I hereby give notice that an ordinary meeting of the Henderson-Massey Local Board will be held on:

Date: Tuesday, 3 December 2019  
Time: 4:00pm  
Meeting Room: Council Chamber  
Venue: Henderson Civic Centre  
         6 Henderson Valley Road  
         Henderson

Henderson-Massey Local Board  
OPEN ADDENDUM AGENDA

MEMBERSHIP

Chairperson  
   Chris Carter  
Deputy Chairperson  
   Will Flavell  
Members  
   Brenda Brady, JP  
   Peter Chan, JP  
   Matt Grey  
   Brooke Loader  
   Vanessa Neeson, JP  
   Ingrid Papau

(Quorum 4 members)

Brenda Railey  
Local Board Democracy Advisor (West)

27 November 2019

Contact Telephone: (021) 820 781  
Email: brenda.railey@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.
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Project Twin Streams Review
File No.: CP2019/20098

Te take mō te pūrongo
Purpose of the report
1. To report back to the Waitākere Ranges and Henderson-Massey Local Boards on the results of the Project Twin Steams (PTS) Strategic Review and clarify the next steps to be taken to develop the project.

Whakarāpopototanga matua
Executive summary
2. In 2018, the Parks, Sport and Recreation Department of Auckland Council, engaged with Henderson-Massey and Waitākere Ranges Local Boards to initiate a refreshed strategic plan for PTS.
3. As a result of these initial meetings, the Waitākere Ranges Local Board requested that a strategic review be conducted prior to any planning being initiated, to bring key parties together to critically review the programme and provide for a new way forward for PTS which would include the development and agreement of a new framework for PTS delivery.
4. The scope of the project included:
   • Assessment of PTS’ original purpose and outcomes with reference to available reviews, plans and reports to determine how successful the original PTS model was.
   • A review of PTS’ present state.
   • An exploration of new opportunities for community engagement and kaitiakitanga.
   • Formal engagement of the project with the local boards and associated departments across Auckland Council to identify new opportunities and models of delivery.
5. The resulting strategic review reflects a move to re-ignite PTS and provides a set of recommendations to frame the intended direction moving forward.
6. The PTS Strategic Review Report is attached (Attachment A).

Ngā tūtohunga
Recommendation/s
That the Henderson-Massey Local Board:
a) endorse the Project Twin Steams Strategic Review Report
b) approve the development of a leadership group and strategic plan for future Project Twin Steams development.

Horopaki
Context
7. This report addresses the Strategic Review compiled by Community Think.
8. PTS is now 16 years old and has been through numerous phases and departments in council. The original intent of the project has been established and now there is an opportunity to debrief the project and look at ways to develop it into a new model.
9. Staff attended local board workshops with both boards in July 2018. Both board’s feedback was applied and informed the review contract.
10. Community Think were appointed to the contract through a tender process to facilitate and write the review. This included a review of all known past reports and key stakeholders including council staff across departments, Mana whenua, Local Boards, community organisations that hold the PTS contracts and community members (the general public).

11. These interactions took place through a series of meetings, workshops, conversations, online surveys and stalls in malls. Community Think attended local board workshops and hosted night-time and daytime community hui.

12. A council reference group was established. It was important to find ways to include as many people as possible in this process.

13. The Strategic Review in attachment A was compiled through this process.

14. The budget allocated to PTS sits outside of the decision-making allocation of the local board. However, the board has a strong influence and can provide direction on the outcomes of the Strategic Review.

15. The Strategic Review and Project Twin Streams aligns to the Waitākere Ranges Local Board Plan 2017 Outcomes: 1. People actively protect the Waitākere Ranges Heritage Area, 2. Our unique natural habitats are protected and enhanced, 3. Local communities feel good about where they live, 5. Our urban centres are enjoyable places to be, 6. Our community spaces, parks, sports and recreation facilities meet local needs and are easy to get to.

16. The Strategic Review and Project Twin Streams aligns to the Henderson-Massey Local Board Plan 2017 Outcome 1: A network of vibrant and loved urban neighbourhoods, Outcome 3: Communities know each other and work together on common interests, Outcome 4: Community facilities are vibrant and welcoming places at the heart of our communities, Outcome 5: It is easy to get around without a car, Outcome 6: Natural spaces are valued and restored.

Tātaritanga me ngā tohutohu
Analysis and advice

17. The recommendations within the Strategic Review are to act as a springboard for the next phase of community leadership and strategic planning.

18. Staff recommend the endorsement of the Strategic Review and further strategic planning because:
   - Current stakeholder buy-in and meeting community expectations
   - Responsible use of funds to best outcome
   - Refresh PTS to achieve greater social and environmental outcomes

19. Community Stakeholders are supportive of using the review to progress a change in PTS.

Tauākī whakaaweawe āhuarangi
Climate impact statement

20. PTS was leading in addressing climate change and showcases major opportunities and benefits to Auckland such as:
   - cleaner air and water i.e. cooler streams through planting and carbon sequestration and oxygen through trees.
   - healthier communities i.e. people connected to their whenua and protecting it.
   - better housing choice and places to live, helping prepare the catchment for the impacts of climate change i.e. flooded housing removed.
   - more accessible transport i.e. walkway cycleways.

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

22. The Strategic Review process engaged directly with Environmental Services, Healthy Waters, Community Empowerment, Local Board Services, Community Facilities and Parks Sport and Recreation.

23. All departments engaged with see merit in moving into the next step of a strategic plan developed by the community and local board leadership to provide for broader outcomes.

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

24. Waitākere Ranges Local Board has expressed a strong interest in the environmental outcomes and moderate interest in social outcomes.

25. Henderson Massey Local board expressed strong interest in both environmental and social outcomes.

26. The Waitākere Ranges Local Board and the Henderson-Massey Local Board helped provide input into the strategic review brief.

