

AT Sustainability Framework

Recommendation

That the Board:

- i. Receives this report.
- ii. Approves the draft AT Sustainability Framework for publication on the AT website in October 2016.
- iii. Publish its achievement against the 2016-17 Action Plan by the end of Q1 2017/18.

Executive summary

The AT Sustainability Framework has been developed for three key reasons:

1. It outlines AT's key roles and responsibilities in responding to national and regional policy settings and initiatives on sustainability, such as the Government Policy Statement on Land Transport and the Auckland Low Carbon Action Plan
2. It establishes a framework to develop and co-ordinate projects and initiatives which contribute to sustainable outcomes across AT
3. It increases the resilience and performance of AT operations, infrastructure and services through an increased awareness of sustainable outcomes.

The AT Executive team endorsed publication of the Sustainability Framework in June 2016. The Framework outlines the mandate for AT's sustainable vision and presents the goals, focus areas, and actions to deliver on these aspirations. It identifies what we can be held accountable for and what we can achieve through our influence on others.

The overall aim of the Framework is to improve our performance. As one example where AT has been recognised, the City Rail Link project received New Zealand's first 'Leading' Infrastructure Sustainability (IS) Design rating from the Infrastructure Sustainability Council of Australia for Contract Two – the Albert Street tunnels and stormwater diversion.

To ensure currency and continuous improvement, progress will be reported by the Board annually on key milestones in each action.

Strategic context

There are many pressures on Auckland in terms of dealing with the transport demand from increased growth, prudent fiscal management and congestion management. Alongside these increasing demands there is a growing awareness around sustainability, and good corporate citizenship.

AT's legislative purpose is to contribute to an effective, efficient and safe Auckland land transport system in the public interest. The Government Policy Statement on Land Transport 2015-25 defines *public interest* as 'where it supports economic, social, cultural and environmental wellbeing'.

The Auckland Plan sets out a range of targets in terms of greenhouse gas emissions, safety, social, environmental, economic and cultural outcomes. AT has sustainability targets and initiatives for some projects, for example sustainability is embedded throughout the City Rail Link project. However, a consistent organisation-wide approach is needed to realise best value, liveability, resilience, achieve efficiencies and enable more sustainable delivery for across AT.

Within the above context, the Sustainability Framework identifies goals and objectives for the transport network and focus areas and key actions for AT to embed within our policy development, operations and delivery.

Background

Since AT was formed in 2010, AT has focused on delivering and improving the transport system for Auckland. A number of key milestones have been achieved in terms of improvements including: rail electrification; new PT services; and key infrastructure projects; the start of construction of the City Rail Link and improvements in road network efficiency.

AT has a number of initiatives that contribute to cultural, social, environmental and economic benefits, including:

- Growth in Rapid transit – Rail and Northern Busway patronage growth rates have increased by 20% each year for the last 10 years providing congestion-free alternatives to car travel. Patronage is forecast to continue to grow.
- Design and construction of the City Rail Link project - On 13th September, City Rail Link received a 'Leading' Infrastructure Sustainability (IS) Design rating from the Infrastructure Sustainability Council of Australia for Contract Two – the Albert Street tunnels and stormwater diversion. This recognises the work undertaken with mana whenua, as well as achievements across the six themes of the rating tool, including significantly reducing projected resource use and impacts on the environment.
- Energy efficiency savings - AT are replacing 45,000 of the existing traditional streetlights. The project is expected to save \$32 million over the 20-year design life of the LEDs. We have signed an agreement with the Energy Efficiency & Conservation Authority (EECA) to help drive further energy savings throughout our organisation, including in the construction of CRL.
- Sustainability plans are now embedded within our Road Maintenance contracts. These include reporting on greenhouse gas emissions, energy use and materials use, and encouraging less impactful ways of maintaining our roads.

Overview of the Sustainability Framework

The framework sets out:

- The vision
- Goals covering each of the four well-beings setting out what we want to achieve
- Objectives showing how we will achieve the goals
- Focus areas where AT will focus attention in areas we can control and influence
- Top 13 actions AT will undertake over the next year that will help embed sustainability across AT's activities internally and externally

It is important to note that Te Kohao o te Ngira (2007) was developed by mana whenua in response to Auckland's sustainability framework and this has been referenced in the Framework as mana whenua's current position on sustainability. Engagement is planned with mana whenua on the interlinkages between sustainability and Māori values.

The vision, goals, focus areas and 13 top actions for the AT Sustainability Framework are set out below:

Vision

Auckland is a connected and liveable city- a place where the transport network enhances the liveability of Auckland.

Goals

- Conserve and enhance the natural environment
- Meet the social and health needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Areas

The focus areas included in the framework are the key target areas of control and influence for AT. These are summarised below:

- **Land use and Transport** – Integrated land-use and transport planning is the key to ensuring that living, working, social and recreational spaces are developed closely together. This integration provides multiple transport options between places where we work, live and play to improve accessibility and reduce reliance on individual car travel.

- **Financial Stewardship** - We will continue to strive to ensure our projects offer good value for money and consider whole of life costs. Careful planning and management will ensure assets are functional and will continue to benefit future generations.
- **The existing network** - Implement actions to optimise the existing transport network whilst recognising the importance of place will contribute to sustainability outcomes and optimise investment.
- **Low emission transport choices** - Providing people with lower emission travel choices and improving the connectivity between transport modes which will contribute towards better sustainable mobility in the future
- **Design, construction and maintenance** - Sustainable designs add environmental, social, economic and cultural value to the lifespan of an infrastructure project and aims to minimise impacts during construction, operation and maintenance. Current infrastructure projects are envisaged to last between 50 to 100 years. These structures therefore must be resilient and adaptable to the changing environment and needs of society over this time.
- **Innovation and technology** - We will use innovation, technology and data to achieve improved sustainability outcomes. Utilising available data to improve the operation of our transport system, and develop intelligent and shared mobility approaches to improve transport choices and make Auckland's transport system more efficient and resilient.
- **Our own organisation** - AT will lead by example by striving for best practice for AT's people, buildings, fleet and practices. AT will share these learnings to help others.

Top 13 Actions

For the 2015-16 financial year, a review across each of the focus areas was undertaken and the below set of top actions identified as our prioritised response in these focus areas. They reflect where the business wants target its efforts to address key gaps or where work is already underway that can be elevated and enhanced through focus and contribution to sustainability.

The top 13 actions to be delivered from 2016-17 in no particular order are:

1. Embed sustainable strategic outcomes within AT Procurement Framework
2. Develop an emissions roadmap to support the uptake of low emission buses
3. Develop an emissions roadmap for AT's own fleet.
4. Increase the proportion of renewals that coordinate or add value to other delivery programmes or objectives
5. Develop best practicable options for AT to contribute to improved outcomes for water
6. Embed sustainability principles in the Transport Design Manual through requirements, standards and service levels
7. Develop a technology strategy for AT

8. Develop a programme for continued level of investment in cycling networks across Auckland
9. Develop a 'Make Walking Count' programme for Auckland.
10. Appoint an Energy Manager and develop an energy plan to save 2.85 GWh by January 2019 in addition to savings already being achieved with LED streetlights
11. Develop and deliver a Sustainability Champions programme trial
12. Develop AT's Māori Responsiveness Plan
13. Embed sustainability within major projects including the City Rail Link

Peer review and publication

A previous version of the sustainability framework has been peer reviewed by some stakeholder agencies and subject matter experts. Whilst supportive of the document, feedback highlighted areas where we could have been bolder. Examples include: CO₂ and air quality targets and stronger social and cultural targets.

AT's conservative approach is a deliberate strategy designed to build confidence in the delivery of initiatives under this framework. This is also why we are undertaking a soft launch of the draft framework. This allows us to readily capture our baseline, strengthen our targets and develop the culture and performance environment needed to successfully achieve our sustainability goals.

Continuous Improvement

A sustainability governance group has been set up to oversee the development and achievement of the framework. It is supported by a working group as well sustainability champions spread across the business to foster and embed sustainability in daily activity.

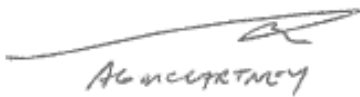


A sustainability achievement report will be produced annually to track progress and demonstrate achievement.

The framework as set out will be substantively reviewed in no later than three years' time.

Next steps

- AT will undertake a soft launch of the draft sustainability framework on the AT website in October 2017.
- Engagement with Mana Whenua is beginning from November.
- Engagement with relevant stakeholders will occur as related to specific actions.

