

## Kaipātiki Local Board Workshop Programme

**Date of Workshop:** Wednesday 28 August 2024  
**Time:** 10.00am  
**Venue:** Boardroom, 90 Bentley Ave, Glenfield

Time	Workshop Item	Presenter	Governance role	Proposed Outcome(s)
10.00 – 11.00am	Customer and Community Services - Active Communities	<p><b>Edwin Ng</b> Senior Centre Manager (North), Pools and Leisure</p> <p><b>Angela Gray</b> Centre Manager, Glenfield Pool and Leisure Centre</p>	<ul style="list-style-type: none"> <li>Keeping informed</li> </ul>	<ul style="list-style-type: none"> <li>Receive update</li> </ul>
11.00 – 11.10am	Break			
11.10am – 12.10pm	Time of Use Charging	<p><b>Graeme Gunthorp</b> Programme Director – Time of Use Charging, Auckland Transport</p> <p><b>Michael Roth</b> Lead Transport Advisor, Policy, Planning &amp; Governance</p> <p><b>Marilyn Nicholls</b> Elected Member Relationship Partner, Auckland Transport</p> <p><b>Steph Hill</b> Principal Advisor, Communications and</p>	<ul style="list-style-type: none"> <li>Setting direction</li> </ul>	<ul style="list-style-type: none"> <li>Define board position and feedback</li> </ul>

		Engagement, Auckland Transport		
12.10 – 1.00pm	Lunch			
1.00 – 2.00pm	<p>Marlborough Park Youth Hall Expression of Interest update – CONFIDENTIAL</p> <p><b>PUBLIC EXCLUDED</b></p> <p><b>LGOIMA Section 7 (2): f)</b></p> <p><b>maintain the effective conduct of public affairs through—</b></p> <p><b>enable any local authority holding the information to carry on, without prejudice or disadvantage, negotiations (including commercial and industrial negotiations).</b></p>	<b>PUBLIC EXCLUDED</b>	<b>PUBLIC EXCLUDED</b>	<b>PUBLIC EXCLUDED</b>
2.00 – 2.15pm	Break			
2.15 – 3.15pm	<p>Auckland's Open Space and Physical Activity Framework</p>	<p><b>Carole Canler</b> Senior Policy Manager, Policy</p> <p><b>Aubrey Bloomfield</b> Senior Policy Advisor, Policy</p> <p><b>Saana Judd</b> Policy Advisor, Policy</p>	<ul style="list-style-type: none"> <li>• Setting direction</li> </ul>	<ul style="list-style-type: none"> <li>• Define board position and feedback</li> </ul>

**Next workshop:** Wednesday 4 September 2024

<b>4-Sep-24</b>	9.15am	9.50am	Members only time
	10.00am	12.00pm	Customer and Community Services - Parks and Community Facilities
	12.00pm	12.45pm	Lunch
	12.45pm	2.00pm	Auckland Transport
	2.00pm	2.15pm	Break
	2.15pm	3.15pm	Kaipātiki Project - Infrastructure and Environmental Services
	3.15pm	4.15pm	TBC

**Role of Workshop:**

- (a) Workshops do not have decision-making authority.
- (b) Workshops are used to canvass issues, prepare local board members for upcoming decisions and to enable discussion between elected members and staff.
- (c) Workshops are open to the public however, decisions will be made at a formal, public local board business meeting.
- (d) Members are respectfully reminded of their Code of Conduct obligations with respect to conflicts of interest and confidentiality.
- (e) Workshops for groups of local boards can be held giving local boards the chance to work together on common interests or topics.

# Pools & Leisure

Kaipātiki Local Board

28 August 2024





# Get Active your Way

## Our Vision

An Auckland where all communities are active and well.

## Our Principles

### Whenuatanga-ā-tahi

Building engaged, happy teams with enduring relationships and strong connections.

### Manaakitanga

Acknowledging the mana of all people, cultures and communities.

### Puāwaitanga

Creating a positive environment where people thrive.

## Our Key Focus Areas

### Developing our capability and ways of working

We are building a strong, capable and resilient workforce.

Being the best versions of ourselves.

### Equity of access and participation

We are creating opportunities for communities who need more support to be active.

Making sure everyone who wants to participate, can.

### Leadership and development

We are improving our sustainability and maximising the value and impact of our services in our community.

Leading a vibrant, valuable and enduring business with

# Te Pou Arahi

## Our Māori

outcomes, diversity and inclusion plan ensures our places and spaces are welcoming with equal access for all communities.





**Edwin Ng**

Senior Centre Manager (North)

**Angela Gray**

Centre Manager

Glenfield Pool & Leisure Centre

**Karla Trotter**

Centre Manager

Birkenhead Pool & Leisure Centre





# Glenfield Pool & Leisure Centre May - June 24 (including Active Zone)

## Participation (FY24 May - June)

All visits  
155,646

## Pool visits

6213 (U16)  
Swim lessons  
6049 (86%)

## Fitness visits

82,147  
Group Fitness  
28,911 (54%)

## Recreation visits

(Active Zone) 0

**+17%** (FY23 May - June)

## Participation

(FY23 May - June)  
All visits  
133,216

## Pool visits

1386 (U16)  
Swim lessons  
5918 (84%)

## Fitness visits

82,433  
Group Fitness  
25,313

Recreation visits  
(Active Zone) 2837

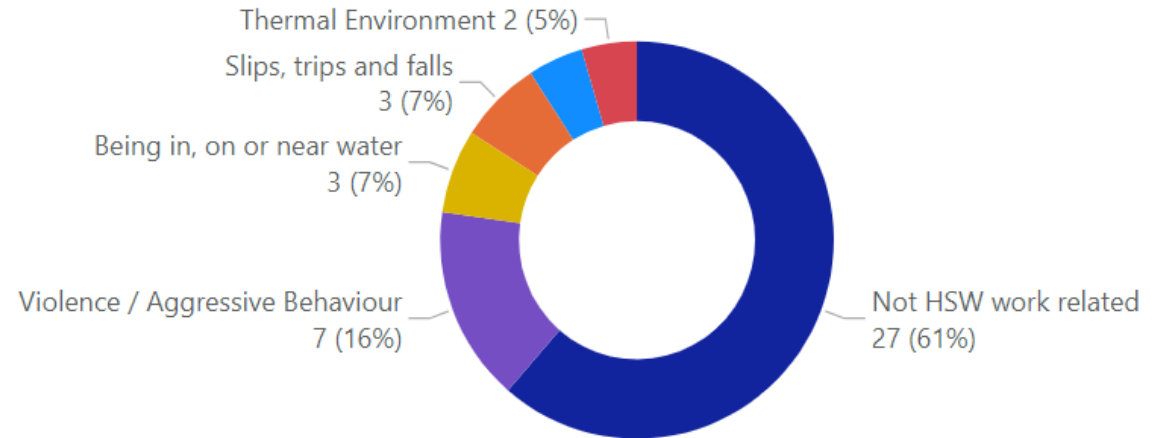
## Membership - FY24 (YTD)

Active members: 3826

## Membership - FY23 (YTD)

Active members: 4016

**-4.7%**



## Customer experience (member survey)

Customer Satisfaction: **85%**  
NPS Score: **22.7**

Network average: **80%**  
**24.9**



# Glenfield Pool & Leisure Centre (including Active Zone)

## *Service highlights and risks*

### Service highlights

- Sauna renovation complete and the sauna/steam room has reopened. We have had so much positive feedback from the members.
- ActivZone reopened after being closed for 5 months. The upgrade is amazing and the community are really pleased with the outcome.
- Customer Support had a new desk installed, making the reception area compliant with health and safety. The desk has a customer built accessibility area.
- Group Fitness continuing to grow, and sitting at 54% capacity full.
- Learn to swim sitting at 86% occupancy rate.

### Service risks

- Annual shut down from 17 June – 30 June 2024.
- Sauna upgrade, closure for 7 weeks from 17 June – 17 August.
- ActivZone shut down being extended for an additional 3 weeks and reopening on 5 August.



# Glenfield Pool & Leisure Centre (including Active Zone)

## Financial performance (April - June 2024)

### OPEX DIRECT REVENUE

959,028 !

Goal: (\$1.15) (-17%)

### OPEX DIRECT EXPENDITURE

820,732 ✓

Goal: (\$873,156) (+6%)

### NET DIRECT REVENUE

138,296 !

Goal: (\$284,15) (-51%)

### Service Uptime May - June 2024

99.93% ✓

### COST TO SERVE

Operating expenditure per visit

\$5.8

\$5.2

Budget

Actual



# Birkenhead Pool & Leisure Centre

## Participation (FY24 April-June)

**All visits**  
10,618

**Pool visits**  
**2,356**  
(487 under 16)

**Swim lessons**  
1,342

**Fitness visits**  
3,525  
Group Fitness  
28% (Recently introduced)

**Recreation visits**  
3,160

**+1%**

## Participation (FY23 April - June)

**All visits**  
10,506

**Pool visits**  
433  
**Swim lessons**  
1,667

**Fitness visits**  
2,330  
**Group Fitness**  
N/A

**Recreation visits**  
2,642

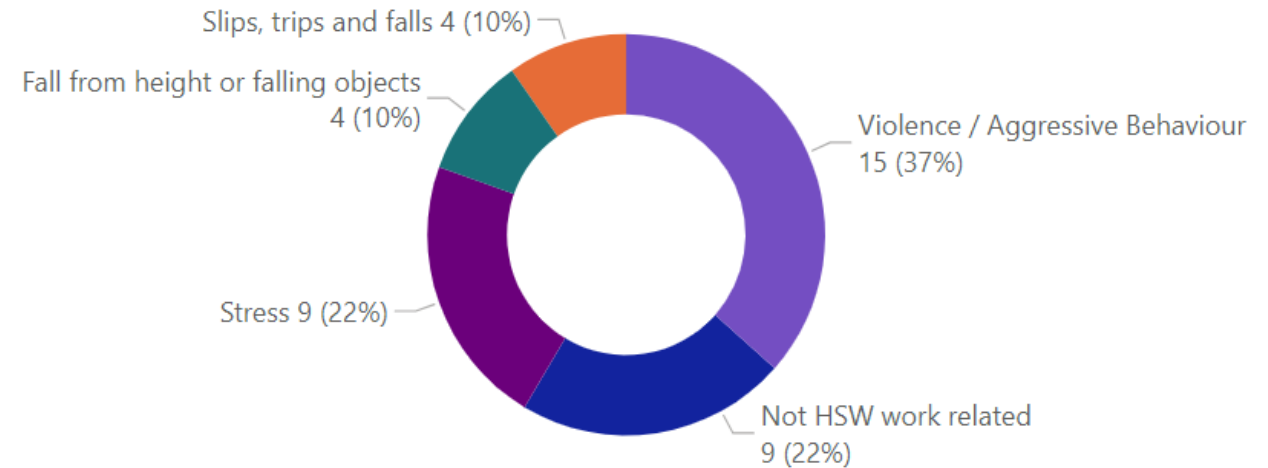
## Membership - FY24 (YTD)

**Active members: 306**

**+9.2%**

## Membership - FY23 (YTD)

**Active members: 280**



## Customer experience (member survey)

**Customer Satisfaction: 89%**  
**NPS Score: 40.5**

**Network average:** **80%**  
**24.9**



# Birkenhead Pool & Leisure Centre

## *Service highlights and risks*

### **Service highlights**

- Fully booked holiday programme
- Crib retaining wall repaired and new fencing installed along pathway to pool
- Further CCTV, panic/lockdown buttons installed
- New Energy Power group fit classes added
- Gym busier in evenings, members loving our new equipment and centre re-fresh
- Increase in high performance and school sport bookings for the pool
- Pool and reception desk more accessible for disabilities
- Centre drop off point for Jammies for June donations
- Learn to Swim, Group Fitness and Rock Climbing classes undergoing promotional advertising role out
- Learn to Swim offering winter enrolment discounts

