

**Date:** Thursday 17 April 2025  
**Time:** 3.00pm  
**Meeting Room:** St Chads Church and Community Centre  
**Venue:** 38 St Johns Road  
Meadowbank

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## Ōrākei Local Board

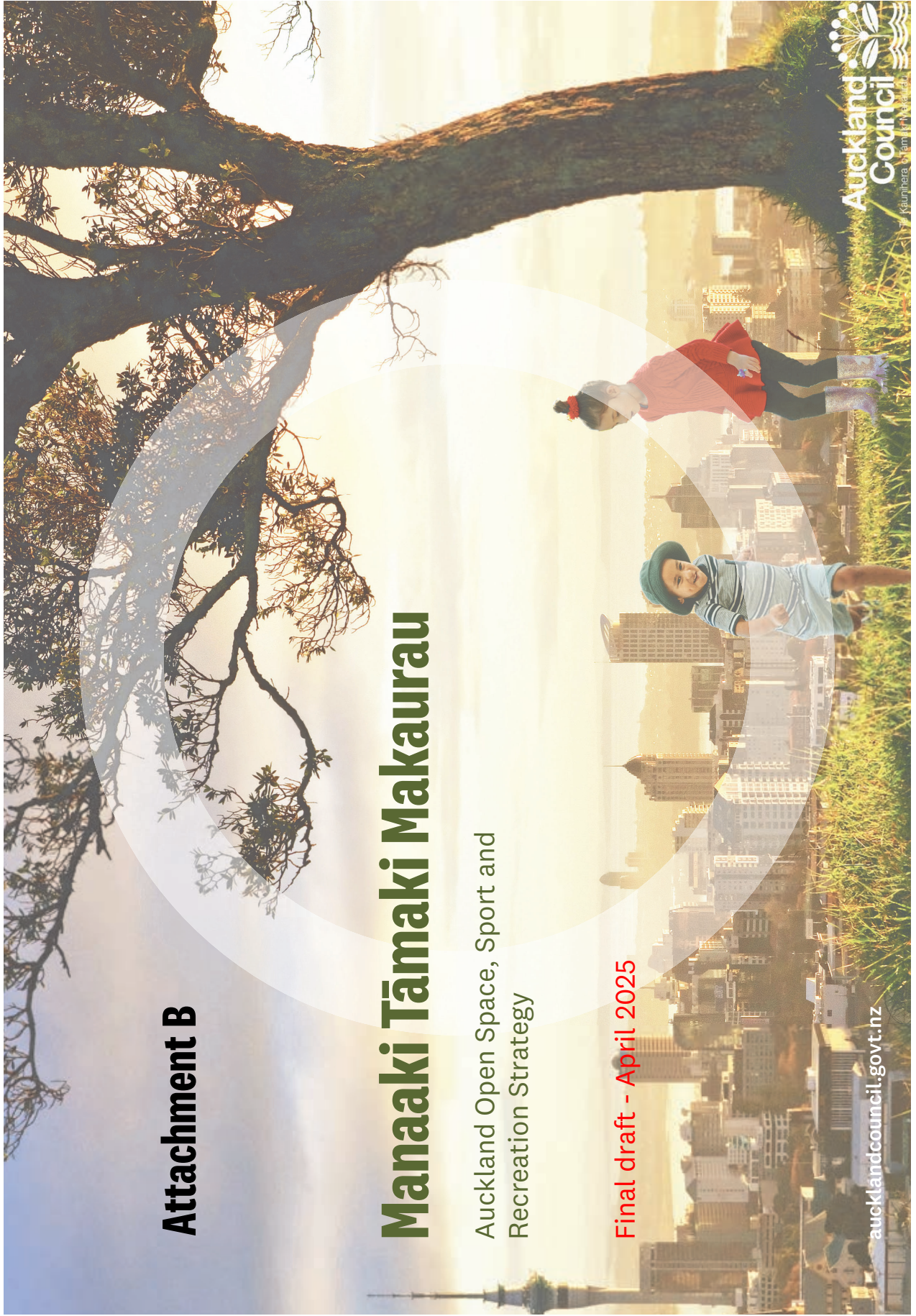
### OPEN ATTACHMENTS

#### ATTACHMENTS UNDER SEPARATE COVER

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**Attachment B**

**Manaaki Tāmaki Makaurau**

Auckland Open Space, Sport and Recreation Strategy

Final draft - April 2025

[aucklandcouncil.govt.nz](http://aucklandcouncil.govt.nz)

Auckland Council  
Kāunihera o tāmaki makaurau

Nau mai, haere mai ki

## **Tāmaki Makaurau**

This manaakitanga tohu was designed by...  
Placeholder page: Manaakitanga tohu design

Manaaki Tāmaki Makaurau

## He Mihi

Tērā tō waka te hōea ake e koe i te moana o te Waitematā.  
Ki reira, ka mihi ake ai ki ngā maunga here kōrero, ki ngā pari whakarongo tai,  
ki ngā awa tuku kiri o ōna mana whenua, ōna mana ā-iwi taketake mai, tauiwi atu.  
E koro mā, e kui mā i te wāhi ngaro, ko Tāmaki Makaurau tā koutou i whakarere iho ai,  
ki ngā reanga whakaheke, ki ngā uri whakatupu - ki tō iti, ki tō rahi.  
Tāmaki - makau a te rau, murau a te tini, wenerau a te mano.  
Kāhore tō rite i te ao.

Tō ahureinga titi rawa ki ngā pūmanawa o mātou kua whakakāinga ki roto i a koe.  
Kua noho mai koe hei toka herenga i ō mātou manako katoa.  
Kua ūhia nei mātou e koe ki te korowai o tō atawhai  
ki te āhuru o tō awhi,  
ki te kuku rawa o tō manawa.  
He mea tūturu tonu whakairihia,  
hei tāhuhu mō te rangi e tū iho nei,  
hei whāriki mō te papa e takoto ake nei.  
Kia kōpakina mātou e koe ki raro i te whakamarumarū o āu  
Manaakitanga.