Document ownership

Submitted by	Tony McCartney Group Manager Assets & Maintenance	
Recommended by	Greg Edmonds Chief Infrastructure Officer	
Approved for submission	David Warburton Chief Executive	

Attachments

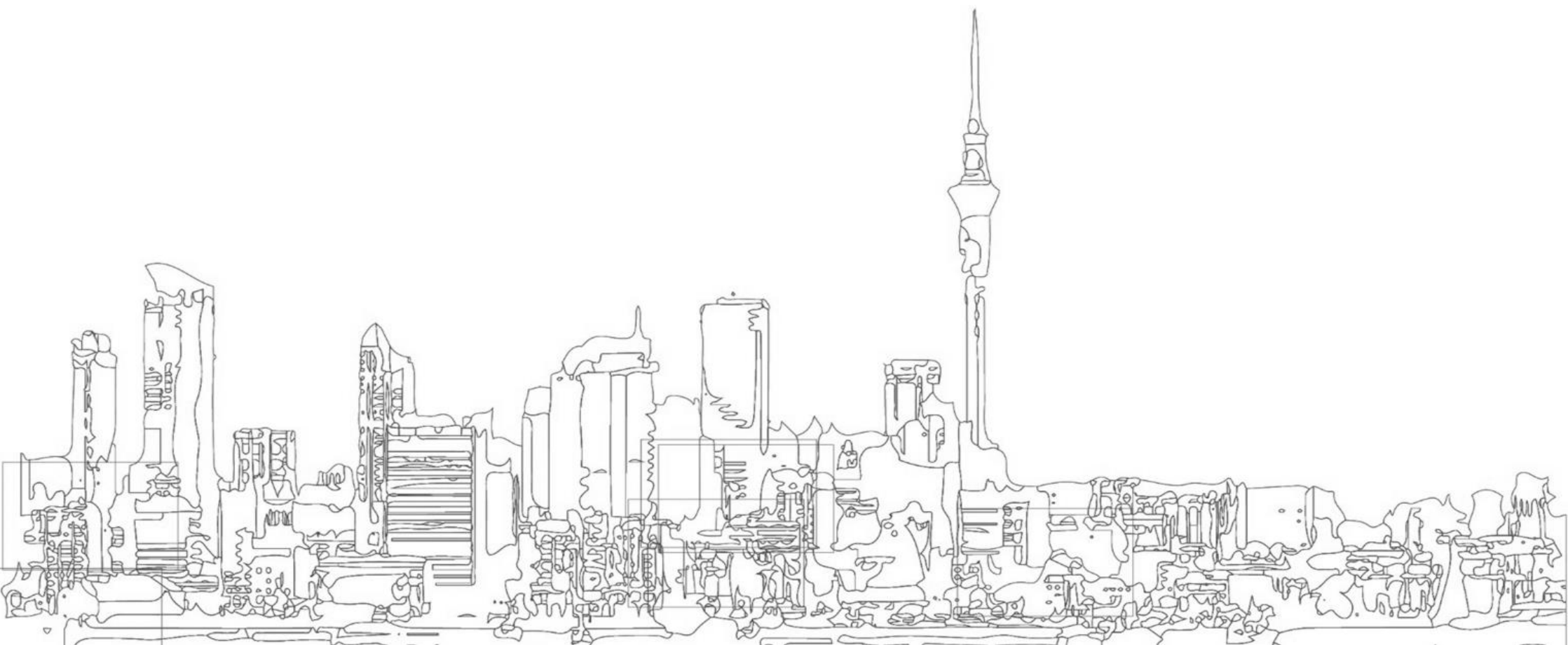
Attachment Number	Description
1	AT Sustainability Framework - saved in the Resource Centre in Boardbooks



Looking out for future generations

Auckland Transport's Sustainability Framework

September 2016



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EXECUTIVE SUMMARY

Transport systems are a fundamental component and shaper of cities. They provide vital access for people, goods and services which are the lifeblood of cities.

Auckland is currently home to 1.57 million people and this is forecast to grow to 2 million by 2033. The key sustainability challenge for any growing city is *meeting the needs of the present without compromising the ability of future generations to meet their own needs*.

Auckland Transport (**AT**) is the lead agency responsible for the planning, development and management of all of Auckland's transport system (excluding the State highways and railway corridors) including roads and footpaths, cycling and walking infrastructure, parking facilities and public transport.

This sustainability framework outlines how **AT** seeks to deliver on its vision:

**Auckland is a connected and liveable city -
A place where transport enhances the
liveability of Auckland, now and into the
future**

The framework is built around **four inter-related goals**:

1. Conserve and enhance the environment
2. Meet the health and social needs of Aucklanders
3. Foster jobs, growth and economic productivity
4. Celebrate Auckland's unique cultural identity

We will pursue actions under **seven focus areas** where **AT** has particular control or influence:

1. Land-use and transport
2. The existing network
3. Low emission transport choices
4. Design and construction
5. Financial stewardship
6. Innovation and technology
7. Our own organisation

This framework will inform and guide the development of transport plans, programmes and projects to make transport more sustainable and AT more resilient in the long term. There will be annual reporting on progress.

The framework acknowledges *te Kohao o te Ngira* - the 2007 Mana Whenua Sustainability framework which reflects the view of sustainability of hapū and iwi of Tāmaki Makaurau (Auckland).

From within the seven focus areas, AT has 13 top actions to embed sustainability across its business. These are outlined below.

AT's TOP 13 ACTIONS

1. ●●●● Embed sustainable strategic outcomes within **AT** Procurement Framework
2. ●● Develop an Emissions Roadmap to support the uptake of low emissions vehicles for buses
3. ●●● Develop an Emissions roadmap for **AT**'s own fleet.
4. ●●●● Increase the proportion of renewals that coordinate or add value to other delivery programmes or objectives
5. ●●● Develop best practicable options for **AT** to contribute to improved outcomes for water
6. ●●●● Embed sustainability principles in the Transport Design Manual through requirements, standards and service levels
7. ●●●● Develop a Technology Strategy for **AT**
8. ●●●● Develop a programme for continued level of investment in cycling networks across Auckland
9. ●●● Develop a 'Make Walking Count' programme for Auckland.
10. ●● Appoint an Energy Manager and develop an energy plan to save 2.85 GWh by January 2019 in addition to savings already being achieved with LED streetlights
11. ●●●● Develop and deliver a Sustainability Champions programme trial
12. ●●●● Develop **AT**'s Māori Responsiveness Plan
13. ●●●● Embed Sustainability within Major projects including the City Rail Link

Key:

- Conserve and enhance the natural environment
- Foster jobs, growth and economic productivity

- Meet the health and social needs of Aucklanders
- Celebrate Auckland's unique cultural identity



1

Setting
the
scene

WHAT IS THE PURPOSE OF THE SUSTAINABILITY FRAMEWORK AND HOW IS IT STRUCTURED?

The sustainability framework outlines how **AT** is planning to deliver on its vision that:

*Auckland is a connected **and** liveable city -
A place where transport enhances the liveability of Auckland, now and into the future*

The framework is developed as a hierarchy:

- A series of overarching **goals** covering the four well-beings and showing what we want to achieve, e.g. conserve and enhance the natural environment.
- A corresponding set of **objectives** showing how we will achieve the goals, e.g. reduce greenhouse gas emissions from transport.
- Seven **focus areas** where **AT** has some degree of control or influence e.g. financial stewardship: realising energy savings across **AT** assets and the transport network.
- Thirteen **top actions AT** will deliver over the next year that will make the most material difference to embedding sustainability into **AT's** delivery.

This framework will inform staff, public, key stakeholders and interest groups about **AT's** key areas of attention and focus that will contribute to our vision.

The role transport plays in cities

Transport is a fundamental component and shaper of cities. Transport networks enable people to access goods and services in a way that is efficient and effective. Most major cities around the world began as historical transport hubs, where settlements were established and then continued to develop around natural harbours, waterways or overland routes. Population growth, land use and transport are now intrinsically linked, with each influencing the other, directly or indirectly.

Transport activities, however, can have significant impacts on existing transport systems, surrounding land use and the environment, including impacts from the development of new transport services and infrastructure. The transport sector affects land, air, water quality, the economy, communities and ecosystems and consumes large quantities of non-renewable resources.

Auckland's harbour setting, natural environment, urban form and transport system are key shapers of Auckland's liveability, and will face challenges with the region's projected population growth and future development. Transport has contributed significantly to the development of Auckland in terms of movement and place and will be key to Auckland's future ability to compete on the international stage- as a world-class place that attracts and retains employers, talent, commerce, industry and events.

What do we mean by sustainability in relation to transport?

Sustainability is defined¹ as:

“meeting the needs of the present without compromising the ability of future generations to meet their own needs”

Sustainable development acknowledges social, cultural, environmental and economic interdependencies (Figure. 1) and the need to work within ecological limits. Transport systems have both negative impacts on these four interrelated areas, and also the ability to positively shape and catalyse improvements for the future of cities.

Auckland is currently home to 1.57 million people² but is forecast to grow to 2 million by 2033³. In the case of Auckland's transport system, sustainability translates to providing an effective, efficient and enduring transport solution for a growing city whilst maintaining those things about Auckland that we value as Aucklanders e.g. natural beauty, diversity and vibrancy, unique Maori heritage, and a place for people.

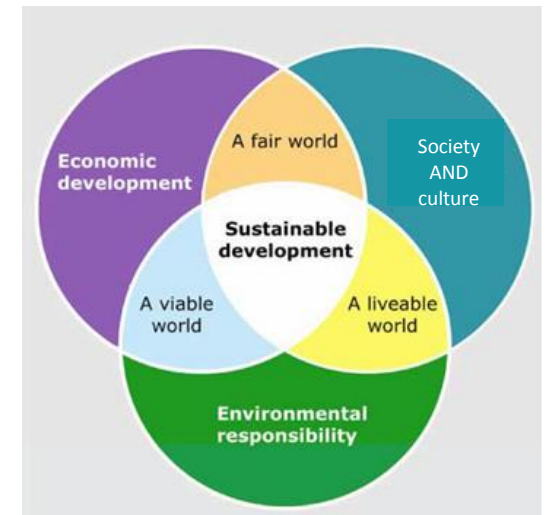


Figure 1: The links between the four goals and sustainable development

¹ Our Common Future-Brundtland Report, United Nations, 1987

² 2013 Census of Population and Dwellings, Statistics NZ, 2014

³ Assuming the medium growth scenario as outlined by Statistics NZ, available at <http://www.stats.govt.nz/~media/Statistics/browse-categories/maps-and-geography/geographic-areas/mapping-trends-in-auck-reg/population-growth.pdf>

Examples of alignment with AT Strategic Themes

		Framework goals			
		● Conserve & enhance the natural environment	● Meet the social and health needs of Aucklanders	● Foster jobs, growth and economic productivity	● Celebrate Auckland's unique identity
AT Strategic Themes	Prioritise rapid, high frequency public transport	Electrification of the Rail network Low emission vehicle trials	City Rail Link New Network	City Rail Link New Network AMETI (Panmure to Pakuranga)	Event PT services Design of transport facilities/infrastructure
	Transform & elevate customer focus and experience	Station upgrades New network 'Greenways' LRT on key corridors	City Rail Link Cycle and Walking Programme Road Safety Programme First & Last leg trip enhancements	Manukau Interchange Real time information on transport choice Simplified fare zones HOP card	Maintain partnerships with events organisers to enable easy access
	Build network optimisation & resilience	Travel demand initiatives	New network Route optimisation Infrastructure to support future urban growth	City Rail link Roads & Streets Strategy Infrastructure to support future urban growth	
	Ensure a sustainable funding model	Partnership agreement with EECA for energy savings	'Whole of life' approach to asset management	Align strategic investment between AT & NZTA to optimise outcomes	
	Implement accelerated, adaptive, innovative solutions	Pilot Sustainability champions programme Vegetation Asset management plan	Develop mobility as a service/intelligent mobility offer for AT	Better integration of technology connections to inform customers about AT services	Design of transport facilities/infrastructure

What mandate does Auckland Transport have for sustainability?

