

Innovating Streets: emerging lessons learnt and next steps

For decision: For noting:

Te tūtohunga / Recommendation

That the Auckland Transport Board (board):

- a) Note the emerging lessons learnt from the Innovating Streets Programme, in particular the recommendations focused on programme establishment and scale.
- b) Note the assessment criteria for the establishment of the Regional Streets for People Programme.

Te whakarāpopototanga matua / Executive summary

1. Auckland's 2020/21 Innovating Streets programme is comprised of 21 projects at 39 sites, delivered by five agencies. The majority of projects are in the monitoring and evaluation phase. Auckland Transport's (AT's) streamlined processes established through the programme successfully mitigated delivery risk, enabling 90% of sites to complete or commence installation within the 9-12 month funding timeframe. Anecdotally the intended beneficiaries for the majority of projects are generally supportive of the implemented changes. However, delivery of some projects and the scale of change for communities has resulted in some vocal opposition.
2. Programme evaluation is ongoing with emerging lessons learnt being applied to the upcoming Regional Streets for People programme and preparations for an anticipated second national tactical urbanism programme from Waka Kotahi New Zealand Transport Agency (Waka Kotahi). Regional Streets for People is a newly established \$3m fund for tactical urbanism, part of the 10-year climate action package in Auckland Council's long-term plan.
3. A key learning from the 2020/21 Innovating Streets programme, relevant to initiating the next programme, is centred on programme establishment and scale. For any future tactical urbanism programmes, it is recommended that AT, with its partners, develops a comprehensive programme to submit to the funder, rather than ad-hoc individual projects.
4. Awareness of the learnings from Innovating Streets will enable the board to support the Streets for People Programme Control Group (PCG) in any conversations with funders or politicians to ensure future tactical urbanism programmes are set up for success. In particular the learning around needing to objectively select a comprehensive programme that aligns with Auckland's strategic priorities, which enables programme level communications about the objectives and purpose of the programme. The assessment criteria for the Regional Streets for People Programme is intended to support the development of a comprehensive programme.

Ngā tuhinga ō mua / Previous deliberations

Date	Report Title	Key Outcomes
May 2020	Innovating Streets Pilot Fund Submission	The board approved the list of projects to be submitted for the first round of funding from Waka Kotahi's Innovating Streets Pilot Fund.

Te horopaki me te tīaroaro rautaki / Context and strategic alignment

5. The 2020/21 Innovating Streets programme piloted new approaches to engagement, consultation and delivery. The national Innovating Streets programme aimed “to make it faster and easier to transition our streets to safer and more liveable spaces”. To ensure learnings are captured and taken forward a programme evaluation at the regional (led by AT) and national (led by Waka Kotahi) levels is currently ongoing.
6. Regional Streets for People is a newly established \$3 million fund, to be delivered by AT as part of the 10-year climate action package, approved as part of Auckland Council's long-term plan (10-year budget). This new programme will aim to deliver trials, tactical urbanism interventions and complementary initiatives across the region, to reduce transport emissions through encouraging mode shift to active modes.
7. This paper provides emerging lessons learnt from the programme evaluation and demonstrates how these are being applied to the establishment of the Regional Streets for People programme and its assessment criteria.
8. A second national tactical urbanism programme is anticipated to be announced by Waka Kotahi later this year, it is understood this programme will also focus on reducing transport emissions as part of climate action.

Ngā matapakinga me ngā tātaritanga / Discussion and analysis

9. Auckland's 2020/21 Innovating Streets programme is comprised of 21 projects at 39 sites, delivered by five agencies. Projects include events and temporary or semi-permanent infrastructure installations. A programme evaluation for Auckland is ongoing, completion is anticipated in October. The programme evaluation is multi-faceted and run at a national and regional level for the Auckland Programme.
10. The primary success of the programme reported to date is the outcome against its first objective: *Evolve internal processes, particularly around signoff for key design elements to support more streamlined delivery, especially for more tactical approaches*. At the outset of the programme AT's approvals processes were cited as the single biggest risk to the programme by both AT and partner project teams. The streamlined processes established through the programme successfully mitigated this risk, enabling 90% of sites to complete or commence installation within the 9-12 month timeframe. Other programme objectives are to pilot co-design approaches, to develop project governance structures with local boards and to deliver intended project specific results.

11. The majority of projects are in the monitoring and evaluation phase. Anecdotally the intended beneficiaries for the majority of projects are generally supportive of the implemented changes. However, the 2020/21 Innovating Streets programme has presented significant change for our communities: change to the road layout and road space allocation, change in the type of infrastructure delivered, and change in how we engage and consult, all at a rapid pace. This has been challenging for a small number of projects in some parts of the community and resulted in some vocal opposition, which may have coloured the view that some in the community may hold about programme success.
12. In our experience media coverage of projects was not always reflective of the sentiment within the community. For example, the Māngere East project received negative media coverage during construction, no further articles have been published and sentiment from the community is positive for the completed installation.