E te marae whakatutū puehu o te mano whāioio,  
e rokohanga nei i ngā muna, te huna tonu i ō whāruarua  
i ngā hua e taea te hauhake i ō māra kai,  
i ngā rawa e āhei te kekerihia i ō pūkoro.  
Te mihia nei koe e mātou.

Tāmaki Makaurau, ko koe me tō kotahi i te ao nei, nōku te māringanui kia mōhio ki a koe,  
kia miria e te kakara o te hau pūangī e kawē nei i ō rongō.  
Ka whītiki nei au i taku hope ki ngā pepehā o onamata, ki ōku tūmanako mō āpōpō me ōku whakaritenga kua tutuki mō te rā nei.

Tāmaki Makaurau, tukuna tō wairua kia rere.

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Manaaki Tāmaki Makaurau

Let your canoe carry you across the waters of the Waitematā.  
There, to greet the mountains, repository of all that has been said of this place,  
there to greet the cliffs that have heard the ebb and flow of the tides of time,  
and the rivers that cleansed the forebears of all who came those born of this land and the newcomers among us all.  
To all who have passed into realms unseen, Auckland is the legacy you leave to those who follow,  
your descendants - the least, yet, greatest part of you all.  
Auckland - beloved of hundreds, famed among the multitude,  
envy of thousands.  
You are unique in the world.  
Your beauty is infused in the hearts and minds of those of us who call you home.  
You remain the rock upon which our dreams are built.  
You have cloaked us in your care,  
taken us into the safety of your embrace,  
to the very soul of your existence.  
It is only right that you are held in high esteem,  
the solid ground on which all can stand.  
You bestow your benevolence on us all.  
The hive of industry you have become  
motivates many to delve the undiscovered secrets of your realm,  
the fruits that can still be harvested from your food stores  
and the resources that lie fallow in your fields.  
We thank you.  
Auckland you stand alone in the world, it is my privilege to know you,  
to be brushed by the gentle breeze that carries the fragrance of all that is you.  
And so I gird myself with the promises of yesteryear, my hopes for tomorrow and my plans for today.  
Auckland let your spirit soar.

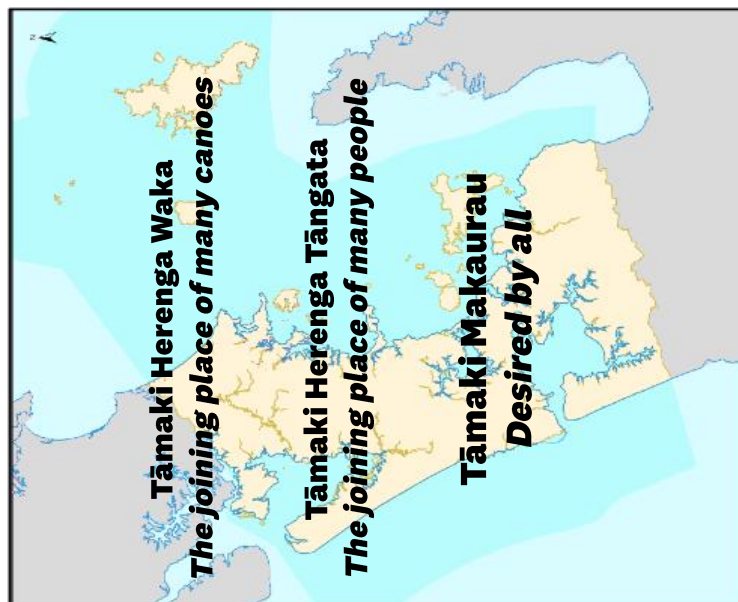
*Mihi from the Auckland Plan 2050*

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Manaaki Tāmaki Makaurau

## **Te Ora ō Tāmaki Makaurau**

### **The health of Auckland**



Tāmaki Herenga Waka: Tāmaki Makaurau / Auckland is the joining place of many canoes. Many iwi, hapū and whānau found the conditions to thrive from Te Hana in the north to Waiuku in the south, as well as the islands of the Waitematā. They are mana whenua, embracing their ancestral role as kaitiaki of all living systems.

Tāmaki Herenga Tāngata: Tāmaki Makaurau / Auckland is also the joining place of many people. It has the largest Māori population of any region in Aotearoa, many from other areas of the motu (mataawaka). It is home to people of over 180 different ethnicities (tauiwi), all building a future here.

Tāmaki Makaurau / Auckland is desired by all. Its inviting shores and landscapes, its rich ecosystems, nourishing waters and productive soils have provided generously for us all.

As we benefit today from all the treasures Tāmaki Makaurau offers, we must also face pressing challenges, such as climate disruption, degrading environments, increasing urbanisation and growing social inequities.

What future will we choose for our tamariki? Our collective health and wellbeing is interlinked with the health and wellbeing of the people (oranga tāngata), water (oranga wai), places and spaces (oranga whenua) and generations (oranga whānau).

[All Aucklanders](#) have the opportunity to enhance and protect what we love and what makes Tāmaki Makaurau such a special place: its heritage, its extensive and diverse network of open spaces and places and plenty of opportunities for play, sport and recreation. By strengthening the connections between people, water, and land, we can foster a thriving environment for generations to come.

It requires our deliberate effort to manaaki (care for, uplift, nurture) the health of Auckland. Let manaakitanga be our generation's legacy to Tāmaki Makaurau and those that chose to live here after us.

Kia manaaki tātou i te ora ō Tāmaki Makaurau

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Manaaki Tāmaki Makaurau

## Kia manaaki tātou i te ora ō Tāmaki Makaurau

### Making manaakitanga our legacy for a healthy Auckland

We face complex challenges that require us to deliver a unified response that goes beyond our generation.

Manaakitanga is one way we can meet these challenges. Simply, manaakitanga comprises **mana** – ‘pride’ and **aki** – ‘to uplift’; implying how we can all engage in acts of care and support.

