

# TAURANGA CITY COUNCIL SUSTAINABILITY STOCKTAKE

Part 3

## APPENDICES

May 2021

A photograph of two children riding bicycles on a paved path. The child in the foreground is a young girl with a brown helmet and a grey and blue striped shirt, smiling broadly. The child in the background is a younger child with a blue helmet and a blue and white shirt, also riding a bicycle. The background is a bright, sunny outdoor setting with green grass and trees.

# ABOUT THIS REPORT

Tauranga City Council (TCC) engaged Proxima in early 2021 to carry out a sustainability stocktake to:

- Provide a snapshot of Tauranga city's current state against a holistic set of sustainability themes and to identify and comment upon how council's activities contributed to those themes.
- Provide advice on the applicability of different frameworks and models for assessing sustainability.
- Identify relevant examples of how other councils and cities have approached sustainability.

For ease of reference, the report has been split into three parts:

- **Part 1: Executive Summary:** sets out recommendations with high-level observations and insights.
- **Part 2: Detailed Assessment and Stocktake Findings:** sets out a detailed assessment of all council activity groups against the full set of sustainability themes.
- **Part 3: Appendices:** sets out an overview of relevant sustainability frameworks, the stocktake methodology and a list of TCC officers, experts and stakeholders who contributed to the assessment.

Following an initial TCC workshop to compare possible approaches, the assessment structure drew significantly upon the *Thriving Cities – Creating City Portraits* framework to develop a set of sustainability themes. The Thriving Cities approach was adapted to suit local circumstances and data availability. All TCC groups of activities were then mapped to the identified sustainability themes for assessment. Further explanation of Thriving Cities approach, which is based on Doughnut Economics, Planetary Boundaries and Biomimicry, is set out in Appendix 1 (page 240).

The stocktake assessment involved document review, discussions with council officers and interviews with external experts and stakeholders. We owe a great deal of thanks to the council officers and other people who contributed to the process. They are listed in Appendix 3 (page 261). The overall stocktake methodology is described in more detail in Appendix 2 (page 253).



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*You are in this part of the report*

## Introduction: Understanding the assessment approach

The stocktake assessment analyses 25 sustainability themes largely drawn from the *Thriving Cities – Creating City Portraits* approach. The themes are shown in the map of sustainability themes graphic on the following page. They cover:

- Cross-cutting themes
- Governance themes
- Social and cultural themes
- Local environment themes
- Global environment themes

The nature of the cross-cutting themes resulted in them being addressed slightly differently, because they do not relate to one of the council's defined groups of activities used for planning, budgeting and reporting. For these themes, there is an assessment of the *What good looks like* success indicator followed by general commentary.

For the other sustainability themes, each one has been assessed by considering the groups of council activities which broadly contribute and relate to that theme. Each theme has a summary page which provides a high-level snapshot of performance and overarching observations. Each council activity has then been assessed using a templated approach that covers:

- **What does good look like?** – high-level success indicators that reflect truly sustainable performance.
- **Why is this a relevant benchmark?** – a short explanation for why the success indicators set a relevant standard to assess.
- **City performance at a glance** – a 'thumbs up' or 'thumbs down' to indicate whether, broadly, the city's current performance against the success indicator reflects a genuinely sustainable approach, or not. It's important to note, these relate to the city's performance, rather than the council's performance.
- **Current TCC focus** – the areas of work that TCC has been focused on for that particular council activity.
- Most relevant documents – the documents reviewed and identified as most relevant for the sustainability theme as regards the council activity area being assessed.
- **Most relevant targets and performance** – targets set and reported against by TCC. Many of these have come from TCC's annual reports, though some originate from other relevant strategies and plans.
- **Comments on targets** – brief comments on the targets identified.
- **Observations** – assessment, insights and other observations regarding TCC's and the city's performance for the sustainability theme and council activity being considered.
- **What are others doing?** – some examples of what other cities and councils are doing in this sustainability area.
- **Opportunities to improve** – suggestions based on our research for what TCC and the city might do to improve performance in that area.

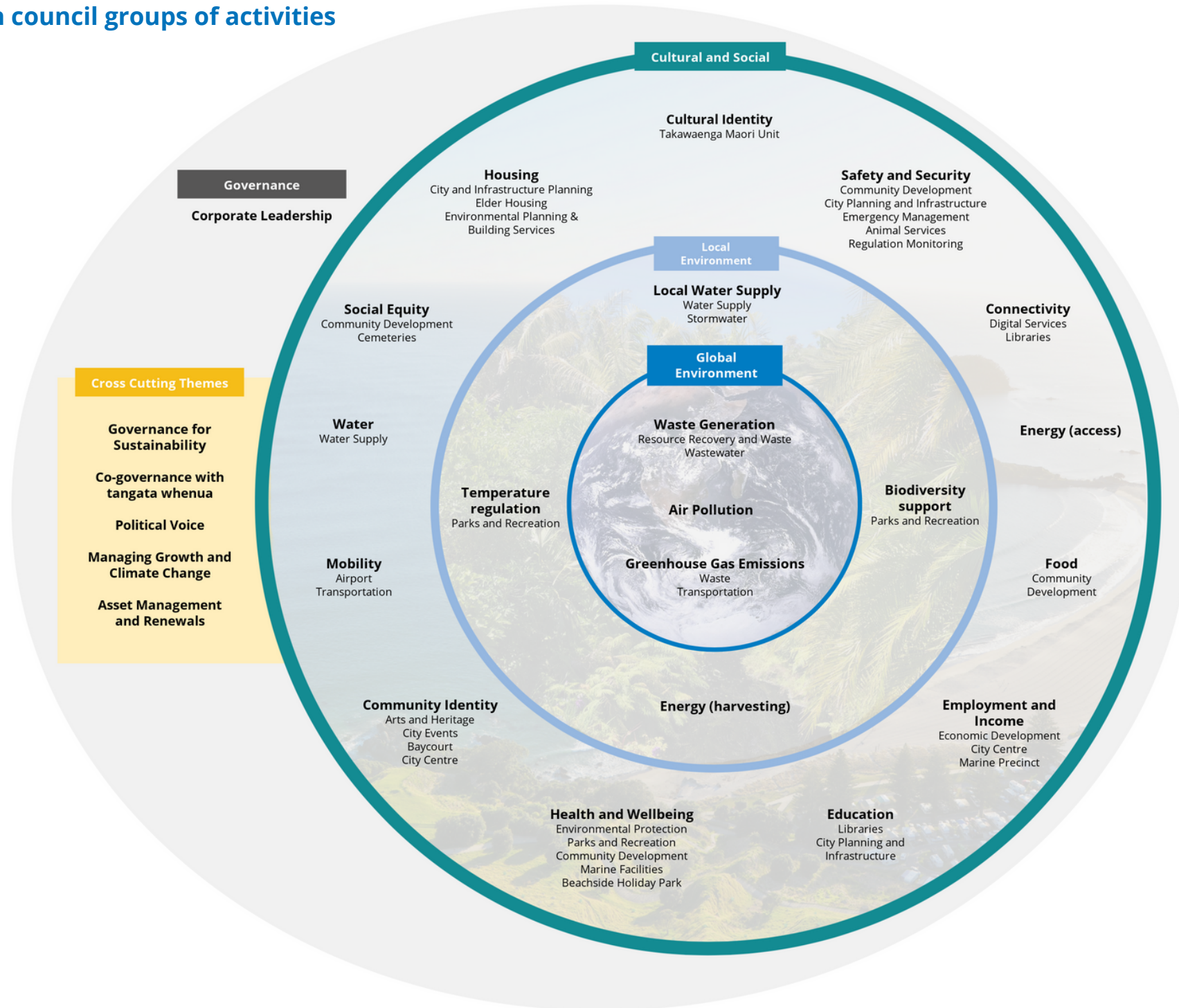
The detailed assessment and stocktake findings are set out in **Part 2** of this report (page 23 onwards) with an Executive Summary in **Part 1**.

