with specialist competencies in alcohol and drug treatment, mental health and allied health services, as well as a team of people with lived experience of homelessness who will be trained as peer outreach workers.
6. The key objectives are to identify individuals most in need of support, to engage with individuals on their own terms, deliver effective, timely and individualised support, and connect through to sustainable housing options. This will significantly reduce rough sleeping in the city centre.
7. Benefits to the city centre community will include early intervention and comprehensive support for individuals in need, reduced numbers of rough sleepers in the city centre, a decrease in incidents reported by city centre residents and businesses, and a reduced burden on the health and emergency services.
8. If the funding request is not endorsed outreach services will continue at the current level, but they are currently under resourced to meet growing demand.

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
a) endorse the funding request for the assertive outreach service proposals from the Auckland City Mission and Lifewise, totalling $600,000 from the city centre targeted rate over the 2019/2020 and 2020/2021 financial years.
Horopaki
Context
9. Homelessness is a complex issue which results from multi-layered social, structural and individual factors including national policy settings and economic conditions, immigration, access to health and social services, discrimination, family violence, employment and poor health. The housing market is also a key driver, generating high levels of unmet demand for social and affordable housing.

10. Statistics New Zealand defines homelessness as including those sleeping rough, in temporary accommodation, sharing temporarily or living in uninhabitable dwellings. The level of homelessness across Auckland region increased by 26 per cent between the 2006 and 2013 censuses.

11. In the 2013 census, 20,296 people were homeless in Auckland, and 29 percent of those were aged between 15 and 24 years. Based on the average increase between censuses, homelessness could reach more than 26,000 by 2021.

12. In June 2019, staff presented proposals from Lifewise and Auckland City Mission to the Auckland City Centre Advisory Board to seek support for funding for an assertive homeless outreach service from the city centre targeted rate portfolio.

13. The Auckland City Mission outreach team will comprise of professionals with specialist competencies in alcohol and drug assessment and treatment, mental health and allied health, along with knowledge of the issues unique to homelessness/rough sleeping.

14. The Lifewise outreach team will be staffed by trained peer outreach workers. They will comprise of people with lived experience of homelessness in the city centre who are also trained in peer support. The peer outreach team will be focused on building authentic relationships of trust with people who have been long term rough sleepers in the city centre and central Auckland, and who are the most vulnerable. They will also have a specific focus on youth.

15. The board resolved to support in principle the assertive outreach service proposals from Lifewise and Auckland City Mission and the consideration of the funding request from the city centre targeted rate portfolio (resolution number CEN/2019/27).

16. A strategic assessment was completed by staff for these assertive outreach proposals to assist the board’s funding recommendation from the city centre targeted rate.

17. The key objectives of this collaborative assertive outreach service are to:

- identify highly vulnerable and marginalised individuals in the Auckland city centre by name
- engage and provide peer support to rough sleepers and chronic homeless on ‘their terms’ to build trust, which increases the likelihood of success
- deliver effective, timely and individualised assessment, intervention and case management to rough sleepers and chronic homeless
- connect people experiencing homelessness to health and social services and sustainable housing options through Housing First Auckland
- significantly reduce homelessness and rough sleeping in the city centre.
18. Benefits to the city centre community will include:
   - early intervention and improved support for vulnerable individuals
   - individualised plans to support -term housing solutions and other support services
   - a more integrated and coordinated system of care focused on ending homelessness
   - reduced numbers of rough sleepers in the city centre, and a decrease in incidents long reported by city centre residents and businesses
   - reduced burden on public system including health, emergency services, courts, corrections and council resources.

19. This will in turn contribute to the Auckland Plan outcomes of Belonging and Participation, Māori Identity and Well-being, and Homes and Places, and support Auckland Council’s position that homelessness should be rare, brief and non-recurring.

Tātaritanga me ngā tohutohu
Analysis and advice

Rationale

20. The Council to Homeless Persons\(^1\) defines assertive outreach as a form of persistent and purposeful street outreach that aims to end homelessness for people sleeping rough, with a foundation of building rapport and trust.

21. Assertive outreach is different from traditional outreach programs because it is a deliberate and strategic attempt to end homelessness through the provision of outreach services to immediately intervene in an individual’s rough sleeping and facilitate transitions to transitional and longer-term housing.

22. An international evidence review\(^2\) in 2017 led by Crisis, the national charity for homelessness in Great Britain, identified assertive outreach as one of the five key principles to ending homelessness and homelessness prevention. This review identified that assertive outreach significantly reduces the number of rough sleepers, with numbers reducing by approximately two thirds within three years under the Rough Sleeper Unit Programme in England and by more than a third within two years in the Scottish Rough Sleepers Initiative.

23. An Australian study\(^3\) found that an assertive outreach programme in Sydney assisted 42 people into permanent housing in the first year and engaged with a further 291 people. A Brisbane-based assertive outreach program successfully assisted 69 people into permanent social housing in the first 14 months of operation. It provided a range of multidisciplinary support services and outreached to public places and homes post-homelessness. The study concluded that multidisciplinary teams that include health professionals are critical in improving the health and wellbeing of those sleeping rough, and in supporting their capacity to access and subsequently sustain their housing.

24. An independent evaluation of the Auckland City Mission outreach service in February 2017 identified resource and capacity issues as barriers to improving the success of the service in ending homelessness in the city centre and recommended multi-disciplinary activity as a key area for further development.

25. To truly end homelessness, it is critical that the systemic and socio-economic factors which drive housing insecurity are addressed. However, until this is achieved, assertive outreach plays a major part in early intervention to reduce the time new rough sleepers spend on the street and provide more intensive services to chronic rough sleepers.

\(^1\) https://chp.org.au/
\(^3\) Australian Housing and Urban Research Institute bulletin, issue 161 February 2013: What role does assertive outreach play in ending homelessness for people who are sleeping rough?
Options for assertive outreach in Auckland

26. The combined funding proposals from Auckland City Mission and Lifewise were assessed against the criteria outlined in Table 1 below:

Table 1. Assessment of options for assertive outreach funding proposals

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Option A – endorse the allocation of city centre targeted rate funding towards the proposed assertive outreach package (recommended option)</th>
<th>Option B – status quo – do not endorse funding (maintain existing outreach service levels)</th>
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<tbody>
<tr>
<td>Alignment to city centre targeted rate purpose and vision</td>
<td>✓ ✓ ✓</td>
<td>X</td>
</tr>
<tr>
<td>Strategic alignment to other homelessness initiatives</td>
<td>✓ ✓ ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Potential impact on ending city centre homelessness</td>
<td>✓ ✓ ✓</td>
<td>✓</td>
</tr>
<tr>
<td>Funding need (no alternative funding sources)</td>
<td>✓ ✓ ✓</td>
<td>N/A</td>
</tr>
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</table>

**Rating scale**

- ✓ ✓ ✓ High alignment to criteria
- ✓ ✓ Medium alignment to criteria
- ✓ Low alignment to criteria
- X No alignment to criteria

**Recommended option**

27. The Lifewise and Auckland City Mission proposals present a combined approach of multi-disciplinary specialist professionals and a peer-led team to provide complementary outreach services to support the diverse range of individuals sleeping rough. Through the existing Housing First Auckland project, Auckland City Mission and Lifewise have demonstrated that they can work in a collaborative and coordinated way, which avoids duplication and maximises their collective impact.
28. Investing in assertive outreach will achieve the following outcomes:
   - every person sleeping rough in the city centre is offered support and rough sleepers who are reluctant to engage with existing services have access to a peer to peer alternative
   - almost every person rough sleeping in the city centre is known by name and there is a plan to assist each person into housing along with other supports
   - people rough sleeping in the city centre are well-supported on their path out of homelessness
   - outreach services are well-integrated with other housing and support options
   - intensive housing and support are allocated to people who have the most obstacles to stable tenancy and who are most vulnerable.

29. In addition to being a pilot project, the two-year term of this assertive outreach package helps to bridge the period until Auckland City Mission’s HomeGround facility and the upgraded Greys Avenue housing development come on-stream. 2021 is a focus for Auckland as the city hosts the Asia Pacific Economic Conference (APEC) and the America’s Cup event.

Alternative options

30. Other initiatives considered for recommendation to the Auckland City Centre Advisory Board, include Housing First, Mission HomeGround, Orange Sky, and the Street Guardian programme, which have each received funding from alternative sources. The Auckland City Mission and Lifewise assertive outreach proposals are therefore the only proposals being presented to the board at this time.

31. Despite significant investment from central and local government for projects like Housing First Auckland and Mission HomeGround, there is still an unmet need for support services for people experiencing homelessness in the city centre.

32. It is the complementary benefits of the two parties of the proposed assertive outreach that will produce the most impact for the homeless community. To consider the two portions separately would undermine the multidisciplinary approach and reduce the effectiveness of the service.

33. If this funding request is not endorsed (status quo option), outreach services will continue at the current level, however they are currently under resourced to meet growing demand. There are also some individuals who choose not to interact with existing services, who may be more likely to engage with the proposed peer-led approach outlined in the Lifewise proposal.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera

Council group impacts and views

34. In 2017, the Environment and Community Committee agreed the council’s position that homelessness should be ‘rare, brief and non-recurring’ (resolution number ENV/2017/118). The committee also confirmed that the council’s role should be to strengthen levers to improve, prevent and end homelessness, to lead and coordinate development of a regional, cross sectoral homelessness plan, and to fund a range of initiatives that support people who are experiencing homelessness.

35. Auckland Council has been working with central government, non-government agencies, Māori and philanthropic organisations to develop Kia Whai Kāinga Tātou Katoa – the regional cross-sectoral homelessness plan for Auckland. A draft strategic framework has been developed and an implementation plan (roadmap) is being prepared. Kia Whai Kāinga Tātou Katoa focuses on systems change and includes focuses on prevention and early intervention as well as crisis response interventions.
36. In the preparation of this report, staff have consulted with Auckland Council’s Community and Social Policy team which is leading and coordinating the development of Kia Whai Kāinga Tātou Katoa, and this assertive outreach proposal aligns to the draft regional framework.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

37. The Waitematā Local Board continues to be active in its responsiveness to emerging needs and issues of Waitematā’s homeless community. In March 2019, the local board allocated funding of $12,000 towards the following (resolution number WTM/2019/34):

- $10,000 grant to Lifewise Auckland to support scoping of an Auckland Housing Help Centre – the centre will provide an information, advice and navigation services for people with housing needs in the city centre, co-located with a youth housing initiative
- $2,000 for a volunteer training and appreciation event hosted by the local board – this event will acknowledge and thank the volunteers who give their time to support the homeless community in the area, grow volunteer networks, and include training from the Auckland City Mission outreach team.

38. A further $20,000 has been allocated in the local board’s 2019/2020 Arts, Community and Events work programme for other homelessness initiatives in Waitematā.

39. The proposed assertive outreach initiatives will have a significant impact on the lives of rough sleepers in the city centre, who are among Auckland’s most vulnerable citizens. This in turn will revitalise and enhance the city centre.

Tauākī whakaaweawe Māori
Māori impact statement

40. Māori are disproportionately affected by homelessness and have the second highest rate of homelessness, after Pacific peoples. In the 2013 census, 32 percent of the homelessness population identified as Māori and more than 40 percent of people on the social housing register identify as Māori. The Ira Mata Ira Tangata – Auckland’s Homeless Count in September 2018 found that 43 percent of people living without shelter were Māori.

41. Auckland City Mission and Lifewise have strong links with mana whenua, Ngāti Whātua Ōrākei and a number of urban marae. More than 60 percent of Auckland City Mission clients are Māori, and Mission HomeGround will provide an opportunity to strengthen their programmes for Māori. The multidisciplinary approach taken in the proposed assertive outreach proposal will also strengthen support for Māori.

Ngā ritenga ā-pūtea
Financial implications

42. In 2016, the Auckland City Centre Advisory Board endorsed $2 million to support the redevelopment of emergency housing provider James Liston Hostel through the city centre targeted rate (resolution number CEN/2016/46).

43. This contributed to the successful redevelopment of the hostel, which was completed in June 2019 and included a new roof, counselling clinic rooms and increasing its capacity from 45 beds to 52. It also includes a women’s-only wing for the first time. James Liston’s operating model supports tenants to stay for up to twelve weeks and provides assistance to find permanent accommodation.

44. Further investment is required to support a response to homelessness in the city centre. The Auckland City Centre Advisory Board’s allocation of financial resources to the assertive outreach services will make a significant contribution towards improving services provided to rough sleepers in the city centre. As homelessness has such a high impact on this area, there is strong rationale to support projects responding to homelessness initiatives from the city centre targeted rate.
45. This report seeks the board’s support in principle to consider providing $600,000 of city centre targeted rate funding towards homelessness initiatives over the next two years.

46. Staff have explored alternative sources of funding for this package within the council and related entities, but no other budget is available for this purpose.

**Ngā raru tūpono me ngā whakamaurutanga**

**Risks and mitigations**

47. Potential risks associated with approving the assertive outreach proposal, and their respective mitigations, are summarised in Table 2.

Table 2. Potential risks and proposed mitigations for the Auckland City Mission and Lifewise proposals

<table>
<thead>
<tr>
<th>Risk</th>
<th>Mitigation</th>
</tr>
</thead>
</table>
| Lack of available housing to place people engaged by assertive outreach service | • The use of the VI-SPDAT (triage tool), by-name list and co-ordinated access processes will help match people to the housing and support options that best meet their needs  
• Advocacy for an increased number and range of housing and support options to meet people’s needs.  
• Assertive outreach will be integrated with Housing First Auckland programmes |
| Delay in implementing assertive outreach service while recruiting key personnel | • Auckland City Mission’s outreach team is currently operational and will only need to recruit two additional staff. A two-year pilot period will enable Auckland City Mission to attract strong candidates for the role.  
• Lifewise has a pool of trained peer support workers and volunteers so the recruitment process is likely to be rapid. |
| Individuals choose not to engage with assertive outreach services | • For the first time people will have a choice between engaging with a peer or with a professional outreach worker. One of the benefits of the peer service is that there are existing relationships with parts of the community, and this will help the rapid establishment of trust and provide an engagement platform that has authenticity in the homeless community.  
• Part of the development of co-ordinated access processes in the city centre is the creation of multiple touchpoints where people can access housing and support services. Therefore, assertive outreach will not be the only way that people can access support.  
• Auckland City Mission also offer a range of options where people can connect to support, for example through the Calder Centre and Haeata. Lifewise also has the Merge Café and community team |
| Potential for duplication or misalignment of services between two providers working collaboratively | • Auckland City Mission and Lifewise have demonstrated experience of working collaboratively as Housing First Auckland providers  
• The development of a by-name list and additional protocols regarding data sharing will enable the Lifewise and Mission outreach teams to co-ordinate their service provision to avoid duplication |
48. The number of people in Auckland experiencing homelessness is likely to remain high and will possibly get worse unless there is a systematic and coordinated effort from all partners and stakeholders to end it. The proposed assertive outreach proposal is an evidence-based approach focused on early intervention to get rough sleepers off the street and into permanent accommodation, in partnership with Housing First Auckland.

49. Existing homelessness outreach services are under-resourced to meet the growing demand. Increased and more targeted resource will increase capacity and capability of these teams and will enable them to work in a more coordinated way with other service providers.

50. An issue of growing concern in the city centre is antisocial behaviour. While not necessarily related to homelessness, some issues include aggressive begging and an increase in synthetic drug use. When these issues are related to homelessness the outreach services can provide support by connecting with the relevant agencies.

Ngā koringa ā-muri

Next steps

51. Subject to funding being approved, Auckland City Mission and Lifewise will provide a progress report to the Auckland City Centre Advisory Board after the first year, and an evaluation of the package at the end of the two-year period.

Ngā tāpirihanga

Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Lifewise Outreach Proposal</td>
<td>19</td>
</tr>
<tr>
<td>B</td>
<td>Auckland City Mission Assertive Outreach Proposal</td>
<td>27</td>
</tr>
<tr>
<td>C</td>
<td>City Centre Targeted Rate - assessment criteria July 2018</td>
<td>31</td>
</tr>
</tbody>
</table>

Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th></th>
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<tbody>
<tr>
<td></td>
<td>Natalie Hansby – Practice Manager – Operations, Arts Community and Events, Community Empowerment</td>
</tr>
<tr>
<td></td>
<td>Graham Bodman – General Manager Arts Community and Events</td>
</tr>
<tr>
<td></td>
<td>John Dunshea - General Manager Development Programmes Office</td>
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</tbody>
</table>
Peer outreach to end homelessness in the city centre: a proposal

Lifewise

April 2019
Background

Lifewise Experience

Lifewise has a long history of working with people who experience homelessness. Our organisational roots extend back to 1851, when the first Methodist Mission was established in the heart of Auckland.

Since 2009 Lifewise has radically changed our approach to working with people experiencing homelessness. We are committed to making homelessness rare, brief and non-recurring. We shifted from a focus on managing homelessness, to ending homelessness. We closed our soup kitchen and the Airedale Street night shelter. We opened the socially-inclusive Merge café on K’Rd along with the Housing and Crisis support team which provided wrap-around support.

Lifewise successfully advocated for the establishment of the specialist homelessness court Te Kooti o Timatanga Hou (New Beginnings Court) in 2010.

We learnt from our experience with Housing and Crisis Support—where the team struggled to provide the intensive support people needed once they moved into housing. We reviewed the evidence about what works to end homelessness. This led us to the design, development and implementation of Te Pou Tuatahi o Tāmaki—the Housing First programme for the city centre. Ninety-two people have moved into permanent housing so far and the programme is about to be expanded with an additional 200-300 places allocated for the city centre in 2019-2020. Along with the Auckland City Mission we have established a co-ordinated referral process.