It is a te ao Māori way of caring for one another and our resources, through showing support, respect, hospitality and generosity. This approach leads to positive outcomes for communities, individuals, whānau and friends.

Achieving **manaakitanga** means promoting a spirit of unity that benefits all **Aucklanders**. We can do this through supporting one another in our mahi, whether strategy and planning or delivery, and taking a deliberate approach that aligns oranga (wellbeing) with the principles of equity and equality.

[To manaaki Tāmaki Makaurau we all have to work together, including Auckland Council, mana whenua and mataawaka, partners and regional organisations, volunteers and community groups, developers, sports clubs and more.](#)

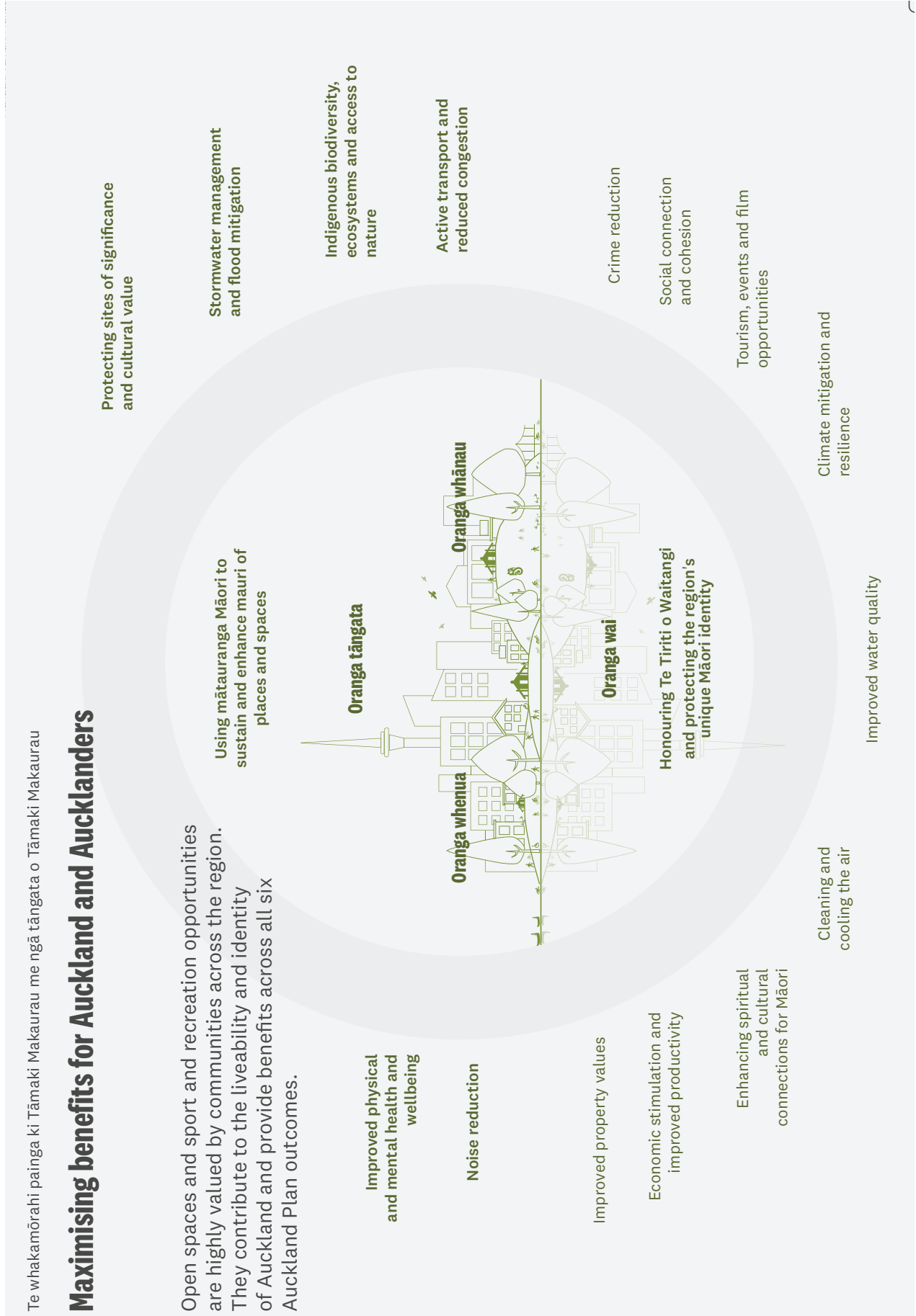
### We all have a role to play in uplifting the health of Tāmaki Makaurau

Kia manaaki tātou  
i te whenua  
i te wai  
o ngā tāngata  
i te whānau

Let’s respect and take pride in  
our rich landscapes  
our fragile natural ecosystems  
our diverse people and communities  
our past, current and future generations

Together we can contribute to  
oranga o te whenua  
oranga o te wai  
oranga o ngā tāngata  
oranga o te whānau.





Tā mātou rautaki i te whārangi

## Our strategy on a page

### - Te Ora ō Tāmaki Makaurau -

Our open spaces, sport and recreation opportunities benefit all Aucklanders **equitably**, now and for future generations. They support *oranga tāngata* (health of people), *oranga whenua* (health of land), *oranga whānau* (health of families), and *oranga wai* (health of water), and contribute to a healthier Tāmaki Makaurau.

In all that we do, we are guided by **manaakitanga** - showing respect, generosity, and care for each other and our shared resources.