27. During the course of the project, Local Board members have been kept up to date with the consultation process.

28. PTS has resulted in a well maintained natural, streamside environment in the local board catchments.

29. PTS has an international reputation around its social and environmental cohesion.

Tauākī whakaaweawe Māori
Māori impact statement

30. A workshop was held with Te Kawerau ā Maki and Ngāti Whātua o Kaipara who both approved of the review and have shown interest in engaging further in the next steps of the project.

31. This project was discussed at the Parks Sport and Recreation North-West Mana Whenua Forum on Wednesday 7 August 2019. A refreshed model of PTS could result in greater engagement in the project from mana whenua.

Ngā ritenga ā-pūtea
Financial implications

32. Currently, Service Agreement and Funding Agreement contracts with the four trusts are signed for a 2-year period with a 1 year right of renewal. The duration of the funding contracts fits with the review and strategic plan process so that the next round of contracts will incorporate the new strategic plan once it is developed.

33. Funding for the project is currently managed through Asset Based Services funds managed by Parks Sport and Recreation.

34. A change in the project will provide for greater engagement and support from the local community to protect the resources and funding that sit within it.
Ngā raru tūpono me ngā whakamaurutanga
Risks and mitigations

35. Engaged community members are needed from both local board areas to join the leadership group, to make sure the community is setting the direction of the project. At the start of the strategic planning phase there will be a considered approach to engage community members to become involved from each board area.

36. The project spreads across Waitākere Ranges and Henderson-Massey local board boundaries. Both local boards need to agree with the proposed process and to provide chosen members (from each board) to be directly involved in the leadership group and strategic planning. Board member appointments to the leadership group can take place once the review report is endorsed.

37. It is important to consider the community and capital resource that has been invested in the project. Strategic planning will support the ongoing local kaitiakitanga of the existing contracted catchment. Strategic planning will also help to make the delivery model broader to support further environmental initiatives across the wider catchment.

38. Multiple Auckland Council departments need to be involved to make the most of the planning and implementation of the strategic plan. Through the process of the Strategic Review these departments have been engaged and are willing to be involved in the next phase.

Ngā koringa ā-muri
Next steps

39. The review provides some high-level recommendations that were developed as a part of the process of engagement, from the community, council and the trusts. These consider how the project could move into a new area through local board and community leadership.

40. Engage a higher level of stewardship/leadership that acknowledges te Ao Māori for the whole catchment as a community and local board led project.

41. This leadership could bring together the many threads that already exist within the PTS approach and extend them in new directions. It is intended as an evolving and responsive way to engage with the diverse, current and future communities of the catchment areas.

42. Community Parks to contract out the strategic plan phase with local board direction.

Ngā tāpirihanga
Attachments

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Ngā kaihaina
Signatories

<table>
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<tr>
<th>Authors</th>
<th>Paul Duffy - Parks Advisor - Devonport Takapuna</th>
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<tr>
<td>Authorisers</td>
<td>Linda Smith - PSR Portfolio Manager, Parks Sports and Recreation</td>
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<tr>
<td></td>
<td>Mark Bowater - Head of Parks Services</td>
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<tr>
<td></td>
<td>Glenn Boyd - Relationship Manager Henderson-Massey, Waitakere Ranges, Whau</td>
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WELCOME

At its inception, PTS was full of creativity and innovation; it was leading edge. In fact, at some of the community hui, Project Twin Streams was referenced as being used as an exemplar of best practice at University. It’s place in Waitakere is well-embedded, it is recognised and loved within the community.

This review looks into the future and the need to consider Project Twin Streams in its current state and the structure that will best support it going forward. We also need to remember that while many of the Project Twin Streams outcome were ecological, it was also a community development project encompassing social, cultural and economic objectives.

Now is the time for boldness around the conversations that need to happen to take these considerations forward.

This report hasn’t outlined in detail what this could entail or even what form any of these may take. This report is a line in the sand to show that we need to move forward together; mana whenua, local board, council officers, community residents and the organisations that hold the contracts. Processes throughout the creation of this report have allowed discussion and continuous feedback. There is clear agreement that the recommendations outlined in the report are what will take Project Twin Streams from where is currently sits into the future. This will enable the work of Project Twin Streams to be relevant, useful and to achieve the work that needs to be done within the community.

The scope of the review also included an assessment of the projects original purpose and outcomes, together with a review of its present state. There is a significant body of previous completed reviews and reports referenced within the report which provide insight into these areas.

Within the report there was an intent to balance the amount of information in the report with its readability. To supply enough information to clarify where Project Twin Streams has come from, to highlight the outputs, the facts and the data as well as community anecdotes and aspirations.

NGĀ MIHI,
Cissy Rock, Jenette Bell and the team at Community Think
SECTIONS

Future Facing
Pages 5 - 18

Current Snapshot
Pages 19 - 28

Looking Back
Pages 29 - 41
SECTION ONE

FUTURE FACING

In this section: information around the brief of the strategic review, the process that was undertaken, meaning making and resulting themes. It also presents recommendations to assist the discussion of how Project Twin Streams can move into the future and unleash the potential it holds.
THE BRIEF

In 2018, the Parks, Sport and Recreation Department of Auckland Council engaged with Henderson Massey and Waitakere Ranges Local Board to initiate a refreshed strategic plan for Project Twin Streams. As a result of these initial meetings, the Waitakere Ranges Local Board requested that a strategic review be conducted prior to any planning being initiated. The aim of this was to bring key parties together to critically review the programme and provide a new way forward for PTS which would include the development and agreement of a new framework for PTS delivery.

The scope of the project included:

- Assessment of PTS' original purpose and outcomes with reference to available reviews, plans and reports to determine how successful the original PTS model was
- A review of PTS' present state
- An exploration of new opportunities for community engagement and kaitiakitanga
- Formal engagement of the project with the local boards and associated departments across Auckland Council to identify new opportunities and models of delivery.