This Framework supports the vision of the world's most liveable city and contributes to the outcomes and transformational shifts sought in the Auckland Plan³. It also delivers on **AT's** transport commitments in a range of other plans within the council family and with our partners (Figure 2).

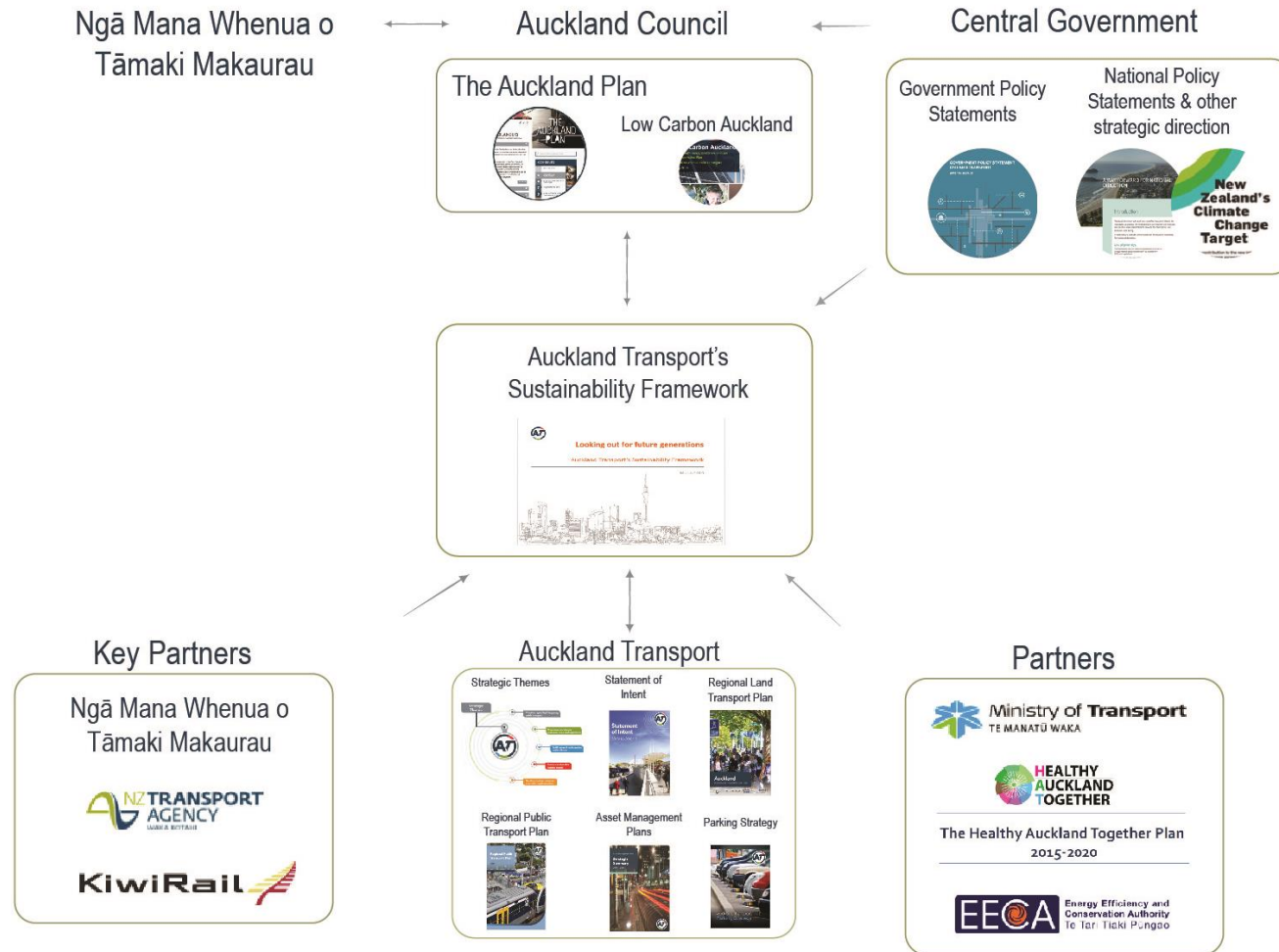


Figure 2: The interactions between the sustainability framework and other key plans and partners

³ Refer Appendix 2 for the full Auckland Council vision and policy commitments

Te Tiriti o Waitangi, Māori wellbeing and sustainability⁴

Mana whenua have a key role to play and responsibility to contribute to the Auckland region’s sustainability. They are kaitiaki and key partners in Auckland.

Te Kohao o te Ngira – the Mana Whenua Framework (Figure 3) was developed in 2007 as a regional integration point for the various mana whenua groups of the region as well as between mana whenua and the public sector. In reviewing and developing major strategies it is envisioned that decision-making is undertaken in a manner that:

- Recognises mana whenua as the indigenous peoples of the region
- Accords value to Te Ao Māori
- Gives due effect to Te Tiriti o Waitangi/Treaty of Waitangi
- Contributes to Māori needs and aspirations.

Mana Whenua world view

The mana whenua view of sustainability is anchored in a world view built on a holistic philosophy that recognises values and treasures everything’s and everyone’s interconnectedness. Stories, traditions, philosophies and values passed down from generation to generation underpin this world view. These traditions have combined to shape the mana whenua world view and their understandings and relationships with the natural world. They act to reinforce the various relationships between the land and people and will continue to do so for the present and future generations.

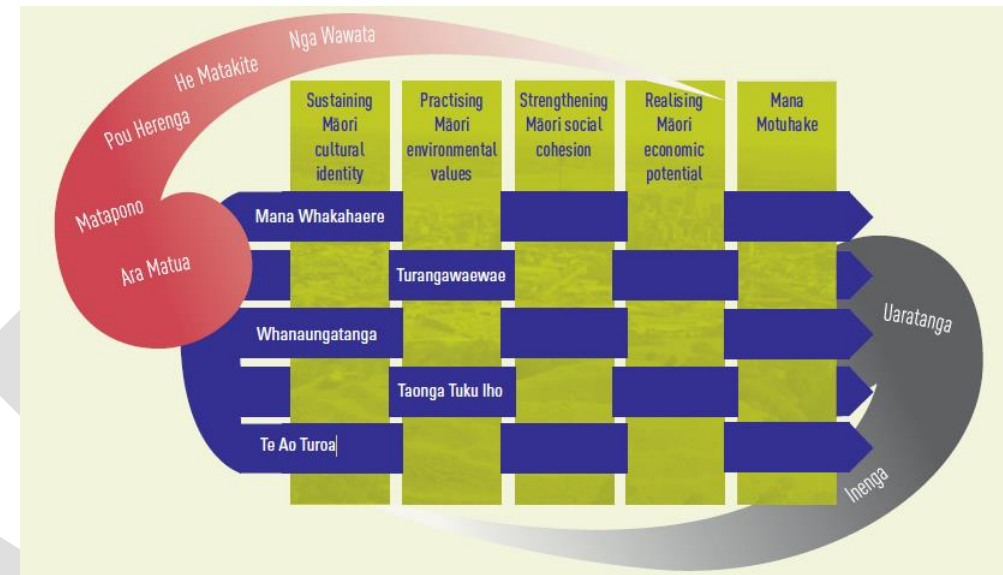


Figure 3: Mana Whenua Sustainability Framework / Te Kohao o te Ngira (2007)

AT’s response

For inclusion in the Māori Responsiveness Plan: a mana whenua view of sustainability with points of interface and divergence for inclusion in an AT work programme.

⁴ Extracts from *Te Kohao o te Ngira* Mana Whenua Sustainability Framework undertaken in response to Auckland Sustainability Framework (2007)

AT's Customers: Anyone who moves

Auckland Transport serves the people of Auckland both now and into the future. This includes those who live in or travel to and through Auckland, or who rely on or provide transport for other people, goods and services. Their children, grandchildren, and future visitors and residents are also our customers. They will experience the legacy of decisions we are making today.

What transport activities are AT responsible for?

AT is the lead agency responsible for the planning, development and management of all of Auckland's transport system (excluding the State highways and railway corridors) including roads and footpaths, cycling and walking infrastructure, parking facilities and public transport.

Among its main tasks are:

- designing, building, operating and maintaining Auckland's roads, ferry wharves, rail and bus stations, cycleways and footpaths
- co-ordinating road safety, community transport and travel plan initiatives such as travel plans and journey planning.
- planning and funding bus, train and ferry services across Auckland.

As at June 2015, **AT** was responsible for managing⁵:

- 7,302 km of local and arterial roads
- 12,000 km of stormwater channel and 75,481 catch pits
- 1,020 bridges and major culverts
- 3,735 sea walls and retaining walls
- 6,959 km of footpaths and 321 km of cycleway
- 105,347 street lights
- 2,342 bus shelters, 6 busway stations, 21 wharves and ferry facilities
- 41 active rail stations, associated stabling and depot
- 57 electric trains, 10 diesel multiple units
- 13 multi-storey car park buildings

as well as contracting the services of 1,240 buses in the Auckland bus fleet.