### - Where we are heading -

#### How we manaaki

Make all of Tāmaki Makaurau our backyard

Deliver innovative open spaces in high-density areas

Enhance our response to climate disruption

Protect and enhance our environment, biodiversity and heritage

Support Aucklanders to live healthy, active lives

### - How we will get there -

#### Our approach to investment guided by manaaki

Take a benefits-led approach to improve the holistic wellbeing of people, places and the environment

Invest based on evidence of need and the voices of Aucklanders

Honour our Te Tiriti o Waitangi obligations

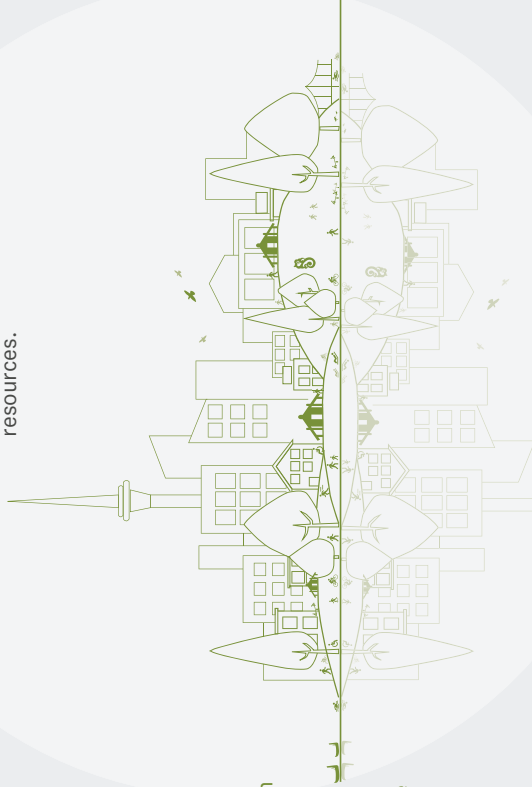
Work together towards a healthy future, using all our resources

### - What we will deliver -

#### Manaaki in action

The policies for making the most of our open spaces, for open space provision and acquisition, for play, sport and recreation investment set the council's expectations for delivery.

A three-year implementation and monitoring plan sets priorities for delivery and tracks our progress against key performance indicators.



Manaaki Tāmaki Makaurau

**Kei tēnei rautaki ngā kōrero mō te āhua o tā mātou whakarite i ētahi ara ki te takiraha, ki te hākinakina me te rēhia hei painga mō ngā tāngata katoa o Tāmaki Makaurau**

## **This strategy outlines how we will provide open spaces and sport and recreation opportunities to benefit all Aucklanders [equitably](#)**

This strategy consolidates and simplifies five strategies, policies and plans that previously guided investment in open space, sport and recreation in Tāmaki Makaurau. It brings together the domains of open space and sport and recreation, reflecting the importance of open spaces for Aucklanders to live healthy, active lives.

The strategy responds to the challenges and opportunities outlined in the [background paper](#) to better contribute to the Auckland Plan 2050 outcomes as Auckland grows and changes.

It takes a wide view of open space, encompassing green spaces (such as parks), blue spaces (such as streams) and grey spaces (such as streets) to reflect the spaces Aucklanders use and value. It applies a te ao Māori lens, grounded in Te Ora o Tāmaki Makaurau, to better deliver on Māori outcomes and ensure the oranga tāngata, oranga whānau, oranga whenua and oranga wai for current and future generations. It also reflects the council's commitment to engaging and working with Māori in ways that are consistent with Te Tiriti o Waitangi.

This document contains the following:

We would like to mīhi the contributions our partners, stakeholders, experts, kaimahi and joint political working group made to this mahi. The strategy builds on a strong body of evidence and input from many voices.

<p><b>1. Where we are heading: How we manaaki</b> (Pages 10-15)</p> <p>Sets five strategic directions for the future provision of open spaces and sport and recreation opportunities.</p>	<p><b>2. How we will get there: Our approach to investment guided by manaaki</b> (Pages 16-23)</p> <p>Outlines how we will prioritise investment based on four investment principles and a wide range of delivery and funding tools.</p>	<p><b>3. Policies: Manaaki in action</b> (Pages 24-92)</p> <p>Sets Auckland Council's expectations for making the most of our open spaces, for the provision and acquisition of open space, and for the council's investment in play, sport and recreation.</p>
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A three-yearly implementation and monitoring plan will set **what we will deliver**. The plan will include time-bound actions and enabling processes to deliver against our five strategic directions. It will track our progress towards implementation. For additional information, go to our website [[link to be added once strategy adopted](#)].

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Manaaki Tāmaki Makaurau

He wāhi tō te Ranga Hautū me ngā poari ā-rohe ki te whakatinana i ō mātou ahunga whai rautaki

## Both the Governing Body and local boards have a role in implementing our strategic directions

Auckland Council has two complimentary but distinct decision-making bodies with responsibilities for open spaces and sport and recreation. Through their decision-making, the Governing Body and local boards can together manaaki the wellbeing of communities, the environment, current and future generations and mana whenua. As such, both play a critical role in the successful implementation of the strategy.

 <a href="#">Governing Body</a>	 <a href="#">Local boards</a>
<a href="#">Focuses on region-wide strategic and investment decisions, including on regional parks.</a>	<a href="#">Represent their communities and make decisions on local matters, including on local parks and sport and recreation facilities and programmes.</a>
<a href="#">Develop regional open space and sport and recreation policies and strategies.</a>	<a href="#">Set aspirations and priorities for local sport and recreation through local board plans.</a>
<a href="#">Sets budgets for investment through the long-term plan process.</a>	<a href="#">Identify local needs and advocate for investment through the Long-term Plan process.</a>
<a href="#">Acquire and determine the location and use of regional parks, sports parks and regional sport and recreation facilities.</a>	<a href="#">Acquire and determine the location and use of local parks and local sport and recreation facilities.</a>
<a href="#">Govern regional sport and recreation programmes, funding and grants.</a>	<a href="#">Govern local sport and recreation programmes, funding and grants.</a>

There is a more detailed description of the decision-making allocations on our website.

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Manaaki Tāmaki Makaurau

Te wāhi e ahu atu nei mātou: Te āhua o tā mātou manaaki

# 1. Where we are heading: How we manaaki



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Manaaki Tāmaki Makaurau

**Me whakarite te katoa o Tāmaki Makaurau hei āpure pārekareka mō tātou TO BE DESIGNED**

## Make all of Tāmaki Makaurau our backyard

Enable [safe](#), equitable access to all our open spaces, whether they be green, blue or grey, to better meet the needs of Aucklanders.