The strategic review reflects a move to re-ignite Project Twin Streams and will culminate with a set of recommendations to frame the intended direction moving forward.
THE PROCESS

From the outset a process was designed to include all key stakeholders: Mana whenua, Local Boards, Council staff across all departments, community organisations that hold the PTS contracts and community members (the general public). These interactions took place through a series of meetings, workshops, conversations, online surveys and stalls in malls. The project leads attended local board workshops and hosted night-time and daytime community hui. A council reference group was also established. It was important to find ways to include as many people as possible in this process. All people who had been part of this discovery phase were considered co-researchers and invited to participate in the upcoming phases of the project.

Representatives from a range of Council departments were involved in this review. These covered areas including: Park, Sports and Recreation, Community Empowerment, Healthy Waters and Environmental Services, Community Facilities and Local Board Services.

Representatives from Te Kawerau ā Maki and Ngāti Whātua o Kaipara met with Community Think and Parks, Sport and Recreation staff and discussed the strategic review background, scope and process. Also discussed were the initial thoughts around how iwi might like to be involved with the strategic review moving forward.

A presentation was made to the North West Mana Whenua forum to discuss the strategic review background, scope and process. They were very interested in receiving the outcomes and strategic recommendation from this project once completed and provided some helpful insights into their thoughts on the project and ways that the outcomes could be used in other areas across Auckland.

A meaning making workshop was held open to everyone who had been involved in the information gathering phase. In the meaning making workshop, small groups processed all the data and information. Common themes were identified, that then informed the draft recommendations.

These recommendations were tested at a Playback theatre session. Playback theatre is a group of improv actors who listen to stories and play them for the audience. For this particular purpose the audience offered feedback to change and develop the stories: creating different endings or adding extra scenes. This illuminating process allowed recommendations to be interpreted by a neutral party.

Following on from the Playback session, an online form which further tested the recommendations was created and shared with co-researchers. People indicated the level of support for each recommendation with supporting comments.

A draft report session was carried out to allow co-researchers to sense check the report and make sure their voice was accurately reflected. Our co-researchers were also asked to continue to refine the working final report draft in its final iterations.
**THE PROCESS DIAGRAM**

1. **Meeting with key stakeholders**
   - Mana whenua
   - Local boards
   - Council staff across departments
   - Community organisations that hold the PTS contracts
   - Community members (general public)

2. **Open meaning making workshop**
   - Processed information
   - Identified themes
   - Started to form recommendations
   - Meetings
   - Workshops
   - Conversations
   - Surveys
   - Stalls in malls

3. **Playback Theatre**
   - Where we tested and shaped information

4. **Further online "testing of recommendations"**

5. **Draft report open session**

6. **Final report open session**
MEANING MAKING AND THEMES

Making meaning of data requires sensitive and nuanced handling. To make meaning of other people’s stories is very hard to do without the storytellers being part of the process. Multiple opportunities allowed for those that contributed to the data gathering to be part of the analysis has been key to this process. This meaning making was done by collating all the data, themes, anecdotes, conversations and comments from workshops in small groups with the people who had been part of supplying the raw data. It involved snippets from literature reviews, interviews, workshop sessions, surveys and other documentation. We ended up with six groups and a series of different themes which were then consolidated.

The main themes were:

**Governance - who is Project Twin Streams?**

PTS has four different organisations with contracts but there’s no overarching group across the geographical area of PTS that allows Mana Whenua, local people, organisations, council departments and elected members to be working together to make sure that they are all working in the right direction strategically.

**Social Environmental Outcome** - There is a tension between the environmental outcomes that PTS was set up to achieve and social outcomes using community development processes. Getting really clear about the fact that social and environmental outcomes are interlinked and that there is a clear mandate to be doing work in both these areas was pointed out. Often people can’t get to the stream so there is a need to take the stream to the people. People can then take the learnings from the stream back into their own backyards.

“The streams are better cared for and even celebrated. As a direct result of PTS there is a community history of interacting positively with the environment and within neighbourhoods. It is a normal thing to do and it makes it easier to live here and invite others into the community.”
Development of a common goal and strategy - There is a need to develop a shared vision and strategy. This needs to be driven at a community level and include all stakeholders, who can be involved in the development of a strategic plan at a partnering level. This is about looking at what was possible in the past and what is possible now. What is the geographical reach that the work needs to cover and what is promising practice regarding some of the other outcomes that may need to be addressed with this vision?

Structural issues - Who has or sets the vision, leads, does, funds? - Who is PTS? – is it the Community Trusts, our community, or is there a coordinating group that sets and holds the vision? There is a need to celebrate our diversity while holding a shared vision. PTS doesn’t have a proper home.

Different organisations are responsible for different aspects of the project (Healthy Waters for pipes and Parks for the green asset). The council often works in silos with no overall coherent voice. PTS has flattened. It appears to be focused on maintaining a green asset and is confined by contracts and funding agreements. There needs to be a community connection that integrates and connects all voices and providing greater flexibility and creativity. There is a need for strong and passionate leadership, sharing of data, organisation of events, long term planning and navigation between departments. There also needs to be an opportunity for experimentation to diversify.

Connection to place, Te Ao Māori – There is a relationship between people, place and nature which can be supported through a strong link to Te Ao Māori. Those involved with the work can then be culturally inducted and working in a joined up manner with cultural competencies to consider the cultural footprint and appropriate environmental indicators. This then would provide a multi-faceted approach, with lots of connectors and engaging cross functionally with wider groups.

This supports an increased level of connectivity with the local community that encourages and advocates for kaitiakitanga. By being place based rather than group or function based there is then an awareness and passion for the place to foster a whole of landscape and whole of community framework.
By involving mana whenua and the community in planning and projects. Involving the arts and education is fundamental for success.

Engagement and collaboration with the local area community and business groups – working together and having courageous conversations – This theme considers clarity of purpose, how this shapes the future and how to move forward with an outcomes focus. Local involvement is critical as is engagement with local business and industry. With goals, baseline measures and measurable outcomes, successes can be seen and shared with the possibility of scaling this work to other areas. What are the different stakeholders’ views on partnership and an integrated vision and what does this mean to those involved in real terms?

Future funding and resourcing – Should funding be valued to a wider set of outcomes and is there potential to expand into new ways of being? This could include broadening the funding with regards to geography, engagement and focus. Part of this theme needs to consider how PTS might fit into funding from the LTP budget and regional NETR funding and what alignment there may be with the National Pest Management Plan.