Lifewise has led the development of peer support approaches in the city centre. Lifewise led the involvement of people with lived experience in the design and development of both Housing First and the Merge Community team which now provides peer support, social enterprise and community activities alongside the Merge Café. Four people with lived experience of homelessness were members of the project team that co-designed Housing First with the wider street community for the city centre.

Lifewise runs peer support training for people with lived experience of homelessness with peer training organisations. Four graduates are now employed as Housing First peer support workers and other graduates are providing peer support as volunteers through Merge Community team.

Lifewise advocates for and is driving the development of an effective homeless serving system in the city centre. We are part of the team (along with the Auckland City Mission and Housing First Auckland) who are developing the city centre by-name list and co-ordinated access processes.

Lifewise has also developed housing and support options specifically for the needs of young people who are at risk of, or who are experiencing homelessness. We have youth housing and support options in West, Central and South Auckland. Lifewise also leads an Auckland-wide collaboration of youth and community organisations, including Rainbow Youth, Youthline, Youth Horizons, Dingwall Trust, NZPC, Werry Workforce Whārurau and the Auckland Youth Advisory Panel focused on developing a co-ordinated response to end youth homelessness.

Proposal

Outreach and a Co-ordinated System of Care

When people use the term “outreach” they may be referring to many different things (Olivet et. al. 2010). In this proposal the term outreach refers to:

Peer outreach to end homelessness in the city centre: a proposal
“Assertive outreach which is a form of persistent and purposeful street outreach that aims to end homelessness for people sleeping rough. Building rapport and trust are the foundation of this approach” (Council to Homeless Persons, 2018).

In our view assertive outreach needs to be part of a co-ordinated system focused on ending homelessness based on the principles of Housing First¹. The co-ordinated system must include:

- housing pathways and supply
- support to sustain tenancies
- well-integrated health, social, employment and community supports.

An evaluation of existing outreach services in Auckland found that outreach services were meeting the basic survival needs of people rough sleeping and had achieved some success with supporting people into housing. The evaluators recommended that outreach services needed to be integrated with Housing First service provision, other tenancy sustainment support and a broader systems response to homelessness (Field and Butler, 2016).

The following diagram from Calgary, Canada shows how outreach can be integrated with a range of other supports and services as part of an effective response to homelessness:

![Diagram](image)

Turner and Balance (2018:45)

¹ The Housing First Principles are: Immediate access to housing with no housing readiness conditions; Consumer choice and self-determination; A harm-reduction and recovery orientation approach; Individualised and person-driven supports; Social and community integration.

Peer outreach to end homelessness in the city centre: a proposal  page 3
Peer Outreach

The Lifewise outreach team will be staffed by trained peer outreach workers. They will be people with lived experience of homelessness in the city centre who are also trained in peer support.

The peer outreach team will be focused on building authentic relationships of trust with people who have been long term rough sleepers in the city centre and central Auckland, and who are the most vulnerable. They will also have a specific focus on youth. The peer outreach team will encourage people to:

- consider referral to housing and support options
- participate in the city centre co-ordinated access and assessment processes, including the by-name list (which are currently being developed by Lifewise, Auckland City Mission and Housing First Auckland).

The peer outreach team will support people to get their immediate needs met and they will provide support to connect people with other providers including Housing First programmes, the Auckland City Mission, Lifewise Youth Housing Services, Emergency Housing and the Merge Community Team.

We propose that the team includes three, part-time peer outreach workers. Each peer outreach worker will work 20 hours per week. They will provide outreach in pairs, at times when they are most likely to connect with the rough sleeping community. The peer outreach team will liaise closely with the Auckland City Mission outreach team to ensure there is no duplication. For instance, the peer outreach workers will focus on members of the street community who are unlikely to connect with the Auckland City Mission team.

The peer outreach team will focus on:

- modelling through their own experience that moving into housing is both possible and positive.
- building authentic relationships of trust with the street community using practice that is person-centred and that maximises rangatiratanga (self-determination).
- assessing people’s strengths, needs and vulnerabilities with a specific focus on health and emotional well-being. They will ensure that whānau are on the city centre by-name list and will encourage them to complete the Vulnerability Index-Service Prioritisation Decision Assistance Tool (VI-SPDAT) triage tool to feed into the co-ordinated access system.
- quickly connecting and linking young people to youth-specific supports including referral to youth housing services. This is important because young people quickly come under the wing of older street whānau and become harder for traditional agencies to connect with.
- persistent engagement with rough sleepers at times and in locations that enable relationship building and the provision of information about housing and other service options.
- providing practical strategies to address barriers that people sleeping rough face in accessing housing, for example, supporting people to obtain identification and get on the social housing register.
- connecting and referring whānau to other supports and services such as the Merge Community peer support team who can provide assistance with Work and Income, training, volunteer and employment options, advocacy and community activities.
- providing practical assistance to rough sleepers to obtain emergency and permanent
housing, health and other services that whanau identify as a priority.

- providing support during the transition into housing including both practical assistance with furniture etc., connecting utilities, and maintaining or establishing new social connections (for those who are not referred to Housing First programmes).

**Outcomes**

The establishment of a peer outreach team as part of an integrated system of care in the city centre will contribute towards the achievement of the following outcomes:

- every person rough sleeping in the city centre is offered support. Rough sleepers who are reluctant to engage with services have access to a peer to peer alternative
- outreach services are well-integrated with other housing and support options in the city centre
- almost every person rough sleeping in the city centre is known by-name and there is a plan to assist each person into housing along with other supports
- people rough sleeping in the city centre are well-supported on their path out of homelessness
- intensive housing and support options (Housing First) are allocated to people who have the most obstacles to tenancy stability and who are the most vulnerable
- reduced rough sleeping in the city centre
- reduced burden on public systems including emergency services (police and ambulance), courts and corrections (through reduced offending), hospital system (emergency department and inpatient) and council resources (security).

**Evidence**

Peer workers include all paid and unpaid workers in health or social services who are trained, employed and supervised to openly use their lived experience which they share with the client group, in a role that requires this. Not all people with lived experience occupy peer roles. Peer work has a robust evidence base and is most developed in mental health and addiction services. Peer workers have a unique contribution because they are positive role models who have walked in the person’s shoes (O’Hagan, 2018:4). Peer providers are a key component of successful outreach and engagement efforts (SAMSHA, 2011).

Peer workers have a unique role among other support workers and professionals. They:

- are role models for recovery, self-management and improved circumstances
- provide a short cut to trust, especially for people who are sceptical of services and professionals.
- have a ‘streetwise’ lived understanding of the issues faced by the client group.
- use mutuality and personal stories to inspire people to move forward (O’Hagan, 2018).

Many people experiencing homelessness in the city centre do not trust traditional services because they have felt let down in the past. Much of their historical experience with services has been negative for example, being placed in state care as children, arrests and incarceration. In the empathy interviews that were undertaken for the design of Housing First, people with lived experience expressed that they felt judged by professionals. Many street whanau want to maintain their privacy and do not want to be “known” by traditional
services.

Peer outreach workers have a real advantage over outreach workers who do not have lived experience of homelessness especially in the Auckland city centre. Firstly, they are already connected—they are whānau. In the city centre “people living on the street quickly become part of the street culture. This culture is dominated by a Māori paradigm where concepts like manaakitanga and whānau dictate how they live their lives.” (Beaton and Greenaway, 2017:34). In the city centre, people rough sleeping have a street mum and dad, plus street brothers and sisters. Some of the people who have slept rough for years can be a street mum or dad to many people.

These bonds mean that the Lifewise peer outreach workers will be able to connect with the street whānau that other outreach teams may struggle to engage with. It is likely that the peer outreach team will have exiting connections and relationships of trust with many of the people rough sleeping in the city centre, especially those who have been living on the streets for years. For people they don’t know or who are new to the streets they will be able to utilise their shared experience of rough sleeping to build trust, rapport and connection. Almost all of the Lifewise peer support workers and volunteers are of Māori descent.

Another practical advantage is that the peer outreach team have an excellent knowledge of where people are sleeping and hanging out in the city centre because that is where they used to live too. They know how to approach people and how people want to be spoken to.

There is a growing evidence base about the effectiveness of involving people with lived experience as part of service delivery teams (Barker and Maguire, 2017). People with lived experience, employed in peer roles are in a unique position to help. Peers actively model the possibility of recovery, addressing the loss of hope often experienced by people with long histories of homelessness (Chinman et al 2013). Intentional peer support works through through components of shared experience, role modelling, providing social support, and increasing attendance or interest in services or supports (Barker and Maguire, 2017).

Peers have systems knowledge and “street smarts,” and are able to connect with people when others cannot. Often, peers can increase people’s involvement in services because they are able to empathize, appreciate peoples' strengths, be tolerant, flexible, patient, and persistent, and be aware of and responsive to peoples’ desires and goals (Chinman et al, 2013).

Rob Smith (Housing First project team member and Housing First Peer Support worker) describes how his experience of homelessness enables him to connect with street whānau:

As a peer support worker […] I use my lived experience to let them know (people rough sleeping) that I have lived on the streets, I have been through services and that I have overcome things […] I am a role model, I suppose, because I have been there and done that […] they know that I understand exactly where they are coming from (Smith, 2019).

In addition, peers can help to improve the overall system of care by moving services toward a stronger recovery orientation. Peers can often act as mediators or connectors with non-peer staff, interpreting between staff and ‘clients’. Peers can challenge unacknowledged stigma and emphasize community integration over a singular focus on symptom stabilization (Chinman et al, 2013). Peer outreach is of benefit to the outreach workers as well. For instance, peer models [of outreach and engagement] allow for effective outreach, increased self-esteem of the working peers, and the evolution of people with lived experience becoming active in changing the way services are delivered (Erickson and Page, 1996 in Olivet et al, 2010).
Budget

3 x 0.5 FTE peer outreach workers: 3 x 40,000 = $120,000 (including overheads)

References


Beaton and Greenaway (2017) Housing First Auckland City Centre Programme: Responsiveness to Maori, Parity, 30:8, 34-36.


Executive Summary

The purpose of this business case is to seek a funding contribution toward ending homelessness. Insights gained from the Dovetail Evaluation (2017) into Rough Sleeping Outreach Services and international best practice models inform our approach to the next phase of service development. Collectively, and in partnership, we need to move from simply servicing homelessness through short term, well-meaning interventions to ending homelessness through a systematic and integrated approach to the drivers that give rise to it in the first place.

This requires a financial contribution of $180 000. This will enable the development of a key service that will support the end of homelessness/rough sleeping in Auckland city. Substantial social and health benefits will be derived from this investment, in addition to related outcomes such as crime reduction, reduced substance abuse, decreased presentations to emergency departments and hospital admissions. Furthermore, this initiative will contribute to an increased quality of life within our community.

Proposal

This proposal seeks support to build an Assertive Outreach team that will respond to the needs of those identified as Rough Sleepers in Central Auckland, and further keep that list updated as new people arrive/leave the streets of Auckland Central.

Targeted Client Group

Those sleeping rough in Central City Auckland who are not accessing current services despite having multiple needs/being in crisis. These are individuals who are the most marginalized within an already marginalized population – homeless/rough sleeping community. For many of them the outreach service represents an opportunity for them to begin to build a trusted relationship and to begin to engage with a system of support. Ultimately, this may lead to engagement with services, referral to housing, introduction to Elder Services or other mechanisms for change.

These individuals can be characterised by the crisis situations they are in. The client group are particularly vulnerable; they often have multiple co-morbidities (such as traumatic brain injury, intellectual disability, Asperger’s, schizophrenia, or alcohol dependence) that provide layers of complexity (homelessness, cumulative trauma, sex work) and; often are poorly engaged in mental health and drug and alcohol services. Among the challenges faced by this group are low education and life skills as a result of intergenerational trauma and deprivation, relationship instability/breakdown, domestic violence, and exploitation.

This group frequently come to the attention of the Police; often presenting at emergency departments and/or admitted to hospital wards for treatment related to their substance misuse, injury, or co-morbid physical/mental health condition.

Dovetail Evaluation Outcomes

The evaluation identified that ACM outreach services met the need of rough sleeper/homeless across a range of domains. However, resource and capacity issues were identified as issues that if addressed could substantially improve the success of the service in ending homelessness. Since the time of this report, substantial success has been achieved in international markets (Canada and Australia) through the implementation of an Assertive Outreach service model.
PROPOSED MODEL: ASSERTIVE OUTREACH

In order to meet the service need and demand identified through existing knowledge, ACM propose to develop further the Assertive Outreach service which currently exists. The development of this team will enable us to identify by name every individual requiring safe, permanent and sustainable housing in a given geographical area. Understanding who is actually homeless moves the problem from being a generic/someone issue to one that is personalized. Having garnered individualized data we are then in a position to partner with the individual or family, and other agencies to deliver individualized and integrated case management across housing, health and allied services with the end goal of housing the individual or family for the long term.

The Assertive Outreach approach delivers engagement and service provision to those who need it, when they need it – where they are.

Assertive Outreach key characteristics¹ are summarized in diagram 1 below:

<table>
<thead>
<tr>
<th>Themes</th>
<th>Characteristics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Target Population</td>
<td>Homeless / Rough Sleepers Auckland Central</td>
</tr>
<tr>
<td>Objectives</td>
<td>• Targeting those most vulnerable</td>
</tr>
<tr>
<td></td>
<td>• Permanent solution to homelessness – sustaining tenancies.</td>
</tr>
<tr>
<td></td>
<td>• Targets: significant reduction in homelessness/rough sleeping.</td>
</tr>
<tr>
<td>Core Features</td>
<td>• Engaging with people in situ: either in public places or in houses post-homelessness.</td>
</tr>
<tr>
<td></td>
<td>• Persistent and proactive approach in the absence of a referral.</td>
</tr>
<tr>
<td></td>
<td>• Client directed – understanding and responding to individual need.</td>
</tr>
<tr>
<td></td>
<td>• Targeting through &quot;Vulnerability Index Tool&quot;.</td>
</tr>
<tr>
<td></td>
<td>• Multi-disciplinary approach – either through intra-agency or inter-agency linkages.</td>
</tr>
<tr>
<td></td>
<td>• Providing collaborative, integrated, long term service.</td>
</tr>
<tr>
<td></td>
<td>• Case Management – ongoing relationships with key workers.</td>
</tr>
<tr>
<td></td>
<td>• Housing First – immediate access to housing rather than transitioning through homeless accommodation.</td>
</tr>
<tr>
<td></td>
<td>• Long Term Support – pre and post accessing housing.</td>
</tr>
</tbody>
</table>

The proposed Assertive Outreach Team will be:

- Be comprised of professionals with specialist competencies in alcohol and drug assessment and treatment, mental health, allied health and similar, along with knowledge of the issues unique to homelessness/rough sleeping
- Identify highly vulnerable and marginalized individuals in Auckland Central by name
- Engage with rough sleepers/chronic homeless on ‘their terms’
- Deliver effective, timely and individualized assessment, intervention and case management

By extending Assertive Outreach we will develop and co-ordinate engagement with specific, targeted services for all Rough Sleepers in Central City Auckland. We will know each person by name.

and be in relationship with them. We will be able to provide access to services and work towards long term permanent housing for each person.

**Investment Ask: $180 000.00**

Building to an Assertive Outreach model requires a dedicated staff of five (5) professionals managed by a Team Leader of Homelessness in the Auckland City Mission.

We are asking support to employ two (2) additional staff for the current team.

| 2 Outreach Professionals (incl. overheads) | $160,000.00 |
| Contribution towards TL salary (incl. overheads): | $20,000.00 |
| **Total:** | **$180 000.00** |

**Project Benefits**

- **Increased reach**: more outreach professionals means greater ability to connect with our most vulnerable people and provide consistent support
- **Relationship’s improved and trust built**: all central Auckland rough sleepers/homeless people are identified and known by name
- **Early intervention**: increased resourcing will enable ACM to intervene early in the lifecycle of the problem and in our ultimate state, in the lifecycle of the individual increasing chances of reintegration and reducing health and justice costs
- **Increased access to primary healthcare**: through a commitment of resource to developing integrated referral pathways and service provision
- **Reduced burden on public health system**: due to earlier identification and intervention in health and well-being problems

**Conclusion**

In summary, a financial contribution to this end, will enable ACM to implement the development of an Assertive Outreach that will develop a more in depth understanding of the needs of our most vulnerable population through capturing not only names, but also individual narratives. Through identification of, and proactive engagement with people sleeping rough we will not only capture data but build relationships to enable design and delivery of the quality and depth of service provision across not only ACM, but also partner agencies, required to end homelessness.
### Item 7_Tabled at the ACCAB meeting 22/8/18

**City Centre Targeted Rate – Assessment Criteria**

**CCTR Purpose**
To help fund the development & revitalization of the city centre, enhancing it as a place to work, live, visit and do business.