### **Service risks**

- Holiday Programme classroom damp and needing repairs, classroom out of commission and programme had to be run inside the centre.
- Recruitment lag, currently short staffed.
- Reduction in LTS enrolments due to winter and maintenance shutdown
- Significant decrease in security incidents, security guards rostering have been scaled down as planned



# Birkenhead Pool & Leisure Centre

## Financial performance (April - June 2024)

**OPEX DIRECT  
REVENUE**

**153,574 !**

Goal: (\$232,867) (-34.05%)

**OPEX DIRECT  
EXPENDITURE**

**396,986 !**

Goal: \$252,783 (57%)

**NET DIRECT  
REVENUE**

**-243,412 !**

Goal: -\$19,916 (-1122%)

**Service  
Uptime  
May 2024**

**100% ✓**

**COST TO SERVE**

Operating expenditure  
per visit

**\$8.1**

Budget

**\$37.1**

Actual





# Pātai







# Time of Use Charging

An introduction to the programme

Next steps



# Contents

- **Problem with congestion**
  - Where is the congestion?
- **How we got here**
  - The Congestion Question
- **Building on international experiences**
- **Policy framework**
- **Scheme options**
- **Social impacts and equity policy considerations**
- **Timeline**
  - Next steps



# We have to do something about Auckland traffic

## Congestion is a real problem with real life consequences

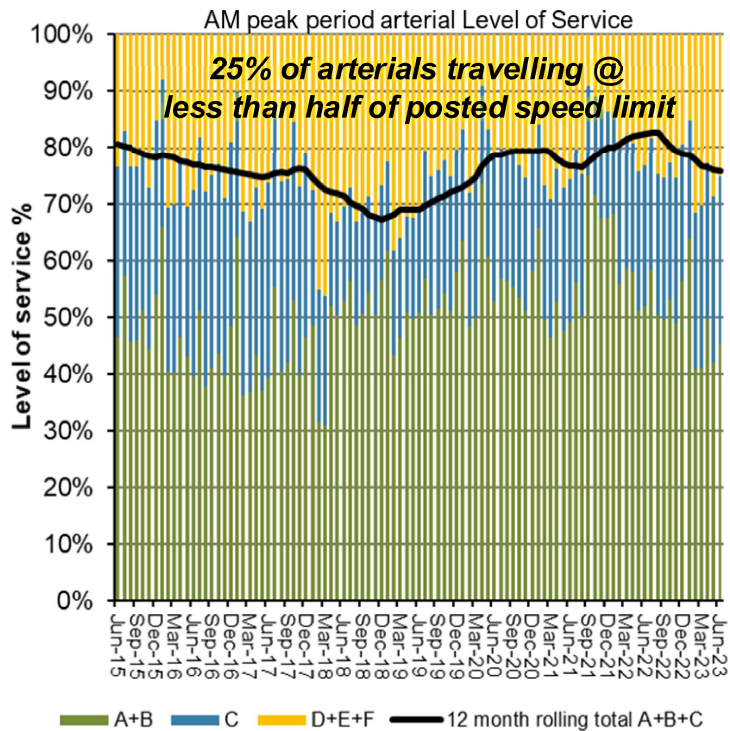
- The average Auckland commuter spends five days a year in traffic.
- Aucklanders tell us they want reliable journeys – so they can plan how long to allow to get to places across the city
- We're also stuck in traffic alongside freight and courier providers, which ultimately impacts their charges – and our back pockets.
- Overall, congestion costs the economy up to an estimated \$1.3 billion annually (NZIER, 2017).
- With 30% of carbon emissions coming from cars, our clogged roads at peak times are impacting our air quality.

All of this creates real stress on commuters, business, productivity, environment and our quality of life.

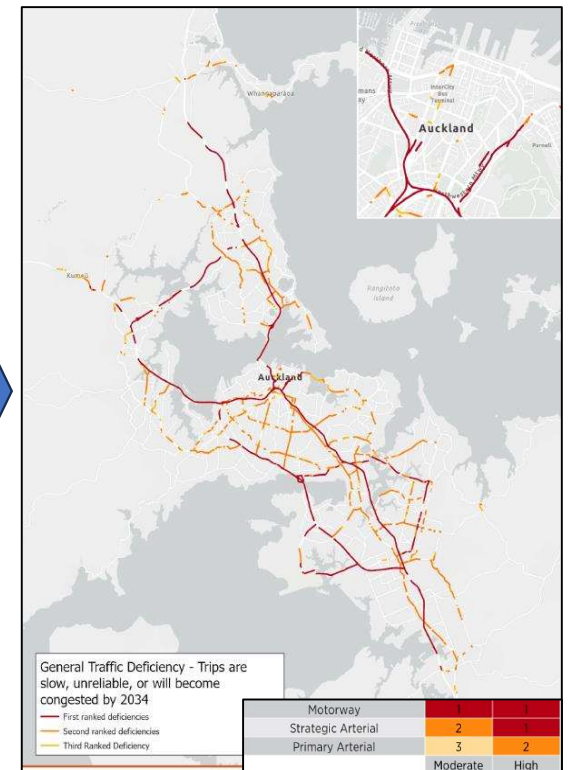
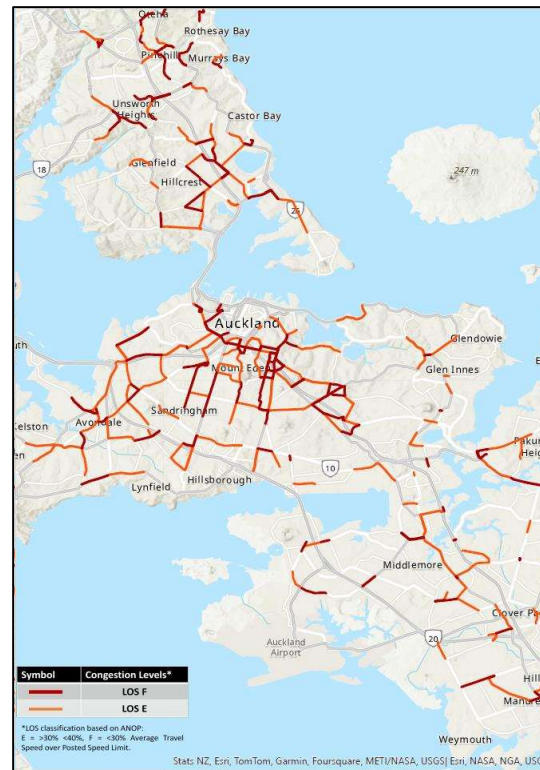


# Why is this happening and where is the congestion?

## Auckland arterial roads – Level of service E and F



## 2034 Forecast congestion (ranked)



# What is Time of Use Charging?

**Time of Use Charging is a tool to ease excessive traffic congestion**

- People who use certain roads at peak times would pay a fee
- This creates an incentive to travel at off-peak times or use a different mode of travel
- It reduce the demand in peak times, and spreads it throughout the day
- It increases business productivity, improves air quality and lowers vehicle emissions

**Those who wish to pay to use the roads can have a more efficient and reliable journey**





# Background leading up to *The Congestion Question*

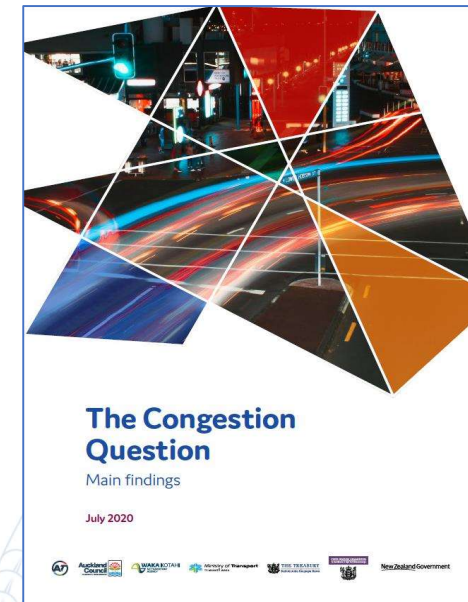
2006 Auckland Road Pricing  
Evaluation Study

2008 Auckland Road Pricing  
Study

2014 Future Auckland Transport  
Funding

2016 Auckland Transport  
Alignment Plan

2020 *The Congestion  
Question*



## Recommendations

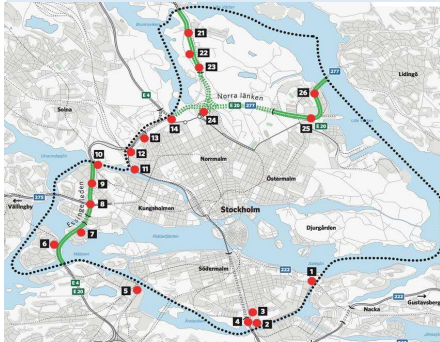
- City Centre Cordon followed by Strategic Corridors
- Potential 8%–12% reduction in congestion
  - Improvement in traffic to levels similar to those in school holidays
- Align to corresponding public transport improvements

# Building on international experience

## Cordon

### Stockholm

- Charge for entering/exiting
- Travel within the cordon is free
- Variable fee based on time



## Area

### London

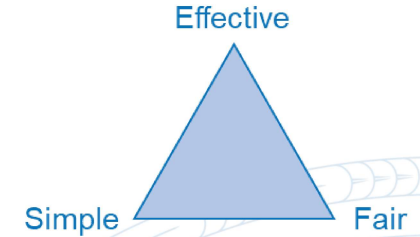
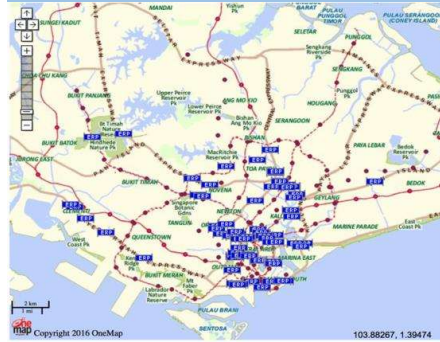
- Larger \$ for travel in area
- Doesn't vary by congestion



## Corridor or Point

### Singapore

- Particular corridor(s)
- Cumulative (point charges) or single (access charges)



1. Primary objective = congestion reduction
2. Effective congestion reduction
3. Simple to understand
4. Impacts on vulnerable user groups avoided or managed (without adding complexity)
5. Alternative travel options
6. Traffic diversion managed
7. Technical feasibility using available technology





# Mandate and direction to date

## March – August 2021 Select Committee Inquiry

- a) Progress legislation to enable New Zealand cities to use congestion pricing as a tool in transport planning
- b) Implement a congestion pricing scheme in Auckland as described in *The Congestion Question* (2020) report

## Transport and Infrastructure Committee Nov 2023

- a) Endorse creation of a joint AT/ AC programme team to progress Time of Use Charging as soon as practicable
- b) Report back on progress on the planning and design including the benefits and disbenefits on communities and wider issues of equity
- c) Invite NZ Transport Agency Waka Kotahi to contribute to relevant workstreams as appropriate
- d) Endorse formation of a political reference group



# Mandate and direction to date

## AT Board May 2024 and Transport and Infrastructure Committee Jun 2024

### Primary objective

To manage travel demand to achieve an improvement in road network performance by reducing congestion, increasing the throughput of people and goods, and improving the reliability of the road network

### Secondary outcomes

- Revenue generation
- Public transport mode shift
- Public health through emissions reduction

