

## 2. Innovating for a Prosperous Future

### The most important goals are:

- A thriving regional economy that:
  - has high wages and living standards
  - has high levels of opportunity and choice for the whole community
  - supports social programmes to assist the disadvantaged
  - is characterised by a culture of creativity and enterprise and also offers opportunities to preserve what Aucklanders value.

### The remaining goals are:

- A thriving regional economy that:
  - attracts and keeps successful, sustainable businesses
  - develops skills throughout the workforce
  - capitalises on opportunities within migrant communities and their global connections
  - is supported by world-class infrastructure
  - is internationally connected
  - provides choices about how we treat the environment.

### Why it is important

A strong and prosperous economy is an essential component of sustainability. It provides wealth, opportunity and social wellbeing, and supports funding of key infrastructure and services.

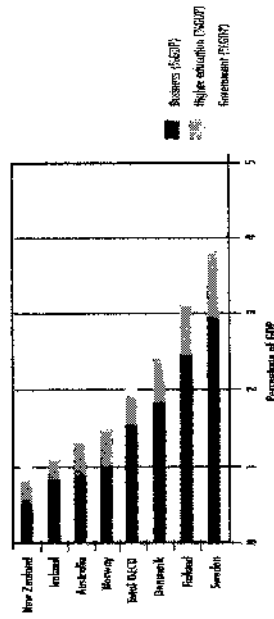
A world-class economy recognises ecological, social, and cultural limits and manage finite natural resources sustainably.

### Current state

- The Auckland economy has performed well in the past, but is beginning to lose ground against international competitors.
- Economic growth in Auckland has been driven chiefly by increased labour utilisation, rather than labour productivity, which has lagged.

- New Zealanders have a relatively high uptake of technology. For example, in 2002, it was ranked eighth in the OECD for number of internet users (per 10,000 population).<sup>xx</sup>
- Over 50% of the creative industries and ICT sectors are located in Auckland along with over 30% of the biotech industry.<sup>xxi</sup>
- Auckland has 44% of NZ employees in the finance sector, 38% of NZ employees in the services to property and business sectors.<sup>xxii</sup>
- Over 90% of New Zealand's growth in the finance sector took place in Auckland between 2000 and 2004.<sup>xxiii</sup>
- Auckland is home to two thirds of the country's top 200 companies and a quarter of the world's Fortune 500 companies with a New Zealand presence.<sup>xxiv</sup>

Low R&D expenditure in New Zealand business



New Zealand companies invest only one third of the OECD average in research and development. This is partly because New Zealand has a high proportion of small companies, which generally invest less in innovation. Very large investments in research and development by the government and higher education sectors partially offset the lack of research undertaken by business.<sup>xxv</sup>

- Auckland and New Zealand have outstanding natural assets and a green image on which to build.
- Auckland's infrastructure is barely holding its own against depreciation and growth pressures.
- The New Zealand culture of creativity pervades Auckland, but more could be done to enhance and harness it.

## **Opportunities and Challenges**

There are a host of levers that should be used to promote Auckland's economy and innovation, including: building a sustainable international image around sustainable business practices and products; leveraging off Auckland's young population; improving connectedness and urban form; and tapping into Auckland's diversity to foster innovation.

In terms of challenges facing Auckland, chief among these are its poor infrastructure stock and population growth pressures. There are also social pressures in the form of a widening rich-poor gap. New Zealand's remoteness also creates risks and challenges for our exporters and supply lines. Finally, Auckland faces competition for skilled labour and world-class firms from other cities internationally, especially Australia.

## **Possible responses**

The Auckland Metro Project has highlighted five objectives for the Auckland economy:

1. Take effective and efficient action to transform Auckland's economy (through an integrated, region-wide approach)
2. Develop world-class infrastructure and world-class urban centres
3. Transform Auckland into a world-class destination
4. Develop a skilled and responsive labour force
5. Increase Auckland's business innovation and export strength.

In addition, the government has also developed an Economic Transformation agenda for Auckland, which supports the initiatives proposed under the Auckland Metro Project, but also includes elements such as addressing Auckland's social needs to help create a world-class workforce, and maintaining and enhancing Auckland's environment.

### 3. Investing in Resilient Infrastructure

#### The most important goals are:

Infrastructure networks in the Auckland region that are:

- flexible, have a mix of centralised and decentralised services and are responsive and adaptable to new technologies and changing demands and service provisions
- integrated with one infrastructure plan for land use and infrastructure provision for regional, sub-regional and local infrastructure and with environmental features integrated with the infrastructure networks.

#### The remaining goals are:

Infrastructure networks in the Auckland region that:

- provide efficient accessible, safe and affordable public transport using sustainable technologies, with a demand management focus and provision for rural areas
- mean urban form supports efficient infrastructure with incentivised management regimes for usage and consumption of infrastructure services
- are high quality using best practice sustainable design principles and high quality and enduring materials, and are highly reliable and accessible. This protects key corridors and sites
- promote economic activity through innovative technologies and design solutions and are integrated between infrastructure forms where possible
- promote social cohesion and equity through social needs provision at local scale with public buildings enhancing the social fabric of communities.

#### Why it is important

How physical and social infrastructure is delivered will be critical in determining the way that our city-region grows and changes into the future.

Infrastructure needs to stand the test of time to be efficient and effective.

#### Current state

- Auckland has a legacy of fragmented under-investment in infrastructure.
- Auckland has experienced infrastructure failures in recent years.



- Constructing buildings with resilient, sustainable features such as water conservation measures and energy efficient heating and lighting usually adds between two and six percent to the cost of the building, but this cost will usually be repaid between five and six times over a 20 year life of the building. <sup>xxvi</sup>
- The Auckland region faces considerable funding challenges to pay for infrastructure. In transport, there is a funding requirement of \$16.4 billion for the next 10 years, but we currently face a \$4.4 billion shortfall in our ability to pay for this. <sup>xxvii</sup>

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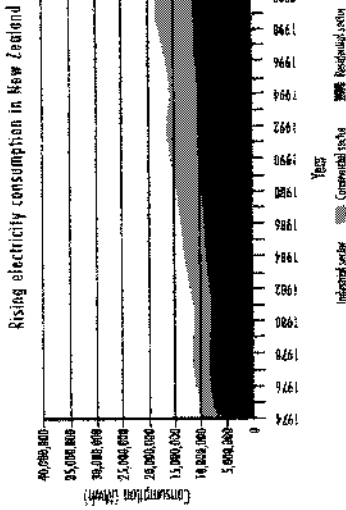
- The region faces significant funding challenges if it is to catch up and stay abreast of growing demand for infrastructure.
- Auckland is dependant for oil, electricity and water from outside the region, which means it is vulnerable to changes in price and supply.
- Increased patronage for rail has followed rail infrastructure investment.

**Opportunities and challenges**

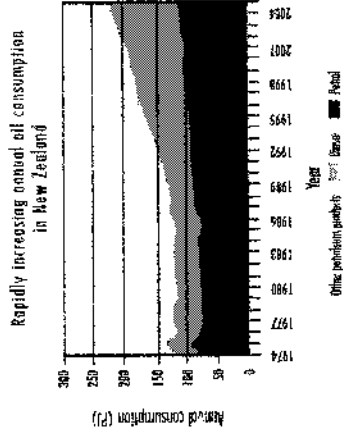
- Large investment decisions are about to be made around transport, energy, wastewater and broadband networks providing opportunity for greater integration and prioritisation of infrastructure investment.
- There is untapped potential for delivering infrastructure at different scales, including at a community or household scale.
- There are emerging technologies and improved performance of existing technologies which can increase resource efficiencies .
- Demand management approaches are increasing globally and application in Auckland could reduce mid-long term investment requirements.
- Extreme weather from climatic change could increase infrastructure maintenance costs and put coastal infrastructure at risk.
- Future oil availability may affect the viability of the region's transport systems.