**ASSESSMENT CRITERIA FOR PROPOSALS**

<table>
<thead>
<tr>
<th>Fit with CCTR Purpose</th>
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</thead>
<tbody>
<tr>
<td>How does the proposal fit with the purpose of the CCTR?</td>
</tr>
<tr>
<td>How does it align with AKL Plan, CCMP, Waterfront Plan &amp; other relevant plans? (relevant detail to be provided with proposal – summary overhead)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Outcomes for City Centre</th>
<th>Grading 1-5 (1=weak S=strong)</th>
</tr>
</thead>
<tbody>
<tr>
<td>To what degree and how does the proposal support a step-change towards achieving the city centre vision &amp; outcomes?</td>
<td></td>
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<tr>
<td>To what degree and how does it provide for a quantifiable higher standard than provided by other funding sources?</td>
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<tr>
<td>What does the CCTR funding cover?</td>
<td></td>
</tr>
<tr>
<td>What is provided from other funding sources (including renewals) and $ value?</td>
<td></td>
</tr>
<tr>
<td>What happens if this proposal is not approved for CCTR funding?</td>
<td></td>
</tr>
<tr>
<td>Does it leverage existing/attract new investment and if so, to what degree and how?</td>
<td></td>
</tr>
<tr>
<td>What are the benefits from this additional investment?</td>
<td></td>
</tr>
<tr>
<td>How does it fit with other plans for this area? What is the legal status and designated usage of the land/assets. Are there any risks with this?</td>
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<tr>
<td>How important is it that the project is completed now?</td>
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<tr>
<td>Can the project be completed in stages &amp;/or at a later time?</td>
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<tr>
<td>For existing projects, is the project at feasibility, design or implementation phase?</td>
<td></td>
</tr>
<tr>
<td>Why is it not prioritized for general rate funding or any other funding sources?</td>
<td></td>
</tr>
<tr>
<td>Does it bring forward investment that might be general rate funded in the future and if so, what are the benefits of earlier completion? Will the CCTR funds be reimbursable at that future time?</td>
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</table>

**Funding**
- Does the business case provide adequate evidence that CCTR funds will be allocated appropriately?
  | What is the contingency budget and who pays for any project/budget creep? |
  | What is the monitoring mechanism for ACCAB to track progress vs budget & objectives? |
  | What are the maintenance requirements (incl. cost) & who is responsible? |

**Balance of Portfolio**: type of project (streetscape, public realm, arts & culture, social, other); location in city centre; level of spend - to be updated on a rolling basis
- To what degree is the portfolio of projects balanced to CCMP outcomes over the next 10 year planning horizon?
- Does the project deliver outcomes that are balanced with those that have been achieved over last 10 years?
- Are there other projects planned over the next 10 years that may achieve similar outcomes
Attachment C

Funding for assertive outreach to rough sleepers in the city centre

Auckland City Centre Advisory Board
28 August 2019

Auckland Plan Outcomes

- Belonging & Participation
- Maori Identity & Wellbeing
- Homes & Places
- Transport & Access
- Environment & Cultural Heritage
- Opportunity & Prosperity

City Centre Masterplan

Vision
By 2032, Auckland’s City Centre will be highly regarded internationally and locally as a centre for business and learning, innovation, entertainment, culture and urban living – all with a distinctly ‘Auckland’ flavor.

Outcomes
- A vibrant & engaging international destination
- A globally significant centre for business
- A city centre that meets the needs of a changing & growing residential population
- A culturally rich and creative centre
- An exemplar of urban living
- Hub of an integrated regional transport system
- A walkable & pedestrian-friendly city centre
- An exceptional natural environment & leading environmental performer
- World-leading centre for higher education, research & innovation

Waterfront Plan

Vision
A world-class destination that excites the senses and celebrates our sea-loving Pacific culture and maritime history. It supports commercially successful and innovative businesses and is a place for all people, an area rich in character and activities that link people to the city and the sea.

Goals
- A Blue-Green Waterfront
- A Public Waterfront
- A Smart Working Waterfront
- A Connected Waterfront
- A Liveable Waterfront
America's Cup leverage and legacy frameworks

File No.: CP2019/15895

Te take mō te pūrongo

Purpose of the report
1. To receive an update on the America’s Cup leverage and legacy frameworks.

Whakarāpopototanga matua

Executive summary
2. This report provides the Auckland City Centre Advisory Board with an update on the America's Cup leverage and legacy frameworks, as requested at the board’s 24 July 2019 meeting (resolution number CEN/2019/36).
3. Leverage and legacy represent two of the workstreams that form part of the America’s Cup programme of works. A diagram outlining the programme of works has been included as Attachment A to this report.
4. The leverage and legacy project seeks to identify, maximise the opportunities and evaluate the outcomes from hosting the America's Cup in 2021. Through targeted leverage and legacy activity, we can enhance Auckland and New Zealand’s reputation and deliver on key environmental, economic, social and cultural outcomes.
5. One of the three aspirational legacy goals of the America’s Cup is to accelerate the (sustainable) social and physical transformation of Auckland’s waterfront, including creating new public spaces, calmer water spaces and improved environmental outcomes.
6. The America’s Cup programme concludes shortly after the America’s Cup Match in March 2021. The infrastructure built for the 36th America’s Cup will be available to be used by potential future America’s Cups for a ten-year period. In the meanwhile, the Wynyard Quarter will return to a new business as usual and host a range of activities to ensure a vibrant waterfront.

Ngā tūtohunga

Recommendation/s
That the Auckland City Centre Advisory Board:
a) receive the update on the America’s Cup leverage and legacy frameworks.

Horopaki

Context
7. In the context of the America’s Cup, leverage is defined as activities outside the normal running of the event which result in benefits to either enhance or add to the impacts already created by the event. Legacy is defined as long-term and sustainable benefits which are aligned with existing strategic objectives, achieved by using the event itself, or the attention created by the event, to catalyse and advance these impacts.
8. The role of the legacy and leverage workstreams is to identify shared and multi-stakeholder goals and activities that, through connection, can be made more successful.
9. A series of leverage and legacy workshops were held with crown agencies, Auckland Council agencies, America’s Cup Event Limited and the Mana Whenua Kaitiaki Forum between August 2018 to April 2019 to identify legacy and leverage opportunities and outcomes which could be realised from the America’s Cup event. Attachment B provides a summary of the workshop attendees.

10. The America’s Cup leverage and legacy frameworks (see Attachments C and D) were endorsed by the America’s Cup Joint Chief Executive Group on 24 June 2019. The frameworks are focused on coordinating and delivering initiatives, which support the four America’s Cup programme outcomes of place, economic wellbeing, participation and storytelling.

Tātaritanga me ngā tohutohu
Analysis and advice

11. The leverage framework outlines four leverage goals which reflect the national, Auckland and mana whenua strategic shared priorities under the America’s Cup programme outcomes.

- **Goal 1** - supports the place outcome, to maximise the opportunities to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes
- **Goal 2** - supports the economic wellbeing outcome, to showcase business, trade and investment (with a focus on leading edge technology and innovation) both domestically and internationally. A leverage plan initiative to support goal 2, as an example, could be a series of offshore events and activities delivered by government and council agencies using America’s Cup to link potential investors and businesses with Auckland and New Zealand
- **Goal 3** - supports the participation outcome, to develop opportunities for national pride by engaging New Zealand - Aotearoa in the 36th America’s Cup
- **Goal 4** - supports the storytelling outcome, to deliver authentic and powerful stories about Tāmaki Makaurau and Aotearoa, our people, business, place and future both domestically and internationally.

12. The legacy framework outlines three aspirational legacy goals which reflect the national, Auckland and mana whenua strategic priorities relating to water, the environment and culture. The spotlight of America’s Cup can contribute to wider strategic outcomes for Auckland and New Zealand – using the event as a catalyst and platform for legacy activities.

- **Goal 1** - accelerating the (sustainable) social and physical transformation of Auckland’s waterfront:
  - continuing the transformation that began in 2000 when Aucklanders turned their face to the water and towards a publicly accessible waterfront - further opening gateways to the Gulf beyond. This will include creating new public spaces, calmer water spaces and improved environmental outcomes.
- **Goal 2** - cleaning up our waters (freshwater and marine) and our islands:
  - America’s Cup presents a unique opportunity to focus on the mauri, cultural and environmental health of the Waitematā and the Hauraki Gulf, and the waters which flow into it. Improving our waters is fundamental to mana whenua, Auckland Council and the crown. Legacy projects may include mussel bed restoration, litter traps and marine biosecurity infrastructure.
• Goal 3 - our voices are reflected:
  o ensure our voices continue to be heard long after America’s Cup itself is over – to
  celebrate our cultural heritage and the taonga of the Hauraki Gulf, so that New
  Zealanders and visitors understand, value, protect Tīkapa Moana and beyond. This
  includes the use of Tāmaki Makaurau and Te Reo Māori across all key platforms, and
  the integration of mana whenua storytelling into projects. A strong environmental
  narrative will showcase kaitiakitanga and empower kiwis and visitors to care for
  nature. This goal also supports the long-term collaborative development of sustainable
  destination management for the Waitamata and the Hauraki Gulf.

13. The frameworks will be used to prepare detailed leverage and legacy plans, which are still
under development. These plans will focus on adopting multi-partner initiatives that deliver
outcomes via a collaborative approach, recognising the spirit and importance of collective
action as expressed in the America’s Cup whakataukī:

   He waka eke noa
   Kia eke panuku, kia eke Tangaroa
   We’re in this waka together
   Through all our efforts, we will succeed.

14. As previously reported to the board, out of scope of these frameworks are:
• Auckland Council’s strategic planning processes, including the review of the City Centre
  Master Plan that is currently underway, and
• implementation of Wynyard Hobson resource consent conditions.

Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera
Council group impacts and views

15. A series of leverage and legacy workshops were held with crown agencies, Auckland
Council agencies, America’s Cup Event Limited and the Mana Whenua Kaitiaki Forum
between August 2018 to April 2019 to identify legacy and leverage opportunities and
outcomes which could be realised from the America’s Cup event. Attachment B provides a
summary of the workshop attendees.

16. The America’s Cup leverage and legacy frameworks (see Attachments C and D) were
endorsed by the America’s Cup Joint Chief Executive Group on 24 June 2019. The
frameworks are focused on coordinating and delivering initiatives, which support the four
America’s Cup programme outcomes of place, economic wellbeing, participation and
storytelling.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

17. Leverage and legacy frameworks goals will provide benefits for the local board areas that
are impacted by the America’s Cup.

18. The America’s Cup programme is committed to providing regular engagement with the four
local boards that will be most impacted; Devonport-Takapuna, Ōrākei, Waiheke and
Waitamata.

Tauākī whakaaweawe Māori
Māori impact statement

19. A series of workshops were held with crown agencies, Auckland Council agencies,
America’s Cup Event Limited and the Mana Whenua Kaitiaki Forum between August 2018 to
April 2019 to identify legacy and leverage opportunities and outcomes which could be
realised from the America’s Cup event.
20. The frameworks will be used to prepare detailed leverage and legacy plans, which are still under development. These plans will focus on adopting multi-partner initiatives that deliver outcomes via a collaborative approach, recognising the spirit and importance of collective action as expressed in the America’s Cup whakataukī:

He waka eke noa
Kia eke panuku, kia eke Tangaroa
We’re in this waka together
Through all our efforts, we will succeed.

21. This whakataukī has been chosen in partnership with mana whenua to encapsulate the spirit of the America’s Cup 36 (AC36) programme.

22. Mana whenua is represented in the Leverage and Legacy Project Steering Group and in each of the workstreams; leverage, legacy, and data and evaluation.

23. The AC36 programme continues to work with mana whenua to enable them to provide guidance on tikanga and fulfil their role as kaitiaki throughout the programme.

Ngā ritenga ā-pūtea
Financial implications

24. There is currently no funding available for leverage and legacy. Accordingly, the approach to both the legacy and leverage frameworks and the subsequent plans is to identify and to align America’s Cup outcomes and goals to existing crown and council-funded projects and strategic objectives, along with potential projects and opportunities to partner with the private and philanthropic sectors. Individual organisations carry their own responsibility for leveraging America’s Cup.

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

25. There is a risk that what may be identified in the legacy plans cannot be delivered with the current baseline-only resource level.

Ngā koringa ā-muri
Next steps

26. The Auckland City Centre Advisory Board and local boards will continue to receive progress updates in the lead up to the America's Cup event.

27. A presentation will be provided by the leverage and legacy project team and Panuku at the Auckland City Centre Advisory Board’s 28 August 2019 meeting to discuss these leverage and legacy frameworks in more detail.
### Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>AC36 Programme of works</td>
<td>39</td>
</tr>
<tr>
<td>B</td>
<td>AC36 Key stakeholder engagement / workshop attendees</td>
<td>41</td>
</tr>
<tr>
<td>C</td>
<td>AC36 Leverage Framework</td>
<td>43</td>
</tr>
<tr>
<td>D</td>
<td>AC36 Legacy Framework</td>
<td>45</td>
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</table>

### Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Martin Shelton - Programme Director America's Cup 36</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea - General Manager Development Programmes Office</td>
</tr>
</tbody>
</table>
AC36 Key stakeholder engagement

1. **Mana Whenua engagement**

   Mana whenua engagement took place through Mana Whenua Kaitiaki Forum (MWKF) (a collective of 19 hapū and iwi authorities);
   - A MWKF workshop on AC36 was held on:
     - 13 December 2018
     - 21 February 2019.
   - A Mana Whenua forum sub-group met on 4 April 2019.
   - The proposed MWKF AC36 leverage and legacy outcomes were signed off on 18 April 2019.

2. **Central and local government engagement - Leverage and Legacy**

   Several dedicated leverage and legacy workshops were hosted with the following organisations attending one/or more of the three workshops sessions hosted on:
   - 15 August, 27 September and 7 December 2018.

<table>
<thead>
<tr>
<th>Organisation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ministry of Business, Innovation and Employment</td>
</tr>
<tr>
<td>Auckland Tourism, Events and Economic Development</td>
</tr>
<tr>
<td>Ministry of Foreign Affairs and Trade</td>
</tr>
<tr>
<td>The Treasury</td>
</tr>
<tr>
<td>State Services Commission</td>
</tr>
<tr>
<td>Ministry of Culture and Heritage</td>
</tr>
<tr>
<td>Auckland Council</td>
</tr>
<tr>
<td>New Zealand Trade and Enterprise</td>
</tr>
<tr>
<td>Sport New Zealand</td>
</tr>
<tr>
<td>Te Puni Kokiri</td>
</tr>
<tr>
<td>America’s Cup Event Limited</td>
</tr>
<tr>
<td>Ngāti Whāitu Orakei</td>
</tr>
<tr>
<td>Panuku Development Auckland</td>
</tr>
<tr>
<td>Royal New Zealand Yacht Squadron</td>
</tr>
<tr>
<td>Ministry of Education</td>
</tr>
<tr>
<td>Tourism New Zealand</td>
</tr>
</tbody>
</table>
Additional AC36 leverage and legacy meetings were hosted with the following organisations:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Leverage workstream lead, Ministry of Business, Innovation and Employment</td>
</tr>
<tr>
<td></td>
<td>Legacy workstream lead, Auckland Tourism, Events and Economic Development</td>
</tr>
<tr>
<td></td>
<td>Auckland Council</td>
</tr>
<tr>
<td></td>
<td>Department of Conservation</td>
</tr>
<tr>
<td></td>
<td>Hauraki Gulf Forum</td>
</tr>
</tbody>
</table>

3. Central and local government engagement - Data and Evaluation

Following the appointment of the data and evaluation workstream lead, a data and evaluation workshop was hosted with the following organisations on 7 May 2019:

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Ministry of Business, Innovation and Employment</td>
</tr>
<tr>
<td></td>
<td>Wynyard Edge Alliance</td>
</tr>
<tr>
<td></td>
<td>America’s Cup Events Ltd</td>
</tr>
<tr>
<td></td>
<td>Auckland Tourism, Events and Economic Development</td>
</tr>
<tr>
<td></td>
<td>AC36 Programme Management Office</td>
</tr>
<tr>
<td></td>
<td>Auckland Council</td>
</tr>
</tbody>
</table>
## Draft AC36 Leverage Framework

**VISION: Ignite the passion – celebrate our voyages**

**He Waka Eke Noa, Kia Eke Panuku, Kia Eke Tangaroa.**

*We’re in this together. Through all our efforts, we will succeed.*

<table>
<thead>
<tr>
<th>Programme Goals</th>
<th>Place</th>
<th>Economic Wellbeing</th>
<th>Participation</th>
<th>Storytelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>To accelerate the sustainable transformation of our communities, our water and our whānau.</td>
<td>Creating shared benefit through connection, innovation and trade</td>
<td>Every New Zealander has opportunity to participate in and celebrate the America’s Cup</td>
<td>The rich cultural and voyaging history of Tāmaki Makaurau and Aotearoa are shared and valued</td>
<td></td>
</tr>
</tbody>
</table>

### Leverage Goals

- **To maximise the opportunities to strengthen and profile sustainable destination management, whilst promoting positive environmental outcomes.**
- **To showcase business, trade and investment (with a focus on leading edge technology and innovation) both domestically and internationally.**
- **To develop opportunities for national pride by engaging New Zealand - Aotearoa in the 36th America’s Cup.**
- **To deliver authentic and powerful stories of/about Tāmaki Makaurau and Aotearoa, our people, business, place, history and future both domestically and internationally.**

### Leverage Activities & Projects (examples only)

**Leverage AC36**

- Deliver:
  - o Offshore NZ Inc. campaign during World series
  - o Key AC36 messaging in existing offshore NZ Inc. campaigns e.g. Palma Cup
  - o Major event observer programme
  - o VVIP hospitality programme
- Maximise business and social procurement opportunities - focusing on building mana whenua capacity to participate in and contribute to Māori economic development.
- Promote career opportunities for internships, apprenticeships, skill development and capacity building within the Marine, Tourism and Event sectors.
- Leverage AC36 to strengthen both NZ bilateral relationship with the relevant countries and help support the NZEU - Free trade agreement negotiations.
- Profile existing complementary conferences / symposiums e.g. Yacht Symposium