A more detailed description of the methodology used for the stocktake assessment, and how it was developed, is set out in Appendix 2 - which is in this part of this report (page 239 onwards). A assessment of four different sustainability frameworks that might be used or adopted by cities is also set out in this part of the report as Appendix 1.

## Introduction: Map of sustainability themes assessed and their relationship with council groups of activities

The sustainability stocktake methodology is adapted from the *Thriving Cities - Creating City Portraits* approach. This graphic shows the three broad lenses applied to the stocktake assessment: Global environment; Local environment; and Cultural and social. Within each lens are the sustainability themes that were used for the stocktake assessment; and under each theme are the Tauranga City Council functional activities assessed as the most relevant for that sustainability theme.

It also shows the additional Governance and Cross-cutting themes which are relevant to a broad range of sustainability themes and council activities.



# APPENDICES

# APPENDIX 1: ASSESSMENT OF SUSTAINABILITY FRAMEWORKS

## Summary assessment of suitable sustainability frameworks

As part of the sustainability stocktake work, Tauranga City Council have asked for advice on the applicability of different frameworks and models for assessing sustainability. Most frameworks are essentially organizing structures to support conceptual thinking and communication. They do not provide answers of themselves; nor do they define what success looks like in any particular situation or location.

We've summarised the most relevant and applicable frameworks. Our recommendation is for TCC to consider further why it wants to use a framework; and the benefits it is seeking to achieve. Until those questions have been considered and answered, it's not possible to provide meaningful advice about which framework is best suited to TCC's needs. However, the process of answering those questions will provide an ideal opportunity for TCC to understand more deeply how sustainability is relevant to the city; and how the council can best support the city's development towards a sustainable and regenerative future that will underpin community wellbeing long into the future.

## New Zealand frameworks

The two obvious local frameworks to consider are:

- Local Government Act's four wellbeings
- NZ Treasury's Living Standards Framework

These two frameworks are reasonably similar, using four wellbeings or capitals to encourage a holistic approach that ensures social, cultural, environmental and economic/financial wellbeing. In addition, the LSF specifies 12 wellbeing domains as current priorities for Aotearoa New Zealand.

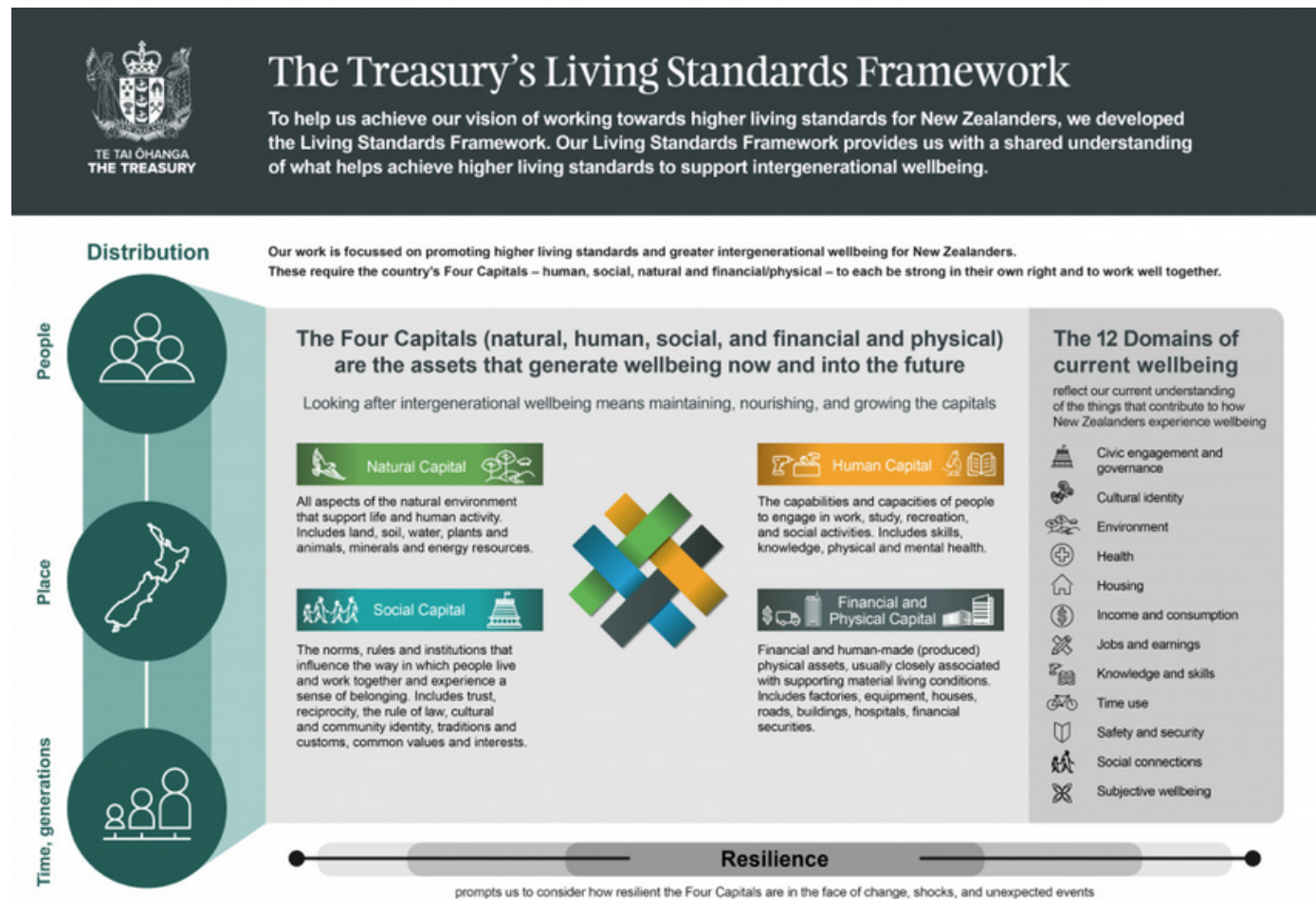
# ASSESSMENT OF SUSTAINABILITY FRAMEWORKS

Both the LSF and the four wellbeings are intended to ensure a more holistic focus on wellbeing by directing attention across human, social, cultural, environmental and economic success as a more integrated approach. The LSF wellbeing domains go further by articulating specific themes of wellbeing, which focus more heavily on social wellbeing aspects, and do not articulate a full set of environmental topics that are relevant for cities.