**Possible responses**

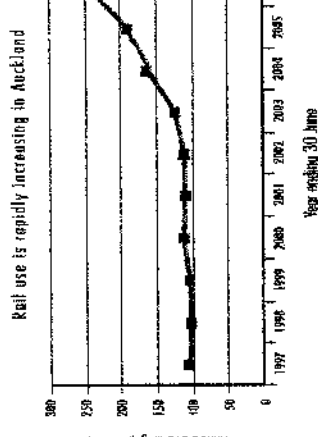
- Take an integrated approach to infrastructure planning and investment and ensure investments support regional growth management.
- Take a regional approach in providing regional-scale infrastructure and increase utilization of dispersed systems and community/household scale infrastructure.
- Use natural systems and processes in the design and renewal of infrastructure.
- Implement demand management options, particularly for water and energy.
- Upscale renewable energy systems.
- Create a public transport system which becomes the first choice for all communities



New Zealanders are using more electricity than ever before. The need to generate and transport energy places increasing pressure on our infrastructure as well as the natural resources we use to generate electricity.



New Zealand has a growing reliance on fossil fuels such as petrol and diesel, leaving us vulnerable to international price changes and availability problems.



Over the past three years, the number of Aucklanders catching trains has doubled to more than five million trips a year, the highest figure since the mid-1950s. Investments such as double tracking, offering more services and upgrading stations are paying off. This shows that when sustainable transport infrastructure is provided, people will use it.

**Existing best practice project  
– North-West Wildlink**

The North-West Wildlink project is fostering a patchwork of natural 'stepping stones' connecting two of the region's biodiversity hotspots - the Hauraki Gulf Islands and the Waitakere Ranges. The initiative is the first of its kind in the country with four local authorities and national government joining together with community organisations and individual landowners to achieve a significant vision of biodiversity restoration. The purpose of the North-West Wildlink is two-fold: firstly to provide healthy and safe habitats for native plants and animals and secondly, to link community, individual and agency effort along the Wildlink pathway.



● The Auckland region covers over 5500 square kilometres of which about 10% or 550 km<sup>2</sup> is urbanised and a further 735 km<sup>2</sup> is protected natural areas such as the Hunua and Waitakere Ranges and Great Barrier and Little Barrier Islands. Under present land use planning policies it is expected that the urban area will expand eventually to around 600 km<sup>2</sup> by 2050. xxxi

**4. Protecting and Restoring Natural Systems**

**The most important goals are:**

Natural environments, landscapes and ecosystems in the Auckland region that are:

- cherished, protected and enhanced through people acting as stewards and are accessible for everyone to enjoy and appreciate, promoting health and wellbeing
- connected in networks of blue and green that are extensive across the region enabling genuine links between natural areas and with the built environment.

**The remaining goals are:**

Natural environments, landscapes and ecosystems in the Auckland region that are:

- abundant and generous in number and range compared to the population size and impact, and in comparison to other urban regions
- well-protected from intrusion and reduction in size from urban development, from the adverse effects of urban and rural activities and damaging impacts by humans and animals
- healthy and thriving by being well-established, exhibiting vigour, having their life-supporting capacity maintained, and retaining at least existing levels of indigenous biodiversity and seeking to improve these levels
- world renowned in the establishment and maintenance of sustainable environmental technology and management practices.

**Why it is important**

Auckland residents consistently tell us that the region's open spaces, natural landscapes and clean environment are key contributors to their quality of life.

A healthy environment is fundamental for creating a livable and prosperous region, providing clean air to breathe, clean water to drink and a continuous supply of natural resources.

**Current state**

- There has been a wave of individual, business and group action to protect the environment.
- The Waitakere Ranges Heritage Area Bill is an indication of an element of public opinion keen to protect natural areas beyond the public estate.

- Much of the region is still in rural land use and public open space, providing essential environmental services and green buffers for urban areas.
- Urban growth is placing pressure on the region's water quality, air quality and biodiversity.
- Our current production, transportation and consumption patterns are resource inefficient and create large quantities of waste products.

**Opportunities and challenges**

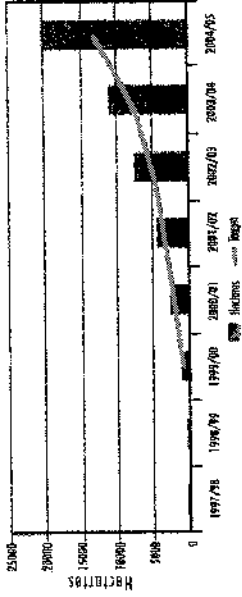
- Climatic changes will increase pressure on the environment. Some species will struggle to survive, particularly at the fringes of ecosystems.
- Population growth will continue to impact on the region's environment.
- New urban design is increasingly reflecting the natural landscape and utilising natural systems.

**Possible responses**

- Create and protect a regional natural network and use urban design to connect natural systems.
- Increase the accessibility of the natural environment to all communities.
- Build human and organisational capital for sustainability.
- Use natural systems and processes in urban and infrastructure design.
- Cut fuel consumption and reduce car dependency through land use planning and improved public transport.
- Review and revise current policies to ensure regulative and economic instruments create bridges, not barriers, to sustainable practices.

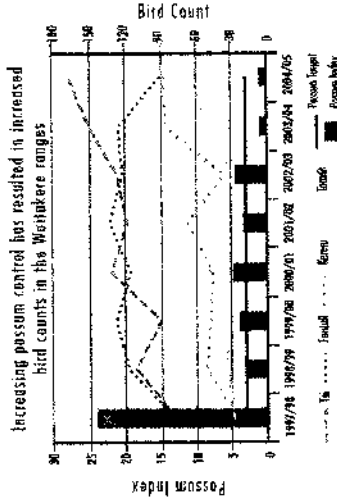


Exponential increases in community pest control in Auckland



There have been huge increases in community participation in biodiversity protection and restoration effort on public and private land in the last 5 years. xxxix

- Formal protection of natural areas is increasing significantly with close to 1400ha now protected as QEII national Trust private land covenants in the Auckland region. xxxix



Increasing possum control has resulted in increased bird counts in the Westlake ranges

Extensive modification of the region's natural environment and introduced pest species have threatened many native species. However, where effort has been directed to controlling pests and rehabilitating habitats, bird numbers have begun to recover. xxxix

- There are 188 threatened plant species and 150 threatened animal species in the Auckland region. xxxv
- Zinc and copper concentrations are increasing in Auckland's harbours. xxxvi
- Air pollution causes at least 436 premature deaths per year in the Auckland region. xxxvii

## 5. Shaping a fairer and connected society

### The most important goal is:

All Aucklanders are healthy, safe, well educated, equipped to fully participate in the social, economic and cultural life of their community and with good access to sustainable employment, essential social services and affordable housing.

### The remaining goals are:

- Communities are well served by integrated social and public services, strong pro-active social institutions and a landscape that actively supports a safe and healthy community
- Families and communities are supported through difficult times and are increasingly resilient and well equipped to adapt and change in an ever-changing world.
- Local leadership, particularly amongst our young people, is recognised and nurtured.
- Resilient connections flourish between communities across the region, within New Zealand and with the world

### Why it is important

The well-being of all Aucklanders, and especially the disadvantaged, is a key concern. Beyond that, the risk of social polarisation and the isolation of poorer communities from the rest of the region poses a threat to the region's social well-being and economic prosperity. Social marginalisation wastes people's and community potential to be productive and creative.

### Current state

- Significant numbers of Aucklanders are experiencing economic hardship, mainly on account of high housing costs and low wages. Many of these are Maori or Pacific people, most have children, and a significant number live in overcrowded housing.
- Many disadvantaged people live in clusters in south Auckland, parts of west Auckland and elsewhere across the Auckland isthmus. The availability of affordable housing is a factor in this clustering.
- Problems of petty youth crime and youth gang violence are becoming more common
- Low-decile schools are struggling to fully address the learning needs of socially disadvantaged children, and many of those children are likely to leave school without formal qualifications.

### Existing Best Practice project

#### Northcote Child and Youth Development Locality Project

The Northcote Child and Youth Development Locality Project aimed to turn the notion of children and young people being the key to society's future into reality. Involving Northcote youth, the community, local and central government, this project listened to the views and opinions of children and young people, involving them in decision-making processes, promoting evidence-based approaches; and encouraging agencies to collaborate to improve services for children and young people. Through this project, young people developed strong leadership skills, developing the capacity to be role models and leaders in the future. Opportunities for personal growth, participation in the community and in government decision-making processes were created for young people whose voices were previously unheard. By mid-2006, ongoing action plans were handed over to the community and their local and central government partners to own and implement.