### Minimising unwanted consequences

- Diversion impacts
- Community severance
- Major differences in user net costs and benefits
- Increases in transport deprivation



### Scheme options

Update *The Congestion Question* recommendations

1. City centre cordon
2. Strategic corridors: inner isthmus



3. Existing highly congested locations: motorways and/or arterials

- ✓ Builds upon previous work undertaken
- ✓ Avoids repetition
- ✓ Builds baseline for analysis and decision making

- ✓ Targeted assessment of existing and forecast congestion
- ✓ Supports TCQ updated analysis
- ✓ Builds on strategic corridors of TCQ
- ✓ Permits scalability

# Policy framework

## Core policy principles

- **Effective:** Improve network performance
- **Fair:** Minimise/mitigate adverse social impacts and ensure benefits and costs are fairly distributed across users
- **Simple:** Be understandable and avoid complexity

## Secondary outcomes

- Public transport and active modes
- Reducing emissions
- Improving air and water quality

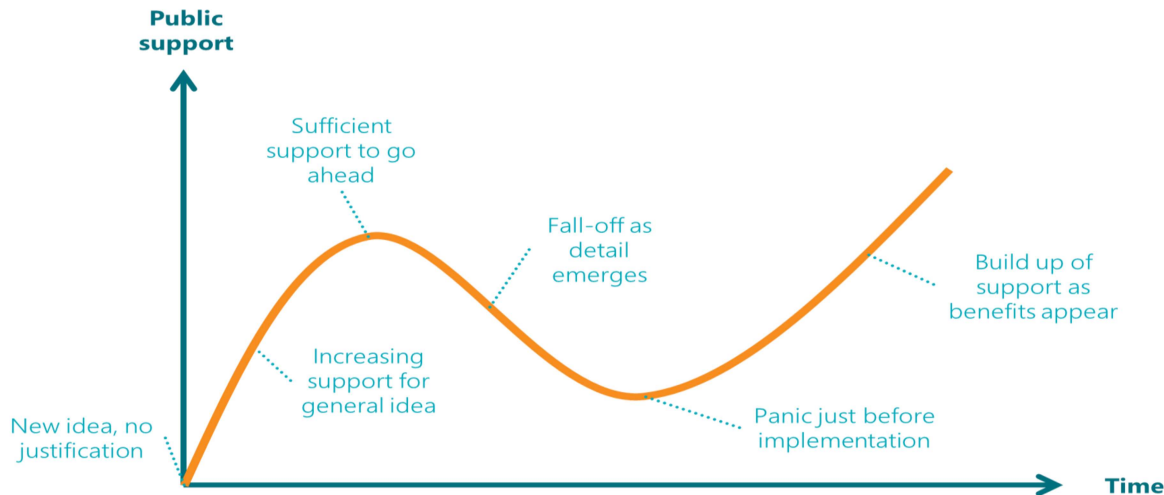
## Assessment criteria

- Network (including public transport alternatives)
- Social impact
- Economic impact
- Practical assessment
- Cost benefit analysis
- Environmental assessment



# Engagement next steps

## ***Public and stakeholder support is crucial***



Eliasson, Jonas. (2012) Public acceptability of road-use pricing. *Just Economics, Brookings Institute*.

- ECONOMICS simple – price discourages low value travel
- TECHNOLOGY not a barrier – is operating successfully around the world
- PUBLIC ACCEPTABILITY is the barrier to implementation
- DESIGN and TIMING needs to address public concerns

**Mana whenua**

- Hui
- Rangatira
- Mataawaka

**Elected members**

- Minister
- Council
- Local Boards
- MPs

**Stakeholders**

- Ref Groups
- Business Groups
- Public engagement

**Public**

- Community Panel
- Public engagement



# Next steps with local board engagement

What	When
Workshops with all local boards	August 2024
Local boards provide feedback	October 2024
Further local board engagement	2025 onwards





# Kia Manaaki Tātou i te Ora o Tāmaki Makaurau

DRAFT Auckland Open Space, Sport and  
Recreation Policy Framework

Local board workshops

August 2024



# Agenda

1. Scope and progress to date
2. Part 1: Where we are heading – our strategic directions
3. Part 2: How we will get there – our approach to investment
4. Part 3: Our expectations for delivery – policies and guidelines
5. Next steps



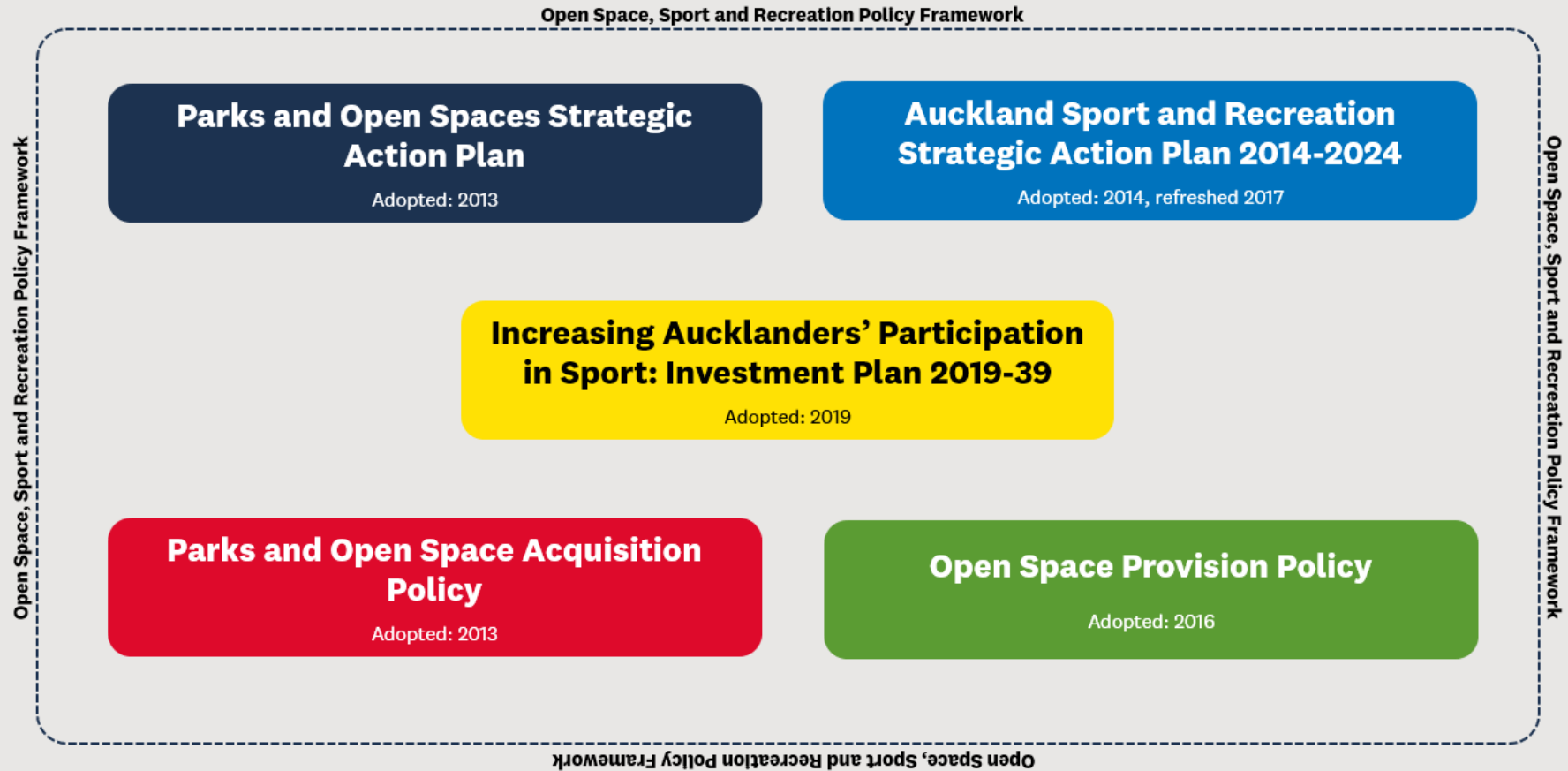




# Scope and progress to date



# We are delivering a mandated programme of work to refresh and consolidate the existing policy framework



# Our work is being supported by a programme advisory structure providing input and direction

## Joint political working group

- Cr Filipaina (chair)
- LB member Watson (deputy chair)
- Cr Fletcher
- LB member Coney
- Houkura member Renata

## Advisory and Māori rōpū

- Mana whenua, mātaawaka and sector representatives

## Community of interest

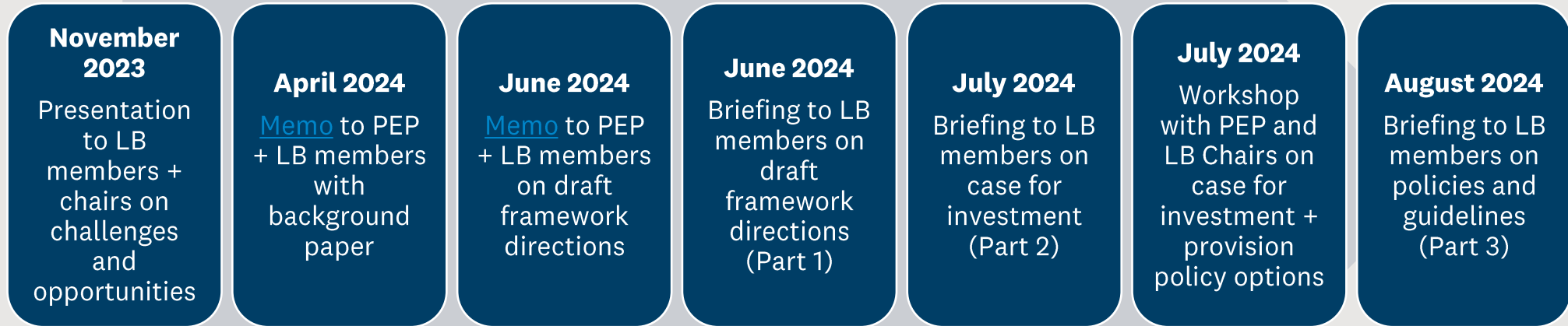
- Council staff whose work relates to open space, play, sport and recreation