Neither the four wellbeings nor the LSF are designed specifically for cities to use as a guiding sustainability framework; though the LSF's 12 domains provide useful themes that are relevant to cities and which cut across the four LSF capitals. Both frameworks would require further work to flesh out all relevant sustainability themes and priorities, and measures of success.

Local government is required to consider and promote the four wellbeings as part of its role to foster the development of liveable communities and they align with the LSF capitals. They would provide a very simple structure for sustainability that could be used to cluster goals, targets and outcomes into specific wellbeings / capitals; but would not be easy to use frame a strategy that addressed multiple wellbeings / capitals simultaneously.

From a practical perspective, separating social, cultural, environmental and economic issues into different wellbeings or capitals can sometimes mitigate against seeing the broader benefits of integrated thinking that creates system value. The issues are always intertwined; and siloed thinking can lead to missed opportunities and make it harder for people to see a future where all wellbeings are simultaneously enhanced through holistic thinking and design.





## Global frameworks

There are a wide range of global frameworks that have been adopted or used by cities as a holistic guiding sustainability framework. The most relevant frameworks are:

- [One Planet Living](#)
- [United Nations Global Compact Sustainable Cities Programme \(SCP\)](#)
- [Sustainable Development Goals \(SDGs\)](#)
- [Thriving Cities Initiative](#)

### Overview

One Planet Living has been adopted by a number of Australian cities including Freemantle and Geelong. In New Zealand, Rotorua adopted the SCP in 2016, initially using the City Scan Diagnostic Tool, but has since developed its own Sustainable Living Strategy focusing on local strategic priorities. Melbourne also adopted the SCP. In 2020, Dunedin City Council announced that it would adopt the Thriving Cities framework which is based on Kate Raworth's Doughnut Economics model; but it is uncertain how much progress has been made; and Auckland Council has expressed interest in this approach. Waikato Regional Council has used the SDGs to develop its Waikato Wellbeing Project which has 10 Waikato wellbeing targets that localize the SDGs.

By their nature, frameworks are high-level structures that enable issues and topics to be clustered together and organised in themes. All of the frameworks require a city to identify strategic priorities supported with locally developed targets, indicators and action plans. The choice of framework is, therefore, less a scientific exercise and more one of strategic *fit*, or simply *liking* how other cities have used a framework and looking emulate them. In principle, Tauranga City could adopt any of the frameworks to frame its sustainability strategy.

There are a few subtle differences between the frameworks that can help inform the choice.

## One Planet Living

One Planet Living was created in 2002 by Bioregional as part of the BedZED ecovillage development in the UK. That project was the UK's first large scale ecovillage comprising 100 homes and office space, as well as educational and community facilities. Bioregional now has offices in Australia and South Africa and has been successfully promoting the framework in those locations and around the world, with Geelong being the 3rd city in Australia to be One Planet Living certified. One Planet Living provides a wide range of resources and can offer support to help implement the approach. The framework is not specifically developed for cities but can be used as a guiding framework.

The One Planet Living framework is based around 10 simple principles which are notably easy to understand and communicate. The principles are not broken down into more discrete topics or indicators but what they cover is clear and obvious.

### Pros

- Themes are clear and self-explanatory about the issues they cover
- Can be used at citywide, organisational and project level
- Clear, simple and easy to communicate
- Range of open-source guides and resources are available
- Offers a city level certification

### Cons

- Framework is not specifically developed for cities
- Not related to systems-science model
- Themes are not broken down into specific topics and issues
- No specific targets or indicators provided

## One Planet Living

									
<b>Health and happiness</b>	Encouraging active, social, meaningful lives to promote good health and wellbeing								
<b>Equity and local economy</b>	Creating safe, equitable places to live and work which support local prosperity and international fair trade								
<b>Culture and community</b>	Nurturing local identity and heritage, empowering communities and promoting a culture of sustainable living								
<b>Land and nature</b>	Protecting and restoring land for the benefit of people and wildlife								
<b>Sustainable water</b>	Using water efficiently, protecting local water resources and reducing flooding and drought								
<b>Local and sustainable food</b>	Promoting sustainable humane farming and healthy diets high in local, seasonal organic food and vegetable protein								
<b>Travel and transport</b>	Reducing the need to travel, encouraging walking, cycling and low carbon transport								
<b>Materials and products</b>	Using materials from sustainable sources and promoting products which help people reduce consumption.								
<b>Zero waste</b>	Reducing consumption, re-using and recycling to achieve zero waste and zero pollution								
<b>Zero carbon energy</b>	Making buildings and manufacturing energy efficient and supplying all energy with renewables								

## United Nations Global Compact Sustainable Cities Programme

The Sustainable Cities Programme was the urban arm of the UN Global Compact. The SCP worked with the UN Global Compact's network of city signatories championing the 10 Global Compact Principles and the SDGs. The SCP provided diagnostic tools, resources, capacity building and project support to cities. Its aim was to facilitate multi-stakeholder partnerships which connect local and regional governments with the private sector, civil society and academic experts to support the local-level implementation of the SDGs.

Rotorua adopted the SCP in 2016 and used the City Scan diagnostic tool to set an initial performance baseline covering City Development, Sustainability and Governance. That work ultimately culminated in Rotorua District Council's Sustainable Living Strategy, which provides the City Scan tool scores against each of the SCP topics in Appendix 3 of the strategy document. Melbourne used the SCP to develop The Melbourne Model of cross-sectoral collaboration which was piloted in 11 cities; and the Royal Melbourne Institute of Technology was the host of the UN Global Compact Cities Programme International Secretariat, until it was closed in February 2021.

SCP was primarily based around the 10 Global Compact Principles but integrates the SDGs. It articulated a holistic range of themes for cities to report against under three main headings: City Development, City Sustainability and City Governance.