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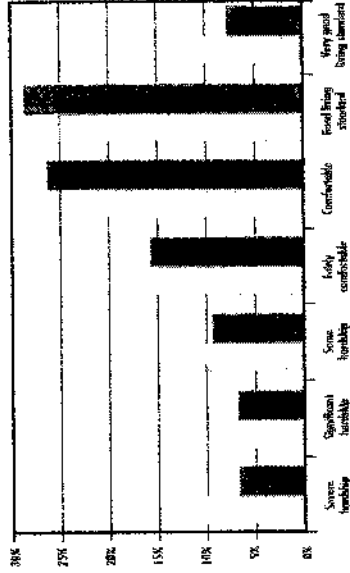
**Trends**

- The risk of social polarisation across the region between communities, such as those with differing levels of income and ethnicities.
- Housing remains expensive relative to income and there is no sign that housing will become more affordable within the near future.
- Levels of chronic illness are increasing particularly in poorer communities. Many of these illnesses are lifestyle related and emphasis is beginning to be placed on public health programmes to address lifestyle issues.
- Migration will continue to be a feature of Auckland's social landscape including potentially migration from Pacific Islands in the face of climate change impacts.
- Demographic changes may affect community cohesion and delivery of future services.

**Possible responses**

- A focus on early intervention and preventing disadvantage, particularly around education, health and housing.
- Supporting people to achieve educationally and to successfully transition into employment or training.
- Recognising and nurturing local leadership, particularly within younger age groups.
- Ensuring the availability of decent affordable housing capable of meeting changing family needs across the region and not just in concentrated areas.
- Collaborative efforts by central and local government to make better use of social infrastructure (e.g. schools) as a mean of improving service delivery and community cohesion within poorer communities.
- Provide and support opportunities for community interaction and engagement through community events, educational and recreational programmes and environmental improvement initiatives.
- Build governance structures that enable decision making at the most appropriate local level i.e. at a level where people feel they can influence decisions that impact on their lives.
- Create strong interconnectedness between communities across the region, within NZ and with the world.
- Built landscape encourages social interaction and identity, from which people derive connectedness and civic pride.

Living Standards Auckland Region v's Rest of New Zealand 2004



Living standards graph caption: Aucklanders are over-represented at the very high and the low end of the socioeconomic scale. xxxxx

- Over the last decade, average incomes in Auckland have risen and unemployment has declined. The region's unemployment rate is now very low by international standards, xxxxx
- Statistics show that the proportion of Aucklanders living in severe hardship doubled between 2000 and 2004, from 5 percent to 10 percent (although this will have changed with the implementation of the Government's Working for Families package) and the proportion experiencing some hardship dropped from 16 percent to 10 percent while those experiencing significant hardship remained unchanged at 8 percent. The proportion of those with a very good living standard also increased over that time. xi

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## 6. Celebrating Auckland's Identities

### Existing best practice project

#### The Auckland Regional Settlement Strategy

The Auckland Regional Settlement Strategy is a partnership between central government, Auckland local government and community agencies, which aims to improve support to migrants and refugees across the region.

The Strategy recognises that attracting and successfully settling skilled migrants is essential for building the social cohesion and sense of national identity that enables diverse peoples to live and work alongside each other to build strong and resilient communities and a strong, resilient, skills-based economy.

The Strategy was developed through a "bottom-up" community engagement process that identified ten key areas for support including information, employment and English language support. There is also a focus on building the capacity of migrant and refugee communities to retain their distinct cultural identities, participate in decision-making, and develop their own organisations and services.

- The ARC's cultural heritage inventory has more than 14,000 items recorded. <sup>xii</sup>
- There are currently 2172 cultural heritage sites scheduled in regional and district plans. <sup>xiii</sup>
- 2924 natural heritage sites are scheduled in regional and district plans. <sup>xiii</sup>

#### The most important goals are:

A unique global identity based on:

- a high level of social cohesion where people look after each other and everyone has hope and aspirations – opportunity does not depend on age, ethnicity, wealth or other demographic factors
- a culture of learning, creativity and innovation that draws on diverse cultural histories and traditions, nurtures connections with rest of the world and provides opportunities for learning about and engagement with each other.

#### The remaining goals are:

A unique global identity based on:

- respect and celebration of diversity
- migrants and refugees are supported to settle successful and fully participate in economic, social and cultural life
- genuine hospitality to visitors
- a natural and built environment that reflects the region's diverse cultural past and present and provides a distinctive mosaic of natural landscapes, historic and iconic buildings and public art
- world-renowned international, regional and local events that celebrate the region's diverse identities.

#### Why it is important

Celebrating our identities is about knowing 'who we are' as a region, and how we work together as the diverse communities that make up the region. A sense of identity and belonging and respect for our differences is essential for people to connect in a socially cohesive region. Valuing diversity allows us to maximise the advantages of the different ways of thinking, skills and knowledge that drive innovation. It is also about the image we project in the global marketplace.

#### Current status

- The Auckland region is developing a strong global identity from the distinctiveness and fusion of the unique identity of Maori, as well as a European, Pacific and Asian communities. Auckland's natural character, cultural heritage and iconic features provide the region with other important bases for identity.

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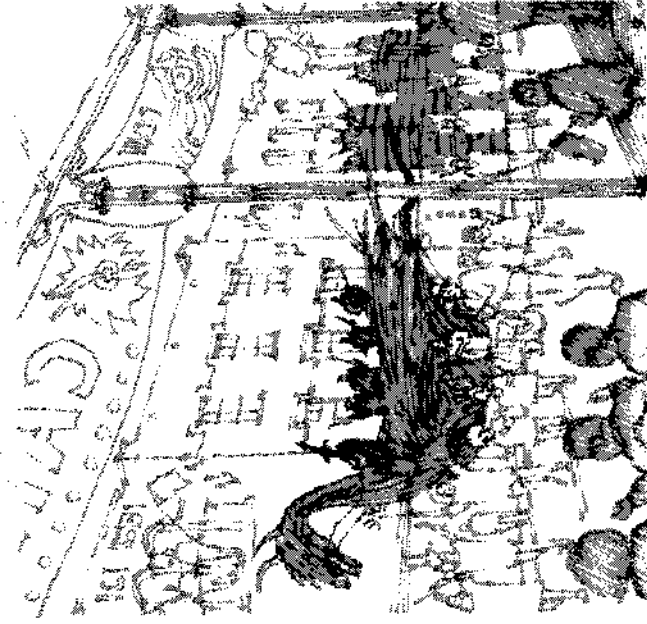
- Diversity is flourishing in the arts and creative industries and is also influencing our lifestyles.
- Significant differences in identities are emerging across the region, particularly linked to age, ethnicity and wealth. This brings a growing risk of polarisation between different communities.
- At the same time, traditional 'kiwi values' remain important sources of our shared identity and attractors for tourists and migrants, for example – being clean and green, tolerance and willingness to give people a 'fair go'.
- Globally, we have an opportunity to promote the Auckland region as a sustainable and resilient region, with a robust environmental base, and flourishing social and cultural life and dynamic economy.

### Opportunities and challenges

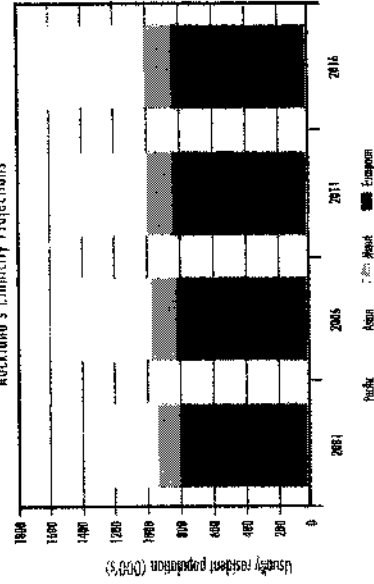
- With growth, Auckland is becoming increasingly demographically diverse, and quite different from the rest of New Zealand.
- Climate change and other global shifts may increase the rates of migration, putting pressure on Auckland's communities and impacting on Auckland's sense of identity.
- With an increasingly mobile and connected population, many Aucklanders identify with other parts of the world and other communities of interest. A wider range of global trends and events could have an influence over our identities.