Engaging with the Maori community. Or a community who has a long relationship with the surrounding area. Kaitiakitanga cannot be taught unless the leader lives and breathes this
RECOMMENDATIONS

We believe that the following recommendations will assist the discussion of how Project Twin Streams can move into 2020. These recommendations have taken the learning from its foundation as an innovative project while considering the need for a cooperative approach between leadership and grassroots influence and the aspirations of the community.

Key considerations for the final report include that the recommendations will not extend to cover what the solutions or outcomes could look like. The recommendations are to act as a springboard for the next phase. The final report needs to speak to a diverse audience and create a place for the conversation and a structure that will continue as change occurs.
Moving forward within an overarching Te Ao Māori lens.

Mana Whenua are involved and resourced at a decision making level.

In recognising the Treaty of Waitangi it is essential that Mana whenua have input into PTS decisions and direction. This process enables community connections and networks to establish and grow into partnerships that benefit a wider range of community members. More diverse groups and individuals can be involved at different levels and capacity in learning about the environmental issues and appreciating their neighbourhoods and locality. By offering ‘Walk and Talk’ activities to share history of the areas that PTS are operating within could, be an effective Mana whenua buy in.

This is a huge opportunity to progress a new way of considering ecological values, of progressing a bi-cultural approach and building deeper connections between community and the environment they live in.

Mana whenua are in a unique position to provide historical knowledge as well as future vision into this project. Mana whenua will always have a connection to this space.
A refreshed community vision for the work historically undertaken within Project Twin Streams. This would include scoping of environmental and social objectives and outcomes, but could also consider increasing the geographical reach of the project.

Stream restoration work further up the catchment could be supported by Healthy Waters. The trusts could also collaborate with universities and support research students. I know that getting comparable data on sediment load input into the harbour before and after PTS is not possible and this was one of the original water quality improvement goals.

There should be an option for environmental outcomes only.

Can we please add the word “held” or “led” between community and vision. This would better reflect I think, the sentiments of the group work and align with Council and Local board policy. I also wonder if the phrase “historically undertaken by PTS” could be addressed in an introductory section by noting that the scope of the review looked at the wide range of activities of PTS over its history. Finally, re the geographical reach, is the feeling of the groups that it is only “could” or was it “should” increase?
A structure and mechanism that allows for an integrated and joined up approach to community governance model/s.

This is important and a strong governance structure is needed - a top down bottom up approach.

Local people connecting and being kaitiaki of their local awa is the most important and don’t want some larger structure overtaking that important goal.

I strongly support initiatives that reach out to the surrounding local community and create, through the press or flyers, a wider enthusiastic involvement.

I think it needs to have all the partners at the table, not just community. For example, Healthy Waters, Parks, Community Empowerment, Local Board rep. etc.
Collaborative organisational placement of Project Twin Streams within Auckland Council to support visioning and leadership, alongside structures that support a joined up approach to wider community/council collaboration.

I think the support of senior management and staff enthusiasm are more important than which department is responsible for PTS.

There are many groups doing amazing work in the area of environmental protection, enhancement and restoration, however sometimes they operate as silos. A collaborative approach will help to connect groups to enable the sharing of visions and goals and provide for a more cohesive approach.

Wai core is an obvious one from Healthy Waters point of view. Also please look into the Sustainable Outcomes framework (Healthy Waters), potential for trusts to mentor local rangatahi on restoration work (including planting, weeding, growing native plants, rangaa māori).

Put PTS into Community

This can be achieved with a well-connected Community organisation.
Clarity around direction for a greater diversity of funding (for arts, cultural and social initiatives as well as environment work.)

25 responses

This project is greater than council and needs to encompass additional funding from external sources. Once the governance structure is decided, and the various operational components agreed, the funding should flow from these decisions and appropriate funding sources will become apparent.

Due to the shift from the actual “on the ground works” to “show casing and education” the cultural, social and arts initiatives alongside environment require a review by council. This is to re-allocate funding to contribute to cover the initiatives mentioned. As this is the current direction and operations happening with the PTS groups.

These recommendations are an excellent reflection of the discussions about, and potential of, PTS. Putting the project on a footing that enables an ‘outcome focus’ (in place of the current reach being limited by sloed departmental sensibilities and processes) would be a major move toward realising the potential. This comes at a time when the governing body have mandated a ‘target of turning the current negative trajectory of biodiversity loss in Auckland around to become a positive biodiversity gain within the next 10 years’. This mandate cannot be achieved by council acting alone and MUST include wide community enablement to contribute effectively. The PTS project, and these recommendations have the potential to make a significant contribution, and once again be a trailblazer for council, alongside several other projects that are underway.

It absolutely needs a wider lens to take a more integrated approach to working with community.

Through such a ‘wide lens of wellbeing, defined through the community vision” a clear focused outcome will be achieved. But how can the spotlight be directed to such a community enhancing vision? I do believe that the way forward will emerge through community dialogue.
The PTS brand is well recognised, but imagine if most residents next to the streams took active care, people in the catchment identified with the awa, funding was in place long term and actions were mandated by locals, guardians, managers and politicians.

- Growing great minds to be environmental champions
- Engaging some of the most marginalized communities
- Food security through community gardens and orchards
- Reaching whole communities through education transfer

- Exploring citizen science
- Upholding mental wellbeing through nature
- Supporting people to have life and environmental experiences
- Creating employment opportunities for those with restricted opportunities

- Normalizing care of the environment for young offenders
- Te Ao Māori approach to relationships with the environment and the many health benefits of plants and trees
- Empower people to see interconnectedness of Te Ao Māori, forests, birds, streams and land
- Community development in areas needing more community ownership of catchment-related issues and where a mechanism is needed for building social, human and environmental capital

- Integrated planning and methods of monitoring and evaluation to assess benefits across several well beings
- Science partnerships
SECTION TWO

CURRENT SNAPSHOT

In this section: information around the successes of Project Twin Streams, a current snapshot of what has been achieved, a comparison of Project Twin Streams and other community based ecological programmes across the Auckland Region and what people in the community feel about the project.
PROJECT TWIN STREAMS IS A SUCCESS STORY

PTS seeks to restore the mauri, or life force, of its waterways and at the heart of this project are the local communities that these streams flow through. Project Twin Streams’ unique approach engages residents by partnering with their local community organisations. This is a local project with regional benefits – it works with both nature and people to improve the health of its waterways.