### Why this matters

Auckland's current and future population growth means less private open space and an ever-increasing demand for public open space. [In addition to continuing to provide high-quality green spaces for Aucklanders](#), we have an opportunity to take a wide view of open space to better reflect the places and spaces Aucklanders use and value and better support Aucklanders' oranga. This means opening up public access to Tāmaki Makaurau's extensive network of green, blue and grey open spaces for relaxation, connection, finding respite in nature, physical activity, work, [growing food](#) and much more.

- Partner with other providers of open spaces and places to improve public access.
- Continue to improve the quality and functionality of our open space network to deliver equitable recreation opportunities for Aucklanders and showcase Māori identity and culture as our point of difference in the world.
- Continue to provide new high-quality open spaces to keep pace with growth, [prioritising areas that need it most](#), and reflect and celebrate our cultural landscapes.
- Continue to enable public access to our streams, coastlines and ecological areas, for example by developing paths in our blue-green network.
- Work closely with Auckland Transport to help people to move safely and easily across our parks and streets for recreation as well as active transport.
- Work with Auckland Transport to embed and accelerate [emerging practices that enable using civic squares, streets and carparks for people-centred activities and greening the city](#).
- Consider [geographic, physical, social, cultural and economic barriers to ensure all Aucklanders have equitable access to open spaces and play, sport and recreation opportunities](#).

### Implementation focus

<b>Embed emerging practices</b> – make new things we do well part of business as usual
Do differently – make changes to current approaches to address challenges
<b>Continue</b> – keep doing things that work and align with our new strategic directions
Do more – improve what we do to better deliver for Auckland and Aucklanders

Manaaki Tāmaki Makaurau

**Me whakatakoto takiraha auaha i ngā rohe e nui ana te mātotoru taupori TO BE DESIGNED**

**Deliver innovative open spaces in high-density areas**



Make the most of all open spaces and places to provide more opportunities for Aucklanders to enjoy nature, socialise and be active.

**Why this matters**

Auckland is becoming a more compact city: more people live closer together, private green space is becoming scarcer, and our opportunity to deliver more parks is limited by financial constraints and land availability. In high-density areas, streets play a critical role in providing open space. There is also potential to better use our buildings and the space around and within them to provide communal outdoor space. To help take the pressure off our public green spaces, we need to make the most of all our opportunities to provide space for Aucklanders.

**How we manaaki**

- ~~Work with Auckland Transport to embed and accelerate emerging practices that enable using civic squares, streets and car parks for people-centred activities and greening the city~~
- Prioritise acquiring new parks in high-density areas.
- ~~Use~~ Supporting the development of regulatory tools to ensure high-quality, functional, private and communal open space is provided for developments on sites and in areas where intensification occurs.
- Encourage private developments to ~~better~~ provide private open space, such as on rooftops, for play, sport and recreation in addition to any regulatory requirements.
- Adapt our council-owned facilities, such as car parking buildings, to provide space for play, sport and recreation.

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Implementation focus
Embed emerging practices
Do differently
Continue
Do more

Manaaki Tāmaki Makaurau

**Me whakapakari ake tā tātou urupare ki ngā raruraru āhuarangi TO BE DESIGNED**

## Enhance our response to climate disruption

Better plan and design our open spaces and places network to enhance its contribution to climate change mitigation and adaptation, and build resilience and contribute to delivering Te Tāruke ā Tāwhiri: Auckland's Climate Plan.



### Why this matters

Tāmaki Makaurau is already being impacted by climate disruption, including through extreme weather events. We need to make changes to respond to climate disruption and build resilience in our open spaces and places network. This means prioritising our investment to make Auckland greener and spongier. This will benefit the wellbeing of people and the environment and honour our responsibility to mana whenua and to future generations.

### How we manaaki

- Develop our blue-green network to better manage stormwater, enhance waterways, and deliver benefits for people and nature.
- Accelerate the use of nature-based solutions in our parks and other open spaces, and our built environment, to increase their contribution to water capture and storage, greening the city and reducing temperatures in urban areas.
- Increase the application of mātauranga Māori together with western approaches to respond to climate disruption.
- Improve the performance of our open spaces and facilities to reduce negative environmental impacts, including carbon emissions, and prevent the potential release of on-site contaminants due to the impacts of climate disruption.
- Adapt our open spaces and facilities on the coast and in flood areas using the most considerate response, ranging from no active intervention to managed realignment.

Implementation focus
Embed emerging practices
Do differently
Continue
Do more



Manaaki Tāmaki Makaurau

**Me tiaki, me whakapakari ake hoki tō tātou taiao, te kanorau koiora me te tuku ihotanga TO BE DESIGNED**

## Protect and enhance our environment, biodiversity and heritage



Take an ecosystem approach to manage our open space network in ways that increasingly benefit the environment and indigenous biodiversity, as well as Aucklanders, and protect our historic and cultural heritage.

### Why this matters

The health of Auckland’s environment is improving but challenges remain. Auckland’s growth, along with associated habitat loss and other threats such as invasive pest species and diseases, is putting pressure on the environment and biodiversity, threatening indigenous species and ecosystems. Our open spaces also play an important role in protecting Auckland’s historic and cultural heritage.

### How we manaaki

- Continue planting, applying mātauranga Māori [and prioritising indigenous species](#), to accelerate the restoration of indigenous ecosystems in parks and other open spaces.
- Partner with others to increase tree canopy cover across the city and to continue delivering the Urban Ngahere (Forest) Strategy.
- Preserve significant natural areas and connect open spaces and habitats to support indigenous biodiversity.
- Continue to ensure our open spaces and places reflect and celebrate mana whenua cultural heritage, narratives and names.
- Continue to protect and care for the significant ~~ecological, natural, cultural and historic~~ [natural environment areas and cultural heritage \(Māori and non-Māori\)](#) in our open space and places.