Key Recommendations

13. The emerging learnings are informing the structure and conditions required to set up for success in tactical urbanism programmes going forward including Regional Streets for People and an anticipated second national tactical urbanism programme to be established by Waka Kotahi. Key recommendations are focused on:
 - programme establishment and scale;
 - cross-agency collaboration;
 - risk assessment;
 - Waka Kotahi collaboration;
 - pathway to permanence;
 - timeframes; and
 - local boards.
14. The Streets for People PCG established to govern the upcoming Regional Streets for People and any further tactical urbanism programme announced by Waka Kotahi will be accountable for actioning the recommendations in the final programme evaluation report.

Programme Establishment and Scale

15. Project selection for the 2020/21 Innovating Streets programme occurred under short timeframes and did include a cross-agency working group for the second application phase. However, applications represented a selection of individual projects, rather than a comprehensive programme. The scale of the programme that was approved was larger, more complex and required significantly more resource than anticipated. This has resulted in staff welfare concerns, compromises on activities and longer response times to issues. Resource requirements are anticipated to reduce as processes for tactical urbanism are better established and understood by communities and AT.
16. For any future tactical urbanism programmes, it is recommended that AT, with its partners, develops a comprehensive programme to submit to the funder, rather than ad hoc individual projects. The programme should have a set of consistent objectives enabling communications and evaluation at a programme level. The development of the programme should consider AT's ability to resource and drive the programme, ensuring what is submitted is of an appropriate scale. Programme development and delivery should be overseen by a multi-disciplinary programme team including engagement and placemaking subject matter experts.

Regional Streets for People Assessment Criteria

17. Applications for the Regional Streets for People programme will be invited from local boards, Auckland Council, AT and other Council Controlled Organisations (CCOs). Applications will be assessed in two phases:
- Expressions of Interest will be assessed using the eligibility and assessment criteria to form a shortlist, see Attachment 1. Expressions of interest will open in October 2021.
 - Programme confirmation will apply learnings from Innovating Streets, a risk assessment, and a set of other considerations set out in Attachment 1 to select the programme from the shortlist. AT will work with shortlisted projects to understand budgets and methodologies etc as part of confirming the final programme. The final programme will be confirmed by the end of 2021.
18. The assessment criteria and planning for programme establishment take on board emerging learnings from the Innovating Streets programme including: clear and consistent programme objectives to support communicating the programme to the public, objective assessment criteria to support developing a comprehensive programme rather than a selection of individual projects, the need for a clear pathway to permanence for all projects, inclusion of AT in project governance and support for project delivery, and longer delivery timeframes (funding available until June 2024). The assessment criteria for the Regional Streets for People Programme are intended to support the development of a comprehensive programme.
19. Assessment criteria are focused on the programme objectives as set out in the following table, detail on the assessment criteria is provided in Attachment 1.

Objective	Criteria	Weighting
Reduce transport emissions and improve air quality co-benefits outside of the city centre by encouraging mode shift to walking and cycling through the creation of more people friendly streets.	Effectiveness of proposal in encouraging mode shift to active modes, and Scale of potential for active modes uptake.	50%
Respond to local enthusiasm for people friendly streets through undertaking interventions in areas where there is strong local board and community support.	Evidence of community and local board support.	30%
Encourage the use of tactical urbanism techniques / initiatives that can be rolled out rapidly and at relatively low cost, with long term funding available to fund a permanent solution if the trial is successful.	Alignment with defined tactical urbanism use cases.	10%
Support Māori outcomes, for example by encouraging active Māori participation, and improving low carbon access to marae, kura kaupapa, kōhanga reo, employment and services.	Partnership with Māori organisation and/or solution targeted at key destinations for Māori.	10%

20. The Regional Streets for People programme and the anticipated second national tactical urbanism programme will be overseen by the Streets for People PCG. Noting the emerging learnings from Innovating Streets will enable the board to support the Streets for People PCG in any conversations with funders or politicians to ensure future tactical urbanism programmes are set up for success.

Ngā tūraru matua / Key risks and mitigations

21. Risks in the following table relate to the Regional Streets for People programme at this programme planning stage.

Key risk	Mitigation
<p>Political/Reputational: this programme has the potential to become highly political, potentially skewing the climate benefits achieved and/or impacting AT's reputation.</p> <p>There are varied views within the community of the appropriate mitigation of transport impacts on climate and how this is weighed against other motivators, impacting AT's reputation.</p>	<p>Robust and objective assessment criteria and governance roles and responsibilities.</p> <p>Clear roles and responsibilities with local boards defined before programme confirmed.</p> <p>Clear programme messaging and strategic alignment with existing plans required.</p>
<p>Health and Safety: the use of tactical urbanism materials and approaches remains novel and requires a pragmatic approach.</p>	<p>Health and safety considered as part of project selection and delivery planning. Including how community partners may be involved in delivery.</p>
<p>Resourcing/Welfare: The attributes and scale of the second Waka Kotahi Innovating Streets programme is currently unknown. If the programme is too large it may be difficult to appropriately resource potentially leading to resourcing issues.</p> <p>Challenging conversations with the community can become hostile environments for our staff and contractors.</p>	<p>It is important that AT manages programme scale to ensure it can be appropriately resourced. This may include escalating this conversation.</p> <p>Mechanisms to provide appropriate training and support to staff in community facing scenarios, including active identification of where senior leadership support may be required.</p>