Key stakeholders and partners have also provided feedback into the work



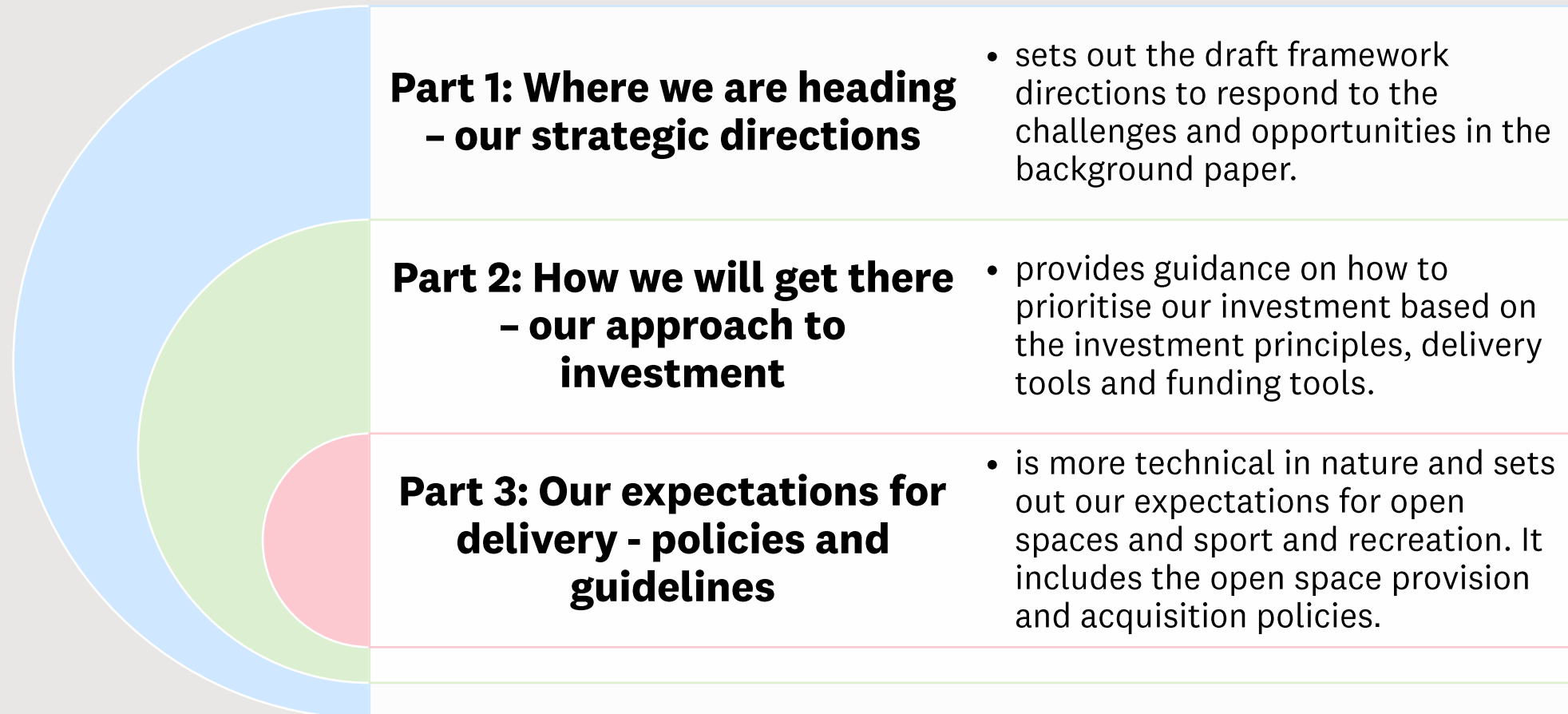


# We have engaged with local boards throughout the process



# The new policy framework outlines how we will provide open spaces and sport and recreation opportunities to benefit all Aucklanders

The framework contains three main parts:



# Part 1: Where we are heading – our strategic directions

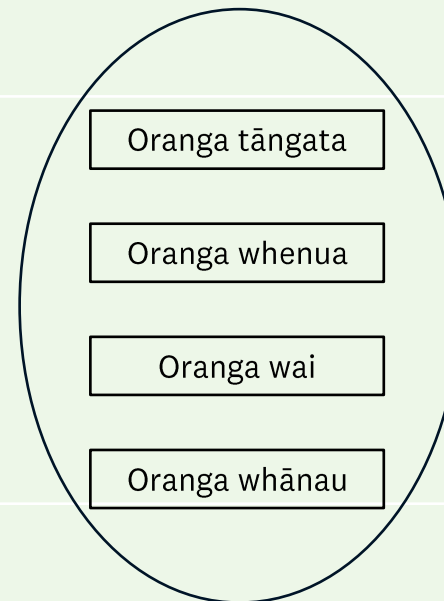
*Presented at Local Board Members Briefing on 24 June 2024*



### Where we are heading

- 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

### The wellbeing we are contributing to



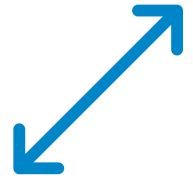
### How we will get there

- Take a benefit-led approach to improve the holistic wellbeing of people, places and planet
- Invest based on evidence of need and the voices of Aucklanders
- Honour our Te Tiriti o Waitangi obligations
- Work together to secure the future, using all our resources

**Manaakitanga will be at the forefront of open space, play, sport and recreation to achieve the oranga outcomes for our whānau and communities**

# Make all of Tāmaki Makaurau our backyard

Enable equitable access to all our open spaces, whether they be green, blue or grey, to better meet the needs of Aucklanders.



## Why this matters

We are taking a wide view of open space to better reflect the places and spaces Aucklanders use and value. This means opening up community access to Tāmaki Makaurau’s extensive network of green, blue and grey open spaces for relaxation, connection, finding respite in nature, physical activity, work and much more.

## What we will do to make this happen

- Partner with other providers of open spaces and places to enable better community 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 a point of difference in the world
- Continue to provide new high quality open spaces to keep pace with growth and reflect and celebrate our cultural landscapes
- Continue to develop paths in our blue-green network as we expand it
- Work closely with Auckland Transport to enable safe and easy movement by people across our parks and streets for recreation as well as active transport

Implementation focus
Embed emerging practices
Do differently
Continue
Do more

**DRAFT**



# 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. We need to make the most of all our opportunities to provide space for Aucklanders.

## What we will do to make this happen

- 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 where capacity is low
- Investigate how private developments can better provide private open space, such as rooftops for play, sport and recreation

### Implementation focus

Embed emerging practices

Do differently

Continue

Do more

**DRAFT**

# 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.



## Why this matters

Tāmaki Makaurau is already experiencing significant climate impacts and 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.

## What we will do to make this happen

- Develop our blue-green network to better manage stormwater as well as to deliver benefits for people and nature
- Accelerate the utilisation of nature-based solutions in our parks and other open spaces, as well in 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
- Adapt our open spaces and facilities on the coast and in flood-prone areas using the most considerate response, ranging from no active intervention to managed realignment

### Implementation focus

Embed emerging practices

Do differently

Continue

Do more

**DRAFT**

# 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.

## What we will do to make this happen

- Continue planting, applying mātauranga Māori, to accelerate the restoration of indigenous ecosystems in parks and other open spaces
- Partner with others to increase indigenous 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 heritage in our open space and places

### Implementation focus

Embed emerging practices

Do differently

**Continue**

Do more

**DRAFT**

# 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.

## What we will do to make this happen

- Deliver a diverse range of play, sport and recreation opportunities across our open space network
- Accelerate the transition to multi-use and adaptable spaces and facilities to deliver multiple benefits for our communities and clubs
- 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, with clear investment priorities to support more equitable participation
- Support and enable communities to deliver services, including Māori-led services where appropriate
- Partner with others to improve community access to non-council sport and recreation assets such as school fields and facilities
- Work with community and mana whenua to design spaces and facilities that are welcoming, safe and inclusive, deliver on their needs, foster a sense of belonging and celebrate mana whenua identity

### Implementation focus

Embed emerging practices

Do differently

Continue

Do more

**DRAFT**

# Part 2: How we will get there – our approach to investment

*Presented at Local Board Members Briefing on 22 July 2024*



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

With the increasing cost of delivering services and assets, limited resources and council’s commitment to deliver value for money for rate payers, our effort and investment must be targeted.

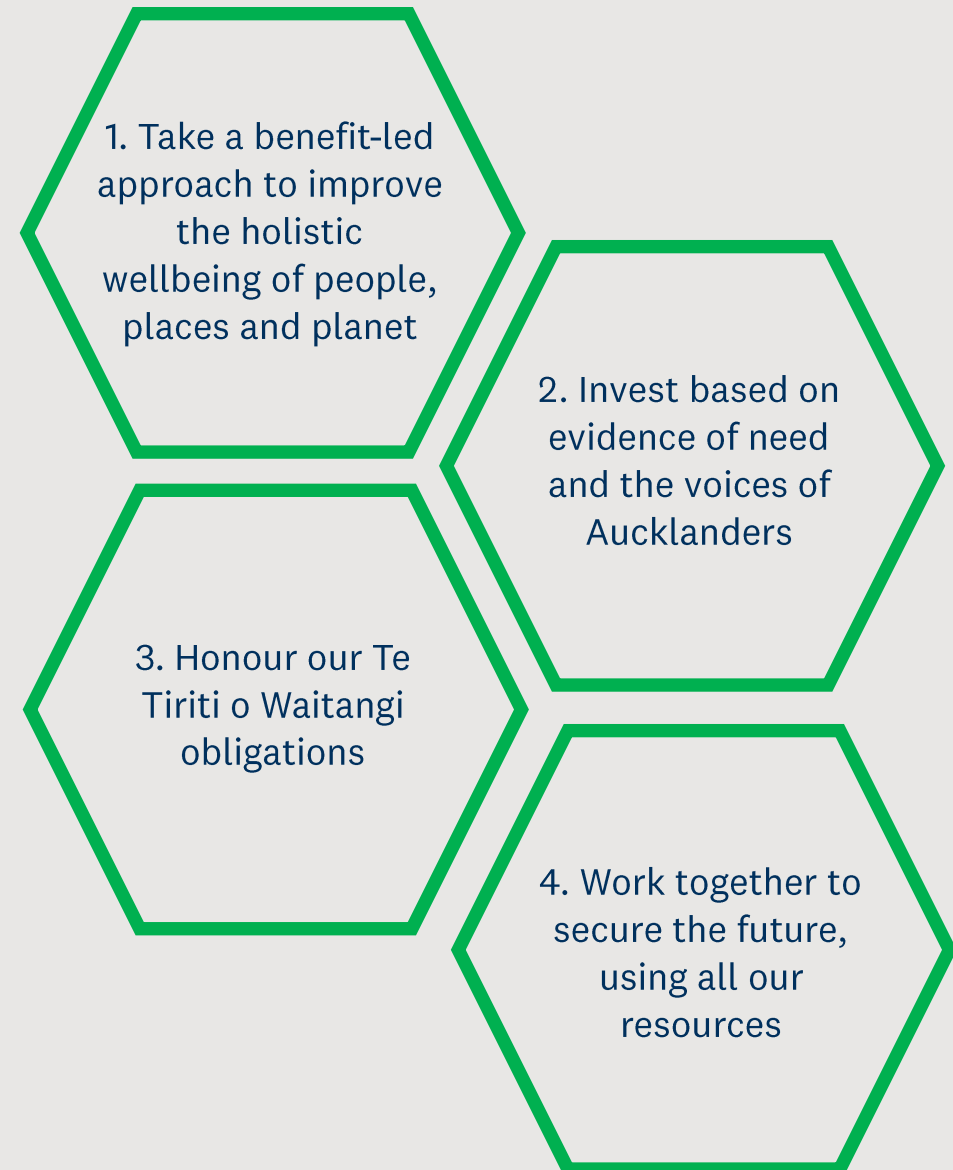
To get where we are heading, we will prioritise our investment based on four principles.

This will enable us to:

- apply a robust investment approach that is focused on increasing benefits to people, places and planet
- compare different projects consistently
- target our resources where they are the most needed and make the biggest impacts
- 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 Thriving Communities Strategy, Ngā Hapori Momoho 2022-32. The first three are unchanged, while the fourth has been adapted to specifically respond to the open space, play, sport and recreation delivery and funding environment.

## Our investment principles





# Supporting elected members in their decision-making

Both the Governing Body and local boards have decision-making responsibilities for open spaces and play, sport and recreation opportunities.

Applying our four investment principles will support decision-makers. Together they form a robust and consistent investment approach that will help to:

- develop evidence-based and consistent advice to inform priorities in local board plans and regional work programmes
- design initiatives to deliver multiple benefits, hence increasing their value for money
- identify a wider range of potential funding sources for priority initiatives
- consider a full range of delivery options
- prioritise investments through the annual plan and long-term plan processes
- clearly signal to local and regional delivery partners how we will invest over time.



## Example - what would this look like?

To better enable delivery of their open space, play sport and recreation priorities, local boards could consider additional delivery and / or funding tools, such as:

- set a targeted rate
- provide access grants
- leverage community lease conditions (e.g. to provide 1 day a week of public access)
- use proceeds from service property optimisation



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

## Why this matters

Our investments in open spaces and play, sport and recreation opportunities often require significant funding. They also deliver significant benefits to people, places and planet. By better understanding both long-term costs and benefits, we can make better decisions for current and future generations.