**Leverage Tiaki Promise**

- Deliver:
  - o Strong mana whenua visibility both on land and water through tools as cultural markers in Taonga places
  - o New Zealand House on Te Wero Island within the Race Village (to showcase New Zealand culture and food and beverage) and agreed race village activations including the main activation stage
- Increase and normalise the positioning of and use of Tāmaki Makaurau and Te Reo Māori across all key platforms
- Leverage:
  - o International media hosting opportunities beyond core event delivery requirements / showcase Hauraki Gulf
  - o Branding and designation for the event across all key platforms
- Celebrate:
  - o The 20th anniversary of the Hauraki Marine Park in 2020
  - o The Royal New Zealand Yacht Squadron 150th Year in 2021

**Partner with organisations who are best placed to deliver the Leverage Framework goals**
## Auckland City Centre Advisory Board

### 28 August 2019

#### America's Cup leverage and legacy frameworks

**VISION: Ignite the passion – celebrate our voyages**

*He Waka Eke Noa. Kia Eke Panuku, Kia Eke Tangaroa*

_We’re in this waka together. Through all our efforts, we will succeed_

<table>
<thead>
<tr>
<th>Programme outcomes</th>
<th>Place</th>
<th>Storytelling</th>
</tr>
</thead>
<tbody>
<tr>
<td>To accelerate the sustainable transformation of our communities, our water and our whenua</td>
<td>To tell the authentic and powerful story of our mana whenua, the rich cultural and voyaging history of Tāmaki Makaurau and Aotearoa</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Legacy Goals</th>
<th>Accelerating the social &amp; physical transformation of Auckland’s waterfront</th>
<th>Cleaning up our waters (freshwater and marine) and our islands</th>
<th>Our voices are reflected</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuing the transformation that began in 2000 when Aucklanders turned their face to the water and towards a publicly accessible waterfront - further opening gateways to the Gulf beyond.</td>
<td>A unique opportunity to focus on the mauri, cultural and environmental health of the Hauraki Gulf and the Waitemata, and the waters which flow into it.</td>
<td>Ensure our voices continue to be heard long after AC36 itself is over – to celebrate our cultural heritage and the taonga of the Gulf, so that New Zealanders and visitors understand, value, protect Tikapa Moana and beyond.</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Legacy Goals (continued)</th>
<th>Attachment D</th>
<th>Item 7</th>
</tr>
</thead>
<tbody>
<tr>
<td>Legacy Projects (example)</td>
<td>Maui Whenua representative</td>
<td>Mana Whenua representative</td>
</tr>
<tr>
<td></td>
<td>Wynnard Edge Alliance / Panuku Auckland Council – Healthy Waters Auckland Council – Natural Environment Ministry for the Environment</td>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Legacy Partners (potential participants)</th>
<th>Measurement (potential metrics)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Maui Whenua representative</td>
<td># of new public spaces</td>
</tr>
<tr>
<td>Wynnard Edge Alliance / Panuku Auckland Council – Healthy Waters Auckland Council – Natural Environment Ministry for the Environment</td>
<td># of additional marine facilities</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td>Cultural Centre Yes/No</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td>Water environmental health statistics</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td># of Smart City initiatives</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td># new and invasive species detected (marine and terrestrial)</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td># of waiaroa gateways</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td># of compliance with biosecurity measures</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td># of clean streams</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td># of litter traps</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td>Environmental health framework measuring</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td># carbon change and # of fleet</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td># use of plastic</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td># beach clean-up/rubbish</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td># new and invasive species detected post event (aim should be for zero)</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td># of waiaroa gateways</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td>Increased Use of Tāmaki Makaurau Auckland / Te Rāo Māori across all key platforms</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td>Cultural Centre (reflects our journeys)</td>
</tr>
<tr>
<td>Mana Whenua representative</td>
<td>Digital app /content in New Zealand / Auckland story</td>
</tr>
<tr>
<td>Department of Conservation Auckland Council - Healthy Waters, Natural Environment and Sustainability Auckland Transport (ferries, hydrogen fuel) Sea Cleaners / Sustainable Business Network - Gulf X project Ministry for the Environment</td>
<td>Tikanga promise – Tikanga for the Gulf</td>
</tr>
</tbody>
</table>

*Attachment D: Item 7*
Update on the delivery of city centre programmes
File No.: CP2019/15348

Te take mō te pūrongo
Purpose of the report
1. To provide an overview on key progress and milestones on city centre projects that are underway and are funded through the city centre targeted rate investment portfolio.

Whakarāpopototanga matua
Executive summary
2. The city centre targeted rate portfolio budget 2019/2020 was endorsed by the Auckland City Centre Advisory Board at its 24 July 2019 meeting (resolution number CEN/2019/35).
3. The city centre targeted rate investment portfolio provides funding for projects in the city centre.
4. Staff will provide an overview of the projects within the city centre targeted rate investment portfolio at the board’s 28 August meeting, focusing on the status of city centre projects and milestones. (Attachment A)
5. In addition, an update on the Access for Everyone pilot – High Street is attached as part of this presentation (Attachment B).

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
a) note the update on city centre programmes.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Overview of CCTR projects</td>
<td>49</td>
</tr>
<tr>
<td>B</td>
<td>Access for Everyone pilot update</td>
<td>61</td>
</tr>
</tbody>
</table>

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Oliver Smith - Manager Programmes Delivery</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea - General Manager Development Programmes Office</td>
</tr>
</tbody>
</table>
City Centre Targeted Rate Portfolio Update

Auckland City Centre Advisory Board – 28 August 2019

Update on the delivery of city centre programmes
Attachment A

Item 8

Content

City Centre Targeted Rate Portfolio – Part of the City Centre Transformation

- Federal Street Stage 2
- Federal Street Stage 3/4
- Nelson Street Slip Lane
- Karangahape Road Enhancements
- Myers Park Underpass
- CRL Urban Realm Upgrades – Lower Queen Street and Albert Street
- Access for Everyone Concept Pilot – High Street
Attachment A

Update on the delivery of city centre programmes

Item 8
Federal Street Upgrade Stage 2
(Mayoral Drive to Wellesley Street)

Status
- Liaison with Auckland City Mission regarding construction phasing options is to continue to confirm programme.

Objectives
- Contribute to the creation of a coherent laneway circuit and envisioned in the City Centre Masterplan.
- Celebrate existing land use.
- A streetscape that better fits the scale and speed of pedestrians.
- Provide more interaction between building and street activities.

Key Risks
- Total project costs exceed approved budget.
- Auckland City Mission development causes significant delays to Federal Street upgrade.
- Reduced market capacity to deliver project due to city wide programme of works.

Milestones

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Q1 ‘20</td>
<td>Q4 ‘20</td>
</tr>
</tbody>
</table>

Funding
- City Centre Targeted Rate - $8M
Federal Street Upgrade Stages 3 and 4
(Victoria Street to Wyndham Street and Swanson Street to Fanshawe Street)

Status
- Concept Design contract awarded to Boffa Miskell in August.

Objectives
- Deliver a streetscape that prioritises function and operation.
- Create a destination that celebrates the historic built form of the street and diverse social character of the city centre.
- Provide a flexible streetscape that empowers the local community and businesses.
- Demonstrates best practice in sustainability.
- Respond to council’s budget and time constraints.

Key Risks
- Significant developments anticipated in the area result in delay to the project.

Milestones

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Concept Design</td>
<td>Aug '19</td>
<td>Feb '20</td>
</tr>
</tbody>
</table>

Funding
- City Centre Targeted Rate - ~$14M
Access for Everyone concept pilot – High Street

**Status**
- Business Case received council investment approval to pass through to the plan stage.
- Scope is being defined and stakeholder engagement and the co-design development is underway.

**Objectives**
- Improve the distribution of street space to prioritise people, operations and street functions.
- Reduce the level of discretionary traffic accessing High Street.
- Enhance loading and servicing options of High Street businesses.
- Improve footpath standards to meet AT and NZTA recommended widths.
- Provide a new way to consult and engage with the community to manage change.

**Milestones**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business Case Options</td>
<td>Jun ’19</td>
<td>Aug ‘19</td>
</tr>
<tr>
<td>Detailed Scope &amp; Design</td>
<td>Aug ’19</td>
<td>Sep ‘19</td>
</tr>
<tr>
<td>Trials Commence</td>
<td>Oct ’19</td>
<td>May ’20</td>
</tr>
</tbody>
</table>

**Key Risks**
- Impact of on-street parking changes to local businesses.
- Traffic Control Committee resolution for parking space removal.

**Funding**
- City Centre Targeted Rate - $0.6M
Hobson Nelson Street Programme
Nelson Street Slip Lane – Placemaking Improvements

**Status**
- Strategic assessment received council investment approval to pass through to the business case stage.
- An option based business case is currently under development.

**Objectives**
- Enhance the amenity of the slip lane and encourage more active use at street level.
- Address current pedestrian safety concerns in the slip lane.
- Provide an improved pedestrian link for users of the slip lane and residents of the surrounding residential developments.

**Key Risks**
- 60 Cook Street development proceeds and overlaps with the slip lane enhancement programme.
- Project delay results in stakeholder disillusion.

**Funding**
- Funding for the Business case is being sourced from the Hobson/Nelson Street Upgrade programme.

**Milestones**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Business Case approved</td>
<td>Aug ’19</td>
<td>Mar ’20</td>
</tr>
</tbody>
</table>
## Karangahape Road Enhancements

<table>
<thead>
<tr>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Site establishment for the first two stages of the project has commenced.</td>
</tr>
<tr>
<td>Work underway on southern side of Karangahape Road, between Symonds Street and Upper Queen Street, and the northern side of Karangahape Road, between Ponsonby Road and Howe Street.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Objectives</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deliver a high quality integrated streetscapes environment.</td>
</tr>
<tr>
<td>Provide a safe and attractive cycle route along Karangahape Road.</td>
</tr>
<tr>
<td>Give greater priority to public transport while enhancing access.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Key Risks</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public response due to traffic changes during construction.</td>
</tr>
<tr>
<td>Unexpected utilities encountered throughout construction.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Funding</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Centre Targeted Rate - $9M</td>
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</tbody>
</table>

### Milestones

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
<th>End</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction</td>
<td>Jul '19</td>
<td>End '20</td>
</tr>
</tbody>
</table>
Myers Park Underpass

**Status**
- Preferred Concept Design supported by Auckland City Centre Advisory Board in July 2019.

**Objectives**
- Improve public perception of Myers Park and help establish it as a safe place to be.
- Improve accessibility and connectivity of the park.
- Utilise public art to improve activation and quality of the park.
- Maintain existing stormwater retention capacity.

**Key Risks**
- Design does not effectively mitigate safety issues such as anti-social behaviour.
- Design not perceived to improve accessibility.

**Funding**
- City Centre Targeted Rate - $7.55M

**Milestones**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Start</th>
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</thead>
<tbody>
<tr>
<td>Design Development</td>
<td>Sep '19</td>
<td>May '20</td>
</tr>
</tbody>
</table>
### CRL Urban Realm Upgrades – Lower Queen Street and Albert Street

**Status**
- Contract C1, lower Queen Street – urban realm upgrade works due to commence late 2019 and run through to late 2020.
- Contract C2, lower Albert Street – urban realm upgrade works commenced 2018 and run through to late 2020.
- Contract C3, upper Albert Street – urban realm upgrade works – design to be developed following formation of the Alliance.

**Objectives**
- Achieve higher quality urban realm outcomes on the back of the City Rail Link reinstatement works along Albert Street and lower Queen Street.

**Key Risks**
- Insufficient remaining budget to deliver the full scope of urban realm upgrade for the Contract C3 section of Albert Street.
- Construction cost escalation further increase cost pressure on the project budgets.
- Interface with private development results in programme delays.

**Funding**
- Contract C1 - ~$15,000,000 from City Centre Targeted Rate
- Contract C2 - ~$11,000,000 from City Centre Targeted Rate
- Contract C3 - ~$4,000,000 from City Centre Targeted Rate
Memorandum

15 August 2019

To: Auckland City Centre Advisory Board

Subject: Access for Everyone concept pilot – High Street

From: James Buckley – Project Manager City Centre, Development Programme Office

Purpose

1. To provide an update on the Access for Everyone concept pilot – High Street being undertaken as part of the development of the Access for Everyone concept.

Summary

- The Access for Everyone pilot supports the investigation and consultation process of public realm upgrades through trials and tactical urbanism interventions. The principle of this approach was endorsed by the Planning Committee as part of a presentation on the City Centre Masterplan 2040 at its November 2018 meeting (resolution PLA/2018/121).
- A core element of the Access for Everyone concept is reducing private vehicle access to city centre streets and prioritising pedestrian and other active modes of travel.
- The High Street precinct has been named as the first area to pilot the Access for Everyone concept. The pilot will inform the business case development for the High Street upgrade project budgeted in the city centre targeted rate investment portfolio 2019/20.
- Stakeholder engagement on the High Street project will start in August 2019 with the first interventions expected to be installed by the end of October 2019.
- This memo was also provided to the Waitāmatā Local Board and the Planning Committee on the progress to date.

Context

2. The Access for Everyone concept responds to a changing city centre where road space is becoming more contested. The city centre has experienced considerable population growth over recent years and now has an estimated population of 57,200 residents. There have also been large increases in the numbers of people accessing the city via public transport. The need to dedicate the current share of road space to motor vehicles is reducing in favour of more efficient modes such as walking and cycling.

3. Access for Everyone will support the outcomes of the refreshed City Centre Masterplan, which will be open for public consultation in mid-August 2019. The Access for Everyone concept is intended to be tested using a series of trials of interventions on city centre streets, such as temporary changes to vehicle access or art activations.

Discussion

4. The Access for Everyone concept shows people, operations and function as three essential system elements that must be put first to enable a successful city centre.

5. Tactical urbanism interventions are place-based, physical interventions which are usually installed on a short-term basis. The Access for Everyone concept involves a co-design process with the community to inform which tactical urbanism interventions will be installed.
6. The High Street precinct has been chosen as a pilot for the full Access for Everyone concept as the challenges around High Street’s accessibility are well understood and the sentiment for action has been established.

7. The main objectives sought through the High Street pilot are:
   - access management to prioritise people, operations and street functions
   - reducing the level of discretionary traffic accessing High Street
   - enhancing loading and servicing of High Street businesses
   - enhancing engagement with the community to manage change
   - introducing gradual change to manage disruption.

8. The project benefits will be achieved using a series of incremental interventions such as temporary changes to on-street parking, or organised events. These interventions will be defined and delivered through an iterative co-design process led by Auckland Council technical experts and a High Street Reference Group, which will be formed as part of the trial by engaging with the community, including local businesses and residents.

9. Each stage of interventions will be trialled, reviewed and adapted as appropriate so benefits can be tested before further interventions are installed.

10. The pilot’s co-design process will involve regular engagement and workshops with the community, which will enhance council’s engagement with the with the community and minimise any disruption arising from interventions.

**Next steps**

11. A business case for the Access for Everyone concept pilot located in High Street is currently underway. The pilot will be funded by the city centre targeted rate.

12. Council staff are investigating traffic requirements and operations, which will inform the pilot interventions and business case.

13. Engagement with key High Street stakeholders will begin during August 2019 and will continue throughout the project. It is anticipated that the first interventions will be installed by the end of October 2019 following the co-design process.

14. Planning Committee, Waitematā Local Board and the Auckland City Centre Advisory Board will be kept informed of updates as the project progresses.
Access for Everyone concept pilot
— High Street

James Buckley — Project Manager City Centre Development Programmes Office
• What's happening on High Street?
Access for Everyone

- Response to Growth in the city centre:
  - Pedestrians
  - Public transport
  - Business deliveries / servicing
  - Development traffic
  - Road space in more contested

CONCEPT

- Emerging themes
- Access management
- Discretionary traffic reduction
CRITICAL THINKING

- Enabling a successful centre
- Manaakitanga
- Operations
- Function

CHANGE

- People
- Urban space
- Low Emissions zone
**PILOT – HIGH STREET**

- How
- What
- When

**EMPATHIZE**

- Place value
- Ask and learn
- Shared understanding
### Attachment B

#### Item 8

<table>
<thead>
<tr>
<th>Objective</th>
<th>Description</th>
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<tbody>
<tr>
<td>01</td>
<td>Access management: Evolving the distribution of street space to prioritise people, operations and street functions.</td>
</tr>
<tr>
<td>02</td>
<td>Reduce the level of discretionary traffic accessing High Street.</td>
</tr>
<tr>
<td>03</td>
<td>Enhance loading and servicing of High Street businesses.</td>
</tr>
<tr>
<td>04</td>
<td>Enhance engagement with the community to manage change.</td>
</tr>
<tr>
<td>05</td>
<td>Introduce step change to manage disruption.</td>
</tr>
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</table>
AN ITERATIVE CO-DESIGN PROCESS

- Ask and learn
- Plan and scope
- Create ideas
- Shared understanding
- Test and validate
- Refinement
HOW MIGHT WE ACHIEVE THIS?

One to One
Gain practical insights from people in the community

Reference Group – Workshops
- Develop clarity of purpose
- See the shared values
- Co-create the pilots
- Connect to the community – take it to the street

Network of Place Champions
A group of locals willing to promote and speak on behalf of the project

High Street Get Togethers
- Informal feedback channel
- Quarterly get together with community members

Have Your Say
Utilise Auckland Council resources to engage with wider public on pilot implementation

Auckland Council
Te Kaumatangi e Tāmaki Māori
PLAN & ENGAGE BY DOING

01 Establish the sentiment
02 Refine the Approach
03 Develop the Place Value
04 Pilot Implementation
05 Evaluate
KEY THEMES

POP-UP CAFES
To promote outdoor public seating in the parking lanes and provide local business opportunities to overflow into the street.