Ngā ritenga-ā-pūtea me ngā rauemi / Financial and resource impacts

22. Due to the novel nature of tactical urbanism projects there remains uncertainty in budgeting. AT's Asset Maintenance and Renewals team will take on the maintenance of projects delivered as part of the 2020/21 Innovating Streets programme. The financial impacts of this additional maintenance are deemed minor.

23. The 2020/21 Innovating Streets programme resulted in some unforeseen costs as part of project delivery. For Regional Streets for People, AT will support all shortlisted projects to ensure Innovating Streets learnings are applied to financial forecasting and project selection. All projects in the Regional Streets for People programme will be 90% funded by Auckland Council's Climate Action Plan within the 10-year budget, 10% will be contributed by the submitting organisation.

Ngā whaiwhakaaro ō te taiao me te panonitanga o te āhuarangi / Environment and climate change considerations

24. The Regional Streets for People programme forms part of Auckland Council's Climate Action Plan. Transport Emissions reduction assessment criteria form 50% of the weighting for project assessment.

Ngā whakaaweawe me ngā whakaaro / Impacts and perspectives

Mana whenua

25. The 2020/21 Innovating Streets programme has been to AT's mana whenua forum four times. Mana whenua have requested input into the evaluation and are now in the process of providing that feedback, further feedback will be invited once monitoring and evaluation is complete for the projects within the programme.
26. The upcoming Regional Streets for People programme has been discussed at AT's mana whenua forum with a call for mana whenua to identify relevant organisations, initiatives and projects, and discuss these with the relevant local board. Supporting Māori outcomes is an objective of the Regional Streets for People programme, project selection will ensure this objective is addressed within the final programme.

Ngā mema pōti / Elected members

27. The four local boards who led a project within the 2020/21 Innovating Streets programme have contributed to the evaluation. This has resulted in a revised approach to local board project governance for Regional Streets for People.
28. Councillors and Local Board Chairs have received a memo signalling the upcoming Regional Streets for People programme to enable them to have early conversations about potential projects before the detailed assessment criteria are released and expressions of interest opened.

Ngā rōpū kei raro i te Kaunihera / Council Controlled Organisations

29. The governance of the 2020/21 Innovating Streets programme includes a cross-agency Steering Group with membership from: Auckland Council, Eke Panuku, AT, Kāinga Ora, Tāmaki Regeneration and Waka Kotahi. The Steering Group have fed into the evaluation discussion.

Local boards, Auckland Council and CCOs are eligible to apply for the Regional Streets for People programme, via AT, communications to CCOs have gone out via the Steering Group.

30. The 2020/21 Innovating Streets programme enabled better insight and access into AT processes for external teams due to membership within a single programme and availability of an AT programme manager with a remit to support teams from all organisations. Further integration across agencies for project governance and delivery will also be considered on a project-by-project basis going forward.
31. The Auckland Council Chief Sustainability Office hold the role of 'funder' for the Regional Streets for People programme. Clear roles and responsibilities between Auckland Council as the funder and AT as the programme lead are being defined.

Ngā kiritaki / Customers

32. The 2020/21 Innovating Streets programme and the emphasis on upfront community engagement has enabled a wide range of AT officers to experience a different approach to engagement. The approach taken differed by team and community, and has led to some great outcomes, particularly in South Auckland with local input into the design process, resulting installation and local procurement opportunities.
33. The 2020/21 Innovating Streets programme has presented significant change for our communities and resulted in some vocal opposition, see discussion and analysis section. This lesson has been carried forward into the Regional Streets for People programme including engagement expertise in the PCG and inclusion of the local enthusiasm assessment criteria.

Ngā whaiwhakaaro haumaruru me ngā whaiwhakaaro hauora / Health, safety and wellbeing considerations

34. Refer to key risks and mitigations section for an overview of health, safety and wellbeing considerations.



Ā muri ake nei / Next steps

35. Key next steps include:
 - a. completing the 2020/21 Innovating Streets programme evaluation (anticipated October 2021);
 - b. endorsement of Regional Streets for People Assessment criteria by Auckland Council Chief Sustainability Office;
 - c. opening expressions of interest for the Regional Streets for People Programme (anticipated October 2021); and
 - d. confirming the Regional Streets for People Programme by the end of the calendar year.

Te whakapiringa / Attachment

Attachment number	Description
1	Draft Regional Streets for People Assessment Criteria

Te pou whenua tuhinga / Document ownership

Submitted by	Melanie Alexander GM Network Management	
Recommended by	Andrew Allen EGM Service Delivery	
Approved for submission	Shane Ellison Chief Executive	