⁵ [Asset Management Plan 2015-2018, Auckland transport, 2015](#)

AT's sphere of influence

AT will focus most effort on those transport activities where it has the most control or influence, or has the most impact in terms of improving the sustainability performance of our region. We will ensure that AT's actions complement and work alongside other actions undertaken at the global, national and local levels.

AT is responsible for designing and delivering significant transport infrastructure and services within Auckland. Infrastructure such as roads and footpaths, and services such as public transport, road safety, walking, cycling, and travel plan initiatives, help shape Auckland's travel choices. Travel choices in turn affect personal mobility, shared mobility, and household transport costs, and access to goods and services, as well as having other impacts on the four goal areas.

Figure 4 shows the activities where AT has control or influence. They are split as follows so that those with the greatest degree of control are placed at the centre of the diagram:

Corporate, maintenance and operations: Operating and maintaining AT buildings and activities, including vehicle fleet and procurement of services to run AT as an organisation

Transport infrastructure and services: Delivering, maintaining and upgrading existing transport infrastructure and services; designing and constructing capital projects (e.g. roads, rail stations, busways, cycleways, footpaths).

Customer travel behaviour: Undertaking activities where AT can only influence travel behaviour such as extending the public transport network and implementing travel demand initiatives.

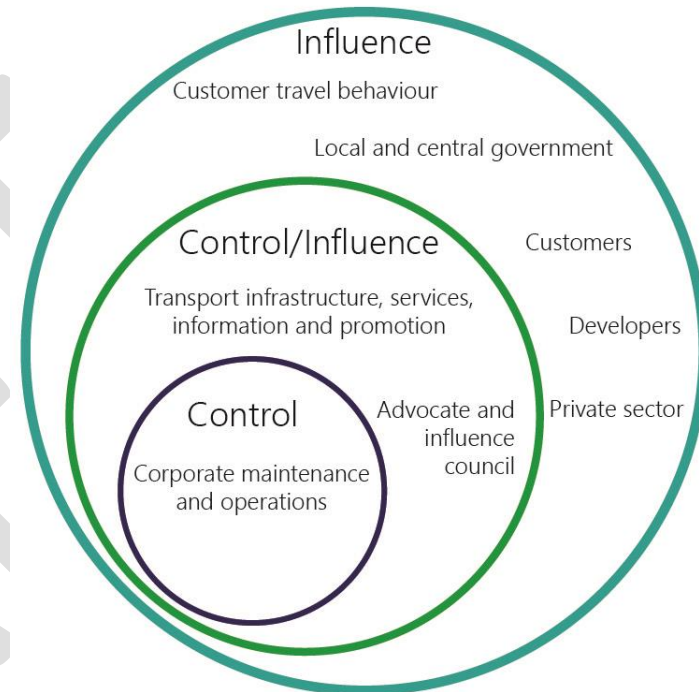


Figure 4: Auckland Transport's sphere of influence

Every Aucklander and visitor to the region also has personal accountability for the impacts of his or her travel behaviour and choices. Together, we can seek continual improvement in the sustainability performance of our transport activities, travel behaviour and choices.

SOME EXAMPLES OF WHAT AT HAS ALREADY ACHIEVED

Growth in Rapid transit – Rail and Northern Busway patronage growth rates have increased by 20% each year for last 10 years providing congestion free alternatives to car travel. Patronage is forecast to continue to grow.

The rollout of the new bus network and integrated ticketing is making public transport a more accessible and affordable travel option for Aucklanders. It is easing congestion delays, reducing air pollution and energy use, and improving safety per passenger compared to equivalent car travel.



Energy efficiency savings - AT are replacing 45,000 of the existing traditional streetlights. The project is expected to save \$32 million over the 20-year design life of the LEDs. We have signed an agreement with the Energy Efficiency & Conservation Authority (EECA) to help drive further energy savings throughout our organisation, including in the construction of CRL.

Electrification of the rail network is saving up to 9 million litres of diesel each year and is reducing the associated harmful effects particularly of air and noise pollution from diesel trains.



Enhanced expenditure on urban cycleways in partnership with the NZ Transport Agency (NZTA) and Auckland Council, AT is making cycling a more attractive and realistic commuter option, lessening environmental impacts and encouraging more active lifestyles. The openings of the separated Beach Rd and Nelson St cycleways have increased the numbers of people cycling to the City Centre.

Design and construction of the City Rail Link project - On 13th September 2016, City Rail Link received a 'Leading' Infrastructure Sustainability (IS) Design rating from the Infrastructure Sustainability Council of Australia for Contract Two – the Albert Street tunnels and stormwater diversion. This recognises the work undertaken with mana whenua, as well as achievements across the six themes of the rating tool, including significantly reducing projected resource use and impacts on the environment.

Sustainability Plans are now embedded within our Road Maintenance contracts. These include reporting on greenhouse gas emissions, energy use and materials use, and encouraging less impactful ways of maintaining our roads.

Campaigns
Auckland Transport has run a number of campaigns to encouraging Aucklanders to take public transport, ride a bike, walk and travel outside of peak times.



Aucklanders have embraced change following the improvements we have made. Patronage on buses, rail and ferries has increased. People are getting on their bikes and using their feet.

Where are we now?

Transforming Auckland into the world's most liveable city and making progress towards the four well-being goals is an exciting and complex challenge. Before looking ahead, it is important to understand how transport currently shapes these four wellbeings for Auckland.

This section addresses each of the four well-beings in terms of:

- **Definition** of what is meant and covered by each well-being
- **Current state and trends** associated with transport activities
- **Challenges** – obstacles that will need to be overcome to achieve the well-being goal
- **Opportunities** – factors that could help achieve the well-being goal.



Environmental well-being

Environmental well-being is the state of the surrounding natural environment in terms of air, land, water, habitats and natural heritage.

What is the current state and trends?

Transport impacts the Auckland environment in the following ways:

- Transport is a contributor to air pollution (PM₁₀, PM_{2.5}, NO_x) harmful to human health and wider ecosystems (Figure 5).
- Greenhouse gas (GHG) emissions from transport are 40% of Auckland total (Figure 6) and are relatively static since 2006.
- 99% of current transport fuels come from non-renewable energy such as petrol and diesel (Figure 7).
- Stormwater run-off is contributing to the pollution of Auckland's harbours and waterways. Contaminants include copper from brake pads, zinc from tyres and fuel from combustion⁶.
- Biodiversity is in danger of further decline as transport networks expand into natural habitat or rural areas⁷, or due to poor management of ecological weeds and pests within road corridors.

⁶ The Health of Auckland's Natural Environment in 2015, Auckland Council, 2015

⁷ Q&A: Dr Marie Brown on Auckland's environmental issues, NZ Herald, 13 August 2015

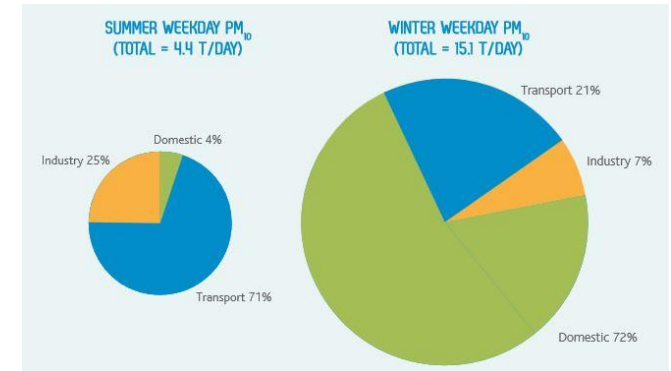
- The land area required for transport is already significant and increasing. For example, the urban area of Auckland increased in size by 11% between 1996 and 2012, but transport infrastructure occupies 13% of land within the Rural Urban Boundary (RUB) and 25% of land within the City Centre⁸.

What are the key challenges?

- Vehicle technology has reduced emissions per vehicle (Figure 8). However, Auckland's population is increasing at a faster rate than the improvements in real world air, noise and water emissions.
- Meeting international obligations on climate change will require local action to reduce GHG emissions. The World Economic Forum has identified the failure to mitigate or adapt to climate change impacts as one of the most serious global risks⁹.
- Increasing urbanisation to accommodate future growth in Auckland will put further pressure on surrounding communities, on biodiversity, and on water quality.

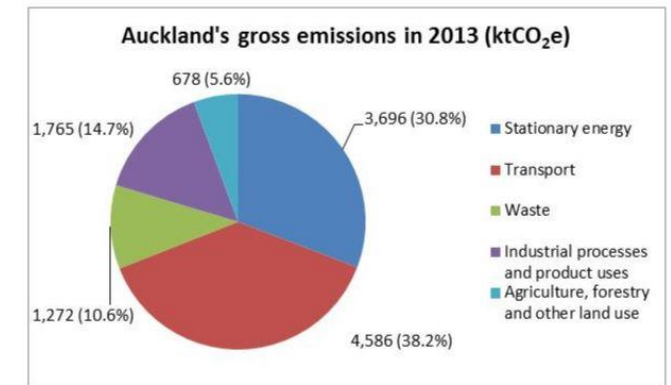
⁸ The Health of Auckland's Natural Environment in 2015, Auckland Council, 2015

⁹ <http://reports.weforum.org/global-risks-2015/#frame/20ad6>



Source: The Health of Auckland's Natural Environment in 2015

Figure 5: Contribution of transport to PM10 pollution in Auckland



Source: Low Carbon Auckland – A Year in Action, 2015

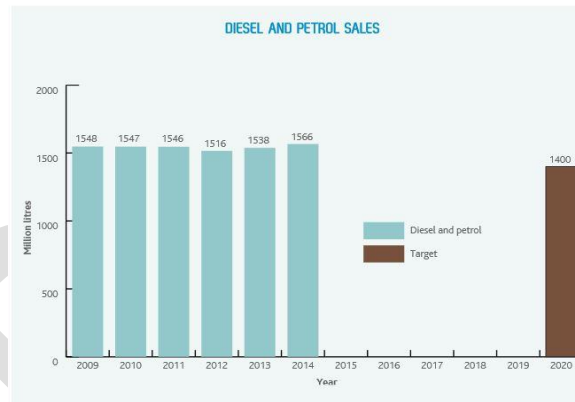
Figure 6: Auckland greenhouse gas emissions profile in 2013

What are the key opportunities?