### Possible responses

- Develop a distinctive Auckland identity with a competitive tourism and marketing brand
- Identify and protect significant landscapes and heritage sites.
- Develop a network of natural landscapes, historic and iconic buildings and public art that reflects our diverse past and present.
- Improve support for migrants.
- Create opportunities for engagement and learning about other culture and respect for diversity through schools, media, workplaces and community organisations
- Build on existing events to develop an international, regional and local calendar of events that celebrate the diverse identities in the region.
- Prepare local area design and development codes to maintain the identity of local communities and to ensure public buildings and spaces are accessible to and inclusive of everyone.



Auckland's Ethnicity Projections



The Auckland region is likely to see continuing rapid population growth, with 40% of New Zealand's population living here by 2030 (up from 30% today). Our population will be increasingly diverse and distinct from the rest of New Zealand. <sup>24</sup>

# Principles

The Framework provides a set of explicit guiding principles for developing and reviewing strategies and plans. The principles are all derived from the four pillars of the vision:

- liveability
- prosperity
- respect for ecology
- and resilience

Some of the principles reflect good practice (affordability, appeal and amenity, equity and inclusion, innovation); others are more specifically linked to sustainability (adaptability, efficiency, longevity, stewardship and connectivity).

The principles of **adaptability** and **longevity** promote resilience in both physical infrastructure and cultural practices. Infrastructural decisions, for example, have lasting consequences. The challenge is to make investments that stand the test of time, and enable flexibility of future use, even when we can't predict the course of future events. It is also important that choices made today do not close off future options, even if the time is not yet right to make changes.

**Adaptability** is also about our cultural ability to respond to change, and willingness to embrace different ideas and innovations as resource availability shifts.

**Stewardship** is about respect and responsibility for ecology. Human life is dependent on the natural environment. In a modern, urban society, we are distant from nature, and it can be easy to overlook the primary sustaining function of the natural environment. For example, Auckland's level of natural resource consumption is high on the world scale.

**Efficiency** as it relates to sustainability is about using our resources more efficiently and making better use of what we already have. Our natural environment, our people and our built infrastructure are resources. Smart design and use of technology can achieve the same or better standards of service, such as warm homes and transport, using fewer resources.

**Connectivity** is about recognising that the region functions as one big system. Too often specific decisions about one part of the system are made in isolation from the rest leading to unintended consequences. For example, building new roads and wastewater systems to cope with existing capacity problems can be quickly followed by undesired suburban expansion. Considering connectivity when planning enables synergies and efficiencies.

A better understanding of regional systems is required, including of resources (energy, water, materials), people (migration, travel to work patterns), investment, and governance. Some decisions are better made at the local level, where community engagement is strongest. Others benefit from a regional approach. Connections between decision-making made at different levels need to be acknowledged and planned.

The principles are supported by a series of strategic tools, which are outlined on page xx.

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Principles for good practice

THE PRINCIPLES

**Affordability:**

Ensuring consideration of the long-term affordability of initiatives, who will pay and how, and what the short, medium and long-term costs are across all four well-beings.

**Appeal and Amenity:**

Ensuring Aucklanders have a quality environment that is safe and offers a range of experiences comparable to those in other outstanding international city-regions. Its public and private buildings, places and spaces need to be of a high quality, rich in amenity and reflective of our unique culture.

**Equity and Inclusion:**

Ensuring Aucklanders have equitable access to resources and the opportunity to choose where and how they live, work, learn and recreate. Ensuring intra- and inter-generational equity. Equity also asks: 'Who will benefit most and who loses?' Inclusion ensures social cohesion, not polarisation, enabling Aucklanders to participate and feel included within families, neighbourhoods, communities and the wider society.

**Innovation:**

Developing opportunities to create innovate and collaborate. Our systems need to support the opportunity to share ideas and resources to improve our quality of life, the quality of where we live and support our economy to be efficient and strong.

**Adaptability:**

Building systems that are resilient and robust and can adapt to sudden shocks, new technologies and longer-term shifts. These systems include our energy, transport, water and information systems as well as the social systems we use to govern, learn and live together.

**Connectivity:**

Understanding and taking advantage of the interrelationships between elements. Seeking synergies, minimising unintended consequences and making trade-offs explicit. Facilitating the freedom of movement of people, ideas, goods and services. Facilitating collaborative decision-making and implementation.

**Efficiency:**

Maximizing the benefits from limited resources by increasing resource efficiencies, eliminating waste and increasing alignment of effort. Providing better value for money.

**Longevity:**

Considering the long-term implications of decisions and recognising that the region will experience enormous change in the future. Making decisions based on analysis of future forces and ensuring we are adaptable to shocks and long term change. Longevity also asks, 'what options are we looking in? What are we locking out?'

**Stewardship:**

Stewardship requires Aucklanders to take responsibility what our natural environment has provided us, for protecting what we value the most and using resources at rates efficiently and do not lead to their exhaustion or depletion. This responsibility extends to using non-renewable resources wisely so that future generations have choice. We should avoid activities that may have long-term or irreversible impacts on the environment. If we are uncertain about the risks involved in our decisions we should gather more information or assume that the worst will happen.

Principles for sustainability

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A series of tools are being developed to support implementation of the Framework. These tools, such as the questions for decision-making below, will translate the concepts of the Framework into simple-to-apply checklists and assessments.

### Questions for decision-making

Associated focusing questions and review procedures have been developed for the Framework principles. This tool is to assist organisations to incorporate the sustainability principles into the various strategies, plans and programmes that will direct and provide for Auckland region's development.

PRINCIPLE	CRITICAL QUESTIONS	ANALYTICAL TOOLS
<b>Affordability</b>	What are the long-term costs of this strategy/programme and who will pay these?	<i>Funding impact assessment</i>
<b>Appraisal and amenity</b>	Does this strategy/programme impact positively on the quality of the built environment and on the safety of the social environment?	<i>Design and safety guidelines</i>
<b>Equity and inclusion</b>	Whose interests are driving this strategy/programme and whose interests are potentially marginalised by it?	<i>Equity impact assessment</i>
<b>Innovation</b>	Will this strategy/programme build new knowledge or act as a catalyst for change?	<i>Assessment against best practice guidelines</i>
<b>Adaptability</b>	How will the strategy/programme contribute to making the region's infrastructure and social and economic systems more robust to global changes and shifts?	<i>Scenario building and systems mapping</i>
<b>Connectivity</b>	What are the interrelationships between this strategy or programme and other regional strategies and programmes?	<i>Systems mappings across landscapes</i>
<b>Efficiency</b>	What are the impacts of this strategy/programme on the use of energy, soils, water and materials?	<i>Resource inventories and mapping of resource flows</i>
<b>Longevity</b>	What are the long-term implications of the proposal and what future options are accommodated or shut off?	<i>Scenario building and analysis</i>
<b>Stewardship</b>	How will this strategy/programme contribute to the maintenance and function of ecological systems?	<i>Environmental impact statement</i>

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## The matrix of landscapes and key directions

The matrix of key directions and landscapes is designed to be applied as a tool for analysis, and can be used in different ways, for example:

- Analysing how key directions are achieved in the context of different landscapes – for example, what does resilient infrastructure mean in terms of economic issues (the economic landscape) or social issues (the social landscape).
- Analysing a specific strategy's contribution to the range of key directions – for example, how does the Auckland Regional Land Transport Strategy contribute to social equity.
- Using the landscapes to identify existing and potential activities, partners and programmes under each direction – for example, which agencies and business organisations are interested or involved in the built landscape
- Identifying relationships across directions and landscapes – for example, what are the potential conflicts and synergies between Innovating for a Prosperous Future and the natural landscape or what are the potential responses for investing in resilient infrastructure within each landscape. See Figure 3.
- Identifying gaps in delivery – for example, where in the present social landscape is there social inequality.