The SCP notified its closure in February 2021 but the themes it articulated could still be used as an organising framework or to guide the development of a bespoke framework. The website will remain active for a further 12 months.

### Pros

- Framework is specifically developed for cities
- Can be used at citywide, organisational and project level
- Themes are broken down into specific topics and issues

### Cons

- Not related to systems-science model
- UN Global Compact principles are harder to relate to cities
- No specific targets or indicators provided
- No open-source guides and resources are available
- Does not offer city level certification
- Harder to communicate easily
- The SCP is officially closed as of February 2021 - so no ongoing support

## United Nations Global Compact Sustainable Cities Programme

### Milwaukee Global Compact City Scan 2015



Global Compact  
Cities Programme

#### What is the City Scan?

The Cities Programme, the urban arm of the United Nations Global Compact, has developed a diagnostic and reporting tool termed the 'Global Compact City Scan'. This has been done to support cities and regions who are playing an increasingly important role in tackling critical global issues.

The City Scan is based on an in-depth survey which requires contribution from across a municipal government. It takes a number of weeks to collate and input data and provides:

- The opportunity for cities to identify their region's challenges and their priorities, plans and initiatives that address these challenges.
- A holistic perspective of the environment in which the city government operates and enables a whole of city government view of strategy and action.
- A valuable platform from which to plan, set goals, monitor progress and recognise achievement – through the lens of the Ten Principles of the UN Global Compact in the urban context.

#### Strength/Leadership Example

Since 2010, the City of Milwaukee has become a leader in making energy efficiency and renewable energy projects easy and affordable for homeowners and businesses. This leadership is demonstrated through the city's Refresh Milwaukee sustainability plan and specific programmes, including Milwaukee Energy Efficiency (ME2), Milwaukee Shines solar programme and ME3 sustainable manufacturing programme. The City of Milwaukee also participates in the UN Secretary General's Sustainable Energy for All initiative. In South-eastern Wisconsin, electric utilities are investor-owned monopolies regulated by the Public Service Commission. These electric utilities provide reliable power to their customers. Fifty-five per cent of the electricity provided by the city's local utility is coal-fuelled, 13 per cent by natural gas, 28 per cent by nuclear energy and 3 per cent by renewable energy.

#### City Scan Contact Point

For further information or support, please contact:

**Dr Brendan Barrett, Research Coordinator**  
Email: [brendan.barrett@citiesprogramme.org](mailto:brendan.barrett@citiesprogramme.org)  
Phone: +61 3 9925 2637

**Sandra Moye, Researcher**  
Email: [sandra.moye@citiesprogramme.org](mailto:sandra.moye@citiesprogramme.org)  
Phone: +61 3 9925 0287

#### City Development

##### Critical Issues

- Participation of Indigenous peoples and minority ethnic groups
- Discrimination
- Access to dental care
- Access to nutritional food
- Seasonal variability and/or access to food
- Nutrition and related diseases
- Access to adequate housing (housing quality)
- Access to adequate social or public housing
- Housing availability (housing stock)

##### Critical Issues Cont.

- Housing affordability
- Access to local employment
- Unemployment
- Access for marginalised and/or ethnic groups to employment opportunities
- Persistent and/or increasing poverty
- Crime

##### Major Concerns

- 17 major concerns were identified

##### City Strengths

- Maternal and child health services
- Community-based organisations
- Artistic expression in the city
- Infrastructure and resources for cultural activities
- Capacity to respond to disasters
- Warfare



**Legend**  
6 – City Strength  
5 – Not of Concern  
4 – Little Concern  
3 – Moderate Concern  
2 – Major Concern  
1 – Critical Issue

#### City Sustainability

##### Critical Issues

- None identified

##### Major Concerns

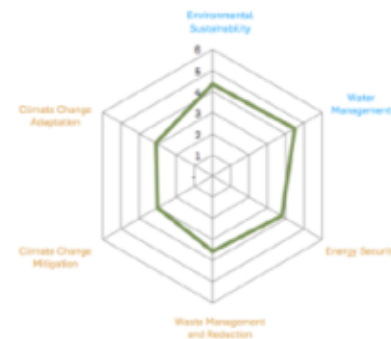
- Environmental pollution
- Ecosystems at risk
- Clean energy alternatives
- Localised or distributed energy options
- Dependency on non-renewable/fossil fuel energy

##### Major Concerns Cont.

- Greenhouse gas (carbon) emissions from other sources
- Flooding
- Increased severity and/or frequency of extreme weather events
- Adequacy of infrastructure to deal with likely future impacts

##### City Strengths

- Access to public green spaces
- Street tree coverage
- Land management
- Sustainable practices in industry
- Access to safe and potable water for all citizens
- Access to sufficient potable water
- Sewerage treatment and disposal
- Energy efficient alternatives



#### City Governance

##### Critical Issues

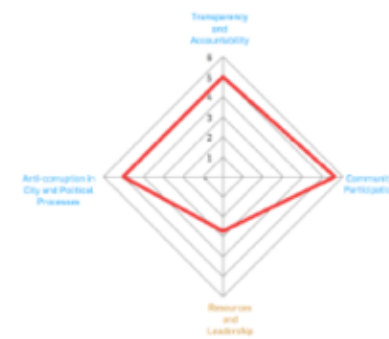
- None identified

##### Major Concerns

- Financial resources
- Capacity to secure external funding
- State or national support

##### City Strengths

- Recognised and/or formalised city processes of community engagement
- Interest from the community in engaging with the local government
- Processes where community engagement can effect change
- Capacity and skills within the community to engage with the local government
- Trust in local government



#### Ten Principles of the UN Global Compact

##### Human Rights

**Principle 1:** Businesses should support and respect the protection of internationally proclaimed human rights; and  
**Principle 2:** make sure that they are not complicit in human rights abuses.

##### Labour

**Principle 3:** Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;  
**Principle 4:** the elimination of all forms of forced and compulsory labour;  
**Principle 5:** the effective abolition of child labour; and  
**Principle 6:** the elimination of discrimination in respect of employment and occupation.

##### Environment

**Principle 7:** Businesses should support a precautionary approach to environmental challenges;  
**Principle 8:** undertake initiatives to promote greater environmental responsibility; and  
**Principle 9:** encourage the development and diffusion of environmentally friendly technologies.

##### Anti-Corruption

**Principle 10:** Businesses should work against corruption in all its forms, including extortion and bribery.

## Sustainable Development Goals

The SDGs, also known as the Global Goals, were adopted by all United Nations Member States, including New Zealand, in 2015 as a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity by 2030. They replace the Millennium Development Goals and are supported by 169 specific targets with 231 success indicators. The SDGs and targets are global in nature, with the SDGs designed for reporting at the national level. Many of the SDG targets are specifically aimed at the developing world and only a few are universally applicable to all nations or organisations. Using the SDGs locally requires localisation. This involves developing appropriate targets and actions under the 17 SDG themes that are most relevant and material for the specific location or organisation.