## What this looks like

- We optimise the design of our investment and delivery to deliver multiple benefits across our four oranga. For example, our recreation parks may also be able to support water management.
- We assess the monetarised and non-monetarised benefits potential interventions may have by using a benefits framework specific to the open space, play, sport and recreation context.
- We take a holistic view of benefits that recognises the interconnectedness of people, places and planet.
- We take a long-term view of costs and benefits, to recognise that investment decisions may impact multiple generations.
- 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 reporting on outcomes so that we can invest more strategically and with greater confidence.



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

DRAFT

## Why this matters

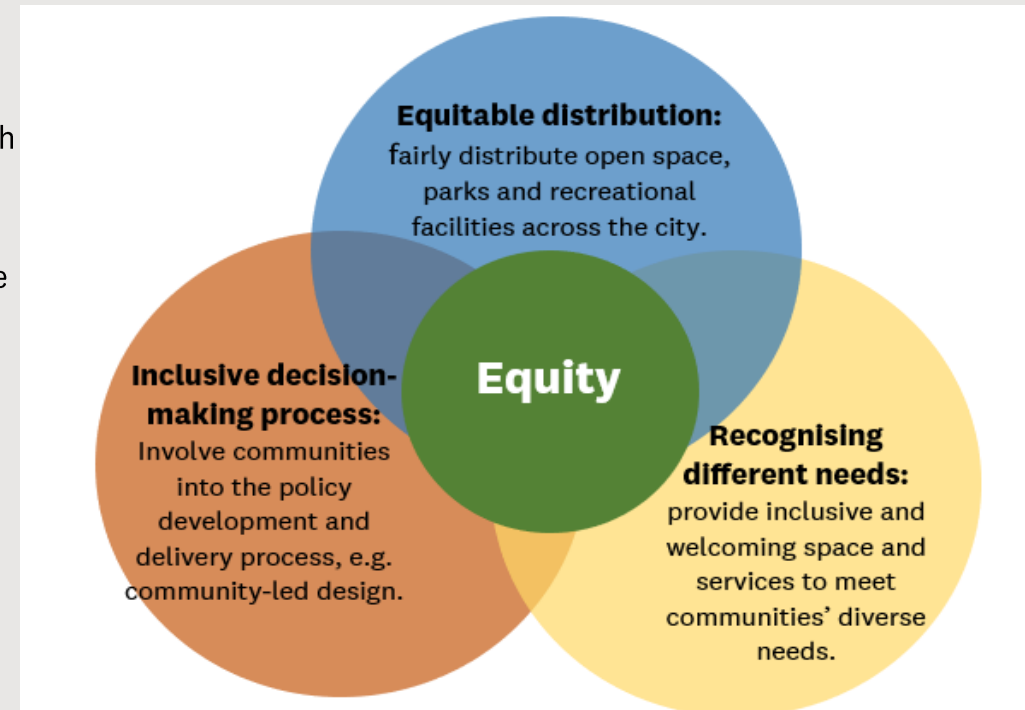
Not all Aucklanders benefit equitably from open spaces and play, sport and recreation opportunities. Some communities might face disparities and barriers and have less access to high quality opportunities.

By putting equity at the heart of what we do, we enable better outcomes for people and places with the most need. We respond to diverse needs and focus on supporting communities who face barriers to participation.

Ensuring all Aucklanders benefit equitably from open spaces and play, sport, and recreation opportunities means targeting investment to communities most in need.

## Applying an equity lens across the framework looks like this

- **Assets and services planning:** We focus our investment on areas with the lowest level of provision per capita and develop our network of open spaces and facilities to ensure all Aucklanders have access to a wide range of play, sport and recreation opportunities.
- **Planning from an intergenerational perspective:** We consider the costs and benefits of our investments across multiple generations, reflecting on what legacy we want to leave for future generations.
- **Investment prioritisation:** We prioritise our investment to communities most in need and to ensure that Māori in Tāmaki Makaurau enjoy the same open space, play sport and recreation 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 outcomes:** We regularly monitor key indicators in communities across Tāmaki Makaurau to understand whether they have equitable access to our assets and services.



# 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 a direction based on personal choice. To continue their tikanga as it was or combine elements of traditional and new and walk in both worlds.
- **The right of development** – the active duty to assist Māori in developing resources and taonga for economic benefit.

## What this looks like

- We invest to ensure that Māori in Tāmaki Makaurau enjoy the same level of open space, sport and recreation opportunities as other Aucklanders.
- We invest to deliver on our existing commitments to mana whenua and mātaawaka 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 mātaawaka, 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, play, sport and recreation opportunities across Tāmaki Makaurau.



# Principle 4: Work together to secure the future, using all our resources

## Why this matters

By pulling our resources together and working towards a common future, we are better able to deliver on our five strategic directions. We also ensure that our finite resources are well-used: this means making the most of what we collectively have to deliver multiple benefits to Auckland and Aucklanders.

## What this looks like

- We recognise the many roles 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.
- We enhance collaboration and strengthen partnerships for delivery to maximise opportunities for Aucklanders.
- We are flexible in our use of different delivery and funding models in response to changes in demand over time.
- We support community-led and Māori-led delivery to respond to local needs.
- We look at opportunities for our network to generate additional revenue to help sustain itself, while acknowledging that general rates and development contributions will continue to provide most of the funding.

	<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 council.
	<b>Partner</b> - working with others, including mana whenua, community and developers, to collectively deliver for Auckland and Aucklanders. Investment and delivery are shared.
	<b>Facilitator</b> - facilitating delivery by others through access to council facilities, including community leases at below market rates. Council owns or manages the asset and services are delivered by community groups or organisations.
	<b>Funder</b> - supporting others to deliver including through funding for sector organisations, sports clubs and conservation groups. Investment is provided by council but delivery is by a third party.
	<b>Advocate</b> - advocating for the needs of Auckland and Aucklanders, including to central government and the private sector.
	<b>Regulator</b> - regulating the activities of itself and others, including what can be built and where and the uses of open spaces.



# Our opportunities to use a wider range of delivery methods and funding tools

## Opportunities to deliver differently include:

- **Work more closely with schools** to open up public access to play, sport and recreation assets (see case study 1).
- **Widen the range of potential partners**, by building their capacity and delivery capability and enabling more equitable access to procurement, grant and community lease processes (see case study 2).
- **Expand our partnerships with mana whenua and mātaawaka**, consistent with Te Tiriti.
- **Work more closely with large developers** on provision of community infrastructure.
- **Utilise 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 revenue streams that council may not be eligible for (see case studies 3 and 4).
- **Look more closely at the potential for private partnerships** by determining situations in which it may be viable and effective (see case study 5).
- **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 wider range of funding sources include:

- **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 (see case study 4).
- **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 opportunities available to potential funders (e.g. tree planting, greening the city projects, sponsorships, naming rights etc).
- **Leverage third party funding and finance** (private organisations, trusts, etc). This is more likely to reflect bespoke approaches in certain circumstances rather than a blanket approach across open space, sport and recreation.
- **Pursue potential broader funding, partnering and joint planning opportunities** with central government e.g. Kāinga Ora, Waka Kotahi, Ministry for Business, Innovation and Economic Development (major events), 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 service property optimisation** to fund land acquisition or open space development within the same local board area.







**Any questions or  
feedback?**



# Part 3: Our expectations for delivery – policies and guidelines

*Presented in part at Local Board Members Briefing on 5 August 2024*



# Part 3 is split into three sections and outlines our policies and guidelines

## Section 1: Our expectations for making the most of our open spaces

- This section sets expectations for making the most of our existing network of green, blue and grey spaces to meet the needs of Aucklanders.

## Section 2: Our expectations for open space provision and acquisition

- This section sets expectations for planning and providing a high-quality open space network for Aucklanders to enjoy nature, socialise and be active now and in the future.

## Section 3: Our expectations for play, sport and recreation

- This section sets expectations for providing a range of play, sport and recreation opportunities to support Aucklanders to live healthy, active lives.



## Today we will focus on:

new guidance to support local boards to make the most of our existing open spaces (section 1)

proposed changes to provide and acquire new open spaces (section 2)



# Guidance: Making the most of our existing open spaces



# The existing open space network has a significant role in achieving the five framework directions





# Guidance on how open spaces can deliver multiple benefits without compromising their primary purpose

Objective: Deliver multiple benefits from our assets

Tools:

Guidance on primary and secondary purposes for different types of open spaces

Guidance on risk appetite

*Te Kaitaka/Greenslade Reserve*



# Guidance on how to improve the quality of our existing open spaces

Objective: Develop quality open spaces highly valued by Aucklanders

Tool: Guidance on four drivers of quality, and the need for consideration of local knowledge from mana whenua, local boards and communities

An accessible space that is easy to get to and easy to get through

A space where people are engaged in activities

A welcoming and resilient space that reflects local culture and community

A sociable place where people meet and connect



# Guidance about delivering a range of recreation opportunities in open spaces

Objective: Provide a diversity of recreation opportunities accessible to all

Tool: A new tool to guide planning and investment prioritisation, with associated performance criteria



# Policy: Provision metrics for open space

Your views on five packages of options



# Scope

Council's open space provision policy sets council's expectations for the quantity and quality of open space. It informs the council's investment, asset and acquisition activities in open space, and guides spatial planning by both the council and the private sector. The policy is delivered as budget allows.

**Staff are investigating improvements following a fit-for-purpose review of council's open space provision policy.**



# What did we learn from the review of our existing policy?

Council's open space provision policy is generally consistent with good practice:

Reflects vision and intent of Auckland Plan

Provides good qualitative guidance

Delivers good distribution and proximity outcomes

Provides strong network principles

But there is room for improvement and innovation.

**The policy is not working effectively in high-density urban areas and is delivering low capacity in greenfield areas.**

- **Fast growth is occurring in high-density urban areas such as metropolitan, town and local centres and along major transport corridors. An increasing number of Auckland urban residents are living closer together and they have no, or limited, private open space.**
- **Large areas of greenfield land are being developed, creating new communities with no or limited existing open spaces. Significant investment is required to provide parks to similar service levels as in existing urban areas.**

Our challenges:

- high levels of growth across the Auckland region
- less private provision of open space and more people relying on public open space
- land scarcity and high land costs, creating challenges acquiring the land we want
- a tight fiscal environment where council has to make investment trade-offs.