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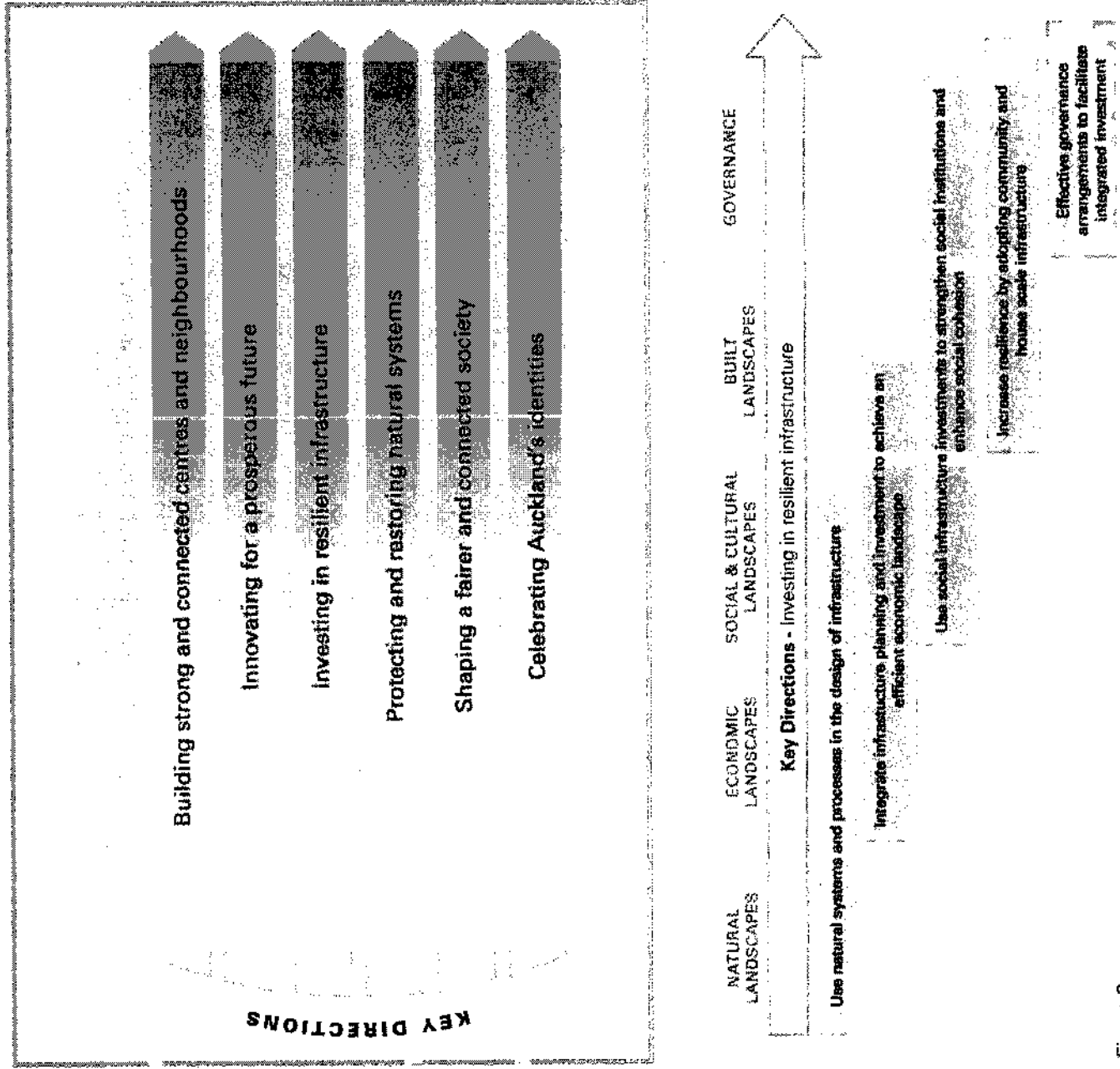


Figure 3

Appendix

As part of the development of the Long Term Sustainability Framework, six forces of change were identified as being likely to impact the Auckland region and its people. All of these forces have the potential to drive significant changes – some positive, and some not. Understanding these forces and their potential impact on Auckland is an important step in developing a long-term plan for the region's sustainability. This appendix provides a summary of the types of changes and impacts we might expect to see.

**FORCE**

**POSSIBLE EFFECTS**

**POSSIBLE IMPACTS ON AUCKLAND**

**Climate Change**

- Warmer weather in Auckland, with more extremes of flood, drought, cyclone, storm surge and sea-level rise.
- Significant changes for our Pacific neighbours and possible risks of 'abrupt change' to weather and oceanic systems.

- Coastal and low-lying land
- Infrastructure and buildings (e.g. maintenance costs)
- Population and ecological health
- Agriculture
- Migration patterns, with potential for 'climate refugees' from more severely affected parts of the world

**Demographics**

- Continuing rapid growth, with Auckland housing 40% of New Zealand's population by 2050.
- Increasingly diverse and distinct from the rest of New Zealand. First port of call for new migrants.
- Pockets of privilege and deprivation, on very different development paths.

- Distinct regional and local identities, celebrating greater diversity.
- Pressure on resources including land, transport, housing.
- Risk of social polarisation and fragmentation of the region.

**Resource Availability**

- Global competition and rising costs of resources such as oil and raw materials
- Increasing rates of consumption (energy, consumer goods, water)
- Changing resource inputs, such as an increasing proportion of non-renewables for electricity generation

- Transport and development costs
- Cost of living (e.g. food, transport, energy)
- A drive to greater resource efficiency
- Changes to what we export
- Possible localisation of some economic activities
- Quality of receiving environments (air, water, land)

**FORCE**

**POSSIBLE IMPACTS ON AUCKLAND**

**POSSIBLE EFFECTS**

**Globalisation**

- Globalisation of economic activity
- Rise of city regions as engines of economic growth
- Regional concentration of headquarters (e.g. to Sydney, Hong Kong)
- Increased connectivity
- Globalisation of culture and values, but also potential for 'clash of civilizations'
- Challenge to become internationally competitive and attract investment
- Increasing specialisation of economic activity and loss of low-skilled jobs
- Development of global identities and virtual communities of interest
- Need to play to Auckland's strengths and points of difference

**Worldviews**

- The concerns of ageing baby boomers
- Prominence of Maori identity as defining 'New Zealand-ness'
- Diversity of values in the region
- Expectations around short-term reward vs. long-term investment

- Defining Auckland's identity and place in New Zealand and the world

- Choices over where we spend our money, e.g. extending life expectancies or developing childrens' potential?
- The priority we place on environmental sustainability.

**Technological Change**

- Increased connectivity
- Potential for rapid and exponential change, with difficulties in predicting the change
- Potential for innovative solutions to sustainability challenges.
- Risk of over-reliance on future technical fixes to the problems we are generating now.
- Risk of a growing digital divide.

- Changes to how we organise our lives and our region.
- Clustering of complementary activities and economies of scope.
- Opportunities for innovation and leadership.
- Social stratification between technologically literate and illiterate.

## 1. Building strong and connected centres and neighbourhoods

Town and city centres, and local residential neighbourhoods, are where we primarily lead our lives, connect with our communities and where we meet most of our daily needs. Quality town centre and neighbourhood development can encourage more active lifestyles, greater community engagement, and a stronger sense of care for the environment. If poorly designed, centres and neighbourhoods can feel unsafe, be difficult to move around within and between, and limit choices. By ensuring that our centres and neighbourhoods are well designed, with good quality housing, buildings and spaces with easy walking access to local services, they can be the foundation of a more sustainable Auckland region.

How centres and neighbourhoods interrelate is also important. To meet the long-term needs of the region, Auckland's polycentric urban form must support and reinforce an integrated network of strong, distinctive centres and neighbourhoods that also relate to the Auckland CBD as a strong regional core. By providing for and encouraging more intensive mixed-use development in and around centres, services and public transport can be better supported, and population and employment growth can be more readily accommodated in the region without requiring further substantial urban expansion.

### Opportunities

The local neighbourhood scale is an ideal scale to effect change and to engage people with local decision-making processes. It is small enough to engage communities in places that they care about, yet large enough to undertake actions that will make a difference. If we are to do this well, a concerted effort is required to develop strong community based leadership structures – especially in more marginalised areas.

Increasing attention is being paid to the quality of urban design in our centres and neighbourhoods, and this brings opportunities to encourage more active use of public spaces and participation in public life. Encouraging people to walk, cycle, and just be 'out and about' in centres and neighbourhoods can have direct benefits to people's health, their perceptions of safety, and their connection to community.

In many parts of the region, Aucklanders are already enjoying the benefits of more mixed-use developments, with local cafes, shops and services being located within or close to residential neighbourhoods. Centres are focal points for community interaction and a range of essential activities including public transport. Intensification of residential development in and around centres and also along key transport and activity routes will continue to offer benefits including significantly improved levels of public transport availability and usage. Rising oil prices and diminishing resources may further facilitate the shift to more sustainable urban development and transport options, including greater levels of investment in public transport.