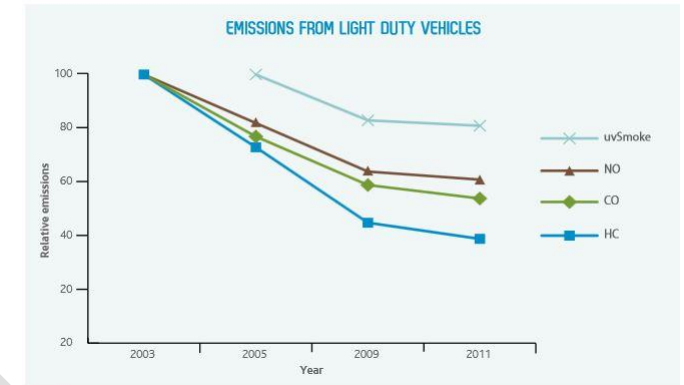
Current projects, learning from the experience of other cities, new technologies, increased use of low emission vehicles and other developments provide opportunities to meet the challenges presented by the environmental impacts of transport.

- **Landuse planning that supports compact city design can reduce per capita greenhouse gas emissions.** This is because compact living near town centre services and amenities reduces the need for long distance travel.
- **Sustainable alternatives** (e.g. public transport, walking, cycling, car / bike share, carpooling, ride share) can replace many car trips
- **Intelligent Transport Systems** which share and link information between people, vehicles and transport infrastructure can increase the effectiveness, environmental performance, safety, resilience and efficiency of the transport system.
- **To help increase demand and supply of electric vehicles and renewable fuels.** The number of vehicles using renewable fuels is currently a very small fraction of the vehicle fleet but is increasing rapidly. Demand for electric and plug-in hybrid vehicles has increased significantly and a new biodiesel plant is being built for Auckland.

- **Learnings from other cities can be applied or adapted here.** Auckland is part of the C40 (Cities Climate Leadership Group), a network of the world's cities taking action to reduce greenhouse gas emissions and increase their resilience to climate change impacts.
- **Ensuring our designs, services and projects add environmental value** over their life and minimise their impact during construction infrastructure.



Source: *The Health of Auckland's Natural Environment in 2015*
Figure 7: Regional fuel use 2009-2014 versus the Low Carbon Auckland target



Source: *The Health of Auckland's Natural Environment in 2015*
Figure 8: Trends in light duty vehicle emissions

Social well-being

Social well-being is the state of the community in terms of health, safety, accessibility, equity, affordability and liveability.

What is the current state and trends?

Transport impacts Auckland's social well-being in the following ways:

- Overall, Auckland's air quality is generally good at measuring sites with pollutant levels within guidelines, standards and targets. However, from time to time standards are breached¹⁰ (Figure 9). Analysis shows the social cost from air pollution is \$465M per year. High traffic volumes on key transport corridors create emissions and noise, which can degrade the quality of life, especially for people living close to motorways.¹¹ (Figure 10)
 - Active modes (cycling and walking) are not yet the norm. There is an increasing trend of physical inactivity across the population, which increases the risk of diseases such as diabetes, cardiovascular disease, various cancers and osteoarthritis. The social cost of physical inactivity in Auckland is estimated at \$402 million per year.¹²
- Runoff from roads and transport infrastructure negatively impacts our streams and harbours which are important food gathering and recreation areas for Aucklanders.
 - Road crashes and resulting fatalities and injuries (Figure 11) have high societal costs¹³. Safety impacts are not evenly spread; there are ethnic and socio-economic differences¹⁴ in the risk of road traffic injury.
 - For transport disadvantaged groups (such as the young, elderly, people with disabilities, and people on low incomes) the quality and availability of affordable transport options vary significantly.
 - Transport is one of the major perceived factors that impact people's quality of life. 43% of respondents to the Auckland Quality of Life Survey stated that issues with the transport system detract from their sense of local pride. This was the second highest issue, following crime and safety. (Figure 12).

¹⁰ Auckland Council State of the Environment report, 2015

¹¹ Road traffic noise and health-related quality of life: A cross-sectional study, in Noise Health 2013;15:224-30, Welch, Shepherd et al, 2013

¹² *The costs of physical inactivity : Toward a regional full-cost accounting perspective*, Market Economics et al, 2013

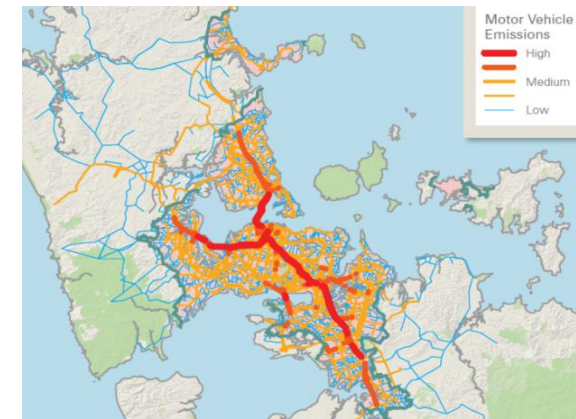
¹³ Social costs of road crashes and injuries 2014 update, Ministry of Transport December 2014.

¹⁴ Social and geographical differences in road traffic injury in the Auckland region, Jamie Hosking et al, University of Auckland, 2013



Source: Auckland Council's Air Quality Report Card –Urban Auckland 2014

Figure 9: Exceedances of air quality targets and standards in Auckland



Source: Auckland Council: State of the Environment Report 2010

Figure 10: Density of vehicle emissions across Auckland

What are the key challenges?

- Air pollution is currently monitored at a limited number of monitoring sites providing an incomplete picture. The level of air pollution exposure will increase as the transport network expands, and especially around key road corridors.
- Low density, dispersed land development patterns and fragmented cycle and walking connections will make it harder for Aucklanders to adopt sustainable travel alternatives.
- Motor vehicles, especially those using diesel, are the main sources of NO_x. Although diesel engine technology is improving, the number of diesel vehicles in Auckland is increasing¹⁵.
- Auckland's population is increasing in size and diversity. Current safety messaging will need to be revised to ensure that every group in Auckland's diverse community has equal access to improved safety outcomes.
- An aging population will require more accessible travel options and infrastructure, and better wayfinding.
- Higher rates of unemployment, lower than average incomes and the highest levels of deprivation are concentrated in particular geographical areas of Auckland.

- Increasing demands on roads and streets are making it more difficult to balance the needs of through movement against the quality and enjoyment of local places.

What are the key opportunities?

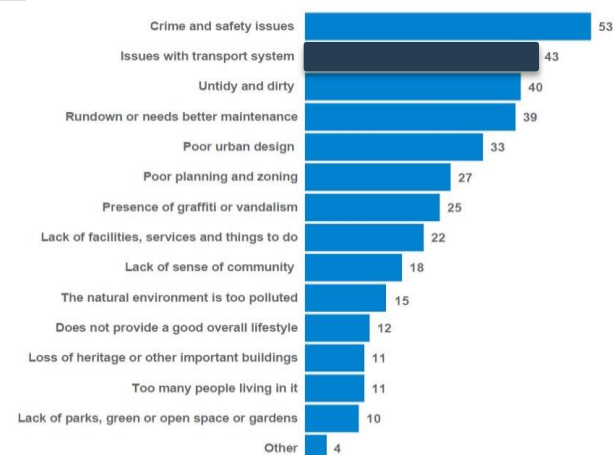
- **Expansion of the PT network, targeted safety programmes and recognition of the needs of people who are transport disadvantaged** are among transport initiatives that provide opportunities to meet the challenges and improve social well-being
- Various **urban renewal projects** in Auckland offer the chance to re-design and re-prioritise the street environment for better social interaction and pedestrian accessibility to improve Auckland's liveability and social cohesion.
- **Awareness of the risk of increased exposure** to air pollution due to population growth can enable matching cleaner transport options (i.e. electric or very low emission buses) with the denser transport routes.
- **Encouraging opportunities for training and apprenticeships** for local people through the delivery and procurement of AT projects and services
- **Redesigning and reprioritizing the street environment** for better social interaction and pedestrian accessibility to improve Auckland's livability and social cohesion.

Table 18: Number of fatal and serious road injuries, Auckland and New Zealand (2006-2013)

Year	2006	2007	2008	2009	2010	2011	2012	2013
Auckland	693	532	549	568	512	452	420	479
New Zealand	3085	3137	2954	2848	2693	2371	2410	2221
Auckland as % of NZ	22	17	19	20	19	19	17	22

Source: NZTA Crash Analysis System

Figure 11: Fatal and serious road injuries in Auckland New Zealand



Source: Auckland Quality of Life Survey 2014

Figure 12: Impact of transport issues on sense of local pride

¹⁵Auckland Council State of the Environment report, 2015

Economic well-being

Economic well-being is the state of the economy in terms of employment, efficiency, productivity and transport costs and benefits. This also includes resilience to impacts of change, including climate change.

What is the current state and trends?

- There has been over 15-20% annual growth on our rapid transit network (rail & northern busway) as part of a wider public transport patronage increase (Figure 13). This provides a good foundation from which to continue investment in these areas.
- While total vehicle travel has been increasing with population growth, vehicle travel per capita has been declining over the last few years (Figure 14).
- Congestion on the road network (Figure 15) is estimated to cost Auckland \$250M per year in terms of people's lost time, compared to when the network is operating at capacity¹⁶.
- Auckland's economy is reliant on imported fossil fuels and impacted by international supply or price disruptions.¹⁷
- Affordable transport choices are important for accessing employment, education and services.