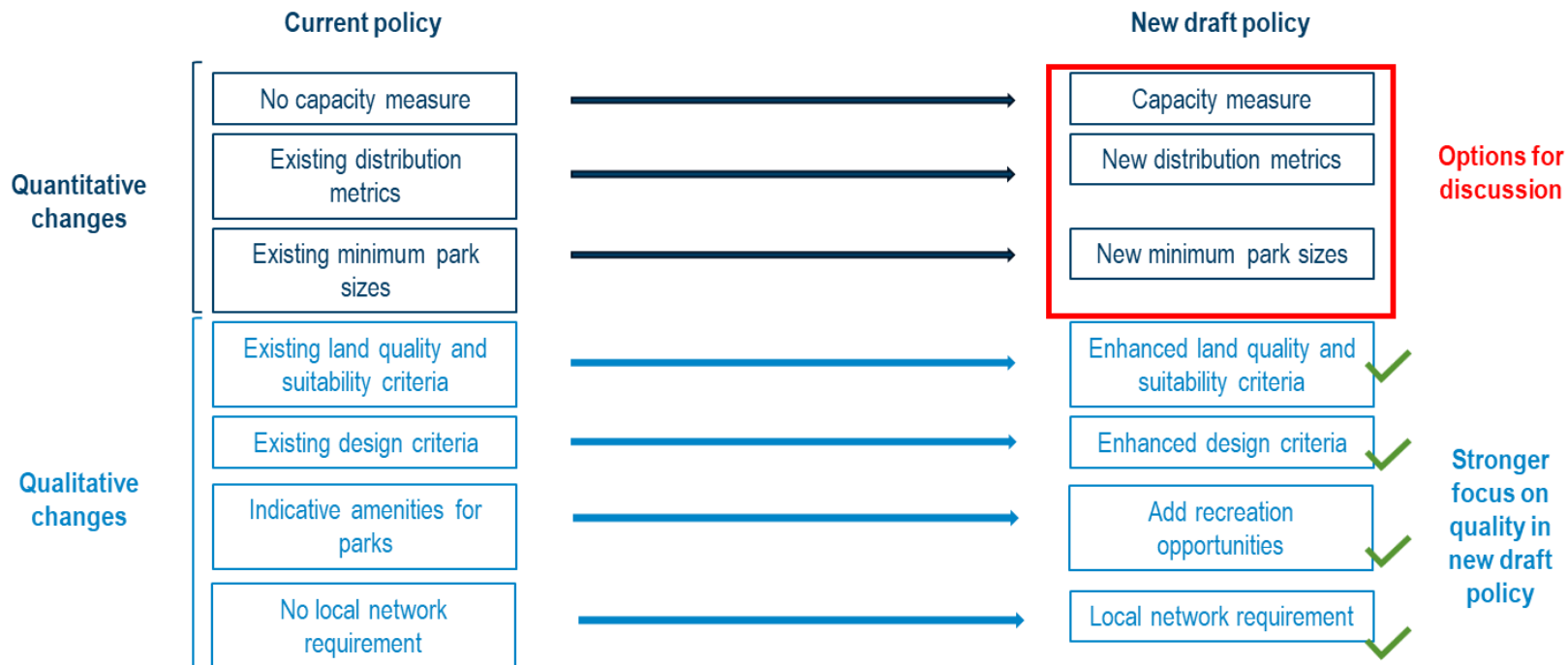


# Improvements we are investigating

We are looking at:

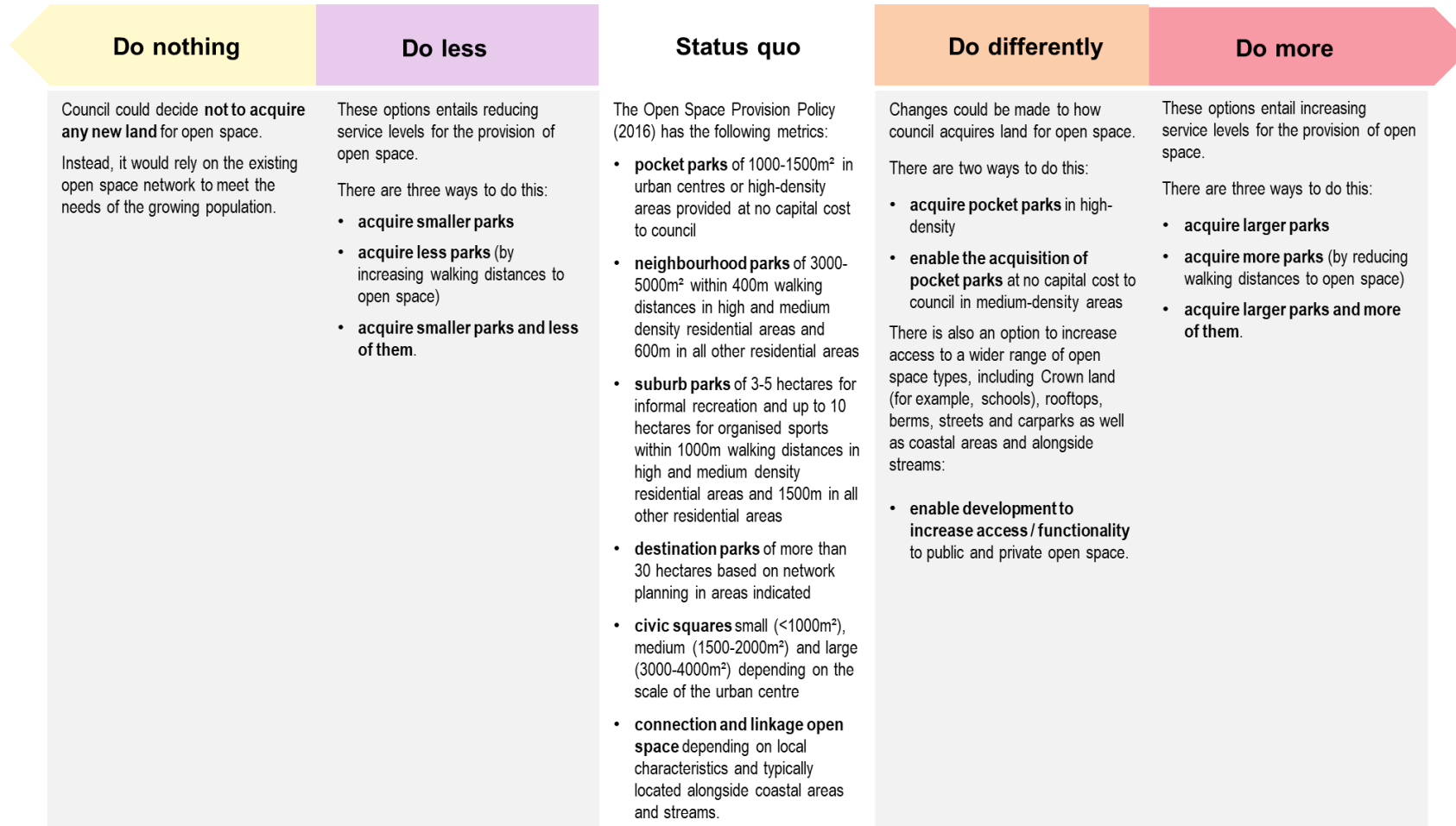
1. providing stronger quality measures for land, including access, location, permeability and shading
2. changing quantitative aspects of the policy.

The strategic directions in the draft policy framework also speak about making the most of a wider range of open space types, including access to Crown land, rooftops, berms, streets and carparks as well as coastal areas and alongside streams.



# Twelve options to vary the quantity of open space

We have considered a range of options to respond to our problem definition. They are situated along the following policy continuum:



These options are not all mutually exclusive. There could be a combination of options and they could vary according to the density of development.



# We have identified five options packages

We identified a long list of 12 options covering park types, the optimal sizes of these parks and the distribution of these parks. These options were analysed and assessed against two greenfield and two brownfield working examples.

This led to the identification of **five different combinations of options**, depending on circumstances and/or what elected representatives seek to achieve.

1. High-density focused	2. Capacity focused	3. Budget focused	4. Doing things differently	5. Consolidating and simplifying
<ul style="list-style-type: none"> <li>Option 7: Acquire pocket parks (high density)</li> <li>Option 9: Enable development to increase access / functionality</li> <li>Option 10: Acquire larger parks (high density).</li> </ul>	<ul style="list-style-type: none"> <li>Option 7: Acquire pocket parks (high density) <u>in areas of moderate or low capacity</u></li> <li>Option 9: Enable development to increase access / functionality</li> <li>Options 2, 5 and 10: Acquire parks <u>and vary their size based on capacity</u> (parks and civic space per capita).</li> </ul>	<ul style="list-style-type: none"> <li>Option 1: Do not acquire new land for open space</li> <li>Option 8: Enable the acquisition of pocket parks (medium density)</li> <li>Option 9: Enable development to increase access / functionality.</li> </ul>	<ul style="list-style-type: none"> <li>Option 7: Acquire pocket parks (high density)</li> <li>Option 8: Enable the acquisition of pocket parks (medium density)</li> <li>Option 9: Enable development to increase access / functionality.</li> </ul>	<ul style="list-style-type: none"> <li>Option 6: Maintain existing provision metrics</li> <li>Option 7: Acquire pocket parks (high density)</li> <li>Option 9: Enable development to increase access / functionality.</li> </ul>



# The packages are combinations of various shortlisted options

Seven of the original options feature in the five options packages.

The status quo is used for comparative purposes.

<b>Do nothing</b>	<b>Option 1: Do not acquire new land for open space</b> in areas assessed as having high levels of open space capacity
<b>Do less</b>	<p><b>Option 2: Acquire smaller parks (M/L-D):</b> Neighbourhood parks of 2000m<sup>2</sup> in medium and low-density</p> <p>Option 3 Acquire less parks (M-D): Neighbourhood parks within 500m walking distance in medium-density</p> <p>Option 4: Acquire smaller parks and less of them (M/L-D): A combination of Options 2 and 3</p> <p><b>Option 5: Acquire smaller parks (H-D):</b> Neighbourhood parks of 2000m<sup>2</sup> in high-density</p>
<b>Status quo</b>	<b>Option 6: Maintain existing provision metrics</b>
<b>Do differently</b>	<p><b>Option 7: Acquire pocket parks (H-D):</b> Pocket parks of 1500m<sup>2</sup> in high-density</p> <p><b>Option 8: Enable the acquisition of pocket parks (M-D):</b> Pocket parks of 1000-1500m<sup>2</sup> in medium-density at no capital cost to council</p> <p><b>Option 9: Fund development to increase access / functionality</b> to public and private open space</p>
<b>Do more</b>	<p><b>Option 10: Acquire larger parks (H-D):</b> Neighbourhood parks of 5000m<sup>2</sup> in high-density</p> <p>Option 11: Acquire more parks (H-D): Neighbourhood parks within 300m walking distance in high-density</p> <p>Option 12 : Acquire larger parks and more of them (H-D): A combination of Options 10 and 11</p>

L-D: Low-density  
M-D: Medium-density  
M/L-D: Medium and low-density  
H-D: High-density



## Which options package scored consistently well?

Options package **2. Capacity focused** scored consistently well across all four working examples.

Options package **4. Do differently** scored well in two working examples but was discarded in two greenfield working examples due to low capacity.

Options package **3. Budget focused** was discarded in two greenfield working examples due to low capacity.

Options packages **1. High-density focused** and **5. Simplifying and consolidating** largely delivered that same results across all four working examples and, therefore, scored the same.



# Recommendations

Draft

Based on an assessment of eight working examples, we recommend changes to the metrics in the Open Space Provision Policy as follows:

## Pocket parks of:

- 1000-1500m<sup>2</sup> in urban centres or high-density areas with moderate or low capacity
- 1000-1500m<sup>2</sup> in medium-density areas provided at no capital cost to council

## Neighbourhood parks of:

- 2000m<sup>2</sup> within 400m walking distances in high and medium-density residential areas with high capacity
- 3000m<sup>2</sup> within 400m walking distances in high and medium-density residential areas with moderate capacity
- 5000m<sup>2</sup> within 400m walking distances in high and medium-density residential areas with low capacity
- 3000m<sup>2</sup> within 600m walking distances in all other residential areas

We recommend that council retains the current metrics for:

- suburb parks
- destination parks
- civic squares
- connection and linkage open space.

We also recommend that funding is allocated to increase access / functionality to public and private open space.