While a focus of the project was on stream bank restoration, the aims and objectives are much wider. Project Twin Streams examines how land is used, how households can become more sustainable and how the cycle and walkways created can influence public health.

PTS has largely achieved the key deliverables specified in the Infrastructure Auckland contract and as such has met its original purpose. Many of the expected outcomes will take much longer to emerge, especially those relating to water quality, stabilization, maturation and biodiversity of planted riparian vegetation, as well as inter-generational care of the stream environment.

A key success story is the community development model that was employed to achieve some of the key outcomes of PTS. Communities in the area have embraced the opportunity to become involved in various activities, such as community planting days, learning activities, events of the arts and community gardens. Co-operation has been a key element of PTS.
Key features that made PTS unique are:

- Trying new ways to manage stormwater, including stream bank planting.
- Its attempts to marry all aspects of wellbeing, including spiritual dimensions.
- Its use of stream restoration as a springboard into wider sustainability issues to support understanding and behaviour change.
- Its strong learning focus and long timeframe (to 2050 and beyond).
- The community development approach of contracting local community organisations to creatively involve local residents.
- A theory of change underpinning the project: that greater awareness and understanding, or reaching peoples "hearts and minds" will support positive behaviour change.

This resulted in innovative practices, such as:

- Stream restoration as a platform for wider urban sustainability initiatives.
- Supporting local economic development through PTS opportunities.
- Developing more environmentally friendly approaches to managing stormwater with a treatment train approach of soft engineering stormwater treatment devised from stormwater source to end point that worked with nature.
- Weeding and planting stream banks to create habitat for wildlife, reducing animal pests to support native plants, insects and animals.
A CURRENT SNAPSHOT OF PTS

PTS has successfully engaged local community organisations to deliver aspects of the project. It has used creative methods to engage people’s hearts and minds in reconnecting with their natural environment.

Since its inception in 2003 to 2016, Project Twin Streams has achieved the following:

- 4 community organisations funded
- 1 Pa harakeke
- 801,584 trees and shrubs planted
- 64,834 volunteer hours
- 4,512 cubic metres of weeds removed (including 1694.2 cubic metres of bamboo)
- 37.3 hectares of land purchased and converted into stormwater reserve
- 9.3km of walk/cycleways constructed
- 75 education providers engaged
- 98 art projects
- 4 community gardens
- 1 kapa haka group
- 81 house and land purchases
- Over 35 businesses engaged
- 9 awards won
Currently the infrastructure development stage of the project is complete and PTS is now in more of a mature maintenance phase with four community organisations maintaining defined catchments. This work is funded through Local Board Asset Based Services budgets. Community Parks manages the contracts and budget associated with the community organisations’ works while Community Facilities manages the budget for the areas managed by contractors. 60% of community organisation costs are funded by Henderson Massey Local Board and 40% funded by the Waitakere Ranges Local Board.

The current budget within Park, Sports and Recreation for PTS is split according to the size of the project across the local board. Henderson Massey Local Board have a budget of $416,000 and the Waitakere Ranges Local Board have a budget of $224,000. These funds include a response fund and are also spread across Funding Agreements (for social development and engagement work) and Service Contracts (for physical work).

Ecological PTS contract areas within Community Facilities are approximately $180,000, bringing the total Council investment of funding on Project Twin Streams to $820,000.

Local residents have experienced engagement with the local stream areas through the use of walkways and cycleways and cultural/arts initiatives. There has been an improvement in the quality of stream bank vegetation with less weeds and more native seedlings within the PTS managed areas. While water quality has neither improved or deteriorated there are challenges with the baseline data and the collection of water quality data collected in studies over the years for a more definitive statement. Further as water quality varies as a result of seasonal and one-off events, trends are difficult to state. Finally, PTS streams have been under increased pressure due to the development within the catchment area and increased population.

Actions that will have the greatest impact on water quality are:

- The restoration of smaller, upstream branches of the stream network in rural and semi-rural areas.

- Increased treatment or the reduction in flow of storm water before it is piped to the streams.
Currently the four community trusts undertaking work within the catchment areas work in defined areas with specific groups:

**Community Waitakere** provide community development and environmental fields to provide environmental engagement opportunities for participants with a focus on pre-existing groups such as schools, church groups and support services for adults (A Supported Life).

**McLaren Park and Henderson South Community Trust (MPHS)** also provides a platform for communities to engage in environmental restoration. MPHS also works with schools, Corrections and a range of community groups including Walsh Trust, and church groups.

**Ecomatters** runs environmental outreach projects and education workshops and a number of social enterprises to help fund the work they undertake caring for the environment. Ecomatters also works with schools, Corrections and community groups including churches, local businesses and Hoani Waititi.

**Te Ukaipo** undertakes work with a vision to strengthen, educate and develop vulnerable children, young people and their whanau in local communities. Activities undertaken include water monitoring, bird monitoring and rongoa. Te Ukaipo works with schools, Corrections and community groups including Friendship Groups, Mother and early childhood groups, Sisters of Mercy and SeniorNet.
AN OVERVIEW OF OTHER REGIONAL COMMUNITY RESTORATION PROJECTS

There are a wide range of landscape scale community led environmental projects currently underway within the Auckland region. Contained in the appendices to this report, are some of the key initiatives currently underway around Auckland, along with a brief overview of their areas of operation, key features and drivers along with the major similarities and points of differences to the Project Twin Streams work.

It is important to note that Project Twin Streams delivered both environmental and community development outcomes.

