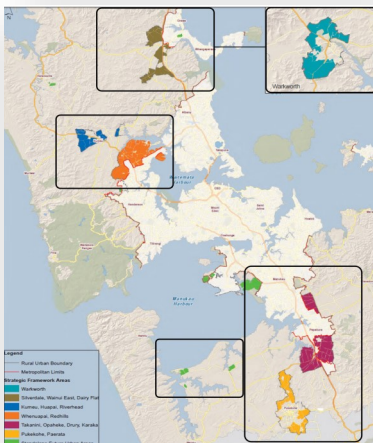


TRANSPORT FOR FUTURE URBAN GROWTH - STRATEGY PRODUCTION

A next generation transport strategy that integrates land use, economic, social and cultural needs while delivering a step-change in public transport, prioritises \$8 billion in infrastructure, and provides certainty for 30 years of growth.

Clients: Auckland Transport, Auckland Council, and NZ Transport Agency

Consultants: Urbanismplus led the Strategy Production Stage, other participating consultants: AECOM, Flow Transportation, Beca, Jacobs, Prosperous Places, Pocock Design:Environment, TTM Consulting.



PROJECT SCOPE

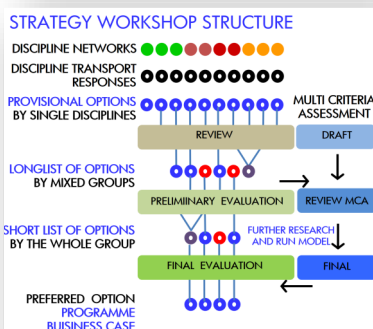
This project is set against the back-drop of the extreme urgency to address Auckland's unprecedented growth (a predicted additional 1 million people by 2043). In addition, the accompanying affordability crisis, due in part to a lack of housing supply, the economic consequences of which are perceived to be of relevance to the national economy.

These conditions led to the establishment of the Transport for Future Urban Growth (TFUG) project which is being delivered under an alliance between Auckland Transport, Auckland Council, and the NZ Transport Agency.

The project has determined an urban transport network comprising rapid transit networks, rail stations, roading, and cycle networks. This supports land use planning for new centres, employment, and living areas in Auckland's future urban areas. Some \$7.6-9.8 billion of transport infrastructure over 30 years has been prioritised.

The project covers all of Auckland's future growth areas including Takanini to Pukekohe in the south, Whenuapai to Kumeu/ Huapai to the north-west, and Dairy Flat to Warkworth in the north.

Urbanismplus led the actual strategy production stage between February and May 2016 while a Programme Business Case (PBC) was being developed in parallel by AECOM, completed subsequently.

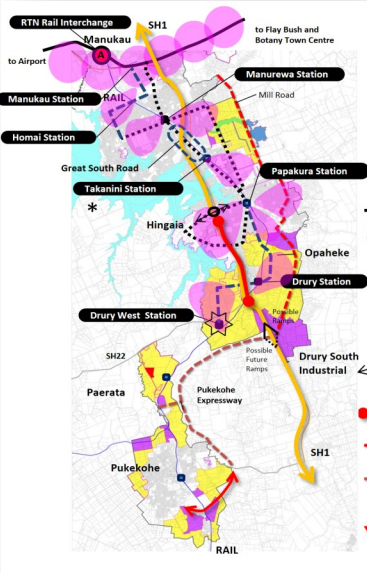


PROJECT CHALLENGES

Delivering land use and transport strategies that are truly integrated is amongst planning's most complex challenges. Transport infrastructure has the most profound and long lasting effects on our urban condition with serious environmental, economic, and social consequences, either leaving communities weakened and disaggregated or strengthened and connected. In this project challenges were amplified well above the norm in the following ways:



- The delivery of New Zealand's largest and most complex transport strategy under extreme urgency - requiring new and faster ways of working, the effective use of workshops, the running of overlapping tasks with feedback loops, and the concurrent use of multiple consultancies.
- The need for a multi-disciplinary evaluation process with rigorous testing to ensure that current prioritisation of housing targets does not result in unsustainable development with low public transport use.
- The diverse expectations of the three alliance members, each answerable to their own organisational objectives - requiring an approach which is responsive to changes but strong in intellectual leadership to ensure cohesion and continuity.
- Multiple and separate processes happening concurrently in particular the Proposed Auckland Unitary Plan (PAUP), and the 150 Special Housing Areas (all being negotiated independently) - requiring ongoing updating of data and anticipating PAUP outcomes which resulted in the eventual revision of the strategy to account for the PAUP Decision Version.
- Consult fairly and effectively to avoid a top-down output - requiring several overlapping streams of consultation to ensure engagement with the wider community as well as local boards, councillors, land owners and stakeholders, and local iwi.



PROJECT TECHNIQUES

At the core of the strategy design were 10 workshops and numerous topic and consultation sessions in the following sequence:

- A scoping workshop, process workshop, and several sessions to determine the strategy outputs required by the PBC.
- Six week-long inquiry-by-design workshops held in just seven weeks (surely an international record!). These delivered over 300 individual long-list options which were evaluated by all disciplines and modelled by Flow, Jacobs, Beca, and AECOM. From the resulting short-list of options a series of programme options were built. These were intensely scrutinised to ensure the best balance between supply and sustainability was found, and resulted in new hybrid programmes, and ultimately a preferred programme for each growth direction.
- Consultation sessions with elected members, iwi, developers, and the public were threaded throughout the process and outputs fed back into the workshops.
- An implementation workshop which prioritised all major transport infrastructure to ensure alignment with the 30 year Future Urban Land Supply Strategy.

The following techniques were applied to deliver an agreed strategic approach with wide consensus between the three agencies and over 40 specialists:

- A multiple workshop process designed to strengthen the participants' technical and spatial understanding of the areas and the challenges, and then collectively generate holistic solutions.
- Building trust amongst all participants from all agencies by first allowing time to consider the area from their discipline's perspective and then allowing them to actively participate in formulating new transport solutions.
- Collectively agreeing then applying comprehensive, multi-disciplinary evaluation criteria.
- Ensuring the proposals will stand up to future scrutiny by incorporating deliverability considerations in the evaluation.
- Technically verifying the options by running transport modelling tests between workshops.
- Directly engaging with local boards, iwi, land owners, developers and stakeholders, and the general public in parallel to the workshop process ensuring their feedback was considered during the process.

PROJECT OUTCOMES

The outcomes represent a step-change for Auckland's approach to strategic planning. The analysis quickly revealed that motorway extensions alone will fall short of relieving congestion and underscoring the need for more sustainable solutions. Rapid Transit Networks (RTN) feature strongly providing for dedicated busways that may graduate to light rail over the long term. Cycleways, transit oriented developments (TOD), increased employment opportunities, and biodiversity links were incorporated. The following specific outcomes were delivered:

- In the South a frequent bus network will supplement rail which currently serves limited employment destinations. When rail capacity is expanded through providing new stations, a TOD at Drury West, and centres with local employment opportunities, the bus network will convert to a rail feeder system.
- In the North-West a RTN will link Auckland City Centre with Westgate Town Centre, extending to Whenuapai, and eventually to Kumeu /Huapai in a staged manner. An RTN from Westgate to Hobsonville and the North Shore is included.
- In the North the busway will be extended from Albany to Dairy Flat, Silverdale, and Wainui East, with high quality bus links to Orewa. A new TOD will be located in Dairy Flat with employment land to the north, providing for easy access to SH1.
- The TFUG Programme Business Case, which is premised on this strategy, has been endorsed by the NZ Transport Agency's Board, Auckland Transport's Board and Auckland Council.
- The Detailed Business Cases are underway.

BEST PRACTICE



This project is an exceptional example of:

- A strategy that signals a step-change for Auckland's future by delivering more autonomous and affordable communities supported by good public transport choices.
- The planning profession delivering promptly on an issue of wide economic and private sector importance while engaging widely and maintaining environmental standards.
- A clear and deliverable pathway from which a myriad of private and public sector decisions can follow.
- Central and local government working together.

While the scale and circumstances behind this project are extreme it serves as a model for similar challenges throughout New Zealand.