The SDGs have been championed by a number of multi-national businesses; and some larger New Zealand businesses refer to specific SDGs in their reporting, though few articulate what targets they are contributing to. In that sense, the 17 goals are simply used as themes to frame reporting as an organising framework.

Waikato Regional Council used the SDGs as a sustainability frame for the Waikato Wellbeing Project through a localisation process which identified 10 material and relevant targets for the local context covering a range of different SDGs. It is anticipated that further targets will be set in future to address remaining SDGs.

### Pros

- Strong brand and high profile
- Can be used at citywide, organisational and project level
- Themes are reasonably clear and self-explanatory but better defined at the target level
- Goal themes are reasonably easy to communicate
- SDG targets and indicators are measured by nation states

### Cons

- Framework is not specifically developed for cities
- Not related to systems-science model
- Themes are not broken down into specific topics and issues
- Goals need to be localized to provide meaningful local targets and indicators
- No open-source guides and resources are available
- Does not offer a city level certification

## Sustainable Development Goals



## Thriving Cities

Thriving Cities is a collaboration between C40 Cities, Doughnut Economics Action Lab and Circle Economy. The approach takes the Doughnut Economics framework for meeting people's needs within planetary boundaries and downscales it to the city level, a process that starts with the Thriving Cities City Portrait, which provides a holistic snapshot through four lenses: social, ecological, local and global. A separate workshop tool, the City Portrait Canvas, is designed to be used to foster big-picture thinking on how a particular city strategy may impact the world – both socially and ecologically, locally and globally – and is designed for strategic policy development and analysis in creative workshop settings.

C40 works with over 90 of the world's largest cities (including Auckland) to drive meaningful and measurable action on climate change, on the scale required to limit global heating to within 1.5 degrees Celsius. Doughnut Economics offers a holistic vision of what it means for humanity to thrive in the 21st century; and Circle Economy is an organisation focused on the practical and scalable implementation of a circular, zero-waste economy.

Thriving Cities is based on systems-science using the Planetary Boundaries science, biomimicry and a set of fundamental human needs developed by Kate Raworth through her work to develop the Doughnut Economics model. In that sense, Thriving Cities offers a more science-based, strategic and holistic approach than the SDGs. The framework is based around four domains that assess local and global impacts of a city on social and ecological systems.

Thriving Cities have developed a City Portrait tool and methodology for cities to assess their impacts across the four domains; and to embrace the vision of a thriving city, recognising what makes the place unique, while also recognising its global influences and responsibilities. Its foundation on Doughnut Economics presents a transformative approach that asks, how can the economy develop to meet the needs of all people within planetary boundaries? It is founded on the principle that economic growth (GDP) is not an end in itself; but that what is needed is an economic evolution designed to deliver social, cultural and ecological wellbeing. The graphic Doughnut model has been re-imagined by Teina Boasa-Dean and Juhi Shareef through a te ao Māori perspective and resonates with a te ao Māori worldview (see graphic below).

Thriving Cities is a new framework and relatively untested at this stage, but has gathered significant interest because of the rising interest in Doughnut Economics to address free market failure. Pilot cities included Amsterdam, Portland and Philadelphia. Dunedin City announced it would adopt the approach and Auckland Council is considering how the framework can support the council's work to integrate sustainability.

C40 Cities has 97 city members in its network and is one of the most successful city programmes focused largely on carbon mitigation. Thriving Cities takes a system approach inviting cities to not just reduce harm from known problems, but to reconsider relationships between the economy and society, and between society and nature. In that sense, it is more aligned with regenerative development and living systems approaches.