Implementation focus
Embed emerging practices
Do differently
<b>Continue</b>
Do more

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Manaaki Tāmaki Makaurau

**Me tautoko ngā tāngata o Tāmaki Makaurau kia hauora, kia haukori te noho ora TO BE DESIGNED**

## Support Aucklanders to live healthy, active lives



Support Aucklanders to be more active more often through programmes, spaces and places that manaaki whānau and communities and can adapt to future needs.

### Why this matters

Regular physical activity, whether it be play, sport or recreation, provides significant health and wellbeing benefits. While many Aucklanders are physically active, not everyone is getting enough physical activity in their lives and some are missing out as they face barriers to participation. As Aucklanders' preferences and behaviours change, we need to evolve our existing open spaces and facilities to provide a wide range of opportunities. We also need to target our investment to support those who need it the most and adopt flexible delivery approaches.

### How we manaaki

- Target programmes and resources to support Aucklanders who are less physically active and face barriers to access, with a stronger focus on community and intergenerational participation.
- Plan for a regional sport and recreation facilities network in collaboration with our partners, with clear investment priorities to support more equitable participation.
- Support the delivery of a diverse range of play, sport and recreation opportunities across our open space network.
- Partner with others to improve public access to non-council sport and recreation assets such as school fields and facilities.
- Support and enable communities to deliver services, including Māori-led services where appropriate.
- Accelerate the transition to multi-use and adaptable spaces and facilities to deliver multiple benefits for our communities and clubs.
- Work with the community and mana whenua to design spaces and facilities that are welcoming, safe, and inclusive, meet community needs, foster a sense of belonging, and respectfully honour and celebrate mana whenua culture heritage and identity.

Implementation focus
Embed emerging practices
Do differently
Continue
Do more

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Manaaki Tāmaki Makaurau

Te ara ka whāia ki reira: Te tikanga ka whāia ki te haumitanga i runga i te manaaki

## **2. How we will get there: Our approach to investment guided by manaaki**



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Manaaki Tāmaki Makaurau

**Ka tuku haumi mātou ki Tāmaki Makaurau me ngā tāngata o Tāmaki Makaurau i runga i ngā mā tāpono matua e whā TO BE DESIGNED**

**We will invest in Auckland and Aucklanders based on four key principles**

We must target our efforts and investment in the face of the increasing cost of delivering services and assets, limited resources, and the council's commitment to deliver value for money [by maximising the benefits we deliver to our communities](#).

We will deliver our five strategic directions (see pages 10-15) by prioritising our investment based on four principles.

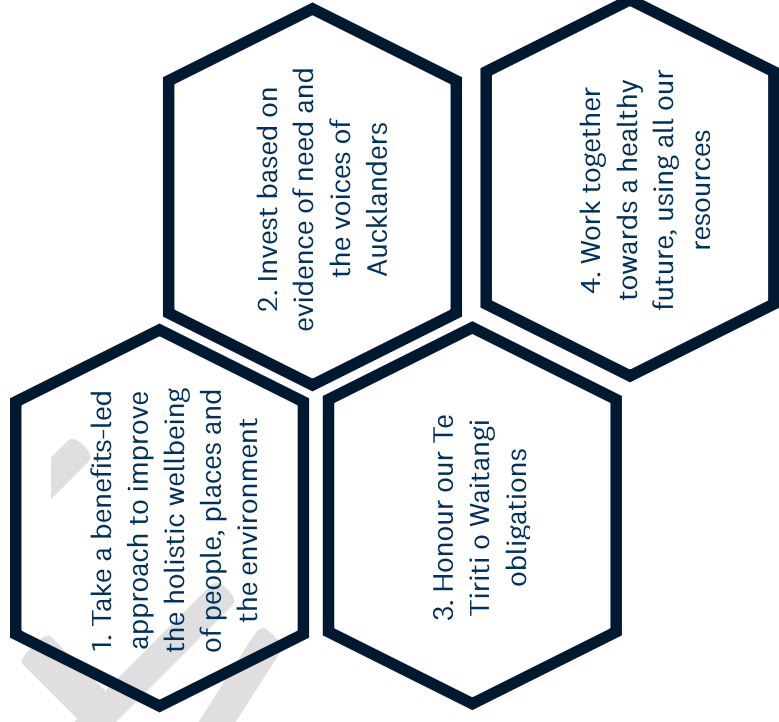
They form a robust and consistent investment approach that enables us to:

- design initiatives to deliver multiple benefits to people, places and the environment, increasing their value for money
- consider a wide range of funding sources and of delivery options
- [choose the most appropriate focus of investment, including in infrastructure, programmes, services, development, maintenance or capability building](#)
- compare different projects consistently
- target our resources where they are the most needed and make the biggest impacts across our four oranga
- support decision-makers to make evidence-based decisions

- better deliver for Auckland and Aucklanders using all our resources.

The four key principles are based on those adopted as part of the Ngā Hapori Mōmoho, Thriving Communities Strategy 2022-32. The first three are unchanged, while the fourth has been adapted to specifically respond to the open space, sport and recreation delivery and funding environment.

**Our investment principles**



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Manaaki Tāmaki Makaurau

**Mātāpono 1: Whāia tētahi ara arotahi ki ngā hua  
kia whakapaingia ake ai te oranga torowhārahi o  
ngā tāngata, o ngā wāhi me te taiao**

## **Principle 1: Take a benefits-led approach to improve the holistic wellbeing of people, places and the environment**

### **Why this matters**

Our investments in open space, sport and recreation often require significant funding. They also deliver significant benefits to people, places and the environment. Making good decisions about investment requires us to [take an evidence-based approach](#) better understand both long-term costs and benefits, to ensure our investments will support oranga tāngata, whenua, wai and whānau for current and future generations.

### **How we manaaki**

- We optimise the design of our investment and delivery to provide multiple benefits across our four oranga (e.g. by taking an ecosystem approach, our recreation parks may also be able to support stormwater management and better support ecological restoration).
- We take a holistic view of benefits that recognises the interconnectedness of people, places and the environment.