PAVEMENT TO PARKS
To add more neighborhood green space and to further activate streets with public seating.

FOOTPATH BUILD-OUT
To reclaim inefficiently used asphalt as public space with minimal capital expenditure.

STREET GRAPICS
Adding color as a low cost traffic disrupter to reclaim the space.
WHAT'S IN SCOPE?

- Qualitative and quantitative research / analysis
- Co-design workshops: Auckland Council technical experts and High Street Reference Group
- Re-evaluation of qualitative and quantitative research
- Temporary activation initiatives i.e. Art week, Parking day
- Organised Events
- Installation of place kits and gap fill
- TCC application for temporary removal of on-street parking
- Temporary or permanent removal of on-street parking
- Footpath extension - Setdown (mechanical) Infill (civil)
- Provision of additional loading bays
- Provision of additional mobility access space
- Painted carriageway graphics
- New trade/service medium - long stay parking
- Pick up and drop off areas established
- Static signage: northern entrance High St & Shortland St
- Limited traffic access
- Enhanced car park wayfinding
- Changes to the lower levels car park layout

Estimated budget $600,000

Auckland Council
NEXT STEPS

01
Complete the options Business Case in consultation with impacted stakeholders, benefit owners and subject matter experts

02
Internal review of the Business case and gain final approval sign off

03
Complete the project execution plan and benefits management plan

04
Commence stakeholder engagement and initiate the co-design process

05
Deliver the first phase of tactical urbanism interventions

06
Run debrief and lessons learned workshops to evaluate the initial phase of the pilot
Item 8

QUESTIONS FOR JAMES AND CAM?
Te take mō te pūrongo

Purpose of the report

1. To receive updates on the following projects:
   a) Access for Everyone concept pilot – High Street is reported separately. Refer to item 8 of the agenda.
   b) Victoria Street Linear Park project (Attachment A)
   c) Public Amenity project (Attachment B).

2. To note progress on the forward work programme (Attachment C) and provide a public record of memos, workshop or briefings that have been distributed for the board’s information since 24 July 2019.

Whakarāpopototanga matua

Executive summary

3. This is a regular information report for the Auckland City Centre Advisory Board which aims to provide public visibility of information circulated to members via memo and other means, where no decisions are required. A summary of these updates has been provided below:

City Centre Targeted Rate 2019/2020

4. The Finance and Performance Committee approved the revised city centre targeted rate budget for 2019/2020 at its meeting held on 21 August 2019 (resolution number FIN/2019/94).

Victoria Street Linear Park project

5. The City Centre Masterplan (2012) envisages Victoria Street as a green link between Victoria Park and Albert Park, taking on a linear park character. The Victoria Street Linear Park project supports the objectives of increased pedestrian amenity and will include an assessment of parking, servicing and loading requirements. More details on this project are included in Attachment A to this report.

City Centre public amenity project update

6. The City Centre Public Amenities report, commissioned by the council and published in March 2018, reviewed the current council decision-making processes regarding public amenity provision in the city centre. An update was provided to the Auckland City Centre Advisory Board in May 2019, where the board indicated its support for the public amenity investigations being undertaken (resolution number CEN/2019/22).

7. A cross-council working group has been established to progress the report’s recommendations. The working group is considering public toilets, showers and lockers as priority infrastructure. A gap analysis of public toilets was undertaken in June 2019 to understand the current amenity provisions. More details on the gap analysis are included in Attachment B to this report.
Ngā tūtohunga
Recommendation
That the Auckland City Centre Advisory Board:

a) note the summary of the Auckland City Centre Advisory Board information report - 28 August 2019.

Ngā tāpirihanga
Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>Memo update: Victoria Street Linear Park project</td>
<td>79</td>
</tr>
<tr>
<td>B</td>
<td>Memo update: City Centre Public Amenity project update</td>
<td>103</td>
</tr>
<tr>
<td>C</td>
<td>Forward work programe</td>
<td>117</td>
</tr>
<tr>
<td>D</td>
<td>CCTR portfolio budget 2019/2020</td>
<td>121</td>
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Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Tam White - Senior Governance and Relationship Advisor</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea - General Manager Development Programmes Office</td>
</tr>
</tbody>
</table>
Memorandum
15 August 2019

To: Auckland City Centre Advisory Board

Subject: Update on the Victoria Street Linear Park project

From: Liz Nicholls – Manager Investment Programmes, Development Programme Office

Purpose
1. To provide an update on recent progress with the Victoria Street Linear Park business case.

Summary
- The City Centre Masterplan (2012) envisions Victoria Street as a green link between Victoria Park and Albert Park, taking on a linear park character. A linear park would also provide greater amenity for pedestrians. Further investigation work is needed to identify how this vision could be achieved.
- Jacobs have been awarded a contract to deliver a business case which will investigate the concept of Victoria Street Linear Park.
- The outputs of the contract are to identify a preferred way forward for the full length of Victoria Street by March 2020 and a preferred option for the first stage of the project (around Aotea Station) to be ready for resource consent lodgement by November 2020.

Context
2. Victoria Street is a significant central city corridor connecting the Victoria Quarter with the central city and Albert Park. The street is currently home to a range of residential, commercial and retail developments and has a diverse range of uses and demands.
3. The Victoria Street Linear Park project supports the objectives of increased pedestrian amenity and will include an assessment of parking, servicing and loading requirements.
4. A budget of $33 million has been allocated towards the investigation and construction of Victoria Street Linear Park through the Long-term Plan 2018-2028. The funding was originally allocated starting 2022, however $3 million of this budget has been brought forward to 2019-2021 to allow initial investigation work to begin.
5. The City Rail Link will form an important component of the corridor with the proposed Aotea Station having several pedestrian portals that will contribute significantly to pedestrian activity on Victoria Street and Wellesley Street.
6. Further work is needed to understand how a linear park could be achieved within the corridor constraints, allocated funding, desired functionality of the street, traffic movements and other construction planned or underway in the city centre.

Discussion
7. A contract has been awarded to Jacobs to undertake a business case for Victoria Street on behalf of Auckland Council. There are two key outputs of the business case:
   - Identifying a preferred way forward for improvements to the full length of Victoria Street. This would include: a preferred layout for the street, investigation of the best value for
money options, consideration of the timing, management and procurement options for the project and close examination of the costs and funding options available. The report recommendations will be presented to the project steering group for approval by March 2020.

- Identifying a preferred design and delivery option for the first stage of the project (around Acteal Station). The preferred design option expected to be approved by the Project Steering Group in November 2020.

8. Jacobs is also the consultant for the Wellesley Street bus improvements detailed business case, which is currently being progressed. Members of the Jacobs’ project team will also be working across the Wellesley Street bus improvements to ensure that planning and design is aligned.

9. The project scope uses the Better Business Case framework, which is the New Zealand Treasury standard for investment over $15 million. The framework consists of developing five key cases: The strategic case, economic case, commercial case, financial case and management case.

10. The Better Business Case framework will allow the project team to identify the best value for money option and to ensure that the management and procurement processes and decisions are well thought through and evidence-based. This framework lowers the risk of resource consent challenges, project delays, redesign, poor option consideration and selection and stakeholder opposition by following a clear framework.

11. The project team has established a ‘Community of Practice’ to support the Victoria Street Linear Park project. The Community of Practice reflects a wide technical expertise from across the council group including heritage, design, transport strategy, cycling, sustainability, parks and arts. Mana whenua representatives are also a key part of the project team and the Community of Practice. The aim of involving such a wide group is to ensure that objectives are clear from the outset and to capture risks and opportunities from a range of disciplines and perspectives.

12. The first Community of Practice workshop was held on 13 June 2019. The outputs from this workshop were used to identify three draft ‘problem statements’ that investment in Victoria Street would address. These are included in Attachment A to this memorandum.

13. The next Community of Practice workshop was held on 25 July 2019. The focus of this workshop was to provide feedback on the long list options for the full length of Victoria Street and the critical success factors (key things that have been identified as being crucial to the project being deemed a success).

14. A strategic case for investment will be finalised by the project steering group in August 2019. A strategic case outlines the context, alignment with key plans, policies and processes and identifies the problems and benefits associated with investment.

**Next steps**

15. The project team will keep the Auckland City Centre Advisory Board and local board updated on key milestones throughout the project through the regular Development Programme Office reports.
### INVESTMENT LOGIC MAP

<table>
<thead>
<tr>
<th>PROBLEM</th>
<th>BENEFIT</th>
<th>RESPONSE</th>
<th>SOLUTION</th>
</tr>
</thead>
</table>
| There is inadequate space for people on Victoria Street to rest, move and play now and as Auckland grows | Activated spaces for commercial and recreational activities  
  - Time spent on the street by individuals  
  - Comfort of people using the street  
  - Reduced crashes between modes | Change form of Victoria Street                                                                 | Reallocation of road space to people                                                             |
| The absence of visible culture and history on Victoria Street results in a lack of identity and sense of connection between residents, commuters and visitors with the street, as a key destination | Improved sense of belonging and connection to place  
  - Number of locations where cultural history is identifiable  
  - Visitor appreciation of cultural history  
  - Māori Whenua feel that the city reflects Māori culture and identity | Change function of Victoria Street                                                                | Provide flexible and activated infrastructure and spaces for resting, moving, playing, contemplating and recreating |
| As a link between the two major city centre parks, Victoria Street has the potential to enhance the urban biodiversity and green space in the city centre | Healthier and more sustainable city centre  
  - Increased use of active modes  
  - Increased availability and use of park space in the city centre | Re-design the public realm through a collaborative process                                     | Integrate of public art and culture reflecting historical national landscape |
|                                                                        | Develop and implement a sustainability plan for Victoria Street                             | Increase flora on Victoria Street                                                              | To create a design partnership to co-create spaces on Victoria Street                           |
|                                                                        | Apply sustainability principles                                                               |                                                                                              |                                                                                                 |
Victoria Street Linear Park

AUCKLAND COUNCIL
VICTORIA STREET LINEAR PARK BUSINESS CASE
Item 9
Victoria Street 1960s

Auckland Libraries Heritage Collections 255A-25-13
Item 9

City Centre Masterplan – Green Link

Attachment A
Item 9

Extent of Study Area

Attachment A
Project framework

Better Business Case process
- Logical, consistent process
- Record of assumptions and decision making
- Mitigating risk – redesign, stakeholder opposition, delays

Community of Practice
- Drawing together broad community of experts right from the beginning

Strong partnership with manawhenua
- Commitment to ensuring partners are part of the process from the beginning
- Project emphasis on identity and culture
Work to date

- Clear scope and framework for business case (complete)
- Award of contract (complete)
- Drafting a Strategic case for investment (in progress – workshop 1)
- Gathering baseline data (in progress)
- Identifying a longlist of layout options for full length of street (in progress – workshop 2)
- Identifying a clear assessment framework to apply to longlist (in progress – workshop 2)
Workshop 1:
Broading our definition of a ‘Park’
Identifying why investment is needed
Linear parks...

“Longer than they are wide, linear parks take people on a journey through the city.

They can be as short as a few blocks—even the expanse of a single bridge—or as long as several miles, but linear parks differ from traditional green spaces thanks to their proportions.

They often serve as a link in a city’s plans to boost alternative transportation, a thoroughfare carrying pedestrians, rollerbladers, bikers and more...”
Regenerative Lens

1) Social/Cultural
2) Infrastructure
3) Environment
4) Economy
5) Human Development

Nested Systems
Site/Self
Neighbourhood Group
Wider Community
Investment Logic Map

<table>
<thead>
<tr>
<th>PROBLEM</th>
<th>BENEFIT</th>
<th>RESPONSE</th>
<th>SOLUTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>There is inadequate space for people on Victoria Street to rest, move and play now and as Auckland grows</td>
<td>Increased active transport linkages for movement along and across Victoria Street</td>
<td>Change form of Victoria Street</td>
<td>Reallocation of road space to people</td>
</tr>
<tr>
<td>The absence of visible culture and history on Victoria Street results in a lack of identity and sense of connection between residents, commuters and visitors with the street, as a key destination</td>
<td>Activated quality space for commercial and recreational activities</td>
<td>Change function of Victoria Street</td>
<td>Integration of public art and cultural design to reflect the history, place and unique identity of Tamaki Makaurau</td>
</tr>
<tr>
<td>Improved sense of belonging and connection to place</td>
<td>Improved use of active modes</td>
<td>Re-design the public realm through a collaborative process</td>
<td>To create a partnership with mana whenua to co-create quality spaces on Victoria Street</td>
</tr>
<tr>
<td>Healthier and more sustainable city centre</td>
<td>Increased use of active modes</td>
<td>Develop and implement a sustainability plan for Victoria Street</td>
<td>Increase quantity and diversity of flora on Victoria Street, to encourage increased biodiversity</td>
</tr>
<tr>
<td></td>
<td>Increased availability and use of park space in the city centre</td>
<td></td>
<td>Apply sustainability principles</td>
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</tbody>
</table>
Workshop 2:
Layout Longlist options
Reviewing critical success factors
Attachment A

Item 9

Things to Consider when Preparing Options

- Pedestrian Requirements
- Different User Groups
- Modal Allocation
- Environmental Improvements
- Context
- Experiences
Indicative Business Case Assessment Process

- Options Long List Generation → High Level Options developed
- Multi-criteria Analysis → Qualitative Assessment
- Options Short List → Concept designs progressed
- Cost Benefit Analysis → Quantitative Assessment
- Preferred Option(s) → Basis for Detailed Business Case
Attachment A

Indicative Business Case Assessment Process

Multi-Criteria Analysis

- Indicators
- Critical Success Factors
- Assessment Dimension

Item 9
DRAFT Indicative Business Case Assessment Process

Critical Success Factors

1. Provision of dedicated spaces that create destinations on Victoria Street
2. Reduced opportunity for conflicts between modes
3. Demonstrate cultural identity on Victoria Street
4. Dedicated infrastructure and connections for active modes
5. Victoria Street provides a choice for people wanting to visit a park

Assessment Dimension

Achieving Benefits

Delivering the Project

Wider Impacts

6. Affordability
7. Consistency with local government plans and strategies
8. Support from stakeholders
9. Sustainability
10. Disruption during construction
11. Transport network performance
12. Interface with proposed projects
13. Environmental impact
Next Steps

The project team will now
✓ Confirm Assessment Framework
✓ Develop the Long List
✓ Assess the Long List against Critical Success Factors

• Finalise Strategic Case

• Develop Short List Options for layout of the street
Memorandum

To: Auckland City Centre advisory Board

Subject: Update on the city centre public amenity project

From: Michael Brown – Programme Analyst, Development Programme Office

Purpose
1. To provide an update on the progress of the city centre public amenity project.

Summary
- The City Centre Public Amenities report, commissioned by the Community Empowerment Unit and published in March 2018, concluded that there was a general lack of understanding of the current amenity provision and an absence of clear strategic direction within the council group regarding the provision of public amenities in the city centre.

- A cross-council working group has been established to progress the report’s recommendations. The working group is considering public toilets, showers and lockers as priority infrastructure.

- An update was provided to the Auckland City Centre Advisory Board meeting 22 May 2019, where the board indicated its support for the public amenity investigations being undertaken in resolution CEN/2019/22.

- An asset register of the priority infrastructure has been compiled. There are currently no publicly available showers or storage lockers within the city centre that are managed by the council group. Therefore, the register and gap analysis are limited to toilet facilities.

- A gap analysis of public toilets within the city centre was undertaken in June 2019 in order to understand the current amenity provisions. The analysis quantified the area within 250m, 500m and 1000m of public amenities within the city centre. The distances used have been informed by provision standards of international cities.

- The gap analysis shows that 74 per cent of the city centre area is within 500m walking distance of a public toilet. This represents the base-case for the analysis. The gap analysis considered the impacts of distance and accessibility on the area coverage.

- Perception that the current provision is unsatisfactory may be the result of external factors beyond the number of public toilets available, such as a lack of knowledge of locations, operating hours and maintenance routines.

- The working group is looking at opportunities to improve the effectiveness of the public amenity network. This includes investigating additional wayfinding opportunities.

Context
2. The City Centre Public Amenities report, commissioned by the Community Empowerment Unit and published in March 2018, reviewed the current council decision making processes regarding public amenity provision in the city centre.

3. The report concluded that there was a general lack of understanding of the current amenity provision and an absence of clear strategic direction within the council family regarding the provision of public amenities in the city centre.
4. To progress the recommendations of the report a cross-council working group has been established, with representation from the Development Programme Office, Arts, Community and Events, the Auckland Design Office, Community and Social Policy, Community Facilities and Service Strategy and Integration. Representatives from Panuku Development Auckland, Auckland Transport and Regional Facilities Auckland have contributed to the project.

**Discussion**

5. An asset register of public facilities has been compiled. The information has been sourced from the facility operations divisions of Auckland Council, Auckland Transport, Panuku Development Auckland and Regional Facilities Auckland. The register also contains information for community facilities that contain public amenities, such as the Ellen Melville Centre and the Central City Library.

6. The asset register only contains information on public toilets, as there are no public showers or storage lockers managed by the council family within the city centre area. The asset register notes whether a toilet facility is accessible and whether it is unisex.

7. Private amenity provisions such as gymnasium showers and restaurant toilets are excluded from the asset register and the gap analysis.

8. A map of city centre public amenities is contained in Attachment A.

9. The working group has reviewed national and international standards of amenity provision alongside provision guidelines for international cities to establish a base from which to review the current provisions.

10. National standards do not include a measure for public toilet provision in cities, and this impairs its relevance to the city centre. The working group therefore relied on standards for international cities, including the City of Melbourne and the City of Sydney, to inform the walking catchment distances. These municipalities have adopted standards limiting the distance between toilet facilities to 500m and 800m respectively.