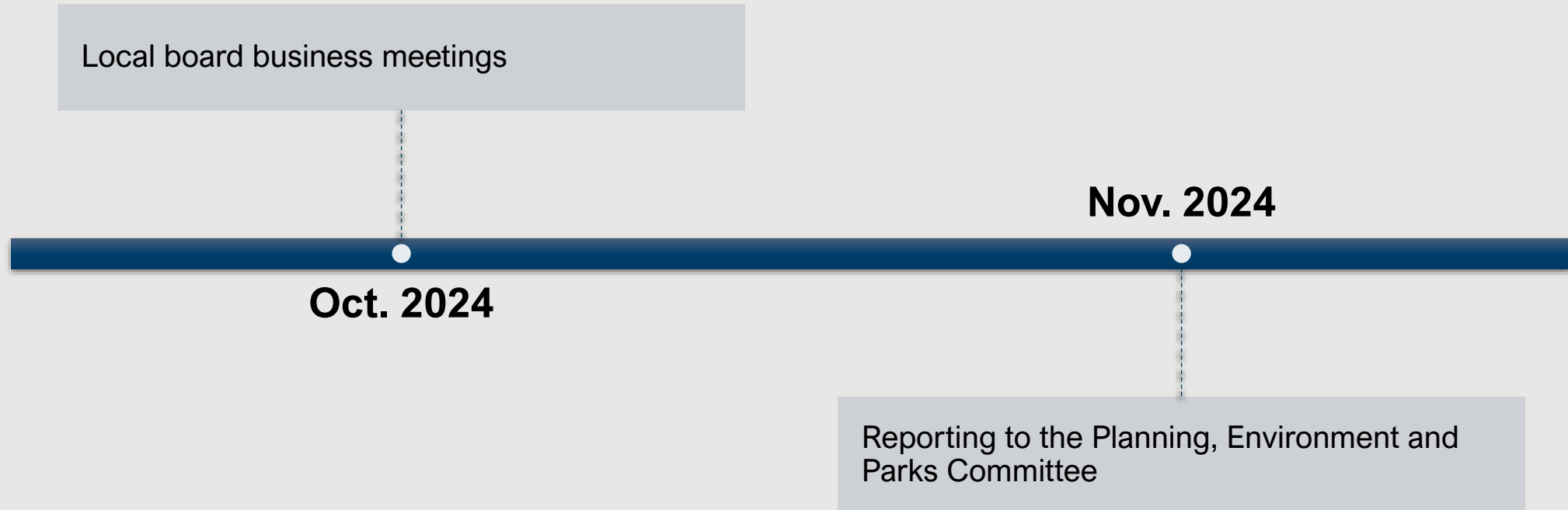




**Any questions or feedback?**



# Next steps for the policy framework



# Appendix:

## working examples 5 to 8



## Working example 5: High/medium-density brownfield (Central)

The fifth working example is a brownfield development in Central Auckland.

The following provides key contextual information:

- population of 20,978 people in 2022
- estimated population of 30,445 in 2052 based on full buildout (**increase of 9467 people**)
- the area is well developed and is **predominantly high/medium-density**
- **existing open space network of 23 parks and civic spaces** (653,478m<sup>2</sup>) leading to **high capacity** (21.4) in this location
- there is an additional **129,789m<sup>2</sup> of connection and linkage open space** (a further 4.3m<sup>2</sup> per person).



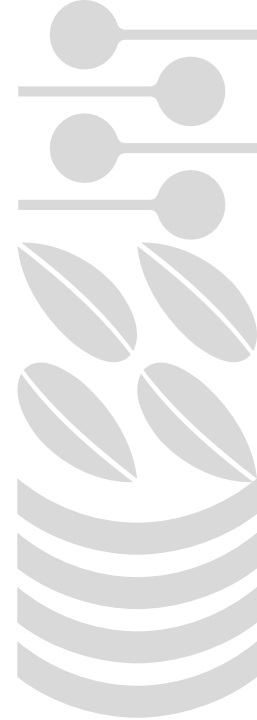
## Working example 5: High/medium-density brownfield (Central)

The following table illustrates the impact the different options packages in terms of open space, capacity and cost.

Options packages	Current policy	1. High-density focused	2. Capacity focused	3. Budget focused	4. Doing things differently	5. Consolidating and simplifying
No. of parks and civic spaces	28	36	28	23	31	36
Land area	668,478m <sup>2</sup>	682,478m <sup>2</sup>	663,478m <sup>2</sup>	653,478m <sup>2</sup>	665,478m <sup>2</sup>	680,478m <sup>2</sup>
Difference from status quo	5NP 15,000m <sup>2</sup>	5NP 8PP 29,000m <sup>2</sup>	5NP 10,000m <sup>2</sup>	-	8PP 12,000m <sup>2</sup>	5NP 8PP 27,000m <sup>2</sup>
Capacity Parks and civic spaces	21.9	22.4	21.8	21.4	21.8	22.3
Total cost acquisition & development	\$35.6M	\$61.1M	\$28.5M	\$4.7M	\$20.7M	\$56.3M
Difference from current policy		+\$25.5M	-\$7.1M	-\$30.9M	-\$14.9M	+\$20.7M

Under current policy and practice council would acquire five new 3000m<sup>2</sup> neighbourhood parks

NP: Neighbourhood park  
PP: Pocket park



# Initial assessment: High/medium-density brownfield (Central)

We have scored the options packages against the assessment criteria.

Options packages ↓	Aligns with plans and budget	Delivers outcomes	Responds to growth	Value for money	Can be implemented
1. High-density focused	-	☑☑☑	☑☑☑	☑	☑
2. Capacity focused	☑☑	☑☑	☑☑	☑☑	☑☑
3. Budget focused	☑☑☑	☑	☑	☑☑	☑☑☑
4. Doing things differently	☑☑	☑☑	☑☑	☑☑☑	☑☑
5. Consolidating and simplifying	-	☑☑☑	☑☑☑	☑	☑

**Key**

- ☑ Low
- ☑☑ Medium
- ☑☑☑ High





# Initial analysis: High/medium-density brownfield (Central)

Staff tested the options packages using this working example.

<b>1. High-density focused</b>	<p>Under this options package council would deliver five new neighbourhood parks that are strategically located to address gaps in the current open space network. One of these new neighbourhood parks would be 5000m<sup>2</sup> and located in an area of high-density. The other parks are in medium-density and are 3000m<sup>2</sup>.</p> <p>Eight pocket parks (1500m<sup>2</sup>) would also be acquired in high-density areas where most of the population growth is expected to take place. These pocket parks are located to address open space access issues created by major roads and the railway line.</p> <p>Funding of \$4.7M is allocated to enable council to increase access to, and functionality of, existing open space to better respond to growth. Funding also allows for investment in new amenities, including play.</p> <p>This options package scores well in terms of delivering open space outcomes and responding to expected growth of 9467 people with increased capacity (22.4m<sup>2</sup> per person).</p> <p>However, it did not score in terms of strategic alignment and budget. Scores were also low for value for money and ability to be implemented.</p>
<b>2. Capacity focused</b>	<p>This options package would deliver five 2000m<sup>2</sup> neighbourhood parks in the same locations as above.</p> <p>Smaller parks are proposed due to existing high capacity in this development area (21.4m<sup>2</sup> per person). Nevertheless, the five new parks would increase capacity to 21.8m<sup>2</sup> per person at full buildout.</p> <p>Funding to increase access to, and functionality of, existing open space would also be provided.</p> <p>This options package scores consistently across all five assessment criteria.</p>
<b>3. Budget focused</b>	<p>Under this options package council would not acquire any land for new parks in this development area and would rely on the existing open space network to accommodate growth. However, funding to increase access to, and functionality of, existing open space would be provided.</p> <p>This combined option is feasible due to existing high levels of open space capacity which would remain high (21.4m<sup>2</sup> per person) after development.</p> <p>This options package scores well in terms of budget and implementation.</p>



# Initial analysis: High/medium-density brownfield (Central)

<b>4. Doing things differently</b>	<p>This options package would deliver eight pocket parks (1500m<sup>2</sup>) in high-density areas where most of the population growth is expected.</p> <p>The location of these pocket parks is the same as proposed under options package 1. High-density focused.</p> <p>The options package also includes funding to increase access to, and functionality of, existing open space.</p> <p>It scored well in terms of value for money as well as scoring consistently across the four other assessment criteria.</p> <p>Accordingly, it was <u>the highest scoring options package when applied to this working example.</u></p>
<b>5. Consolidating and simplifying</b>	<p>Under this options package council would deliver five new 3000m<sup>2</sup> neighbourhood parks and eight 1500m<sup>2</sup> pocket parks.</p> <p>The location of these pocket parks is the same as proposed under options package 1. High-density focused.</p> <p>As with all other options packages, it also includes \$4.7M is allocated to enable council to increase access to, and functionality of, existing open space.</p> <p>This options package scores well in terms of delivering open space outcomes and responding to growth.</p> <p>However, it did not score in terms of strategic alignment and budget and its scores for value for money and ability to be implemented were low.</p>



## Working example 6: Medium-density greenfield (South)

The sixth working example is a greenfield development in South Auckland.

The following provides key contextual information:

- population of 540 people in 2022
- estimated population of 6948 in 2052 based on full buildout (**increase of 6408 people**)
- initial stages of development
- **predominantly medium-density**
- **two neighbourhood parks already acquired** (5984m<sup>2</sup>) leading to **low capacity** in this location
- there is an **additional 89,626m<sup>2</sup> of connection and linkage open space** (a further 12.9m<sup>2</sup> per person).



## Working example 6: Medium-density greenfield (South)

The following table illustrates the impact the different options packages in terms of open space, capacity and cost.

Options packages	Current policy	1. High-density focused	2. Capacity focused	3. Budget focused	4. Doing things differently	5. Consolidating and simplifying
No. of parks and civic spaces	8	8	8	2	2	8
Land area	50,984m <sup>2</sup>	50,984m <sup>2</sup>	60,984m <sup>2</sup>	5984m <sup>2</sup>	5984m <sup>2</sup>	50,984m <sup>2</sup>
Difference from status quo	1SBP 5NP 45,000m <sup>2</sup>	1SBP 5NP 45,000m <sup>2</sup>	1SBP 5NP 55,000m <sup>2</sup>	-	-	1SBP 5NP 45,000m <sup>2</sup>
Capacity Parks and civic spaces	7.3	7.3	8.7	0.9	0.9	7.3
Total cost acquisition & development	\$55.3M	\$60.0M	\$76.2M	\$4.7M	\$4.7M	\$60.0M
Difference from current policy		+\$4.7M	+\$20.9M	-\$50.6M	-\$50.6M	+\$4.7M

Under current policy and practice council would acquire five new 3000m<sup>2</sup> neighbourhood parks and one 30,000m<sup>2</sup> suburb park

SBP: Suburb park  
NP: Neighbourhood park



# Initial assessment: Medium-density greenfield (South)

We have scored the options packages against the assessment criteria.

Options packages	Aligns with plans and budget	Delivers outcomes	Responds to growth	Value for money	Can be implemented
1. High-density focused	☑☑	☑☑	☑☑	☑☑	☑☑
2. Capacity focused	☑	☑☑☑	☑☑☑	☑☑	☑☑
3. Budget focused	☑☑☑	☑	-	☑	☑☑☑
4. Doing things differently	☑☑☑	☑	-	☑	☑☑☑
5. Consolidating and simplifying	☑☑	☑☑	☑☑	☑☑	☑☑

**Key**  
☑ Low  
☑☑ Medium  
☑☑☑ High



# Initial analysis: Medium-density greenfield (South)

Staff tested the options packages using this working example.