There are also many opportunities to improve the quality of buildings and local environments. A range of low-impact building and housing design, construction and management innovations will allow more environmentally responsive and resource efficient development. Waitakere City's Project Twin Streams offers an excellent example of communities taking ownership of their natural environments, with riparian planting occurring across a range of neighbourhoods.

### Challenges

Much of our future urban settlement has already been built. For the short to medium term future, low-density suburbs will remain the predominant urban form of the Auckland region. As situations change – for example, if the increasing price of oil makes car travel more expensive, or if we experience more flooding as a result of climate change – we will have to innovate to ensure the resilience and continued functioning of our existing centres and neighbourhoods, where the bulk of our activity as a society happens. A major challenge for the Auckland region turning our suburbs into flourishing and resilient communities.

Similarly, the quality of our housing stock may not be as 'future-ready' as we would like. Older houses can be draughty, damp and cold, leading to poor health and high power bills. Much of the new higher density housing stock – built as part of the effort to manage growth and create more lively town centres – lacks a quality in design and construction, and lacks clear identity or

character, which can reinforce negative stereotypes of higher density living. The poor quality of much of the region's higher density development is a pressing issue to be resolved.

Housing affordability issues are contributing to a risk of social polarisation between neighbourhoods. Our changing population is also likely to demand different services from our neighbourhoods; for example, elderly people, disabled people, children and young people are dependent are likely to look for more local service provision and easy accessibility.

The region's natural landscapes have tended to hide mediocre urban development, but the sheer scale and size of the urban part of the region means the built environment exerts a strong influence on the landscape. As a result poor design becomes more conspicuous and can generate negative perceptions. The urban area of the region is under continued pressure to expand due to continuing demand for 'greenfield' land for development and a steadily increasing population. There is also a corresponding need to retain the character and potential use of rural areas, and avoid the inefficiencies of urban sprawl in terms of transport and infrastructure.

Decisions taken at the individual and site scale can lead to cumulative effects at the neighbourhood level, for example precluding future options for redevelopment through the widespread practice of in-fill housing. Many other infrastructure decisions are made at city or regional levels, often by consideration of just one aspect of infrastructure, such as roads. Decisions at all levels need to be informed and guided by sustainability principles and need to consider decisions made at other levels.

## Potential responses

### 1. Developing an urban form with a network of strong, integrated and high quality centres and neighbourhoods.

- Ensure the maintenance of a strong regional core that contains high quality services, development and infrastructure.
- Promote a distinct urban form that is adaptable and responsive to changing social economic roles and requirements.
- Encourage high quality mixed-use, more intensive housing development around the key centres and transport routes.
- Promote quality activities and opportunities for engagement as part of social infrastructure provision in centres and neighbourhoods.
- Promote redevelopment of existing urban areas over 'greenfield' development
- Encourage land and site amalgamation over subdivision to promote more comprehensive redevelopment, particularly in and around key centres.
- Design a governance and legislative environment that encourages integrated urban development planning and delivery.

### 2. Promoting local responsibility for local issues

- Empower community boards with greater responsibility around local development.
- Subsidiarity principle – build mechanisms, which allow decision making at the most appropriate level possible.
- Encourage more active citizenship with more people taking responsibility to their communities.

- Recognise the role of community and urban renewal programmes, and the benefits of integrated local planning, as a key ongoing part of the regional planning process.
- Implement localised infrastructure provision at the neighbourhood level where possible e.g. minimise volume and transit of waste by local treatment systems.

### 3. Implementing actions that demonstrate the potential for sustainable action at the neighbourhood level

- Develop pilot projects which demonstrate new forms of tenure and finance for affordable housing, particularly as part of new developments.
- Show leadership in delivering sustainable public buildings.
- Incorporate more renewable resource capture and recovery systems in buildings and neighbourhoods.
- Promote building systems and design and construction approaches that can facilitate change and adapt to changing uses.
- Ensure continuing maintenance, renewal and repair of houses and buildings.
- Develop a network of well-linked cycle and pedestrian walkways.
- Re-vegetate streams, coastal settlement and streetscapes.

- **4. Ensuring high quality design that provides for social inclusion, healthy living, community safety, environmental restoration and economic activity**
- Support programmes that promote more planting and natural habitats within built environments, and incorporate into community design standards.
- Develop neighbourhood design standards that emphasise social infrastructure provision, pedestrian and cycle flows, healthy living, universal design and accessibility, crime prevention and safe public spaces.
- Require higher standards of building quality for new and existing homes buildings of energy and water performance in homes and buildings.
- Provide social housing and other forms of affordable housing as an acceptable part of the overall housing mix.
- Promote easy access to recreation and leisure activities, particularly those involving physical activity, and access to the natural environment.
- Support neighbourhood provision of a mix of economic opportunities, minimising the need for travel and to allow people to work and shop locally.
- **5. Recognising and retaining character and identity**
- Maintain the identity of individual communities by strengthening those aspects of the natural and built environment and heritage that makes them unique.
- Maintain, preserve and enhance the public realm and spaces by locality-specific and area-wide improvement projects together with active management plans.
- Identify features and points of difference in centres and neighbourhoods in terms of Auckland as a Pacific city and build on them through district plans, design codes and informed development investment.
- Develop planning criteria and design briefs with iwi to reflect and accommodate Maori values in the built environment and identify important heritage sites

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## 2. Innovating for a Prosperous Future

Auckland aims to be a world-class city region, a place where highly talented people want to live and where productive businesses want to locate. A strong and prosperous economy is an essential component of sustainability. It provides wealth, opportunity and social wellbeing, and supports funding of key infrastructure and services.

A world-class economy recognises ecological, social, and cultural limits and manage finite natural resources sustainably. Any path to a prosperous future will need to direct innovative and creative energies toward achieving growth that takes consideration of these factors.

Innovation is a key factor in a world-class economy as it contributes to competitiveness and productivity, which in turn flow on to greater wealth and opportunity. An innovative culture and strong innovation system also makes the economy more resilient, allowing it to quickly find solutions to changes in international markets or other external shocks.

Auckland plays a key role in the New Zealand economy. It is New Zealand's gateway to the world and New Zealand's shop window. In addition, it is the largest agglomeration in New Zealand and the primary home of many of its service industries. This makes it a major attractor for skilled labour in New Zealand and beyond.

### Opportunities

The Auckland region has a number of opportunities to develop a more innovative and prosperous economy, including sustainability itself. In no particular order:

#### **Building a sustainable international image:**

The perception of sustainability is becoming an increasingly important (and competitive) image to project worldwide. Auckland's natural environment and green image offers an exceptional opportunity to build such an image upon.

**Sustainable business practices:** To support an image of sustainability, to increase the resilience of the economy, and to capture economic benefit, sustainable business practices, which use fewer resources, could be promoted in Auckland as part of the way Auckland does business.

#### **Developing sustainable technologies and techniques:**

Promoting Auckland as a centre of development for sustainable products.

#### **Leveraging off Auckland's young population:**

Auckland has a comparatively young population when compared to many international cities. If this group is properly integrated into society and educated/ trained, then they will be a great competitive advantage for the city.

**Improve connectedness:** Building international networks will be crucial to fostering innovation and prosperity in Auckland. This can be facilitated by ensuring high-quality data links throughout the region.

**Winning world class events:** Bringing the world to Auckland to participate in international events provides an opportunity to showcase Auckland,

and catalyses the development of amenities for the city that improve the quality of life for Aucklanders and our guests.

**Improving liveability:** The most creative and innovative people are also the most mobile. They can be attracted to Auckland through unique opportunities and through the promise of a great lifestyle. Auckland has many unique natural assets that are very attractive, but needs to follow this up with an equally attractive urban form.

#### **Creating an urban form that supports**

**agglomeration:** Cities work because when people live and (especially) work close together, they benefit from increased innovation and economies of scale and scope. Properly designed urban form can promote density without greatly compromising liveability (and workability).

**Leveraging off our diverse communities:** We need to maximise the potential for increased innovation and productivity inherent in our diverse workforce.

#### **Becoming a destination of choice for skilled migrants:**

The Auckland Regional Settlement Strategy which aims to improve settlement support to migrants provides opportunities to attract and retain skilled migrants and maximise their economic, social and cultural contribution. Strong, vibrant migrant communities also offer valuable links back to their home countries.