11. The working group has used walking distances of 250m, 500m and 1000m in conducting the gap analysis, being representative of four, eight and 15-minute walks respectively. These distances are consistent with the reviewed standards and guidelines.

12. The walking catchment coverage data is contained in Table 1 below.

<table>
<thead>
<tr>
<th>Scenario</th>
<th>150m</th>
<th>250m</th>
<th>500m</th>
<th>1000m</th>
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<tbody>
<tr>
<td>Control</td>
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<td>37%</td>
<td>74%</td>
<td>99%</td>
</tr>
<tr>
<td>Accessible</td>
<td>12%</td>
<td>35%</td>
<td>74%</td>
<td>98%</td>
</tr>
<tr>
<td>Unisex</td>
<td>-</td>
<td>28%</td>
<td>66%</td>
<td>98%</td>
</tr>
</tbody>
</table>

13. The gap-analysis shows that 74% of the city centre is within 500m of a public toilet. This provides evidence that the council group are providing a level of service consistent with international cities, with respect to public toilet facilities.

14. The gap analysis makes no comment on the level of service recommended for showers and storage lockers, as no comparable standards have been reviewed and there is no current provision in the city centre.

15. Areas with large pedestrian volumes including the Queen Street valley and the waterfront contain a larger grouping of amenities, while areas including Quay Park and the Victoria Quarter have comparatively lower provision.
16. Perception that the current provision is unsatisfactory may be influenced by external factors, such as a lack of knowledge of the facility locations, opening hours and ongoing servicing and maintenance routines.

17. To increase the public perception of amenity provision in the city centre, the gap analysis indicated that it would be worthwhile investigating the potential benefit of digital and physical wayfinding opportunities, displaying and/or standardising opening hours where possible and increasing communication regarding both planned and unplanned maintenance that will leave facilities inoperable.

18. Funding will need to be sought in order to advance additional pieces of work. The initial investigation work and the gap analysis have been funded from existing operational budgets.

19. The working group are contributing to Project AKL, a city centre focussed website that will inform the public on the city centre development transformation. Project AKL will display public amenities within the city centre, based on information within the asset register compiled throughout this project. This represents an additional digital wayfinding opportunity.

20. An absence of publicly accessible showers and storage lockers cannot be resolved through educational methods, and new infrastructure would be required to improve the current provision.

Next steps

21. The working group are looking to identify opportunities to improve the effectiveness of the public amenity network. This includes investigating additional wayfinding opportunities.

22. The gap analysis system will provide council with the ability to quantify impacts to the amenity network based on the addition, relocation or removal of facilities.

23. The working group will continue to oversee, contribute to and provide a cross-council view on opportunities to influence public amenity provision and perception in the city centre.

24. The city centre public amenity project is scheduled to be discussed with the Auckland City Centre Advisory Board on 28 August 2019.
Update on the city centre public amenity project

Michael Brown – Programme Analyst, Development Programme Office
Context

- The City Centre Public Amenities report was endorsed by the Waitematā Local Board in March 2018.

- A cross-council working group has been established to progress the report’s conclusions.

- A project update was provided to the Auckland City Centre Advisory Board in May 2019.
Discussion

- An asset register of public facilities has been compiled. The information has been sourced from the facilities operation’s divisions of various council group organisations.

- The asset register only contains information for public toilet facilities, as there are no public showers or storage lockers managed by the council group in the city centre.
Discussion

- The working group has reviewed national and international standards and guidelines for amenity provision in cities in order to scope the gap-analysis.

- The City of Melbourne and City of Sydney have adopted standards limiting the distance between toilet facilities to 500m and 800m respectively. These areas are comparable to Auckland’s City Centre.

- The working group has used distances of 250m, 500m and 1000m in the gap-analysis.
Discussion
Discussion

<table>
<thead>
<tr>
<th>Scenario</th>
<th>150m</th>
<th>250m</th>
<th>500m</th>
<th>1000m</th>
</tr>
</thead>
<tbody>
<tr>
<td>Control</td>
<td>-</td>
<td>37%</td>
<td>74%</td>
<td>99%</td>
</tr>
<tr>
<td>Accessible</td>
<td>12%</td>
<td>35%</td>
<td>74%</td>
<td>98%</td>
</tr>
<tr>
<td>Unisex</td>
<td>-</td>
<td>28%</td>
<td>66%</td>
<td>98%</td>
</tr>
</tbody>
</table>

- The gap-analysis shows that 74% of the city centre area is within 500m of a public toilet.

- This provides evidence that the council group are providing a level of service consistent with international cities, with respect to public toilet facilities.
Discussion

• Perception that the current provision is unsatisfactory may be influenced by external factors such as wayfinding, opening hours and servicing routines.

• The working group are contributing to Project AKL, a city centre focussed website that will inform the public on the city centre transformation.

• Project AKL will display public amenities within the centre. This represents a digital wayfinding opportunity.
Next Steps

- The working group are looking to identify opportunities to improve the effectiveness of the city centre public amenity network.

- The gap analysis will provide council with the ability to quantify impacts to the network from addition, relocation and removal of facilities.

- The working group will continue to provide a cross-council view on opportunities to influence the network.
Questions and Comments
### In Progress / Upcoming Agenda Items

<table>
<thead>
<tr>
<th>Area of Work</th>
<th>Description of Work</th>
<th>Board’s Role</th>
<th>Expected Timeframes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Downtown programme of works</td>
<td>The Downtown programme of works delivers a connected and accessible waterfront, prepare for the growth of cruise and ferry services and support further activation of Queens Wharf. The programme has been brought forward to align with the America’s Cup event (AC36) in 2021.</td>
<td>To receive update and provide feedback on the Downtown programme of works.</td>
<td>(tbc) 2020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Progress to date:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A report was considered on 18/7/18 on the Downtown Infrastructure Development programme. Resolution CEN/2018/40. A copy of the response to the Board’s requests is included in Attachment A.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• For information the current delivery programme report was agreed by the Planning Committee on 5/9/17. Resolution PLA/2017/111.</td>
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</tr>
<tr>
<td></td>
<td></td>
<td>• An update on options on Quay Street East public amenity and accessibility will be provided to the ACCAB early 2019.</td>
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<tr>
<td></td>
<td></td>
<td>• Resolution CEN/2019/19</td>
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<td></td>
<td></td>
<td>• 22 May workshop: Queens Wharf workshop</td>
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<td></td>
<td></td>
<td>• City Centre Traffic Management Plan has been deferred (tba)</td>
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<tr>
<td></td>
<td></td>
<td>• resource consents timings and the impact on the delivery programme will be reported back after internal sign off.</td>
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<tr>
<td>Karangahape Road precinct programme of works</td>
<td>The Karangahape Road will deliver improved pedestrian spaces around key transport hubs while leveraging off development opportunities from the City Rail Link.</td>
<td>To receive update on the Karangahape Road project.</td>
<td>July 2019</td>
</tr>
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<td></td>
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<td>Progress to date:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A powerpoint presentation was tabled at the 17/4/19 meeting. A follow up memo was circulated to members in May. A copy is attached as Attachment B.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• To receive an update on Myers Park Underpass (stage 2b).</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• workshop was held on 22 May 2019. The report was considered in July, res CEN/2019/34.</td>
<td></td>
</tr>
<tr>
<td>City Centre Masterplan 2040</td>
<td>The 2012 CCMP set out a compelling vision for the heart of Auckland. PLA/2-18/121(a) directs council to produce an online masterplan. This provides an opportunity to replace the existing six-year refresh period with a programme of rolling updates, while retaining the core vision for the city centre.</td>
<td>To provide input and provide feedback on the City Centre Master Plan.</td>
<td>July 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Progress to date:</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A report approved by the Planning Committee Resolution PLA/2018/121</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A report was considered by ACCAB at its Feb meeting and resolved to hold a workshop to provide feedback on the work programmes. Resolution CEN/2019/4</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• CCMP and Waterfront Plan workshop: 4 April</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• ACCAB formalised its feedback on 22 May 2019 on the CCMP refresh.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• A workshop was held in July on the engagement plan and the proposed consultation material for public engagement.</td>
<td></td>
</tr>
<tr>
<td>Learning quarter programme of works</td>
<td>Including works in Albert Park and streetscape upgrades in the areas around city centre university campuses.</td>
<td>To provide input and feedback on the learning quarter programme of works.</td>
<td>tbc 2019</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Deferred due to alignment with Learning Quarter working group work programme.</td>
<td></td>
</tr>
<tr>
<td>Area of work</td>
<td>Description of work</td>
<td>Board’s role</td>
<td>Expected timeframes</td>
</tr>
<tr>
<td>--------------</td>
<td>----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</td>
<td>-------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>Midtown programme of works (including transport)</td>
<td>The Midtown programme of works is a coordinated programme to deliver improved pedestrian and public spaces around key transport hubs while leveraging off development opportunities from the City Rail Link, bus infrastructure and the New Zealand International Convention Centre.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**IN PROGRESS / UPCOMING AGENDA ITEMS**

- **Federal Street upgrade stage two project:**
  - **Progress to date:**
    - The update [report](#) was considered on 21/11/18 seeking feedback on the preliminary design. Resolution [CEN/2018/64](#).
    - The board requested staff to follow up on the Waitematā Local Board feedback to ensure cycle access isn’t lost on Federal Street. Staff have advised that a cycle access ramp between Federal Street and Mayoral Drive has been detailed in the preliminary design, separated from the area of the existing footpath by a new concrete wall.
    - Detailed design phase is complete, and documentation has been submitted for review.
    - Ongoing liaison with Auckland City Mission regarding the HomeGround development. It is expected that construction for Federal Street upgrade will start later in Quarter 3 this year.

- **Wellesley Street bus improvements project:**
  - **Progress to date:**
    - A report was presented on 24/10/18 meeting on progress and upcoming next steps for the Wellesley Street bus improvements project. Resolution: [CEN/2018/60](#). The next phase: commence a business case and once detailed designs are developed, these will be brought back to the board for feedback.
    - An update was circulated in April.

- **City Rail Link: Albert Street reinstatement**
  - **Progress to date:**
    - A presentation was provided on 21/11/18. Resolution [CEN/2018/65](#)
    - Further update will be provided in Feb 2019.
    - An update report was considered at the board’s Feb meeting. A further update on the revised layout was presented at the June meeting supported by the board resolution [CEN/2019/28](#)
    - request an update on lower Queen Street and lower Albert Street project costs

- **Victoria Linear Park project**
  - **Progress to date:**
    - A memo was circulated to members in May. An update was provided at the August meeting agenda.

  - **Expected timeframes:**
    - To be advised.

  - **August 2019**
**Area of work** | **Description of work** | **Board’s role** | **Expected timeframes**
--- | --- | --- | ---
**IN PROGRESS / UPCOMING AGENDA ITEMS**

**City Rail Link update**  
The City Rail Link Project is a significant infrastructure project to enhance the capacity and performance of Auckland rail services and improve transport outcomes in Auckland. There will be four new and reconfigured station as part of the project - Britomart Station, Aotea Station, Karangahape Station and Mt Eden Station.

- To be informed of the CRL project  
  **Progress to date:**  
  - An update on the CRLL delivery presentation was provided on 24/10/18.

**Homelessness**  
The council is developing its position and role on affordable housing including homelessness, and will engage with the board on the development and implementation plan.

- To provide city centre community input on the council’s homelessness programmes.  
  **Progress to date:**  
  - A report was presented on 22/08/18 on Auckland Council’s operational response to homelessness. Resolution CEN/2018/46. The board also noted that options for funding homelessness to be considered as part of the CCTR review process.
  - The report on ‘Response to homelessness in the Auckland city centre’ was on the June meeting agenda. Resolution CEN/2019/27
  - report back in August re funding assessment process

**Public amenities**  
Including toilets, showers, lockers, and drinking fountains.

- To receive update and provide feedback for the city centre public amenities project.  
  **Progress to date:**  
  - An update was provided at the 22 May 2019 meeting Resolution CEN/2019/22.
  - gap analysis update – refer to August agenda
  - request information on the status and maintenance arrangements of closed toilets and toilets in relation to bonus area resource consents.

**Activate Auckland Programme (including Tactical Urbanisation)**  
This programme enables a people-led place activation process which aims to transform visitor, resident and business experiences in the city centre. This is achieved by providing temporary, low-cost built form interventions to trial projects in the public realm, while providing support to people and the economy during this period of significant development. The Activate Auckland programme complements the council’s existing strategic delivery initiatives and maximises collaborations on existing and new projects.

- To receive update and provide feedback on the Activate Auckland Programme, as part of the city centre targeted rate programme of works. An update will be provided in June as more work on financial is yet to be completed.

**America’s Cup 2021**  
Planning and development of areas to host America’s Cup 36 (AC36 programme).

- To be informed around plans for the America’s Cup 2021, including their potential impact on the city centre programme of works.  
  **Progress to date:**  
  - The update report and the presentation was provided at the 17/04/2019 meeting.
  - A response to the board’s request for information was circulated and is attached to the June and July agendas.
  - Further update on legacy plans request will be provided at the August meeting.
<table>
<thead>
<tr>
<th>Area of work</th>
<th>Description of work</th>
<th>Board’s role</th>
<th>Expected timeframes</th>
</tr>
</thead>
<tbody>
<tr>
<td>City Centre Public Art Plan</td>
<td>The City Centre Public Art Plan aims to provide the vision and rationale for investment in public art in the centre city through to 2025. It takes into account all other relevant existing strategies and plans for the city centre area including the public art work floor scheme bonus.</td>
<td>• To receive update and provide feedback on deliverables arising from the City Centre Art Plan, towards which the city centre targeted rates makes a contribution.</td>
<td>To be advised 2020</td>
</tr>
<tr>
<td>City Centre Cleaning Services</td>
<td>Town centre cleaning and maintenance services will be transferred to Community Facilities from Auckland Transport and Waste Solutions, as part of the rationalisation of these services across Auckland. This was originally scheduled to go live on 1 July 2018, but has been postponed until 1 July 2019.</td>
<td>• To provide feedback for the city centre cleaning and maintenance services. Progress to date: [A report](res CEN/2018/32) was considered on 27/6/18 Res CEN/201832 - An <a href="CEN/2019/23">update</a> on streetscapes pertaining to the city centre cleaning services was provided at the May meeting. Resolution CEN/2019/23</td>
<td>complete</td>
</tr>
<tr>
<td>City Centre Targeted Rate Portfolio</td>
<td>The city centre targeted rate portfolio of works is the schedule of projects that are funded by the city centre targeted rate that formed part of the long-term plan. They are endorsed by the Auckland City Centre Advisory Board and approved by the Finance and Performance Committee. The current version of the work programme is known as City centre targeted rate portfolio 2018-2019 (attached to this agenda).</td>
<td>• To provide feedback and endorse the city centre targeted rate portfolio of work, for recommendation to the Finance and Performance Committee. Progress to date: - [A report](Res CEN/2018/66) was considered on 21/11/18 on the prioritisation of projects requiring strategic assessment. [Res CEN/2018/66] - <a href="CEN/2019/35">report</a> to Finance and Performance Committee by memo attached to this agenda. - <a href="CEN/2018/64">final report</a> to ACCAB for allocation. - The board also noted that further discussion regarding the St Matthews request will be considered at the CCTR review round clause b iv) res CEN/2018/64 - workshop was held on 4 April on CCTR strategic assessment and 26 June 2019. - endorsement of the CCTR portfolio budget at 24 July 2019 [report](res CEN/2019/35)</td>
<td>Ongoing update as required</td>
</tr>
</tbody>
</table>
# City Centre Targeted Rate Programme of Works 2019-2020