While each project noted is based in communities with different features and needs, a key differentiator is that all these projects are community volunteer based with no ongoing guarantee or expectation of dedicated funding. If Council funding is in place across these projects there is a reapplication process involved to obtain funding for future work, funding for these projects is also applied for by the Trusts from funders external to Council.

During subsequent discussions around Project Twin Streams, it would be useful to review current activities within the context of other community projects to provide the opportunity to share and be informed by what is happening across the region, the different approaches and learnings from them.
WHAT PEOPLE ARE SAYING ABOUT PTS

Today, Project Twin Streams remains well known and respected amongst local communities. This was demonstrated in the responses from the August 2019 community feedback survey. Results show a continued public interest and affection for the project, as well as an understanding of its value within the community. The key themes expressed represent what drives the community to be engaged.

People feel that the project has achieved a lot, and made a significant, positive difference in their communities, both at an environmental and social level. There is a commitment to the future of the project and its potential to evolve and adapt in terms of scope and management.

These results are ones that echo earlier evaluations of the project. Looking forward, the sustainable development and thriving of Project Twin Streams is something that will require creative collaboration across all fronts.

“I want to remain part of the community caring for the streams. I also want to assist with improving public access to and along the streams - to reconnect communities with the stream network and each other.”

“The streams are better cared for, and even celebrated. As a direct result of PTS there is a community history of interacting positively with the environment and within neighbourhoods. It is a normal thing to do, and it makes it easier to live here and invite others into the community.”

“People in the community use the cycle ways more often for cycling and running - local running groups are always using the pathways through Project Twin Streams. This has helped build connection, and replanting has provided a green space that people are able to share and enjoy along with the birds and insects. People are also more aware of Project Twin Streams from being involved and have gained knowledge of revegetation in an urban area - it’s wonderful.”

“The benefits of Project Twin Streams have been absolutely amazing and life changing to many in the community.”

“I feel PTS contributes in many ways to the connecting and feel good factor of the area, making a difference environmentally, socially and educationally.”
Some of the key results from the August 2019 Community Feedback Survey Issues

How did you find out about Project Twin Streams?

- 19.5% Word of mouth (someone told me)
- 19.3% Other - E.G.: "Let's do a job site visit"
- 13.4% By attending an event
- 6.1% Social media
- 3.7% Advertising (through the local paper etc)
- 3.7% Online through the project's website or publication
- 18.3% An organisation I belong to was invited to be involved
- 8.5% Through the council's website or publication

Previous involvement in Project Twin Streams

- 8.5% Stream walks, bird and/or bat monitoring
- 30% Other - E.G.: "Art projects" "Tell all of the above"
- 25% Community Gardens or nurseries
- 14% Community Gardens or nurseries
- 8.5% Education events or plant identification
- 7% Water Testing / Water care programme
- 4% Stream cleanups (filter, rural rubbish)
- 2% Rongare or pa harakeke garden

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Overall, how valuable do you think that Project Twin Streams has been to the Auckland Waitakere Region?

81 responses

Which of these statements do you agree with?

- The water quality of the streams in my area has improved over the last decade
- The number of fish, eels and birds has increased over the last decade
- There is less rubbish in my local streams
- Streamside planting has improved and there are fewer weeds
- The creative projects (artworks/sculptures) of Project Twin Streams have made the area more pleasant
- I have, or know someone who has been involved in Project Twin Streams
- The walkways and cycleways are a great asset and walking, jogging or cycling along the streams is an enjoyable experience
- Project Twin Streams has been good for the local community
- I do not agree with any of the above statements

Full details of the responses to each question conducted as part of the Community Survey, can be found in the appendices.
Section Three

Looking Back

In this section: information around the back story of Project Twin Streams, from when it began in Waitakere City in 2003, its objectives and outcomes, and all the supporting documentation and reports referenced in this review as appendices.
THE BACK STORY

Project Twin Streams (PTS) began in Waitakere City in 2003 with two broad aims:

To restore six streams, through innovative approaches to storm water management and stream restoration.

To creatively engage local communities in ways that would support long term community stewardship of the streams and more sustainable living.

More specifically, the expected outcomes included:
- Better flood control
- Soft engineering integrated storm water management
- Applied ecological restoration methodology riparian restoration
- Engage community in an authentic, creative and empowering way
- Embody Kaitiakitanga
- Increase number and diversity local native flora and fauna
- Increase amenity of stream environment, community use and enjoyment. Increase stream ecology and biodiversity.
- Improve water quality.

The community was engaged in tree planting and other restoration activities to instill local environmental stewardship. The restoration occurred along 6 stream catchments within the Waitakere Ranges and Henderson- Massey Local Boards: Oratia, Waikumete, Opanuku, Pixie, Swanson Paremuka and Te Wai-o-Pareira (Henderson Creek). Currently only 57 kilometres of the 315 km within the catchment area included within Project Twin Streams project.
At the core of the award winning methodology of PTS was empowerment of local communities and whānau, hapu, iwi and Maori organisations. PTS was supported by cross council department involvement, through relationships and expertise shared with the community.

Auckland Council’s role is to foster authentic partnership with community that contributes to good environmental, social, cultural and economic outcomes. A main focus of the delivery between volunteers, community organisations, iwi and Council is kaitiakitanga - guardianship of the environment and sustainable management.

There have been several reports and evaluations, all pointing to similar outcomes:

- Project Twin Streams Formative Evaluation 2003 – 2007 – Rachael Trotman & Alex Woodley
- Project Twin Streams to 2007 Waitakere City Council’s Story – Prepared by Rachael Trotman

With the many changes the project has faced in relation to the areas of Auckland Council which support the PTS project, the project is vulnerable as its history and ‘flame’ are held by a very small group of people. This group aspire to hold and carry the big vision forward. To be secure and continue to grow, the project needs to widen its leadership base within and outside of Council, engaging elected members and helping them to become well versed in the connections between the varied parts of the project. Until this widened base and greater understanding of the project is achieved, it is vulnerable.