**Creating a culture of innovation:** Auckland must be a place where learning, dreaming, and succeeding are all celebrated. Education must be one of our greatest assets, and it should not be confined simply to schools and universities, or just to the comparatively young.

# Draft Challenges

Although the Auckland economy has performed well over the past decade, much of the resulting economic growth has been underpinned by drivers that cannot be relied upon in the medium term. Innovative new solutions will need to be found to ensure continued and increased prosperity into the future. Some major challenges for the Auckland economy include:

**Poor infrastructure stock:** Auckland has gone through a period of low infrastructure investment and is now faced with an ageing infrastructure stock, as well as gaps in key infrastructure, and problems accommodating growth in the region.

**Growth:** Population growth in the region is both an opportunity and a challenge. As a challenge to the Auckland economy, growth poses questions of where to locate new communities, and how to provide the services they need.

**Rich-poor disparity and a widening skills gap:** Auckland faces the situation of some areas becoming increasingly poor while others are becoming more prosperous. This is also reflected in skills gaps between the different areas. It is critical to Auckland's success that no communities are 'left behind'.

**Dependence on imported resources:** Like many cities, Auckland is dependent on imported resources, particularly energy, for its continued functioning. While this may be an economically efficient way of operating in the short-term, longer-term there are risks associated with such supply lines. The challenge is to manage these risks by diversifying where these resources are sourced from, including by producing some locally, and managing demand for others.

**Distance to foreign markets and scale of NZ domestic market:** Auckland firms have to compete with others internationally, despite the greater distance that their products have to travel to reach their markets. In addition, whereas in other countries, the domestic market is of sufficient size to achieve maximum economies of scale, this is often not the case in New Zealand, increasing the imperative to export.

**Competition with Australian cities:** Auckland is increasingly having to compete with Australian cities for skilled labour and high-value firms.

## Potential responses

The Auckland Regional Economic Development Strategy (AREDS) has the goal of creating in Auckland an internationally competitive, inclusive, and dynamic economy.

Under the AREDS Auckland Metro Project has highlighted five objectives for the Auckland economy:

1. Take effective and efficient action to transform Auckland's economy (through an integrated, region-wide approach)
2. Develop world-class infrastructure and world-class urban centres
3. Transform Auckland into a world-class destination
4. Develop a skilled and responsive labour force
5. Increase Auckland's business innovation and export strength

The government has also developed an Economic Transformation agenda for Auckland, which supports the initiatives proposed under the Auckland Metro Project, but also includes elements such as addressing Auckland's social needs to help create a world-class workforce, and maintaining and enhancing Auckland's environment.

### 3. Investing in Resilient Infrastructure

The way that we plan and deliver infrastructure has a profound impact on the way the region develops. When infrastructure is integrated and strategically aligned with growth strategies, it has the capacity to support growth management, economic development, social cohesion and other aspects of well-being. Poorly planned infrastructure can result in inefficiencies, inadequate services, urban sprawl and environmental harm. In addition, infrastructure needs to be adaptable so as to be resilient to future shocks and responsive to new technologies and demands.

This key direction focuses on the physical and social infrastructure that shapes and supports our social, economic and environmental well-being, including transport, water/wastewater, information and communications technology, energy, educational and civic infrastructure.

#### Opportunities

A new cycle of investment in infrastructure is underway. Large investment decisions are being made, or about to be made, around transport, energy, wastewater and broadband networks. This provides investors with a unique opportunity to take an integrated long-term approach to infrastructure investment for the Auckland region. The way in which new physical and social infrastructure is delivered will be critical in determining the way that our city-region grows and changes into the future.

When new infrastructure is constructed, the opportunity to integrate it with other infrastructure forms must be taken up (e.g. electricity cables can share ducts with ICT fibre). Where possible infrastructure should also be constructed in a way that it can be easily refitted or transferred to an alternative use.

With the development of new technologies, and improved performance of existing technologies, there may be opportunities for major efficiency improvements and/or greater resilience through the provision of diversified and decentralised infrastructure. In addition, demand management approaches provide the opportunity to increase the efficient use of our resources. For example, it is possible to view energy efficiency as a major future energy source.

There is untapped potential for delivering infrastructure at different scales. For example, we may gain efficiencies by collecting water and energy at the household level. Greater consideration of working at a community and house scale within a regionally coordinated network could increase cost effectiveness and more distributed and therefore resilient systems.

#### Challenges

Auckland has a legacy of fragmented under-investment in infrastructure. We are currently reaching infrastructure investment thresholds that have long-term implications. We face significant funding challenges if Auckland is to catch up and stay abreast of growing demand. By necessity we will have to make some difficult choices with respect to what we do or don't invest in.

The future holds many challenges for the resilience of our infrastructure, particularly the potential impact of climate change. More extreme weather in the region could have direct consequences on infrastructure maintenance costs and demand patterns.

We are not self-sufficient as a region – we rely on our neighbours to supply us with many natural resources such as water, electricity and fuel. This means we are vulnerable to changes in supply and price. Such changes could affect how we expect our infrastructure to perform.

For example we build roads to last a lifetime, but the price of oil may mean that transport systems change radically within this generation.

A major challenge for the region is to better integrate and coordinate regional infrastructure planning. Currently too many infrastructural decisions are made without taking into account the effects on other infrastructure and/or other parts of the region. Effective joint planning to eliminate this fragmentation will lead to more sustainable, resilient, cost effective regional networks which align with growth models. There are significant governance questions about the provision of infrastructure. Many infrastructure classes are natural monopolies, and governance arrangements must be adopted to

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ensure that decisions regarding planning, funding and pricing for their services result in equitable and efficient outcomes.

## Potential responses

Develop a shared understanding and communication of Auckland's infrastructure needs, to enable better planning and dialogue with national stakeholders.

- Take an integrated approach to infrastructure planning and investment and ensure investments support regional growth management
- Take a regional approach in providing regional-scale infrastructure, such as major events facilities, while ensuring a fair split in resources to address regional and local needs
- Use natural systems and processes in the design and renewal of infrastructure: for example, use low impact design in stormwater infrastructure
- Implement demand management options
- Build infrastructure that can adapt to emerging technologies, changing demands and future shocks such as coastal inundation from climate change or rising energy costs
- Ensure the social, environmental and economic dimensions are taken into account in infrastructure decisions, by undertaking environmental, health and social impact assessments when planning infrastructure investments
- Use social infrastructure investments such as local schools to strengthen social institutions and enhance social cohesion at a local level.

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## 4. Protecting and Restoring Natural Systems

Auckland residents consistently tell us that the region's open spaces, natural landscapes and environment are key contributors to their quality of life. The region's environment provides Aucklanders with a sense of identity and place. A healthy environment is fundamental for creating a livable and prosperous region, providing clean air to breathe, clean water to drink and a continuous supply of natural resources. Maintaining a healthy environment and protecting our natural areas is fundamental to the region's long-term sustainability.

This direction focuses on maintaining the quality of the region's natural systems, encompassing air, land, water and biodiversity and protecting the region's natural landscapes.

### Opportunities

Aucklanders value their access to natural areas and their clean environment and this can be used as an impetus for change. The Waitakere Ranges Heritage Area Bill is an indication of an element of public opinion keen to protect natural areas beyond the public estate. To ensure the long-term integrity of the regional environment we will need to extend protection beyond iconic landscapes to protect an integrated web of natural areas and waterways. A regional natural network could provide multiple opportunities including ecological corridors, accessible public open space and transport routes, green engineering solutions and a retreat plan for climate change impacts.

There has been a wave of individual, business and group action to protect the environment. This momentum can be catalysed by providing the regional community with a sense of urgency, with tangible and desirable goals for the environment and with further support for individuals, groups and organisations to take action.

### Challenges

Urban growth inevitably places pressure on the regional environment. Auckland's population growth has the potential to further fragment natural areas, reducing ecological resilience, erode landscape values and concrete over productive land.

While Aucklanders value the natural environment, they also expect to have unlimited access to water, energy, and an ever increasing range of consumer goods and services at affordable prices. Full environmental costs are not priced into consumer goods and services,

and people do not make connections between what they consume and throw away, and the quality of the environment.