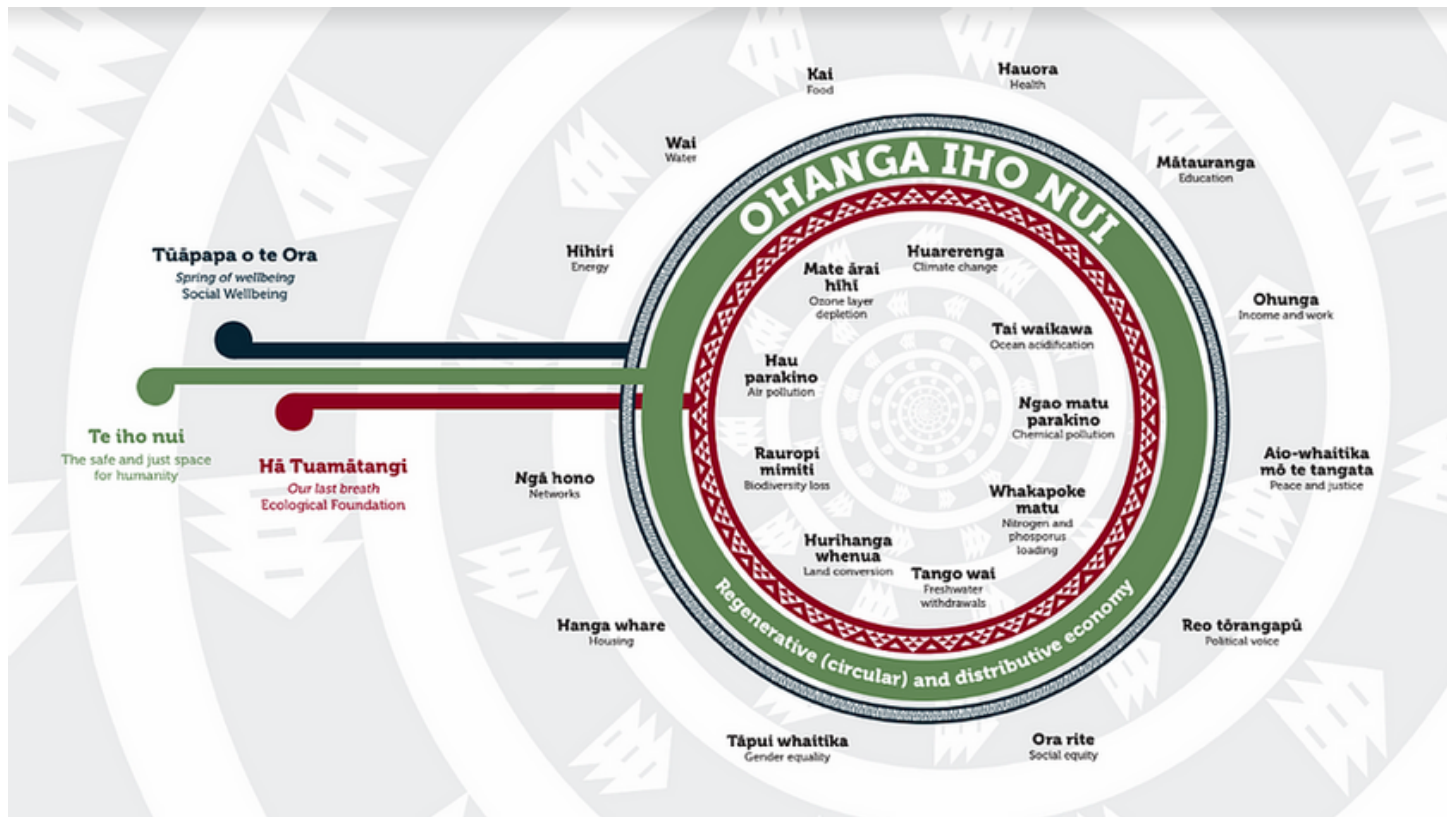
## Thriving Cities

### Pros

- Growing brand and high profile through connection with Doughnut Economics and C40
- Framework specifically developed for cities
- Themes are generally clear and self-explanatory about the issues they cover
- Can be used at citywide, organisational and project level
- Some open-source guides and resources are available
- Related to systems-science model

### Cons

- New framework with no wide adoption
- No specific targets or indicators provided at the local level
- Holistic nature is a significant stretch from most business-as-usual approaches
- Does not offer a city level certification



*A Māori perspective of the Doughnut Economic model re-imagined by Teina Boasa-Dean and Juhi Shareef [www.projectmoonshot.city](http://www.projectmoonshot.city)*

## Conclusions and recommendations

Given the sustainability stocktake work, TCC will have a good baseline understanding of sustainability performance and metrics across all council activities for all relevant citywide sustainability issues. This information will be useful for any future framework.

TCC's choice between these global frameworks is really a question of strategic fit and/or the purpose a framework is intended to serve. Whichever is used, TCC will need to confirm the city's material strategic priorities, set targets, confirm indicators and agree an action plan that reflects the local context. The sustainability stocktake will provide the bulk of information needed for that work.

The Global Compact SCP is perhaps less attractive now that the programme has been closed. The framework themes could still be used, but there is no further support for the programme and the diagnostic tool will not be available.

Thriving Cities stands out to us because it is founded on a systems-science approach aligned with living systems design. In our view, that makes it more robust over the long-term as the sustainability discourse reaches its inevitable conclusion as a living systems design challenge for humanity. However, because of that, some of the metrics present a significant stretch from business-as-usual approaches; and it would reflect a more ambitious intention to lead towards a regenerative future.

The SDGs would be a safe choice; and making their use meaningful and authentic is likely to be the main challenge. There has been a tendency for the SDGs to be used as labels or badges seeking to establish credibility with little of substance behind. The SDGs are a well-known brand; provide themes that cover all commonly recognised sustainability issues; and New Zealand has adopted the goals as an international commitment. Tauranga could follow a similar approach to the Waikato Wellbeing Project, which would provide some geographic consistency of approach in the central North Island. Using the SDGs is unlikely to signal as much ambition as adopting Thriving Cities; but that could be addressed through careful design of strategies and targets.

One Planet Living is reasonably unknown in New Zealand but has significant traction in Australia and other parts of the world. A main benefit is its simplicity and clarity, making the framework themes very easy to communicate. In our view, it could frame Tauranga's strategic sustainability priorities equally as well as the SDGs, and more simply, but would not offer such instant brand recognition. One Planet Living has the benefit of a wide range of open-source tools, materials and resources, a city certification process, and a local office in Australia.

## Further option – BYO – build your own

Using the sustainability stocktake work, TCC could develop its own sustainability framework based on local strategic priorities and the most material sustainability challenges or opportunities as determined by council, the community and relevant stakeholders. This approach follows the majority of New Zealand councils which have not adopted any specific framework. It would also allow TCC and the community to identify, or co-design, the most suitable and meaningful metrics, with authenticity being gauged by the level of ambition set, implementation of a strategic response and the progress achieved over time. This option could include aligning with the Local Government Act's four wellbeings or Living Standards Framework domains. Its development could also possibly be integrated into the City Futures Project.

## Next steps

As a first step, TCC will need to reach a conclusion about its reasons for using a sustainability framework and what it wants to achieve from that. Some of the issues to consider and work through are:

- Alignment with local government functions.
- Alignment with work areas that are strategic priorities for TCC and Tauranga city.
- TCC's philosophy and approach toward sustainability and its role in shaping the city's future.
- The level of ambition TCC wishes to strive for and the statement it wishes to make from its approach.
- Alignment with other council approaches, such as Rotorua, Waikato, Dunedin.

This first step is fundamental. It will be important to gauge views from across the council to understand levels of support for different frameworks and the value that different frameworks are likely to contribute to various areas of TCC's work. It will also benefit from taking an informed approach, so that council teams have a round understanding of the different frameworks; and how they might work and be used in practice. In this way, the process of identifying the best framework or organisational structure for sustainability can help build greater shared awareness and understanding for how sustainability integrates across the range of council activities.

As part of this exercise, we would recommend TCC connecting with the right people in different councils which are using sustainability frameworks to understand and learn from their experience. In addition, discussions with other SmartGrowth council partners might explore whether a common framework or structure might be used to enable consistent strategy and reporting approaches, with some goals and targets that sit at a regional level rather than the local city level.

# APPENDIX 2: METHODOLOGY FOR THE STOCKTAKE ASSESSMENT

## Defining Sustainability

Organisations often struggle to define sustainability or agree a shared understanding of what it entails for their particular context. At its foundations, sustainability can be defined scientifically in terms of ecological and social performance thresholds that could, theoretically, continue indefinitely without negatively affecting the health and wellbeing of ecological and social systems. One high-level description that we believe is helpful is that put forward by the Future-Fit Foundation as a future that is socially equitable, environmentally restorative and economically inclusive. In the business and finance sector, companies increasingly talk about sustainability as relating to environmental, social and governance issues – or ESG. For cities, a number of frameworks have been developed that cover the range of specific issues or themes that cover the most relevant issues.

As described further below, based on initial input from Tauranga City Council (TCC), we have used the Thriving Cities – Creating City Portraits framework as the primary basis for our assessment which combines the science-based Doughnut Economics, Planetary boundaries and Biomimicry sustainability approaches. We have complemented that approach by reviewing and drawing upon other city frameworks and the Sustainable Development Goals; and have developed more concrete descriptions of sustainable performance thresholds by drawing on other science-based frameworks such as the Framework for Strategic Sustainable Development.