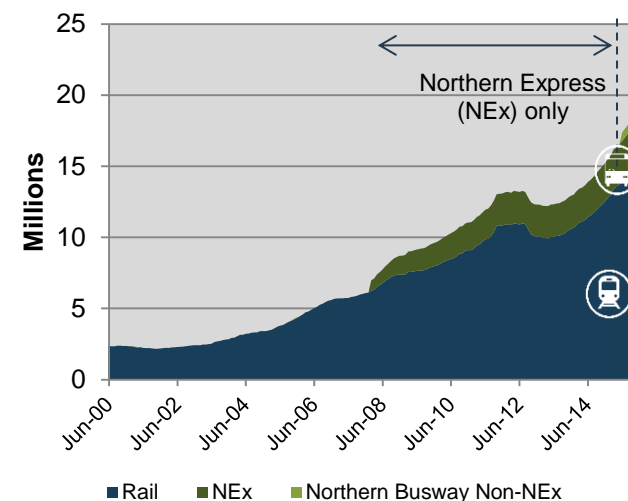
¹⁶ *The costs of congestion reappraised*, NZTA Research Report 489, Ian Wallis Associates Ltd, February 2013

¹⁷ Auckland Council Auckland Plan, 2012

What are the key challenges?

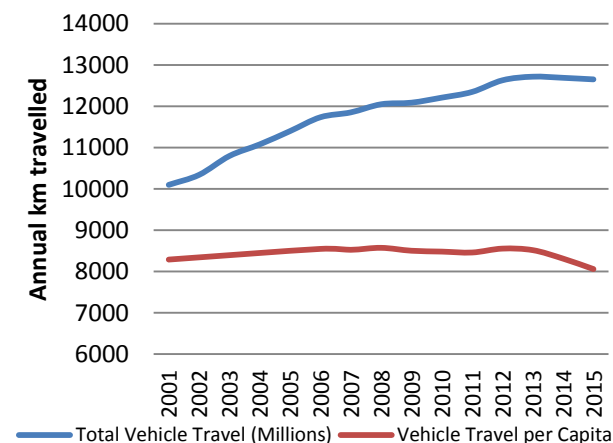
- Suburban development beyond the edge of metropolitan Auckland and together with widespread low density housing is reinforcing dependence on the car for most trips.¹⁸
- Increasing urbanisation to accommodate future growth in Auckland will put further pressure on the capacity and affordability of transport infrastructure. National and regional views on investment priorities need to be aligned to develop a more sustainable funding model.
- There is a low level of understanding in the wider community of the real costs of transport balanced against housing costs. This skews decisions people make about where they choose to live.
- Getting the balance right between investment in new transport infrastructure and maintaining Auckland's existing network.
- Many parts of the Auckland transport network are located near sea level and may be at long term risk of flooding (Figure 16)

¹⁸ Housing and transport expenditure: Socio-spatial indicators of affordability in Auckland, in *Cities 38* (2014) 69–83, K. Mattingly and J. Morrissey (2014)



Source: AT Monthly Report

Figure 13: Auckland Rapid Transit Network patronage



Source: NZTA Traffic data, ATAP Foundation Report

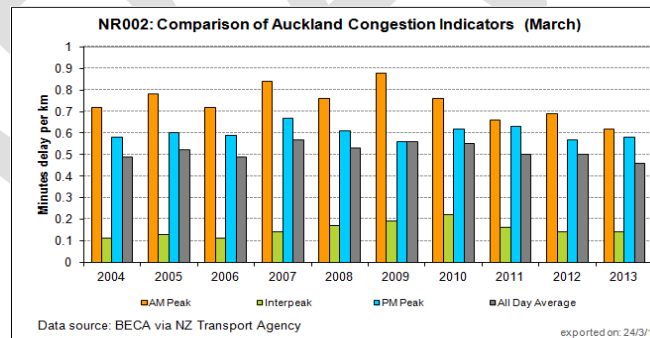
Figure 14: Auckland Travel Demand 2001-2015

What are the key opportunities?

Opportunities to meet the challenges and enhance economic well-being include planning and providing new services and infrastructure that improve individual access to employment and education as well as adopting processes to ensure that projects are delivered to time and to budget.

- **Mixed use, denser developments** can support a more multi-modal and sustainable transport investment response. Drivers who switch to public transport, walking and cycling, even for some trips, can reduce their expenditure on fuel and vehicle maintenance while helping to reduce traffic congestion.
- **Making transport cost implications more transparent** in decisions on land released for future development will allow Aucklanders to make better decisions on the trade-off between cheaper housing further out of Auckland and the cost of longer commuting distances.
- **Technology such as “Big Data” travel demand management**, real time information, and mobility on demand schemes, can help Auckland make a transition to increased public transport, walking and cycling and improved network management (e.g. use of dynamic lanes).

- **The transport network can be optimised** through being managed and operated as a single system, with wider network benefits achieved through smaller investments in existing assets. Examples include completing gaps in the cycle network as part of the road renewal programme.
- **Increasing the visibility of the consequences of under investing** in existing transport infrastructure will enable more informed choices about the balance of investment made between new and existing assets.
- **Businesses, schools and institutions can encourage** large numbers of people to reduce their reliance on single occupancy vehicles by encouraging walking, cycling, public transport use, carpooling and flexible working hours.



Source: Ministry of Transport Network reliability indicator NR002

Figure 15: Change in Auckland congestion 2004-2013



Source: Auckland Council – Auckland Plan map 7.7

Figure 16: Potential sea level rise scenarios

Cultural well-being

Cultural wellbeing is the vitality that communities and individuals enjoy through: participation in recreation and creative activities; and the freedom to retain, interpret and express arts, history, heritage and traditions'

What is the current state and trends?

Features of Auckland's cultural landscape that may impact on or shape how transport develops:

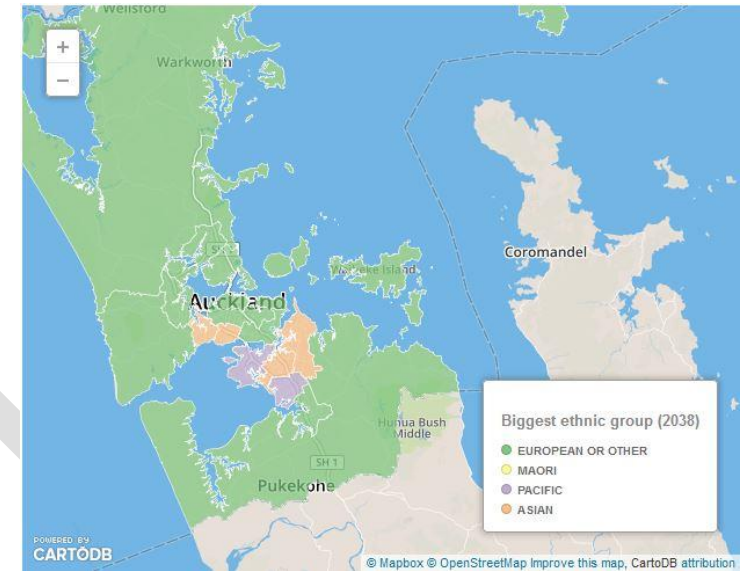
- The history of the Auckland metropolitan area stretches from early Māori settlement in the 14th century through the first European explorers in the late 18th century. Through settlement, Māori cultural landscapes, sites of value and significance exist across Tāmaki Makaurau. There are also currently more than 16,800 sites of cultural heritage interest in the Auckland region, including over 10,600 archaeological sites.¹⁹
- Auckland is one of the most culturally diverse cities in the world. It is considered more diverse than London or Sydney²⁰, with 40% of its population being of non-European ethnicity.
- Current ethnic minorities are forecast to be in the majority in several local board areas by 2038 and

Europeans will make up less than half of the city's forecast population.²¹ (Figure 17)

- Aucklanders like to be outdoors. We have access to many beaches and regional parks and have one of the highest boat ownership per capita rates in the world (1 in 4 households owning a boat)²².
- There are growing numbers of events celebrating the diversity of Auckland, including the Tāmaki Herenga Waka Festival, Diwali, Pasifika and the Lantern Festivals.

What are the key challenges?

- The transport network is forecast to grow and will need to be sensitive to protecting areas of Mana Whenua culture, landscapes and historic heritage.
- The Auckland population is growing in diversity. Our messages will need to be provided in a broader range of languages and disseminated through the right media to ensure that every group in Auckland's diverse community, has equal access to vital information on how the transport system is working for them.
- The number of cultural and recreational events has increased, as has attendance. People expect to be able to get safely and efficiently to and from an event via the transport network. A bad experience at a one-off event can taint the perception of the day-to-day performance of the whole network.



Source: Statistics New Zealand

Figure 17: Auckland's projected ethnic diversity (2038)

¹⁹ *Cultural Heritage Inventory*, Auckland Council, available at: <https://chi.net.nz/CulturalHeritage.aspx>

²⁰ http://www.nzherald.co.nz/nz/news/article.cfm?c_id=1&objectid=11213317

²¹ <http://www.stuff.co.nz/national/72557057/How-the-ethnic-mix-in-your-community-is-set-to-change>

²² *Auckland Recreational Boating Study*, Beca, 2012

What are the key opportunities?

Transport's role in meeting the challenge to improve cultural well-being includes providing access to events and venues and also in recognising the values of local communities in its infrastructure provision.