Greater sharing of the responsibility for communicating and implementation needs to not just sit with one or two staff. Community members want to see leaders and champions for PTS, a greater profile of the work the community organisations carry out and the community leadership demonstrated through PTS.
OBJECTIVES AND OUTCOMES

Project Twin Streams funding initially came from a variety of funding sources. The bulk of the financial contribution made to the end of 2007 by the Council is sourced from developers’ contributions and applied to property purchase and removal. Just over half of the funds to June 2007 were spent on property purchases, and just over one third on riparian restoration (clearing, weeding and planting).

![Source: Waitakere City Council](image)

*Project Twin Streams Formative Evaluation 2003 - 2007 (pg 25)*

Summarised Goals of PTS (Strategic Plan 2005) are outlined below:

**Objectives:**

- Integrated land use planning and management to minimise flooding and reduce pollution and siltation in streams and the harbour
- Integrated catchment management planning and application of the treatment train approach
- Recreate and restore ecological corridors
- Create lower impact footprints through low impact urban design and form
- Encourage new sustainable technologies in households, business and the public sector
- Contribute to mitigation of climate change
**ECONOMIC**

**Objectives:**
- Create opportunities for collaborative ventures with government, business, iwi, urban Māori and academic institutions
- Be a catalyst for iwi, Māori and community economic development
- Develop research opportunities and new water, waste and energy efficient technologies

**SOCIAL**

**Objectives:**
- Encourage communities to take responsibility for the development of their localities
- Facilitate long term governance structures for PTS that involve local communities
- Foster community leadership
- Promote an integrated approach which connects with people’s minds, bodies and spirits
- Create life long learning about how to live sustainably
- Provide pedestrian and cycle linkages that promote healthy lifestyles
- Promote opportunities that advance affordable and sustainably housing

**CULTURAL**

**Objectives:**
- Ensure learning from different cultural and world views, through creative methods
- Recognise, respect and profile local heritage
- Promote create learning methods as a key agent of change

*Source: Project Twin Streams Formative Evaluation 2003 - 2007 (Pg 19)*
INFRASTRUCTURE

Early activities of PTS were mainly directed by the Infrastructure Auckland brief for removing houses from the 100-year flood plain and replanting stream banks along 56 km of riparian margin. It was envisaged that these actions would be supported by an integrated catchment management plan to address infrastructure related issues and storm water mitigation measures in contributing catchments.

COMMUNITY DEVELOPMENT

Over the years, PTS expanded in scope. Additional central government funding was sought to construct over 9 km of walkways and cycle ways in the vicinity of replanted stream margins, connecting communities, town centres and public transport nodes. A community development model was introduced to deliver some of the key outcomes of PTS through contracted community organisations. This included a range of engagement, communication, learning and creative tools to foster involvement and capacity building of the local community through contracted community organisations, with the aim of cultivating long-term community ownership of the issues and solutions for a sustainable catchment.

MANA WHENUA INVOLVEMENT

Iwi (including Te Kawerau ā Maki and Ngāti Whātua) have been involved in PTS through a number of processes. Examples of this include cultural heritage assessments of cycle and walkways, cultural advice provided in PTS partnership workshops, input to communications, promotional and educational materials, as well as guidance to contracted community organisations. While the involvement of iwi in PTS has been very positive, it has been limited to some extent by their limited capacity to take on too much commitment. PTS has also endeavoured to reflect Treaty of Waitangi requirements in its work.
The Infrastructure Auckland brief and supporting funding enabled PTS to get under way. Over the nearly 10 years after its inception, PTS delivered a number of other outcomes (implementation actions), including:

**Social/Economic**
- construction of 9.4 km of cycle and walkways

**Environmental/Social**
- clean-up, removal of weeds and re-planting of 56 km/80ha of riparian margins with over 765,000 mainly eco-sourced native plants.

**Social/Cultural/Economic**
- implementation of a successful community development model as a means to engage and involve local communities in stream rehabilitation and the associated increased community development and capacity and the resulting development of guidelines.
- funding of four contracted community organisations as a means to involve 165 other community groups (including iwi groups, schools and businesses), households and individuals in a range of practical, learning and creative activities.
- development of three community-based projects, including Pa Harakeke garden, Millbrook edible garden and Epping Garden
- a spectrum of creative engagement methods used to facilitate richer community engagement and participation (42 artworks, three published books, two theatre/drama productions, a DVD and more)
- development of a range of branding and communication tools, including a PTS website, newsletters and posters
- development of a range of best practice and learning tools for sustainable catchment management
- cooperation with a number research organisations to carry out research to further inform PTS related work
- establishment of a process towards a joint future council-community-iwi governance structure

- employment of the contracted community organisations to deliver other council services to the community, e.g. the Sustainable Households/Sustainable Living Programme, which involved working with 200 households in the PTS catchment to address water, energy and transport use.

- capacity building and governance
  - some 20 research studies supporting the science-base of sustainable catchment management.
  - planning of a joint future council-community-iwi governance structure.

PTS won a number of regional and national awards including the 2007 Ministry for the Environment Green Ribbon Award and was a finalist in the 2007 International Thiess River Prize Competition.

The original Infrastructure Auckland brief limited PTS to 10 years. PTS substantially met the requirements of that brief and also delivered some additional outcomes.
Overall, PTS has delivered the following short to medium term outcomes:

- purchase of over 150 privately owned properties and part properties in the 100-year flood plain, removing a major source of adverse social and economic effects.

- creation of 40 ha of additional flood plain reserve, reducing flood hazard in key locations (one of the key objectives of the original Infrastructure Auckland brief).

- establishment of riparian revegetation such as in Henderson Park along Henderson Creek, and green corridors between the Waitemata Harbour and the Waitakere Ranges to reduce sediment inputs by improving bank stability (note that these are minor initial improvements and ongoing maintenance of riparian margins is required to fully deliver on these outcomes in the long term, together with effective monitoring).