<b>1. High-density focused</b>	<p>Under this options package council would deliver one suburb park (30,000m<sup>2</sup>) and five new neighbourhood parks (3000m<sup>2</sup> each).</p> <p>This is the same level of provision and distribution as council would provide under current policy and practice.</p> <p>Funding of \$4.7M is allocated to enable council to increase access to, and functionality of, existing open space. This funding seeks to maximise the 89,626m<sup>2</sup> of connection and linkage open space in this location.</p> <p>This options package scores consistently across all five assessment criteria.</p>
<b>2. Capacity focused</b>	<p>This options package would deliver one suburb park (30,000m<sup>2</sup>) and five new neighbourhood parks (5000m<sup>2</sup> each). Larger neighbourhood parks are proposed due to low capacity in this location.</p> <p>These larger neighbourhood parks increase capacity to 8.7m<sup>2</sup> per person at full buildout (compared to 7.3m<sup>2</sup> under current policy and options packages 1 and 5) .</p> <p>This option also includes funding to increase access to, and functionality of, existing open space (as above).</p> <p>This options package scores well in terms of delivering open space outcomes and responding to expected growth of 6408 people. With a total cost of \$76.2M it did not score particularly well from a budget perspective.</p> <p><u>It was the highest scoring options package when applied to this working example.</u></p>
<b>3. Budget focused</b>	<p>This options package was discarded due to low capacity in this location (0.9m<sup>2</sup> per person).</p>
<b>4. Doing things differently</b>	<p>This options package was discarded due to low capacity in this location (0.9m<sup>2</sup> per person).</p>
<b>5. Consolidating and simplifying</b>	<p>This option delivers the same open space as options package 1 so it scores the same - consistently across all five assessment criteria.</p>



## Working example 7: Medium-density brownfield (South)

The seventh working example is a brownfield development in South Auckland.

The following provides key contextual information:

- population of 7300 people in 2022
- estimated population of 11,922 in 2052 based on full buildout (**increase of 4622 people**)
- the area is well developed and is **predominantly medium-density**
- **existing open space network of four parks** (129,694m<sup>2</sup>) leading to **moderate capacity** (10.9m<sup>2</sup>)
- there is an additional **30,298m<sup>2</sup> of connection and linkage open space** (a further 2.5m<sup>2</sup> per person).

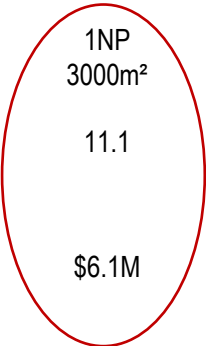




# Working example 7: Medium-density brownfield (South)

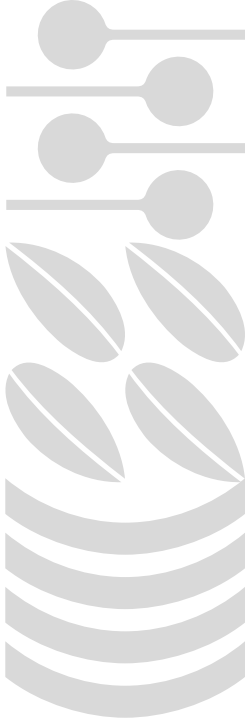
The following table illustrates the impact the different options packages in terms of open space, capacity and cost.

Options packages	Current policy	1. High-density focused	2. Capacity focused	3. Budget focused	4. Doing things differently	5. Consolidating and simplifying
No. of parks and civic spaces	5	5	5	4	4	5
Land area	132,694m <sup>2</sup>	132,694m <sup>2</sup>	133,694m <sup>2</sup>	129,694m <sup>2</sup>	129,694m <sup>2</sup>	132,694m <sup>2</sup>
Difference from status quo	1NP 3000m <sup>2</sup>	1NP 3000m <sup>2</sup>	1NP 4000m <sup>2</sup>	-	-	1NP 3000m <sup>2</sup>
Capacity Parks and civic spaces	11.1	11.1	11.2	10.9	10.9	11.1
Total cost acquisition & development	\$6.1M	\$10.8M	\$12.8M	\$4.7M	\$4.7M	\$10.8M
Difference from current policy		+\$4.7M	+\$6.7M	-\$1.4M	-\$1.4M	+\$4.7M



Under current policy and practice council would acquire one new 3000m<sup>2</sup> neighbourhood park

NP: Neighbourhood park



# Initial assessment: Medium-density brownfield (South)

We have scored the options packages against the assessment criteria.

Options packages	Aligns with plans and budget	Delivers outcomes	Responds to growth	Value for money	Can be implemented
1. High-density focused	☑☑	☑☑	☑☑	☑☑	☑☑
2. Capacity focused	☑☑	☑☑☑	☑☑☑	☑☑	☑☑
3. Budget focused	☑☑☑	☑	☑	☑	☑☑☑
4. Doing things differently	☑☑☑	☑	☑	☑	☑☑☑
5. Consolidating and simplifying	☑☑	☑☑	☑☑	☑☑	☑☑

**Key**  
☑ Low  
☑☑ Medium  
☑☑☑ High



# Initial analysis: Medium-density brownfield (South)

Staff tested the options packages using this working example.

<b>1. High-density focused</b>	<p>Under this options package council would deliver one new 3000m<sup>2</sup> neighbourhood park.</p> <p>This is the same level of provision as council would provide under current policy and practice.</p> <p>Funding of \$4.7M is allocated to enable council to increase access to, and functionality of, existing open space. This funding might be best used for investment in new amenities, including play as there is a limited amount of connection and linkage space (2.5m<sup>2</sup> per person) and some paths have already been developed. Development could also improve access to schools in this location.</p> <p>This options package scores consistently across all five assessment criteria.</p>
<b>2. Capacity focused</b>	<p>This options package would deliver one new 4000m<sup>2</sup> neighbourhood park. A larger neighbourhood park is proposed due to moderate capacity in this location.</p> <p>This options package also includes funding to increase access to, and functionality of, existing open space (as above).</p> <p>There are marginal differences between this options package and what would be delivered under options packages 1 and 5. For example, the larger park increases capacity to 11.2m<sup>2</sup> per person (compared to 11.1m<sup>2</sup>).</p> <p>The additional 1000m<sup>2</sup> of open space led to it scoring comparatively better in terms of delivering open space outcomes and responding to expected growth. <u>Accordingly, it was the highest scoring options package when applied to this working example.</u></p>
<b>3. Budget focused</b>	<p>This options package would deliver \$4.7M to increase access to, and functionality of, existing open space.</p> <p>This may not be sufficient to meet the open space needs of an expected population increase of 4622 people.</p> <p>This options package scores well in terms of budget and implementation.</p>
<b>4. Doing things differently</b>	<p>This option would deliver the same as options package 3 above, so it scores the same.</p>
<b>5. Consolidating and simplifying</b>	<p>This option delivers the same open space as options package 1 so it scores the same.</p>



## Working example 8: Medium/high-density greenfield (South)

The eighth working example is a greenfield development in South Auckland.

The following provides key contextual information:

- population of 1684 people in 2022
- estimated population of 19,504 in 2052 based on full buildout (**increase of 17,820 people**)
- initial stages of development
- **predominantly medium-density** residential with some areas of high-density
- **three existing neighbourhood parks** (11,086m<sup>2</sup>) leading to **low capacity**
- an additional **215,691m<sup>2</sup> of connection and linkage space** (a further 11.3m<sup>2</sup> per person).



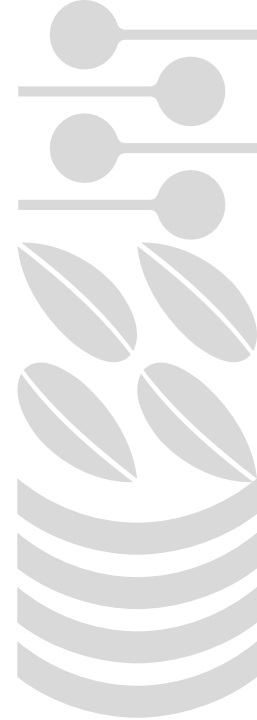
## Working example 8: Medium/high-density greenfield (South)

The following table illustrates the impact the different options packages in terms of open space, capacity and cost.

Options packages	Current policy	1. High-density focused	2. Capacity focused	3. Budget focused	4. Doing things differently	5. Consolidating and simplifying
No. of parks and civic spaces	16	19	19	3	6	19
Land area	102,086m <sup>2</sup>	106,586m <sup>2</sup>	126,586m <sup>2</sup>	11,086m <sup>2</sup>	15,586m <sup>2</sup>	106,586m <sup>2</sup>
Difference from status quo	2SBP 10NP 1CS 91,000m <sup>2</sup>	2SBP 10NP 3PP 1CS 95,500m <sup>2</sup>	2SBP 10NP 3PP 1CS 115,500m <sup>2</sup>	-	3PP 4500m <sup>2</sup>	2SBP 10NP 3PP 1CS 95,500m <sup>2</sup>
Capacity Parks and civic spaces	5.3	5.6	6.6	0.6	0.8	5.6
Total cost acquisition & development	\$121.4M	\$133.9M	\$168.3M	\$4.7M	\$12.5M	\$133.9M
Difference from current policy		+\$12.5M	+\$46.9M	-\$116.7M	-\$108.9M	+\$12.5M

Under current policy and practice council would acquire 10 new 3000m<sup>2</sup> neighbourhood parks, two 30,000m<sup>2</sup> suburb parks and a 1000m<sup>2</sup> civic space

SBP: Suburb park  
NP: Neighbourhood park  
PP: Pocket park  
CS: Civic space



# Initial assessment: Medium/high-density greenfield (South)

We have scored the options packages against the assessment criteria.

Options packages	Aligns with plans and budget	Delivers outcomes	Responds to growth	Value for money	Can be implemented
1. High-density focused	☑	☑☑	☑☑	☑☑	☑
2. Capacity focused	-	☑☑☑	☑☑☑	☑☑	☑
3. Budget focused	☑☑☑	-	-	☑	☑☑☑
4. Doing things differently	☑☑☑	☑	☑	☑☑	☑☑
5. Consolidating and simplifying	☑	☑☑	☑☑	☑☑	☑

**Key**

- ☑ Low
- ☑☑ Medium
- ☑☑☑ High



# Initial analysis: Medium/high-density greenfield (South)

Staff tested the options packages using this working example.

<b>1. High-density focused</b>	<p>Under this options package council would deliver 15 new parks and one civic space. The new parks consist of:</p> <ul style="list-style-type: none"><li>• two suburb parks (30,000m<sup>2</sup> each)</li><li>• 10 neighbourhood parks (3000m<sup>2</sup> each)</li><li>• three pocket parks (1500m<sup>2</sup> each) in high-density.</li></ul> <p>Funding of \$4.7M is allocated to maximise 215,691m<sup>2</sup> of connection and linkage space (11.3m<sup>2</sup> per person) in this location.</p> <p>Despite this investment capacity would remain low in this location (5.6m<sup>2</sup> per person). This is due to the scale of expected growth (17,820 additional people).</p> <p>This options package scores relatively consistently across all five assessment criteria.</p>
<b>2. Capacity focused</b>	<p>Under this options package all of the neighbourhood parks would be 5000m<sup>2</sup> because of low capacity in this location. Increased investment would raise capacity to (6.6m<sup>2</sup> per person).</p> <p>Funding to increase access to, and functionality of, existing open space would also be provided.</p> <p>This options package scores well in terms of delivering open space outcomes and responding to expected growth.</p> <p>However, it did not score in terms of strategic alignment and budget. Despite this, it <u>was the highest scoring options package when applied to this working example.</u></p>
<b>3. Budget focused</b>	<p>This options package was discarded due to low capacity in this location (0.6m<sup>2</sup> per person).</p>
<b>4. Doing things differently</b>	<p>This options package was discarded due to low capacity in this location (0.8m<sup>2</sup> per person). This is despite the options package delivering three new pocket parks in high-density.</p>
<b>5. Consolidating and simplifying</b>	<p>This option delivers the same open space as options package 1 so it scores the same.</p>