- **Transport infrastructure itself can be used as a banner to celebrate our unique cultural identity.** New projects or significant renewals can incorporate design that reflects the history and culture of a local area into their design and signage.
- **Transport activities can contribute to the protection and conservation of Auckland's cultural heritage.**
- **Large scale cultural and sporting events offer the opportunity** to showcase more sustainable transport options (e.g. public transport during World Cup events at Eden Park) to people who would not normally consider them. If the travel management for these one-off events is executed well then these people may be encouraged to adopt these alternatives for more regular day-to-day travel.
- **Focused engagement with new migrants** to support safety and travel choice will also help encourage the uptake of public transport and walking and cycling.



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2 Our Framework

Where do we want to be?

This section outlines the overall Sustainability Framework, which responds to the current state and trends, challenges and opportunities identified in the previous section. The framework includes the following: **AT's** vision, goals and objectives, our approach, and seven focus areas in our control and influence.

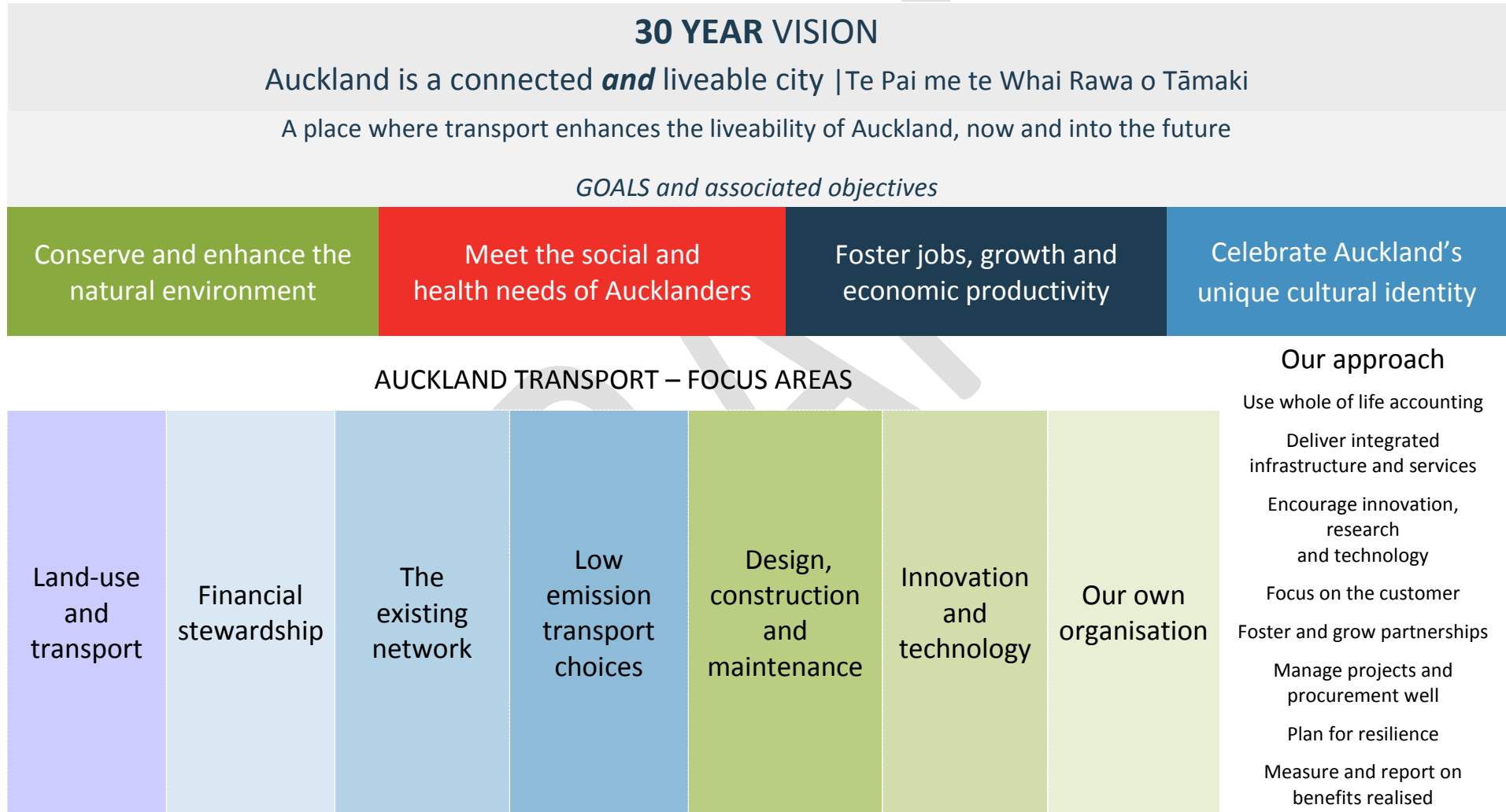


Figure 18: Auckland Transport Sustainability Framework Structure

Goals and objectives

To meet our vision, we have developed four over-arching goals, aligned with international best practice, that sustainability frameworks²³ should contribute to environmental, social, economic and cultural outcomes. The objectives have been set to underpin the delivery on and achievement of our goals.

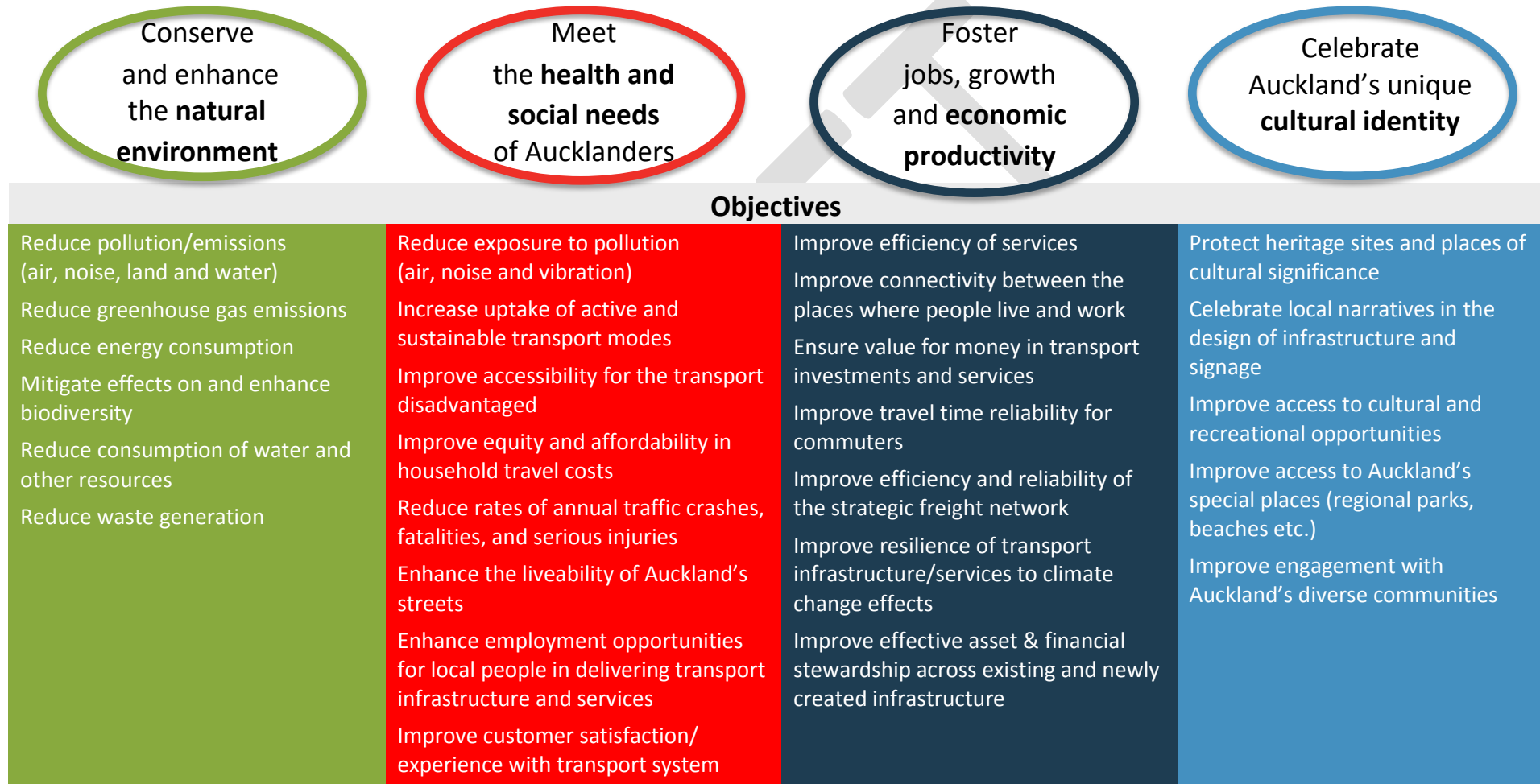


Figure 19: Auckland Transport Sustainability Framework Goals and objectives

²³ Well Measured: Developing Indicators for Sustainable and Liveable Transport Planning, Victoria Transport Policy Institute (2015)

Our approach

The following eight principles will guide the delivery of our objectives and goals

Use whole of life accounting

When comparing investment decisions, **AT** will consider the potential future costs and benefits of transport activities, such as operational, environmental and social costs and benefits as well as initial capital expenditure in its selection of the best option. At a network level this will bring attention to co-benefits and co-drawbacks of transport decision-making by **AT** and how these track over time. This will ensure the true cost and benefits of the asset over its life-time are fully considered.

Deliver integrated infrastructure and services

Across **AT** and with our partners (e.g. NZTA, KiwiRail, other transport providers), we will develop integrated transport infrastructure and services that meet the existing and future requirements of our customers. This will achieve multiple outcomes as well as better alignment between different infrastructure providers and land use development.

Encourage innovation, research and technology

Innovation is crucial to the continuing success of any sector or organisation to be able to achieve ambitious goals. We will stay informed of key trends in population growth, land use activity, changes in personal mobility, new technology and emerging business models. **AT** will work with its partners and the private sector to take advantage of technological innovations as they happen.