- improved local amenity, or the 'look and feel' of major urban streams as a result of replanted urban stream margins

- improved connectivity and reduced car travel

- improved recreational/fitness and nature experience opportunities

- increased awareness of PTS and engagement among local communities, as well as improved ownership, pride and understanding of local streams

- new learning and research on sustainable catchment management and establishment of best practices for stream rehabilitation and evaluation of catchment initiatives.

It is noted that some of PTS’ key original outcomes, as well as many of the outcomes defined in the expanded PTS strategic plan, have a planning and implementation horizon of 20-50 years and likely longer. The importance of long-term outcomes was not sufficiently highlighted. Some of the proposed measures were not going to be enough on their own to achieve some of the expected outcomes, even in the given timeframe.

For example, a significant improvement in water quality of local streams and the harbour will take many years and possibly generations to achieve. It will also require sound monitoring provisions to be in place so that any improvements in water quality (or otherwise) can be reliably documented.
Similarly, removing houses from flood plains and planting of stream margins alone is not going to deliver these outcomes. There has also been further residential development in the catchment, with the associated increase in impermeable surface area and effects on streams and the Harbour.

Additional storm water mitigation/bioengineering measures will be required in the urban areas to further mitigate flooding and water quality/ecology. This will require full integration of PTS with an integrated catchment plan for PTS which has not been carried out yet.

A significant outcome is that the research done on PTS plays an integral part in enabling new development to occur in the PTS catchments. This applies in particular for the Oratia and Opanuku catchments, where the former ARC indicated that future development would not likely be permitted unless appropriate flood mitigation works were carried out. These works were deemed necessary to mitigate the creation of additional storm water runoff from the creation of new impermeable surfaces.

_Evaluation of three catchment initiatives, Auckland Council Environment and Business Group, Final Report (May 2012)_

In 2016, Auckland Council through Environmental Services contracted Thomas Civil and Environmental Consultants in association with Environmental Impact Assessment and Tasman Research, to undertake detailed environmental and social monitoring which was summarised in a Project Twin Streams Report Card. This provided the following findings:

**WATER QUALITY**

Overall, urban streams had the worst water quality – particularly Waikumete Stream which directly relates to the higher pressures this catchment is under. Copper concentrations were exceeded at five of the nine urban sampling sites indicating a clear urban influence on the streams.

Eleven of the 19 sites exceeded the E.coli guideline. E.coli is a species of bacteria that indicates faecal pollution (animal or human) and suggests other disease-causing organisms may also be present. These bacteria may come from sewage (wastewater) overflows, runoff from pastoral farmland and/or wildlife living in and around water bodies.

The ammonia guideline was exceeded at two Waikumete site and, like E.coli, is likely linked to wastewater overflows in this area. Note that two Swanson sites may have exceeded the E.coli guideline, but not enough testing was done to confirm this.
The quality of stream sediments was also examined. Sediment can be a ‘sink’ for pollutants – pollutants attach to sediment and can accumulate. Eventually the sediment and the pollutants attached to them end up in the estuary and in the Waitematā Harbour.

Sediment quality is important for the ecology of a stream as many organisms either live in the sediment or feed on the sediment, or on algae that grows on the sediment. None of the PTS sites exceed the sediment guidelines for copper or zinc levels.

Aquatic vertebrates are often used as indicators of water and habitat quality.

Every invertebrate species is given a score based on their known tolerance to pollution. This is then used to calculate the "Macroinvertebrate Community Index (MCI)". High MCI scores (over 120) indicate very good water quality and scores below 80 indicate probably severe pollution. MCI scores were generally higher at upstream sites. The Waikumete Stream system had the poorest overall ecological quality. Only two sites showed any real change. A site in the upper part of the Opanuku has declined.

15 of 18 areas checked had an increase in the proportion of native species.

All but two sites had an increase in native seedlings. This suggests that weeding and planting work undertaken by PTS has moved the sites towards a state where native species are dominant and self-sustaining. The abundance of weeds has reduced. Woodside Glen (a site that PTS had not touched) saw an increase in weed diversity and abundance. Despite a reduction in weeds, 79% of the sites surveyed still had weed species present. In 2016, many of the weeds found were mostly seedlings, indicating that weed reinvansion was an ongoing risk. While weed control is now much less than in 2004, it is required on an ongoing basis.
In e-mail surveys conducted in 2016, approx. two thirds of respondents had heard of PTS. Almost all those who had heard about PTS were incredibly positive about it. More than half had noticed less rubbish and weeds in the area. Over 90% said walkways and cycleways were a “great asset” to the community and over 90% rated PTS as at least “valuable” if not “very valuable”.

The improvement in the quality of stream bank vegetation confirmed by the 2016 monitoring, shows less weeds and more native seedlings in PTS focus areas. When comparing the 2016 results with earlier results it does appear that water quality has neither improved nor deteriorated since the beginning of the project. However due to the high cost of testing, insufficient data has been collected in the studies over the years to say this for certain. As water quality fluctuates (both seasonally and in response to flooding and one-off events) a larger number of samples are needed before any trend can be confirmed.

It is likely, however, that PTS streams have been under greater pressure due to the increase in population and development within the catchment since the beginning of the project in 2003.

Along with the planned wastewater upgrades, future actions that may have the greatest impact on water quality are:

- the restoration of smaller, upstream branches of the stream network in rural and semi-rural areas.
- increased treatment or reduction in flow of stormwater before it is piped to the streams.

APPENDICES

2005 Project Twin Streams Strategic Plan

The Past and Current State of PTS (including Project Aims)

Key Stakeholder Theme Summary (or download the full Key Stakeholder Theme document)

Meaning Making Theme summaries

Community Survey Questions and Community Survey Summary of findings

Working Recommendations Feedback Summary of Findings

- Rachael Trotman & Alex Woodley

Project Twin Streams to 2007 Waitakere City Council’s Story
- Prepared by Rachael Trotman

Auckland Evaluation of Three Catchment Initiatives
- Prepared by the Council Environment and Business Group, Final Report (May 2012)


An Overview of Other Regional Community Restoration Projects

These documents can also be found here: https://communitythink.nz/pts-files