**17.07.19**

<table>
<thead>
<tr>
<th>Projects</th>
<th>Project Total (all funding sources) 2015-25</th>
<th>Identifier</th>
<th>Targeted Rate Funding</th>
<th>19/20</th>
<th>20/21</th>
<th>21/22</th>
<th>22/23</th>
<th>23/24</th>
<th>24/25</th>
</tr>
</thead>
<tbody>
<tr>
<td>Federal St Stage 2 (Mayoral Drive to Wellesley)</td>
<td>7,906,221</td>
<td>Capex</td>
<td>7,906,221</td>
<td>2,253,500</td>
<td>3,297,500</td>
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<tr>
<td>Federal St Stage 3 (Victoria to Fanshawe)</td>
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<td>Capex</td>
<td>13,907,880</td>
<td>690,500</td>
<td>1,490,503</td>
<td>8,420,000</td>
<td>3,300,000</td>
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<td></td>
</tr>
<tr>
<td>Beach Road (including artwork)</td>
<td>1,514,355</td>
<td>Capex</td>
<td>1,514,355</td>
<td></td>
<td></td>
<td></td>
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<td></td>
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<tr>
<td>O'Connell Street (including artwork)</td>
<td>247,706</td>
<td>Capex</td>
<td>247,706</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>Britomart Precinct Streetscapes</td>
<td>20,000,000</td>
<td>Capex</td>
<td>20,000,000</td>
<td>4,500,000</td>
<td>8,000,000</td>
<td>2,602,189</td>
<td>1,000,000</td>
<td>320,087</td>
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<tr>
<td>High St Streetscapes</td>
<td>17,700,000</td>
<td>Capex</td>
<td>17,700,000</td>
<td>700,000</td>
<td>4,500,000</td>
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<td></td>
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<tr>
<td>Myers Park Underpass (Stage 2b)</td>
<td>8,200,000</td>
<td>Capex</td>
<td>7,500,000</td>
<td>970,500</td>
<td>5,400,224</td>
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<td>Emily Place</td>
<td>2,450,000</td>
<td>Capex</td>
<td>2,450,000</td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td>K Rd Public Realm - (City Centre Cycling)</td>
<td>11,405,301</td>
<td>Capex</td>
<td>8,955,301</td>
<td>4,918,000</td>
<td>2,401,000</td>
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<td></td>
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<tr>
<td>Hobson/Nelson St Upgrade</td>
<td>23,328,247</td>
<td>Capex</td>
<td>23,328,247</td>
<td>2,000,000</td>
<td>2,000,000</td>
<td>2,500,000</td>
<td>3,000,000</td>
<td>5,500,000</td>
<td>8,317,974</td>
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<td>Wyndham St - Queen to Hobson St</td>
<td>2,750,000</td>
<td>Capex</td>
<td>2,750,000</td>
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<tr>
<td>Quay St Public Realm Upgrade</td>
<td>22,900,000</td>
<td>Capex</td>
<td>22,900,000</td>
<td>10,776,512</td>
<td>10,806,609</td>
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<td></td>
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<td>Learning Quarter</td>
<td>271,015</td>
<td>Capex</td>
<td>271,015</td>
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<tr>
<td>Service Lane Programme</td>
<td>3,900,000</td>
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<td>3,900,000</td>
<td>1,000,000</td>
<td>2,900,000</td>
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<tr>
<td>Karangahape Road Quarter programme</td>
<td>8,500,000</td>
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<td></td>
<td>500,000</td>
<td></td>
<td>4,500,000</td>
<td></td>
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<tr>
<td>Victoria Quarter Programme</td>
<td>4,500,000</td>
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<td>4,500,000</td>
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<td>1,000,000</td>
<td>1,000,000</td>
<td>2,500,000</td>
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<tr>
<td><strong>Targeted Rate Approved Capital Sub Total</strong></td>
<td>139,885,547</td>
<td></td>
<td>28,109,012</td>
<td>16,407,833</td>
<td>15,972,189</td>
<td>15,300,000</td>
<td>20,299,087</td>
<td>15,267,970</td>
<td></td>
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</tbody>
</table>

*Note: Figures represent approved capital sub totals for the targeted rate programme.*
### Summary of Auckland City Centre Advisory Board information updates, memos and briefings - 28 August 2019

<table>
<thead>
<tr>
<th>Item 9</th>
<th></th>
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</thead>
</table>

#### Auckland City Centre Advisory Board

#### 28 August 2019

#### Attachment D

<table>
<thead>
<tr>
<th>Programme (e.g Access for Everyone)</th>
<th>Opex</th>
<th>1,000,000</th>
<th>250,000</th>
<th>750,000</th>
<th>500,000</th>
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<tbody>
<tr>
<td>City Centre Business Case Development Programme (e.g Access for Everyone) Concept Investigation</td>
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<td>Additional Programme Fund</td>
<td>Project opex</td>
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<td>530,000</td>
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<td>250,000</td>
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<td>Contingency</td>
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<td>1,885,000</td>
<td>2,000,000</td>
<td>1,000,000</td>
</tr>
</tbody>
</table>

**Targeted Rate Proposed Opex (construction) Sub Total:**

| | 41,085,978 | 16,080,000 | 11,796,950 | 4,310,000 | 3,500,000 | 2,350,000 | 9,950,000 |

**Opex - Operational initiatives**

<table>
<thead>
<tr>
<th>Programme</th>
<th>BAU opex</th>
<th>300,000</th>
<th>300,000</th>
<th>300,000</th>
<th>300,000</th>
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<th>300,000</th>
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</thead>
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<td>UPP Programme (TUI)</td>
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<td>2,216,262</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
<td>300,000</td>
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<tr>
<td>UPP Programme (Activation)</td>
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<td>7,492,655</td>
<td>1,000,000</td>
<td>500,000</td>
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<td>Destination Marketing (HiTTC)</td>
<td>5,000,000</td>
<td>5,000,000</td>
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<td>400,000</td>
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<td>Destination Marketing (K Road)</td>
<td>410,000</td>
<td>410,000</td>
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<td>Public art</td>
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**Targeted Rate Proposed Opex (initiatives) Sub Total:**

| | 23,303,240 | 5,017,000 | 1,471,000 | 1,921,000 | 2,521,000 | 2,121,000 | 5,553,000 |

**Targeted Rate Approved Opex Sub Total**

| | 64,988,118 | 21,097,000 | 13,287,890 | 6,281,000 | 5,621,000 | 4,937,900 | 13,048,000 |

**Targeted Rate Approved Opex and Capex Sub Total**

| | 218,271,665 | 48,208,012 | 40,170,883 | 22,203,189 | 20,921,000 | 24,670,997 | 28,668,974 |
Te take mō te pūrongo
Purpose of the report

Whakarāpopototanga matua
Executive summary
2. Activate Auckland represents a collection of complementary techniques and tools to deliver physical interventions and activation programming across the city centre.
3. Activate Auckland is guided by the Auckland Plan, the City Centre Masterplan and associated frameworks, such as the Aotea and Downtown frameworks and the Karangahape Road Plan.
4. The objectives of Activation Auckland relate to:
   • participation - to promote and enable place activation that engages, empowers and mobilises people in the city centre
   • responding to change - to support the people of the city centre and its economy during a period of significant growth
   • collaboration - to support new and existing strategic delivery initiatives by maximising partnerships and collaborations.
5. The Activation programme is achieved using a range of place activation tools including physical interventions, digital technology, event programming, partnerships, facilitation and advocacy.
6. This report provides the Auckland City Centre Advisory Board with an outline of expenditure for the 2018/2019 financial year and provides a work programme for 2019/2020.

Ngā tūtohunga
Recommendation/s
That the Auckland City Centre Advisory Board:
a) note the update on Activate Auckland’s expenditure for the 2018/2019 financial year, outcomes achieved, and projects planned for 2019/2020.

Horopaki
Context
7. The Activate Auckland Plan was developed to deliver change using ‘lighter, quicker, cheaper’ methods of delivery to improve the quality of life for the citizens. The methods used are place activation and tactical urbanism. The combination of the two assists with disruption mitigation as the city grows.
8. Activate Auckland:
   • supports citizens in being stewards and champion of their places
   • helps create people-centric places through a mix of collaborative activations and design influenced interventions
• facilitates and incentivises inter-agency partnerships to enhance the city centre experience, providing opportunities to share ideas, resources and expertise, and in doing so leverage greater value
• establishes and embeds tactical urbanism approaches to transformation that are lighter, quicker, cheaper to inform and complement transformation projects
• supports a creative, proactive approach to disruption management during construction so the city centre remains a vital and enjoyable place to live, work, play, visit and do business.

9. Auckland’s city centre is experiencing an unprecedented level of development activity with public and private works planned to take place over the next decade.

10. For the duration of the works, challenges to businesses, residents and visitors will be experienced in different ways.

11. Activate Auckland will help to mitigate these challenges and supporting development response that has been piloted through a number of projects in the city centre.

12. This report provides the board with an update on expenditure for the 2018/2019 financial year and outlines the proposed projects and areas of focus for 2019/2020.

Tātaritanga me ngā tohutohu
Analysis and advice

13. Expenditure over 2018/2019 financial period been split between several target areas – these are detailed on the spreadsheet included as Attachment A and summarised in Figure 1.

Figure 1: Activate Auckland expenditure for 2018/2019
Ngā whakaaweawe me ngā tirohanga a te rōpū Kaunihera Council group impacts and views

14. Projects planned for 2018/2019 are listed as follows:

| Activations General | Artweek Auckland  
|                     | Auckland Festival of Photography  
|                     | Dance Week  
|                     | Random Acts of Kindness Day  
|                     | Sense Walks  
|                     | Christmas in the city – Access for Everyone Trial  
|                     | Auckland Central Library  
|                     | Auckland Writers and Readers festival  
|                     | New Zealand Fashion Week  
|                     | Chromacon  
|                     | DocEdge Festival  
| Activations: Māori and Pacific | Te Paparahi, Toi Māori - Māori Art Guide  
|                     | Heritage Festival – Māori Modernism  
|                     | He Wiki Kiriata Māori – Māori Film Festival  
|                     | Pā Rongorongo  
|                     | Pasifika at the Central Library  
|                     | Matariki  
|                     | Seaport Festival  
| Activations: Equipment | Storage and delivery of equipment for activations and events  
|                     | Book Bike  
| Development Response | Contribution to development response programmes, development of tools, development mapping and creation of strategic documents  
| Digital Placemaking | Emerging Auckland website and touch screen mapping tool  
| Community Placemaking | Griffiths Gardens  
|                     | For the Love of Bees  
|                     | High Street Placemaking  
| Community and Business Support | BusinessPac  
|                     | Universal Design Conference  
|                     | K Road Identity Project  
| General Business Costs | Phones  
|                     | Travel and transport  
|                     | Staff training  
|                     | Office supplies  
|                     | Marketing  

15. The total budget for 2018/2019 was $1 million, and the total spend on the above projects was $843,300. The remainder of the budget was carried forward to the 2019/2020 financial year.
16. The Activate Auckland programme in the 2019/2020 financial year will cover eight key work programmes which are outlined in Attachment B. In summary, these work programmes include:

- community-led initiatives and activations that support and reflect the needs of the diverse central Auckland population, particularly those who are affected by development works
- digital technology and wayfinding tools that improve and assist the legibility of the urban realm
- developing new tools to support development response and monitoring the impacts of development
- investigating opportunities for BusinessPac and other business support initiatives.

17. The achievement of the goals within the Activate Auckland programme requires collaboration between Auckland Council, other council group (such as Auckland Transport, Auckland Libraries, Auckland Tourism, Events and Economic Development, and Regional Facilities Auckland), and external groups and organisations in the city centre including Splice and Lifewise.

18. The Activate Auckland programme has been developed in collaboration with these groups to ensure that the team is supporting a diverse range of activations that address the needs of our partners throughout the city centre.

Ngā whakaaweawe ā-rohe me ngā tirohanga a te poari ā-rohe
Local impacts and local board views

19. Auckland’s city centre falls within the Waitematā Local Board boundaries. The local board receives regular updates on Activate Auckland initiatives. The most recent update was in February 2019 on the Karangahape Road development response programme.

Tauākī whakaaweawe Māori
Māori impact statement

20. Activate Auckland supports the Tāmaki Makaurau journey towards achieving Māori Design outcomes that are embedded, expressed and enabled throughout the activation programme. These included activities that were hosted at Pa Rongorongo and the Griffiths Gardens including the Rongoa Garden and Rāhina Hauora sessions and cultural events such as Matariki, Māori Modernism at the Heritage Festival, the Māori Film Festival and Te Wiki o te reo Māori Walks.

21. Activate Auckland through its programme have formed a partnership with mana whenua in relation to Māori design and arts practitioners.

22. The Māori design outcomes achieved in 2018/2019 are detailed in Attachment A.

Ngā ritenga ā-pūtea
Financial implications

23. The 2018/2019 budget expenditure is noted in Attachment B. City centre targeted rate funding allocated towards this programme in 2018/2019 was $1,000,000 and $843,300 was spent. The remainder of the budget was carried forward to 2019/2020.

24. The proposed budget for 2019/2020 financial year is $1,000,000, which was endorsed by the Auckland City Centre Advisory Board as part of the city centre targeted rate portfolio budget 2019/2020 at its July 2019 meeting (resolution number CEN/2019/35).

Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

25. There are no risks arising from this update report.
Ngā koringa ā-muri

Next steps

26. The Activate Auckland team will implement the programme in the 2019/2020 financial year as outlined in Attachment B of the report. Updates on the delivery of the programme will be provided to the Auckland City Centre Advisory Board (or equivalent following the local government elections) in the new political term.

Ngā tāpirihanga

Attachments

<table>
<thead>
<tr>
<th>No.</th>
<th>Title</th>
<th>Page</th>
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<tbody>
<tr>
<td>A</td>
<td>Activation Programme 2019/2020</td>
<td>129</td>
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<tr>
<td>B</td>
<td>Activate Auckland Expenditure</td>
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Ngā kaihaina

Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Barbara Holloway – Team Leader City Centre Activation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea - General Manager Development Programmes Office</td>
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<table>
<thead>
<tr>
<th>Action</th>
<th>Purpose</th>
<th>Partners</th>
<th>Period</th>
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</table>
| **Community Support** | To engage and support the various groups in the local community | • City Centre Residents Group  
• Splice  
• Lifewise  
• Ellen Melville Centre  
• Auckland Central Library  
• Community Fridge partners  
• AT  
• Auckland Pride  
• Waiata Local Board | As and when required |
| Activate Auckland supports groups in the community of the city centre including youth, rough sleepers, LGBTQIA+, Māori and Pasifika peoples, students and residents. The Targeted Rate funds for various programmes and supports community led activations that meet Activate Auckland’s drivers which are informed by the CCMP:  
• The Community Fridge  
• Events  
• Walking Tours  
• Public talks  
• APPs, brochures and guides  
• Workshops | To promote and enable place activation that engages, empowers and mobilises people in the city centre. Maximise partnerships and collaborations with existing and new programmes and projects  
To support community initiatives and provide them with seed funding to enable early success | |
| **Activation** | Effective place activation acknowledges citizens as stewards of public space, empowering them to identify and inform a placemaking approach that better fulfills their needs, preferences and patterns of activity | • Heart of the City  
• K Road Business Association  
• RFA  
• ATEED  
• Panuku  
• Britomart | Regular activations throughout the calendar year supporting Artweek, Pride Festival, Heritage Festival, Matariki, Christmas, Fashion Week and others and one off activations |
activities that improve the quality of life for the citizens of Auckland City.

It concentrates on the experiential and is strategically mindful of social, cultural and economic outcomes.

Because of the challenges and complexities of cities we need citizens to participate to help find or provide solutions.

Activate Auckland aims to provide a platform for the synthesis of disruptive, experimental innovation. Disruptive models stimulate and challenge and create new thinking. The goal is to strengthen participatory culture and the understanding of cultural exchange ethics.

Examples of place activation can include:

- Environmental – For the Love of Bees, community gardens
- Cultural – Matariki, Artweek, Heritage Festival, temporary art installations
- Social – Pop Up Parks, Musical Performances, Festivals
- Digital – Walking Tours and Guides, Projection Mapping, City Mapping, Lighting Installations

| Physical Interventions | To facilitate Place Activation, spaces need to be inclusive, memorable, unifying and innovative. Place Activation is planning for people’s diverse activities through both the design of the built form and the programming of the space. |
| - Tactical Urban Interventions team | To facilitate activations, events, community days, workshops, meetings and the promotion of free to the public activities in the city centre. We work in close partnership with the Council Tactical Urban Interventions team |
| - Tramco | - Tactical Urban Interventions team |
| - City Rail Link | - Heart of the City |
| - Auckland University Technology | - K Road BA |
| - University of Auckland | - RFA |
| - Auckland Transport | As needs arise we build interventions to suit spaces that will be able to be used on a range of projects. We continually look for pinch-points and |
| - Māori Design Team | - Local Businesses and Community |
| - Local Businesses and Community | - For the Love of Bees |
## Attachment A  
### Item 10

<table>
<thead>
<tr>
<th>Built infrastructure that Activate Auckland will look to invest in, to enable activities includes:</th>
<th>to trial and test urban realm upgrades in a quick and affordable manner:</th>
</tr>
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</table>
| • Mobile Kiosks that host the Pa Rongorongor digital mapping tool in a range of places around the city centre | • ATEED  
• AT  
• Panuku  
• Britomart  
• City Rail Link  
• AUT  
• UOA  
• AT  
• ADO Māori Design Team  
• Local Businesses and Community  
• For the Love of Bao  
• Bike Auckland |
| | opportunities to test new urban realm layouts or digital technologies |

### Wayfinding

| Legible and efficient movement in and around Auckland’s city centre is essential to enjoying the City Centre and supporting the region’s economic success.  
Navigating safely around the streets and laneways is going to be particularly important over the next 10 years as public and private development projects become a major part of the city centre story.  
Clear, concise, legible and creative wayfinding using multiple channels is key to ensuring residents and visitors experience of the city | To ensure that everyone travelling around the city centre by whatever method is safe and able to get to their destination  
Trial innovative technologies to assist with navigating the changes in the city  
Develop use of temporary wayfinding signage and support the permanent wayfinding signage project  
Manage citizens and visitors experience and disseminate information on changes in the city | • Auckland Transport  
• Māori Design Unit  
• City Rail Link  
• Auckland Transport |
<p>| | As project needs arise |</p>
<table>
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<th>Centre is positive and that visual clutter is minimised</th>
<th>Strengthen the connection between places and promote distinct place identities.</th>
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</table>

**Strategy & Analysis**

Activate Auckland creates strategic plans, analysis documents and monitoring and evaluation tools for a range of projects. These include:
- Monitoring the Aotea Quarter Destination Plan
- City Centre Library Placemaking Plan for the public realm

To ensure we have a clear understanding of how construction activity is affecting the community
To enact the strategic requirements of the CCMP
To support organisations and communities in the city centre and foster collaborative relationships

- Aotea Quarter venues
- City Centre Library
- Learning Quarter representatives

As need arises

**Development Response**

Development Response (DR) is the coordinated planning and implementation of tools to mitigate the impacts of large scale development and cumulative impact of construction activity on people.

It is also the pathway to a legacy of long-term change in travel mode behaviour; and change in approaches to economic, social, ecological and cultural behaviours.

The programme will explore opportunities to keep the city thriving, to sustain economic viability, personal safety, pedestrian access and private and public transport legibility during and following construction projects.