- We take a long-term view of costs and benefits to recognise that investment decisions may have an intergenerational impact.
- We [use evidence to](#) understand the true value of our investments by identifying, describing and quantifying (in monetary terms where possible) the benefits of different open space, sport and recreation investments (see benefits matrix on the next page).
- We consistently compare investments and prioritise those with the highest value for money, when and where they are needed most.
- We continue to improve data collection and outcomes reporting so that we can invest more strategically and with greater confidence.

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Manaaki Tāmaki Makaurau

**Open space, sport and recreation benefits matrix\***

Oranga Tāngata		Oranga Whānau		Oranga Whenua		Oranga Wai					
Auckland Plan Outcomes											
Belonging & participation		Māori identity & wellbeing		Homes & places		Transport & access					
Environmental & cultural heritage		Opportunity & prosperity									
<b>Recreational, health &amp; social benefits</b> <ul style="list-style-type: none"> <li>Recreation use and existence benefits for parks and sports facilities</li> <li>Recreation use and existence benefits for waterways</li> <li>Use and existence benefits for specific facilities</li> <li>Health benefits from physical activity</li> <li>Health benefits from improved water and air quality</li> <li>Volunteering benefits</li> <li>Improved social cohesion</li> <li>Improved equity</li> </ul>		<b>Improvements in whānau and Māori wellbeing</b> <ul style="list-style-type: none"> <li>Value of Māori cultural expression</li> <li>Preserving mana whenua culturally significant sites and artifacts</li> <li>Sustaining and enhancing mauri</li> <li>Sustaining and enhancing taonga takaro</li> </ul>		<b>Place based benefits</b> <ul style="list-style-type: none"> <li>Stormwater management benefits</li> <li>Avoided flood damage</li> <li>Cooling benefits</li> <li>Gains in property values</li> <li>Crime reduction benefits</li> <li>Noise reduction benefits</li> <li>Urban resilience benefits</li> <li>Increased community pride</li> </ul>		<b>Transport &amp; connectivity benefits</b> <ul style="list-style-type: none"> <li>Congestion cost savings</li> <li>Pedestrian travel savings</li> <li>Avoided costs from accidents</li> <li>Avoided road damage and maintenance</li> <li>More equitable access to transport</li> </ul>		<b>Environmental &amp; cultural benefits</b> <ul style="list-style-type: none"> <li>Carbon emissions reductions benefits</li> <li>Values associated with use and existence of cultural assets and sites</li> <li>Values associated with improved water quality, biodiversity</li> <li>Food provision and habitat services</li> <li>Enhanced quality of cultural and heritage assets</li> </ul>		<b>Business &amp; Innovation benefits</b> <ul style="list-style-type: none"> <li>Value of additional visitor expenditure</li> <li>Avoided capital and operating costs</li> <li>Business and investment attraction benefits</li> <li>Business productivity benefits</li> <li>Talent benefits</li> <li>Education and research benefits</li> </ul>	

\*This matrix is a summary list of benefits and will continue to be adapted as we refine our understanding of the benefits our investments deliver.

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## Mātāpono 2: Me tuku haumi i runga i te taunaki e pā ana ki ngā hiahia matua, ki ngā reo hoki o ngā tāngata o Tāmaki Makaurau

### Principle 2: Invest based on evidence of need and the voices of Aucklanders

#### Why this matters

Not all Aucklanders benefit equitably from open spaces and sport and recreation opportunities. Some communities face disparities and barriers and have less access to high quality opportunities.

Ensuring all Aucklanders benefit equitably means targeting investment to communities most in need. We respond to diverse needs and focus on supporting communities who face barriers to participation.

We are committed to equitable outcomes for Māori by working with mana whenua and honouring our Te Tiriti o Waitangi obligations (see Principle 3).

#### How we manaaki

- **Assets and services planning:** We focus our investment on areas with the lowest level of provision per capita and develop the network of open spaces to ensure all Aucklanders have access to a wide range of sport and recreation opportunities.
- **Planning from an intergenerational perspective:** We consider the costs and benefits of our investments across multiple

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generations and how they will impact Aucklanders, the environment and indigenous biodiversity, reflecting on what legacy we want to leave for future generations.

- **Investment:** We prioritise our investment to communities most in need and ensure that Māori in Tāmaki Makaurau enjoy the same opportunities as other Aucklanders.
- **Assets and services design:** We provide inclusive and welcoming spaces and services to meet diverse needs. We enable community-led design.
- **Community-centred delivery:** We work with communities to deliver local services and spaces. We empower them to deliver their own services and spaces.
- **Monitoring for equitable outcome:** We regularly monitor key indicators in communities across Tāmaki Makaurau to understand whether they have equitable access to our assets and services.



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### **Mātāpono 3: Me whakatutuki ā mātou here e pā ana ki te Tiriti o Waitangi**

## **Principle 3: Honour our Te Tiriti o Waitangi obligations**

### **Why this matters**

Te Tiriti o Waitangi is our nation's founding document and recognises the special place of Māori in Aotearoa. We are committed to engaging and working with Māori in ways that are consistent with Te Tiriti.

We are committed to honouring our Te Tiriti obligations through respecting rangatiratanga, tikanga and mātauranga Māori and celebrating Tāmaki Makaurau's unique Māori identity.

Our investment approach will honour Te Tiriti by focusing on:

- **Rangatiratanga** – the duty to recognise Māori rights of independence, autonomy and self-determination.
- **Partnership** – the duty to interact in good faith with a sense of shared enterprise and mutual benefit.
- **Active protection** – the duty to proactively protect the rights and interests of Māori.
- **Mutual benefit** – recognising that both Māori and non-Māori should enjoy benefits and share in the prosperity of Aotearoa. This includes the notion of equality in different areas of life.
- **Options** – recognising the right of Māori to choose their direction.
- **The right of development** – the active duty to assist Māori in developing resources and taonga for economic benefit.