## Thriving Cities – Creating City Portraits Framework

As part of this project, Tauranga City Council was particularly interested in exploring different frameworks and models for assessing the city's sustainability. A previous section of this report, on Page 40 explains and evaluates a range of different frameworks for organising and assessing sustainability. At this point, we are not able to recommend adoption of any particular framework. Our conclusion is that TCC will need to evaluate the options against its specific intentions and purpose for using a framework, which have not yet been agreed. However, this stocktake provides an example of a comprehensive assessment approach using a framework specifically designed for cities.

## Thriving Cities – Creating City Portraits Framework

To help evaluate different frameworks, as a first step in the project we presented a range of potential frameworks to a group of TCC managers to use for the stocktake. These included:

- The Local Government Act's Four Wellbeings
- The New Zealand Treasury's Living Standards Framework
- The United Nations Sustainable Development Goals
- The UNEP Sustainable Cities Programme
- Thriving Cities – Creating City Portraits

TCC managers indicated a preference to use the Thriving Cities framework as the basis for the stocktake. The group felt Thriving Cities reflected a more ambitious, city specific framework that was robust due to its science-based foundations in Doughnut Economics and Planetary Boundaries models. We have adapted the Thriving Cities framework for this project to suit availability of data and to include some level of assessment of TCC as a corporate entity. We used the UNEP Sustainable Cities Programme as the main comparison to ensure we retained a holistic set of sustainability themes for the stocktake that also included an element of corporate governance.

A number of Thriving Cities themes were not assessed due to an absence of data or, because of the way TCC's activities are focused, it made more sense to amalgamate them with other themes. These are:

- Carbon sequestration (no data)
- Erosion protection (covered in Safety and security and Local water system)
- Ocean acidification (no data)
- Fertilizer use (no data relating to all land within TCC's territorial boundary)
- Overfishing (no data)
- Land use footprint (no ecological footprint data available)
- Ozone-layer depletion (no data)
- The section on global social wellbeing impacts (no data to assess global social impacts relating to resources embodied in products and services used by people in Tauranga)

This approach provided a total set of 25 themes, each of which has been assessed with commentary. Five of the themes cut-across all, or a large number of, council activities. These cross-cutting themes are covered in a separate part of the report on [insert page]. The other 20 themes have been aligned with and assessed against the council groups of activities used for the council's budgeting and reporting processes. The full set of themes showing the council activities that contribute to them is shown in the graphic on Page 19.

## Thriving Cities – sustainability stocktake approach

The Thriving Cities Initiative is a collaboration between C40, Doughnut Economics Action Lab, and Circle Economy. The C40 works with over 90 of the world's largest cities to drive meaningful and measurable action on climate change, on the scale required to limit global warming to 1.5 degrees Celsius. The methodology for creating the City Portrait approach arises out of a collaboration between Kate Raworth of Doughnut Economics Action Lab and Janine Benyus of Biomimicry 3.8.

The Thriving Cities framework examines a city through four lenses (Local – Social, Local – Ecological, Global – Social and Global – Environmental) to inform conversations about 'what it would mean to achieve local aspirations, while respecting the rights and aspirations of others, and the living Planet'. The integration of Doughnut Economics provides 13 distinct social foundations that evaluate people's access at a local level to essential levels of social and cultural wellbeing.

Local ecological issues are informed by Biomimicry 3.8 and evaluate how well a city integrates with its local ecology to ensure the health of local ecological systems and the continued provision of life-supporting ecosystem services. Global ecological issues are informed by the work of The Stockholm Resilience Centre's Planetary Boundaries model. This evaluates adverse impacts, like greenhouse gas emissions, chemical pollution, water use and land use, which affect the wellbeing of global ecosystems.

The full Thriving Cities model also assesses the impacts of a city on global societal wellbeing, for example through supply chains and worker welfare. This element of the framework was not used for the stocktake because of an absence of any information or data to make a meaningful assessment.

The approach adopted seeks to address the follow questions and understand how TCC contributes to each.

- What would it mean for the people of Tauranga to thrive within their community?
- What would it mean for the city of Tauranga to thrive within its natural habitat and local ecosystems?
- What would it mean for the city of Tauranga to respect the health of global ecosystems and the health of the whole planet?

The first bullet point addresses social, cultural and economic wellbeing. The second and third bullet points address environmental wellbeing.

## Thriving Cities – sustainability stocktake approach

The Thriving Cities approach is place-based and strategic. It is designed to help cities understand how they can be a home to thriving people and communities, in a place that thrives, whilst respecting the wellbeing and health of the whole planet. In New Zealand, the Doughnut Economics model has been reinterpreted through a Te Ao Māori lens. As well as translating the themes into te reo, this approach places the ecological themes on the inner ring of the doughnut, and the social on the outer ring. This reflects the Te Ao Māori perspective that the health of natural systems (Papatuanuku) underpins the wellbeing of people and communities. The Thriving Cities framework and its foundations, along with the te ao Māori interpretation, are covered in more detail in the section of this report assessing various sustainability frameworks on Page 240.

Thriving Cities also seeks to compare current performance with desired outcomes for sustainability. In that respect, it is confronting because it sets a standard of true sustainability, rather than just better. TCC and other local agencies have been working to improve performance across the wellbeings, so it may be disappointing to feel that performance is still not good enough. However, for a continual improvement, design-led approach, it is critical to know what ultimate success requires. The approach we have adopted using Thriving Cities helps frame and measure progress towards those longer-term goals.

### Cross-cutting themes

Other than Political voice (more commonly referred to as community engagement by TCC), these themes are not part of the Thriving Cities framework; but they were identified as themes that related to many, if not all, council activities and strongly relevant to sustainability performance.

- Governance for sustainability
- Co-governance with tangata whenua
- Political voice (community engagement)
- Managing growth and climate change
- Asset management and renewals

## Thriving Cities – sustainability stocktake approach

### Themes assessed against council's groups of activities:

The colour of the words indicates the theme clusters of **social and cultural**, **local environmental** and **global environmental**.

- Housing
- Food
- Water (access)
- Energy (access)
- Social equity
- Health and wellbeing
- Safety and security (Peace and justice)
- Mobility
- Digital connectivity
- Cultural identity
- Community identity
- Education
- Employment and income
- Local water system
- Energy harvesting
- Biodiversity support
- Temperature regulation
- Waste generation
- Greenhouse gas emissions
- Air pollution



## Applying the Thriving Cities framework

In its current form, the Thriving Cities approach provides only the set of sustainability themes and conceptual goals but no concrete measures. Given its systems-science and strategic foundation, Thriving Cities aligns well with the globally recognised Framework for Strategic Sustainable Development (FSSD). The FSSD was developed by the Natural Step and has been used for over 35 years to provide a measurable, science-based definition for social and ecological sustainability.