The purpose of Development Response is to ensure:
- Disruption responses are coordinated and integrated
- Messaging about projects is clear and consistent.
- Communication is timely and helpful.
- Affected people are placed at the centre of the decision making and communication process
- Holistic engagement with people, groups and businesses to help them during development

- Auckland Transport
- City Rail Link
- RFA
- Waitakere Local Board
- Utilities companies
- Traffic management companies
- Construction companies
- ATEED
- Panuku

Across the year
Activate Auckland will support Development Response initiatives:
- Downtown Programme
- K Road programme
- Aotea Quarter programme
- The CRLL
- The CRLL
- Further development of development response tools

### Business Support & Economic Development

- There is a significant amount of development happening in Auckland City Centre over the next 10 years. Activate Auckland is helping prepare for the changes and opportunities that this will bring by offering free business support, advice and tools to help keep business thriving.

Activate Auckland has developed a suite of tools:
- Business Resilience Training
- Business Ready Kit
- Residents Ready Kit
- Business Workshops
- Auckland Business Chamber membership
- Access to business tools
- Mentoring
- Social Media Training
- Contractors Welcome Pack with business promotions

- Activation and tactical urbanism reinforce the attractiveness and vitality of the city
- To use development response as an opportunity to shape the city of the future

- Private property owners
- Event management companies

<table>
<thead>
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<th>To prepare businesses during developments and to build capacity for business resilience</th>
<th>To create a legacy of best practice in business support as BAU</th>
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<tr>
<td>Auckland Business Chamber</td>
<td>Easy Social Media</td>
</tr>
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<td>Business Mentors NZ</td>
<td>Heart of the City</td>
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<tr>
<td>K Road Business Association</td>
<td>Restaurant Association</td>
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<td>City Centre Businesses</td>
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12 months ahead of project
Duration of the 12 months post project
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<th>Across the year</th>
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<tr>
<td>Auckland to Tamaki … Supporting the Tamaki Mākauau journey towards achieving Māori design outcomes that are embedded, expressed and enabled throughout place.</td>
<td>Māori design outcomes are achieved through partnership with Mana Whenua, the design sector, Māori design and arts practitioners, educators, local and central government.</td>
<td>• Māori Design Unit • ACE • Te Waka Anga Mua ki Uta • Mana Whenua • Māori artists, designers, curators • Māori events</td>
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<td>PROJECT</td>
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<tr>
<td>Artweek Auckland</td>
<td>Funding for a range of free activations in the public realm</td>
<td>Y</td>
<td>Funding for Artweek covered many different elements of the event including free Late Night Art activations attended by a wide range of audiences, a video production of Mīkā Haka’s performance that showcased young Māori artists, a photography workshop with Pacific photographer Raymond Sapaakoloto, For the Love of Bœs: 1 million flowers, lightboxes, K Road based art activations and Māori Modernism at Ellen Melville Centre. The activations were hugely successful and addressed a number of target areas in the Activate Auckland programme including economic development, business support, wayfinding, development response.</td>
<td>Auckland Art Gallery, MOTC, Tempo Dance Festival, Artweek, K Road Business Association</td>
<td></td>
<td></td>
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<tr>
<td>Auckland Festival of Photography</td>
<td>Funding for free public activities during the festival</td>
<td>Y</td>
<td>Dozens of photographers had work shown around the city centre on Activate Auckland’s lightboxes and thousands of people saw the work in Freyberg Place - 9280 Viewers, Te Wero Lightboxes – 20,000 Viewers</td>
<td>Auckland Festival of Photography</td>
<td></td>
<td></td>
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<tr>
<td>Dance Week</td>
<td>Funding for free public performances at the Auckland Art Gallery</td>
<td>Y</td>
<td>Mary Jane O’Reilly’s performance of Giselle at the Auckland Art Gallery promoted the presence of NZ Dance Week in the city centre and in a venue that would not normally host ballet performances, recontextualising it as a performance space and encouraging new visitors to the gallery. It strengthened the relationship between Auckland Council, the Auckland Art Gallery and Auckland’s performance arts community and offered a high calibre of dance performance in the city centre free to the public. It also supported the Aotea Quarter as an arts and culture destination. Over 700 people attended the free performances over the two days, the audience was hugely diverse - young and old, from a range of backgrounds attended and amongst the crowds there were many newcomers to the gallery and children.</td>
<td>Auckland Art Gallery, Dance Week</td>
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<td>Random Acts of Kindness Day</td>
<td>Funding for free activations around the city centre</td>
<td>Y</td>
<td>During Random Acts of Kindness Day, Splice seeks to raise the profile of kindness to those who, live, work, study, shop and recreate in Auckland city centre. It encourages those who engage in the activation to build a place where kindness is the norm, valued and active. Splice handed out 5000 pots of honey to random strangers in central Auckland, donated many cups of coffee and entertained citizens on the street with music and kindness.</td>
<td>Splice, Heart of the City, K Road Business Association</td>
<td></td>
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<tr>
<td>Item 10</td>
<td><strong>Funding for a series of free sense walks around the city centre and production of a sense map for distribution in the city.</strong></td>
<td><strong>Y Y Y Y</strong></td>
<td><strong>Y Y Y Y</strong></td>
<td><strong>Y Y Y Y</strong></td>
<td><strong>Y Y Y Y</strong></td>
<td><strong>Y Y Y Y</strong></td>
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<tr>
<td>Sense Walks</td>
<td>In this series of creative city explorations, Sense Walks focused on one specific sense per walk: sound, visual, tactile. During each of the walks guests noted their respective sensory observations, discuss their meaning and create a unique sensory map. Weaving together arts, research and community activating, each walk is ultimately concerned with engaging the participants into broader social issues - what does a livable city smell like, what is the sound of social justice, what does pollution feel like? The walkers were a diverse group of people of various ages and backgrounds including local residents, tourists, Aucklanders from outside the central city.</td>
<td><strong>Splice</strong></td>
<td></td>
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<tr>
<td>Christmas in the city</td>
<td>Activation Auckland funded the design, production and install of Christmas decorations including three new interactive neon ‘shapers’ and the installation of existing ‘giant tassels’ in High Street District. Traditional and contemporary Māori and Pacific artists/performers were curated for the Heart of the City Christmas street late night shopping experience in High Street, Fowry Place and Elliott Street. This activation was an Access 4 Everyone trial.</td>
<td><strong>Heart of the City, central Auckland businesses</strong></td>
<td></td>
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<tr>
<td>Auckland Central Library</td>
<td>Support for small activations and a strategic document regarding placemaking outside the Central Library concourse.</td>
<td><strong>Auckland Libraries</strong></td>
<td></td>
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<tr>
<td>Auckland Writers and Readers Festival</td>
<td>Auckland Writers Festival took writers to the streets in a public project that activates a key part of the central city in a unique way. Call on O’Connell in a nutshell: 15-min sessions of varying formats take over six retail/hospitality spaces on O’Connell Street. Sessions involve writers in often inventive situations to offer new angles into their work, or concept. We estimate that approximately 1,335 people attended the event. Most venues were at capacity across the majority of the evening. The attendance spread across the programme suggests that the programme had broad appeal. We had a wide range of age groups (between 20 - 70 years) and a fairly even gender split. Five O’Connell St businesses hosted events. They all reported that they thoroughly enjoyed the experience and loved the energy of the evening.</td>
<td><strong>O’Connell St Businesses, Heart of the City, Writers Festival</strong></td>
<td></td>
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<tr>
<td>Fashion Week</td>
<td>Auckland Council is partnering with NZFW to present a series of free to the public activations that support the shared goal of enhancing the city centre and providing economic benefits to businesses in central Auckland during Fashion Week.</td>
<td><strong>NZFW, Heart of the City, Auckland Libraries, Ellen Melville Centre, ATED</strong></td>
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<tr>
<td>Chromacon</td>
<td>Activities in Aotea Centre took place across the following spaces: Upper &amp; Lower NZ – Main exhibition area showcasing 200 independent creators from all over New Zealand. Owens &amp; BNZ Foyer – Secondary exhibition areas and public art project zones including painting and making paper creations. Limelight Room – Interactive games area showcasing indie games developers and interactive designers. Goodman Fielder Room – Public facing talks, panels and screenings which will include both local and international speakers. Other activities: As part of Chromacon, a series of library activations happened for the last 2 weeks of May leading up to Chromacon at up to 15 libraries in the Auckland Region.</td>
<td><strong>Chromacon</strong></td>
<td></td>
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<tr>
<td>DocEdge Festival</td>
<td>Free activities and films during DocEdge Festival</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>The support provided has enabled DocEdge to activate the city to bring more opportunity for the public to engage with DocEdge and its activities and provide free documentary screenings for the public and school groups. It has also created a DocEdge precinct which started at Q Theatre to Aotea Square to Ellen Melville Centre and Auckland Art Gallery. It is vital to recognise the importance of public art and who public spaces can be used to inspire and inform the community.</td>
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<td>------------------</td>
<td>-------------------------------------------------</td>
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<td>---</td>
<td>snorkelling from Auckland Live</td>
</tr>
</tbody>
</table>

**Activations: General**  
$188,000

| Māori Art Guide | A central Auckland curated Māori Art Guide in printed, digital and live tours form | Y | Y | Y | Y | This project consists of three tools; a phone APP, a map APP and a 48 page printed booklet. It was curated by Māori designer Olivia Haddon, Ngati Manuhi, Auckland Council. The book was published by Artweek Auckland with support from Auckland Council, ATED and Auckland Transport Walking and Cycling. The eight walks mapped showcase sixty sites comprising private and public art, urban and architectural design and sites of significance which celebrate Māori identity, history, knowledge and contemporary presence in the City Centre. 30,000 print copies were initially printed and available for free in the city centre and it was hugely popular. All of the guides were distributed in the first four months, so a second print run was ordered. The map APP is based on Pa Rongorongo but will be in satellite sites with the first being the Central City Library and the phone APP version is free for anyone to download. |
|------------------|-------------------------------------------------|---|---|---|---| Māori Design Unit, Auckland Transport, ATED, Artweek Auckland |

| Heritage Festival | Free to the public activations during the festival | Y | Y | Y | Y | Activations for Auckland's Heritage Festival included Pacific Culture Workshops, a Māori Modernists photographic exhibition, talks and guided tours. The project was visited by 2000 people during Late Night Art alone. |
|-------------------|-------------------------------------------------|---|---|---|---| Māori Design Unit, Ellen Melville Centre, University of Auckland |

| He Wiki Kiriata Māori | Funding to support the first Māori Film Festival in Auckland | Y | Y | Y | Y | Māori Film Week was proposed by Wairoa Māori Film Festival director Leo Roxon as an annual festival that also looks at art, design, food, fashion, literature, pop culture and music and their connection to film. The event was part of Matari Festival and promoted as “Wairoa Māori Film Festival presents He Wiki Kiriata Māori – Māori Film Week”, a celebration of Māori and Pasifika and international guests showcasing indigenous cinema and multimedia. The theme was Māori Futurism and was held over nine days in four city centre venues, with over 50 short films, feature dramas and documentaries. |
|---------------------|-------------------------------------------------|---|---|---|---| Wairoa Māori Film Festival, Auckland Libraries, Ellen Melville Centre |

<p>| Pa Rongorongo | A physical space in central Auckland to share information about the changes in the city centre with residents and visitors that hosts digital tech, tours, exhibitions and more. | Y | Y | Y | Y | Y | Y | Since opening in March the Pa has hosted approximately 50 events, attended by thousands of people and its peak activity month was October (Artweek month) with 594 visitors in and around its events. A variety of community groups deliver free meals on the site weekly. At the Best Design Awards Pa Rongorongo was awarded Bronze in the Nga Aho section and silver in the Portable Buildings &amp; Exhibitions section. Activations have included collaborations with Te Tahi, Pride, SavAge K'lab and others. |
|----------------|-------------------------------------------------|---|---|---|---| City Rail Link, Māori Design Unit, French Embassy, Pride Festival, Auckland Libraries, Artweek, For the Love of Bees, various community organisations, Splice, City Centre Residents Group |</p>
<table>
<thead>
<tr>
<th>Attachment B</th>
<th>Item 10</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Pasifika at Auckland Central Library</strong></td>
<td>Free to the public activations hosted in the library to celebrate Pasifika</td>
</tr>
<tr>
<td><strong>Matariki</strong></td>
<td>Design and install</td>
</tr>
<tr>
<td><strong>Seaport Festival</strong></td>
<td>Curation and activation funding</td>
</tr>
<tr>
<td><strong>Activations: Māori and Pasifika</strong></td>
<td>$135,000</td>
</tr>
<tr>
<td><strong>Equipment</strong></td>
<td>Storage and delivery of all equipment</td>
</tr>
<tr>
<td><strong>Book Bike</strong></td>
<td>An activation tool for Auckland Central Library to assist with outreach</td>
</tr>
<tr>
<td><strong>Activations: Equipment</strong></td>
<td>$54,000</td>
</tr>
<tr>
<td><strong>Development Response</strong></td>
<td>Funding for DR programmes, development of Code of Practice tools, development mapping and creation of strategic documents</td>
</tr>
<tr>
<td><strong>Development Response</strong></td>
<td>$170,000</td>
</tr>
<tr>
<td>Attachment B</td>
<td>Item 10</td>
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<td>--------------</td>
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<tr>
<td><strong>High St Placemaking</strong></td>
<td>A range of placemaking equipment including turf, seating, decals</td>
</tr>
<tr>
<td><strong>For the Love of Bees</strong></td>
<td>Funding for a years programming of Griffiths Gardens classes and workshops, Māori wellbeing sessions, bee keeping lessons, content creation and more</td>
</tr>
<tr>
<td><strong>Griffiths Gardens</strong></td>
<td>The gardens host a range of community groups and activations including For the Love of Bees classes, free food initiatives, the Community Fridge, Māori wellbeing workshops and more</td>
</tr>
<tr>
<td><strong>Community Placemaking</strong></td>
<td></td>
</tr>
<tr>
<td><strong>Emerging Auckland</strong></td>
<td>Website that tracks developments around the city centre. There is also a layered touch screen map in Pa Rongorongo - a technology that can be replicated and shared with the Council family</td>
</tr>
<tr>
<td><strong>Digital Placemaking</strong></td>
<td></td>
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<tr>
<td><strong>Universal Design Conference</strong></td>
<td>Sign language interpreter</td>
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</tbody>
</table>
### Attachment B

**Item 10**

<table>
<thead>
<tr>
<th>K Road Identity Project</th>
<th>Strategic framework for K Road</th>
<th>Y</th>
<th>Y</th>
<th>Y</th>
<th>Y</th>
<th>This strategic document is due late 2019</th>
<th>K Road Business Association</th>
</tr>
</thead>
<tbody>
<tr>
<td>BusinessPac</td>
<td>Business Support tools including Mentors, social media training and Chamber membership</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>Y</td>
<td>This offer was developed with Business Mentors NZ, Auckland Business Chamber and Easy Social Media and has been hugely popular with the business community in central Auckland. 178 businesses have taken up the social media training, 29 Chamber memberships and 23 mentors.</td>
<td>Business Mentors NZ, Easy Social Media, Auckland Business Chamber</td>
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**Community and Business Support**

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<table>
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<tbody>
<tr>
<td></td>
<td>$87,000</td>
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<table>
<thead>
<tr>
<th></th>
<th>Business costs</th>
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<tbody>
<tr>
<td>Phones</td>
<td></td>
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<tr>
<td>Travel and Transport</td>
<td></td>
</tr>
<tr>
<td>Staff Training</td>
<td></td>
</tr>
<tr>
<td>Office Supplies</td>
<td></td>
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<tr>
<td>Marketing</td>
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</tbody>
</table>

**General Business Costs**

$9,300

**GRAND TOTAL BUDGET**

(JULY 2018 - JUNE 2019)

$848,300

**Activate Auckland Year End Expenditure 2018/2019**

![Chart showing Activate Auckland Year End Expenditure 2018/2019](attachment-b-chart.png)
Te take mō te pūrongo

Purpose of the report
1. To provide an update on draft content for the end of term reporting and feedback received so far from board members to inform future operations of the board.

Ngā tūtohunga

Recommendation/s
That the Auckland City Centre Advisory Board:

a) receive the initial findings of the survey

b) provide additional feedback to confirm the board’s overall recommendations for the incoming Mayor.

Horopaki

Context
2. The council’s sector and demographic advisory panels are a Mayoral appointment and their term therefore ends one month before the council elections. The purpose of the Auckland City Centre Advisory Board has been to provide advice to Auckland Council on achieving the vision and strategic outcomes of the Auckland Plan, the City Centre Masterplan, the expenditure of the City Centre Targeted Rate, the development portfolio and city centre issues.

3. A survey has been distributed to board members by email to capture views on the key achievements of the Auckland City Centre Advisory Board over the 2016-2019 term as well as feedback on what improvements could be made to the way the board operates. This feedback will be used to develop an end of term report to the current council and recommendations to the incoming Mayor to inform future arrangements.

4. Initial feedback from the survey will be shared at the meeting.

Ngā koringa ā-muri

Next steps
5. A report will be presented to the governing body that incorporates board members’ views on key achievements of the panel during the 2016-2019 term.

6. Recommendations for changes to the Auckland City Centre Advisory Board will be developed in response to survey feedback and will be presented to the incoming Mayor later this year.
Ngā tāpirihanga
Attachments
There are no attachments for this report.

Ngā kaihaina
Signatories

<table>
<thead>
<tr>
<th>Author</th>
<th>Carol Hayward - Principal Advisor Panels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Authoriser</td>
<td>John Dunshea - General Manager Development Programmes Office</td>
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