Focus on the customer

AT considers the needs and expectations of its customers in the planning, design, building and operation of transport services and infrastructure. The customer is at the centre of our decision-making.

Foster and grow partnerships

AT aims to develop strong and trusted relationships with its partners to ensure transport services and infrastructure meet the expectations of stakeholders and customers – which include value for money, network resilience and financial sustainability.

Manage projects and procurement well

AT will incorporate sustainability into our project management framework to ensure projects and programmes deliver sustainable outcomes. When we procure goods and services, we will ensure that sustainable production and outcomes are considered as part of the evaluation process.

Plan for resilience

Resilience refers to the ability of the transport system to handle unpredictable future conditions. These conditions may be natural hazards (exacerbated by a changing climate), economic changes such as recessions and petrol price changes or infrastructure failures. The ongoing resilience of Auckland's transport system will be a priority when we design and construct networks and services.

Measure and report on benefits

A key part of the sustainability framework is to make sure all the benefits from projects and programmes are delivered. To achieve this, **AT** will measure and report its progress against anticipated benefits.

Focus Areas

In looking out across our activities, we identified seven areas to focus on. They are each areas where we have some degree of control or influence to achieve better sustainability outcomes for Auckland. Each area is described below, and in the following pages.

Action plans are developed under the seven focus areas:

Focus Area	Land-use and transport	Financial stewardship	The existing network	Low emission transport choices	Design, construction and maintenance	Innovation and technology	Our own organisation
Description	Improve accessibility and reduce the need to travel	Ensure our projects offer good value for money and consider whole of life costs	Make better use of what we already have Improve the sustainability outcomes from the existing network	Continue to integrate walking, cycling and public transport into our daily lives so they become the norm Encourage the uptake of low emission vehicles and intelligent mobility	Design our projects for long term benefits. Minimise the impact during construction, maintenance and renewal	Use innovation, technology and data for improved outcomes	Lead by example by striving for best practice for our people, our buildings and our fleet
Relevant Goals							

Figure 20: Auckland Transport Sustainability Framework Focus Areas

Focus Area 1: Land-use and transport

We will continue to improve accessibility and reduce the need to travel

Decisions about transport systems, the form of urban development and how land is used all impact each other. Integrated land-use and transport planning is the key to ensuring that living, working, social and recreational spaces are developed close together, and that multiple transport options are provided between these spaces to improve accessibility and reduce reliance on individual car travel.



Some of the things we've already got underway

Using the planning processes to ensure that land use zoning is integrated with improvements to sustainable modes

Reviewing development proposals to encourage a full range of travel choices, including safe, walkable and cycleable neighbourhoods

Developing parking plans for town centres to support economic development and place-making and supporting the increased uptake of public transport, cycling and walking

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Area 2: Financial Stewardship

We will continue to ensure our projects offer good value for money and consider whole of life costs.

AT is responsible to Auckland residents for financial stewardship in its management of Auckland's transport system and its assets. The expectation is that this responsibility will be carried out with great care, keeping in mind the good of the individual or group being served. This means getting value for money, considering whole of life costs, investing wisely and exploring all funding options, to ensure that money spent now meets the need of the wider community into the future. Careful planning and management will ensure assets are functional and will continue to benefit future generations.



What we've already got underway

Delivering new bus service contracts for South Auckland thereby saving Aucklanders' \$3.1 million annually. Bus customers will also see a 21% increase in hours of bus operations and a 15% increase in kilometres covered by PT services.

The change to Simplified Zone Fares in mid-2016 will make it easier and cheaper to connect between different bus, ferry and train services with an AT HOP card.

Applying the newly developed Integrated Transport Programme prioritisation process to enable a fair assessment of transport projects based on: Strategic fit, effectiveness and efficiency. The process is used to develop a strategically aligned, optimised programme that is deliverable and represents value for money.

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Area 3: The existing network

We will continue to improve the sustainability outcomes from maintaining, operating and renewing the existing transport network and assets.

Auckland's current network, infrastructure and services have developed over time, shaped by past decision-making and investment. To develop a more sustainable future we need to get the most out of what we already have.

Implementing actions to optimise the existing transport network whilst recognising the importance of place could greatly contribute to sustainability outcomes and optimise investment.



Looking out for future generations

Some of the things we've already got underway

Developing an Auckland road and streets strategy to balance the needs of place and movement.

Optimising routes, preparing Network Operating Plans and improving measurement and monitoring of all modes

Partnering with major cultural, sporting, and music events to enable easy event access and reduce disruption on the transport network

Making our roads and streets safer through the safer communities, speed management, minor safety and regional safety programmes

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Area 4: Low emission transport choices

We will continue to integrate walking, cycling and public transport as part of the transport network.

Low emission transport choices, such as walking, cycling and the use of public transport improve the city's sustainability and resilience. Low emission transport choices also include bike/car share and carpooling, ride sharing, electric and alternative fuelled vehicles. Providing people with more options for personal travel and improving the connectivity between these modes contributes towards better sustainable mobility in the future



Some of the things we've already got underway

Implementing the New Network, integrated fares and further rollout of the HOP card for public transport

Working with wider council family and partners on the delivery of 'Greenways,' a network of safe, pleasant routes for people to walk or cycle between neighbourhoods

Embedding sustainability performance measures in the new PTOM contracts to improve the overall efficiency and sustainability of the public transport fleet (e.g. bus, rail, ferry)

Undertaking travel demand management initiatives for schools, businesses and institutions to reduce travel demand by single occupant private vehicles and encourage more walking, cycling, public transport and car-pooling.

Constructing the City Rail Link

Investigation of Light Rail Transit on key corridors

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Area 5: Design, construction and maintenance

We will continue to design our projects for long-term benefits and minimize their impact during construction

Sustainable designs add environmental, social, economic and cultural value to the lifespan of an infrastructure project and aim to minimise their impact during construction.

Current infrastructure projects are envisaged to last between 50 to 100 years. These structures therefore must be adaptable to the changing environment and needs of society over this time.



What we've already got underway

Utilising an Infrastructure Sustainability rating tool to set targets and monitor sustainability performance during the design and construction phases of the City Rail Link.

Incorporating sustainability plans within our road maintenance contracts and reporting on materials, energy and carbon.

Embedding sustainability principles into the Transport Design Manual

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Area 6: Innovation and technology

We will use innovation, technology and data for improved outcomes

Utilising available data to improve the operation of our transport system, and developing combined mobility approaches which incorporate technological changes will improve transport choices for personal mobility and make Auckland's transport system more efficient and resilient.



What we've already got underway

We are continuing to improve the AT Hop Card.

Installing Tactile markers on AT HOP ticket and top-up machines to help people who are blind or have low vision find their way round the screen.

Releasing the AT Metro Track My Bus mobile app that lets people track the progress of their bus in real-time. Customers can save their favourite bus routes and stops, and count down the stops until they board.

Sending AT Train Updates and bus arrival information via text.

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity

Focus Area 7: Our own organisation

We will lead by example by striving for best practice for Auckland Transport's people, buildings, fleet and practices. We will share these learnings to help others.

AT is an organisation of 1,400 people located in a number of sites with a diversity of staff and a wide range of talents and expertise. Our corporate leases, our corporate vehicle fleet, our resource consumption use have an identifiable impact.

We recognise that the bulk of AT impacts are through the procurement and delivery of projects and services and the existing networks we maintain. However, we can lead by example in terms of responsibility, efficiency and innovation within our organisation.



An Auckland Council Organisation

What we've already got underway

Continuing improvement in staff health and safety practices

Offering flexible working practices for AT staff to provide for family commitments and increase productivity

Supporting AT Diversity initiatives to enable AT to capitalise on the skills, talent and opportunities that a diverse labour force offers to better serve the communities of Auckland.

Providing opportunities for staff development through mentoring

Supporting a Graduate Internship scheme

This focus area contributes across the four goals:

- Conserve and enhance the natural environment
- Meet the health and social needs of Aucklanders
- Foster jobs, growth and economic productivity
- Celebrate Auckland's unique cultural identity



3 IMPLEMENTATION AND REPORTING

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What will be delivered

Our “success” in moving towards our sustainability goals will be evaluated by our progress and delivery of our key actions over the next year.

These are outlined in the table below in no particular order.

	Key Actions
1	Updated Procurement Framework, key procurement examples – and the development of key sustainability in procurement targets
2	Transport Emissions Roadmap for buses
3	Transport Emissions Roadmap for AT’s own fleet
4	Increased number of renewals coordinated in 2016-17
5	An action plan outlining AT’s baseline and approach, influence and actions towards improved outcomes for water
6	AT’s Transport Design Manual
7	AT’s Technology Strategy
8	Delivery of our cycle infrastructure programme
9	‘Make Walking Count’ programme
10	An energy plan to build on savings already being achieved in street lights
11	Sustainability Champion programme focused on delivering Procurement, Walking, Energy & Water Action Plans
12	AT’s Māori Responsiveness Plan
13	Summary of key sustainability outcomes embedded within major projects including CRL

Reporting

AT has established a working group and governance group within the organisation to oversee the implementation of the Sustainability Framework, and identify opportunities for improving sustainability.

As part of a transition for the next three years, reporting on progress will occur annually as the Sustainability Framework is updated and integrated within AT's strategy and operations.



A close-up, shallow depth-of-field photograph showing several people's hands gathered around a table. One hand in the foreground is holding a yellow pen, pointing towards a document. Other hands are visible, some pointing at the document, suggesting a collaborative meeting or discussion. The background is blurred, focusing attention on the hands and the document. The text 'Appendix 1' and 'Policy Context' is overlaid on the right side of the image.

Appendix 1

Policy
Context

Policy context

The following table shows the breadth of sustainability frameworks, statute and policy settings affecting **AT** at the global, national and local levels.



Auckland Plan vision

The Auckland Plan vision, outcomes and transformational shifts are given below