We used the FSSD to develop an initial set of success definitions for each of the Thriving Cities' themes. In our assessment method, we have called these What good looks like. We then cross-checked this initial set of measures against the targets for each of the Sustainable Development Goals and NZ Treasury's Living Standards Framework domains to provide any supplementary success measures.

We acknowledge that our set of measures may not adequately reflect tangata whenua or te ao Māori principles. Given project and engagement constraints, we were not able to undertake the work to develop those principles and this is something that might be done subsequently to improve the approach. As part of assessing the Thriving Cities themes against the SDGs, we identified the most obviously relevant SDG targets for Tauranga that aligned with each theme. That SDG target alignment is summarised in a graphic on page 20.

The **What good looks like** success measures are, wherever possible, designed to describe a genuinely sustainable and measurable outcome at the level of a social or ecological wellbeing principle. As a result, they inherently cover many of the more detailed outcomes needed to achieve that higher level outcome, rather than explicitly listing all those details. These success measures describe the ideal level of achievement, rather than what is achievable in the short term, and therefore provide a compass for future progress.

## Independent assessment

Initially, it was envisaged that the stocktake would be carried out working alongside and supervised by the council's proposed Independent Sustainability Advisory Board. However, the council ultimately decided not to proceed with appointing the ISAB. As a result, we have sought feedback on drafts of the report from the council project team to ensure content was accurate and would meet the council's objectives for the stocktake, whilst also presenting an independent and objective assessment. We have also benefited from talking with external stakeholders and experts covering a wide range of topics; but note that the final engagement approach, together with the inherent complexity and interrelated nature of some topics, has made the content for some activities somewhat reliant on input from TCC employees and information in TCC or SmartGrowth documents.

## Engagement approach

Our proposed approach was to engage widely with experts, stakeholders and relevant community groups to understand external perspectives of TCC's performance on the sustainability themes being assessed. The combination of uncertainties caused by COVID-19 and the transition of Commissioners being appointed resulted in TCC directing us not to engage externally beyond a specified list of stakeholders and experts (a list which we developed with TCC representatives). The people engaged are identified on Page 261. As a result, our findings have not been tested or validated with a broader range of community groups, and broader community perspectives have not been assessed at this stage.

However, we have been able to make extensive use of three recent surveys which provide valuable information about community perspectives. Those are:

1. [Whakahou Taketake 2020 Vital Update - Tauranga report](#)
2. [Quality of Life Survey 2020](#)
3. [Tauranga City Council Perceptions Monitor June 2020](#)

Our initial project design included engaging meaningfully with tangata whenua. However, the project time constraints and work schedules for iwi and hapū groups meant it was not possible to achieve this or engage with Te Rangapū Mana Whenua O Tauranga Moana. In order to gain some perspective, we engaged with TCC's Takawaenga Māori unit to gather some understanding of TCC's co-governance structure and tangata whenua perspectives. It should be noted as a limitation of the stocktake that, due to time and resource constraints, we were not able to test our findings across the broad range of sustainability themes with tangata whenua or hapū.

Internally, we engaged extensively with representatives of most of TCC's groups of activities to assess them against the Thriving Cities themes. In most cases this included an interview before sharing a draft of the stocktake assessment for their work area. Each council activity team was asked to review and confirm the factual accuracy of the final stocktake information for their area. The list of TCC officers who we spoke with is set out on Page 261.

## Report approach and template

The nature of the cross-cutting themes resulted in them being addressed slightly differently. This is because they do not relate to one of the council's groups of activities used for planning, budgeting and reporting. For these themes, there is an assessment of the *What good looks like* success indicator followed by general commentary.

For other sustainability themes, each one has been assessed by considering the council activities which broadly contribute to that theme. Each theme has a summary page which provides a high-level snapshot of performance and overarching observations. Each council activity has then been assessed using a templated approach that covers:

- **What does good look like?** – high-level success indicators that reflect truly sustainable performance.
- **Why is this a relevant benchmark?** – a short explanation for why the success indicators are relevant.
- **City performance at a glance** – a 'thumbs up' or 'thumbs down' to indicate whether, broadly, the city's current performance against the success indicator is aligned with success, or not. It's important to note, these relate to the city's performance, rather than the council's performance.
- **What are others doing?** – some examples of what other cities and councils are doing in this sustainability area.
- **Opportunities to improve** – suggestions based on our research for what TCC and the city might do to improve performance in that area.
- **Current TCC focus** – the areas of work that TCC has been focused on for that particular council activity.
- **Most relevant documents** – the documents reviewed and identified as most relevant for the sustainability theme as regards the council activity area being assessed.
- **Most relevant targets and performance** – targets set and reported against by TCC. Many of these have come from TCC's annual reports, with others being identified in other council strategies and plans.
- **Comments on targets** – brief comments on the targets identified.
- **Observations** – assessment, insights and other observations regarding TCC's and the city's performance for the sustainability theme and council activity being considered.

# APPENDIX 3: EXTERNAL EXPERTS, STAKEHOLDERS AND TCC OFFICERS CONTRIBUTING

A big thank you to all the external experts, stakeholders and Tauranga City Council officers who contributed to this work.

## External Experts and Stakeholders

James Hughes (Tonkin and Taylor), Glen Cowther (Sustainability BoP Trust), Mary Dillon (Envirohub BoP), Sarah Beadel (Wildland Consultants), Geoff Canham (Geoff Canham Consulting), Marty Hoffart (Waste Watchers), Nigel Tutt and Greg Simmonds (Priority One), Wayne Warder (TECT), Liz Davies (Social Link), Craig Richards (Beca), Mark Wassung (Design Engine Architects), Kristen Dunne (Tourism BoP), Paula Thompson and Jane Nees (BoP Regional Councillors).

## Tauranga City Council Officers

Jeremy Boase, Anne Blakeway, Joel Peters, Nic Johannsen, Claudia Helberg, Jodie Robertson, Doug Spittle, Campbell Larking, Steve Raynor, Carlo Ellis, Kathryn Sharplin, Kate Dawkins, Sam Fellows, Allan Lightbourne, Ceilidh Dunphy, Jenny Pearson, Natalie Rooseboom, Ross Hudson, Alistair Talbot, Carl Lucca, Andrew Mead, Sarah Searle, Rebecca Maiden, Ray Dumble, Christine Jones, Stephen Burton, Warren Aitken, Mark Armistead, Clare Abbiss, Ariell King, Jenna Quay, James Wilson, Cheryl Steiner, Rowan Wallace, Angela Murray, JD Thomas, Dave Withington, Alison Crowe, Mark Smith, Dani Jurgeleit, Paul Mason, and Lisa MacKinnon.

# TAURANGA CITY COUNCIL SUSTAINABILITY STOCKTAKE

May 2021