### **How we manaaki**

- We invest to ensure that Māori in Tāmaki Makaurau enjoy the same level of open space and sport and recreation opportunities as other Aucklanders.
- We invest to deliver on our existing commitments to mana whenua and mataawaka in Kia Ora Tāmaki Makaurau – Tā mātou anga hei ine i te tutukitanaga o ngā putanga Māori, our Māori outcomes framework.
- We respect rangatiratanga, including by investing in by-Māori-for-Māori solutions, actively building the capacity and capability of mana whenua and mataawaka, and continuing our commitment to co-governance and co-management under Te Tiriti.
- Partner with mana whenua to co-design our spaces and places to ensure they are welcoming and promote and protect tikanga, taonga, and mātauranga Māori.
- We support the revitalisation of traditional Māori sports and play.
- We support te reo Māori to be seen, heard, spoken and learned throughout the places and spaces of Tāmaki Makaurau.
- Mana whenua and Māori are active partners and participants in decision-making to provide open spaces and sport and recreation opportunities across Tāmaki Makaurau.



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**Mātāpono 4: Te mahi tahi kia hua tētahi anamata hauora, mā te whakamahi i ā tātou rauemi katoa**

**Principle 4: Work together towards a healthy future, using all our resources**

**Why this matters**

We have a responsibility to [pool](#) our resources and work together towards a shared vision for a healthy future. By ensuring that our finite resources are well-used, we can maximise our ability to deliver our five strategic directions.







**How we manaaki**

- We recognise the many roles the council plays, from provider, to partner, enabler, funder, advocate, and regulator.
- We make use of the full range of delivery methods and funding tools available to us (see opportunities outlined below).
- We enhance collaboration, including across the council group, and strengthen partnerships for delivery to maximise opportunities for Aucklanders.
- [We work to align investment with other providers and priorities to maximise impact.](#)
- We are flexible in our use of different delivery and funding models, [as well as both multi-year and short-term funding](#), in response to changes in demand over time.
- We [support-enable and resource](#) community-led and Māori-led delivery to respond to local needs.

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- We look at potential for operational improvements as well as opportunities for our network to generate additional revenue to help sustain itself, while acknowledging that general rates and development contributions [or levy](#) will continue to provide most of the funding.

**The six major delivery roles the council can play**

	<p><b>Provider</b> - providing and maintaining a variety of open spaces and play, sport and recreation facilities, as well as programmes, services and events. Investment and delivery is solely provided by the council.</p>
	<p><b>Partner</b> - working with others, including mana whenua, community and developers, to collectively deliver for Auckland and Aucklanders. Investment and delivery are shared.</p>
	<p><b>Facilitator</b> - facilitating delivery by others through access to council facilities, including leases at below market rates. Auckland Council owns or manages the asset and services are delivered by community groups or organisations.</p>
	<p><b>Funder</b> - supporting others to deliver including through funding for sector organisations, sports clubs and conservation groups. Investment is provided by the council but delivery is by a third party.</p>
	<p><b>Advocate</b> - advocating for the needs of Auckland and Aucklanders, including to central government and the private sector.</p>
	<p><b>Regulator</b> - regulating the activities of itself and others, including what can be built and where and the uses of open spaces, <a href="#">including potential requirements for the provision of private open space in intensification areas</a>.</p>

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**Opportunities to deliver differently**

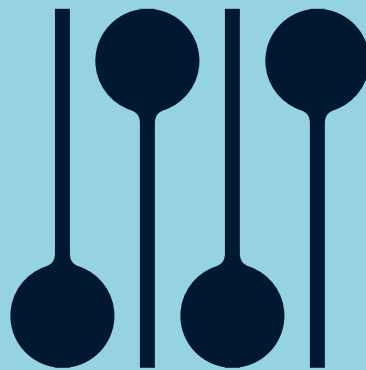
- Work more closely with schools to open up public access to sport and recreation assets.
  - **Widen the scope of potential partners** by building their capacity and delivery capability and enabling more equitable access to procurement, grant and community lease processes
  - **Expand our partnerships with mana whenua and mataawaka**, consistent with Te Tiriti.
  - **Work more closely with developers** on provision of community infrastructure.
  - **Use trusts, community or iwi-based delivery models** to leverage local initiatives, consolidate services, programmes and/or assets under a capable community partner(s), and allow access to additional revenue streams that the council may not be eligible for.
  - **Look more closely at the potential for public private partnerships** by further assessing in what situations it may be viable and effective.
  - **Reframe how success is measured** by developing clear performance measures for the outcomes we want to see for Auckland and Aucklanders as well as financial performance.
- Opportunities to use a wide range of funding sources**
- Amend our development contributions policy to better reflect the growth-related infrastructure we deliver (e.g. sports assets) that support a well-functioning urban environment.
  - Create alternative revenue streams to support provision of community services, programmes and assets. This could include offering leases of small areas of parks or other open space for commercial activities like coffee carts or bike rentals.
  - **Proactively seek out philanthropic funding** by developing consistent processes for responding to, seeking out and managing funding opportunities. This includes developing a 'menu' of the types of opportunities available to potential funders (e.g. tree planting, greening the city projects, sponsorships, naming rights).
  - **Leverage third party funding and finance** (private organisations, trusts, etc). This is more likely to reflect bespoke approaches in certain circumstances, and after careful consideration of effectiveness, as opposed to a blanket approach across open spaces and sport and recreation.
  - **Pursue potential broader funding, partnering and joint planning opportunities within the council and with central government** e.g. Auckland Transport, Eke Panuku, Healthy Waters and Flood Resilience, Watercare, Kāinga Ora, Waka Kotahi, Ministry for Business, Innovation and Economic Development (major events), and Department of Conservation.
  - **Make greater use of user-charging** where users are able to pay and where the desired community benefits can still be achieved.
  - **Make greater use of the 'service property optimisation' process**
    - using proceeds from the disposal of low-quality open space (e.g. open space that is the wrong size, shape or location) to fund better land acquisition or open space development within the same local board area.

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**Ngā kaupapa here: Te whakatinanatanga o te manaaki**

## **3. Policies: Manaaki in action**



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