The linear design process of most goods and services results in enormous quantities of waste products, including products that are harmful to ecosystems and human health. Nothing in nature is thrown away; natural ecosystems constantly reuse resources in circular flows to contribute to new cycles of life. To be sustainable, the way we design products and services need to mimic natural processes, where every element is designed with its future use in mind. This presents a challenge of innovation to the economy.

Climatic changes will increase pressure on the environment. Some species will struggle to survive, particularly at the fringes of ecosystems. Increased flooding, storm surges and sea level rise will impact on coastal infrastructure, increasing water pollution.

It will not be enough to just maintain our current environmental status. Auckland will need to create ecological buffers to be resilient to future population growth and climate change. This will require a shift in the way we perceive and value the environment, and bold action.

The majority of the region is in rural land-use. This land provides essential services to the city including: food production, environmental functionality and a buffer with tremendous diversity. How we manage the relationship between the urban and rural components of the city will be critical in the overall health of the city/region.

Against this backdrop our processes for maintaining and enhancing environmental

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quality need to deal with a high level of complexity and many linkages. Our regulatory and planning framework needs to take an integrated systems approach, and take into account accumulative effects of development. The challenge ahead is ensuring we take a collaborative approach to solutions.

## Potential responses

### 1. Creating and protecting a regional natural network and using urban design to connect spaces.

Map out a regional natural places network that enables connections to be made between special natural places, and that recognises and provides for the diversity of natural habitats in the region. Ensure that natural networks are incorporated into planning alongside other networks such as transport. Design urban spaces and buildings to connect with and reflect the indigenous biodiversity of that place. Enable people to connect with natural spaces through safe walking and cycling networks.

### 2. Increasing accessibility of the natural environment to all communities

At a regional scale this would be secured through the regional natural network and its integration into the urban form. At a community scale this could be achieved through greening and connecting urban areas, for example streetscaping, local park provision and community and school gardens.

### 3. Building human and organisational capital for sustainability

Increase sustainability education to all sectors. Use the regional natural network and a regional

environmental footprint to create tangible goals and focus community, school and business stewardship schemes. Build community capacity through funding and other support and encourage community input into democratic processes.

Build government capacity through encouraging innovation, shared knowledge and collaboration. Promote business sector capacity through promotion of approaches such as radical resource productivity, biomimicry, service and flow economy, and investment in natural capital.

### 4. Using natural systems and processes in urban and infrastructure design.

Protect critical water catchments, increase demand side management for water and energy, and utilise integrated three waters systems. Encourage low impact urban design and use decentralized and community scale systems to provide for energy services where appropriate. Use appropriate quality of water for different uses.

### 6. Improve air quality and cut greenhouse gas emissions

Protect and enhance greenhouse sinks. Cut fuel consumption and reduce car dependency through land use planning and improved public transport. Increase consideration of air quality constraints in urban planning. Require buildings and homes to be energy efficient.

### 7. Creating bridges to sustainable practice

Review and revise current policies to ensure regulation and economic instruments create bridges, not barriers, to sustainable practices. Increase collaboration within and between agencies in order to increase alignment and synergies and make trade-offs transparent.

## 5. Shaping a Fairer and Connected Society

A prosperous, liveable region relies on the strength of its people and social institutions. Therefore, the well-being and stability of families and local communities are critical to the region's success, socially and economically. Similarly, social well-being depends heavily on having a productive and innovative economy with well paid jobs. To build greater economic and social well-being we need to maximise people's potential, build greater resilience in our communities and minimise their risk of harm.

**This direction provides an emphasis for the future on:**

- Addressing disadvantage for individuals and families, and whole communities.
- Investing in the potential of communities and individuals, particularly with the Region's growing youth population
- Making the most of Auckland's diverse and changing population to build a dynamic and tolerant regional community.

### Opportunities

The Social Report 2006 confirms that generally New Zealanders are better educated and healthier than previous generations and that more of them are in paid work than ever before. These improvements have been achieved in part through continuing social investment in health, education and social assistance programmes as well as from effective democratic leadership and a strong enterprise based economy. Auckland's future social prosperity relies heavily on maintaining the Region as a place of widespread economic opportunity, cultural tolerance and strong social institutions.

The region has both a growing number of young people, and a large group of older people. The Auckland region provides great opportunities for young people to learn and be creative through its universities, poly-techs and its exciting creative communities, but we can do better to support and nurture our young people. Likewise we could make better use of the experience and energies of older people and of the contributions they have to make in sustaining local communities.

There are extensive benefits to the wider Auckland society if social interventions aimed at overcoming disadvantage and improving social cohesion are successful. These benefits arise around celebration of identities, broader social and economic participation and reinvestment into local communities.

Achieving a fairer future requires public and community agencies to take a longer-term view and to work more collaboratively. This collaboration needs to consider how we build new neighbourhoods and rebuild existing neighbourhoods so that they have all the necessary social infrastructure and reliable access

to relevant social and community services. At the neighbourhood or community level public and community agencies need to be able to offer early interventions to avoid social need and the resulting social problems becoming entrenched.

### Challenges

Most Aucklanders enjoy a comfortable or modest standard of living. Although unemployment has dropped significantly, perhaps as many as one tenth of Aucklanders live in economic hardship. High housing costs are often a significant contributor to this hardship. Most of these poorer households have children, and a significant proportion are either Maori or Pacific. High housing costs have tended to drive other social and economic needs for low-income Auckland families. These include problems around over-crowding, the affordability of healthy food and home heating, which in turn lead to health problems especially for very young children and the chronically ill. High housing costs often also lead to problems of housing mobility and transience which impacts on children's learning and on neighbourhood sociability and cohesion.

Continuing to address social disadvantage within parts of the Auckland region is a key challenge for Aucklanders. To avoid social disadvantage becoming entrenched and more concentrated, effort is required to connect communities to each other in terms of shared spaces, occasions and resources. It is also important to ensure that poorer communities are not left behind in terms of access to ICT, educational opportunities and protection from crime.

The way suburbs are built and rebuilt is critical to their success socially. The disconnection between urban planners and social service agencies has

contributed to the absence of a social dimension in the development of new suburbs and in the redevelopment of existing ones. This disconnection can be avoided through an expansion of the focus of urban growth planning and early engagement by Government agencies in this planning.

## Potential responses

Opportunities for future change should focus on people, the social institutions that support them and the places in which they live. This could mean, for example:

- a focus on early intervention and preventing disadvantage, particularly around education, health and housing
- ensuring the right connections between schools, training and work are in place early, giving young people a hopeful and job-rich future
- supporting at-risk young people to achieve educationally, to have the core life skills for adult life, and to successfully transition into employment or training
- enabling disabled people are able to fulfil their potential through meaningful access to education, training and employment opportunities
- increasing local business activity and employment that enable people to be productive and utilise their skills and abilities
- recognising and nurturing local leadership, particularly within younger age groups and enabling individuals to participate fully in community and civic life

- ensuring the availability of decent affordable housing capable of meeting changing family needs
- a multi-party joined-up approach' involving local and central government plus community and voluntary organisations
- making schools the centre of communities and offering a wider range of in-school and after-school programmes for children and their parents
- council-sponsored environmental improvement initiatives including more active graffiti removal as a means of improving community pride and self-image
- support for community organisations to increase levels of participation in community events and active recreation.

## 6. Celebrating

### Auckland's identities

A sense of identity and belonging, respect for diversity and understanding of our differences and also what brings us together, is essential for individuals and communities to connect and live together.

Our identities are shaped by our beliefs, values and behaviours, our gender, ethnicity, age, abilities and experiences. Identity also comes from place, reflecting the natural features, neighbourhoods and social networks where we live our daily lives. Auckland's natural character, cultural heritage and iconic features provide the region with a unique basis for identity. Local centres, neighbourhoods and social networks and institutions, if well supported, can offer a strong sense of belonging and community.

This direction focuses on knowing 'who we are' as a region, and how we work together as the diverse communities that make up the region. It also focuses on how we are seen by others. Auckland's identity in the global marketplace is critical to our international competitiveness and economic prosperity.

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### Opportunities

In celebrating our diverse identities we create the opportunity to become a successful, culturally diverse and socially cohesive society. Diversity is flourishing in the arts and creative industries and is also influencing New Zealanders' lifestyles, with increasing numbers attending ethnic/religious festivals and local markets, and enjoying ethnic restaurants and New Zealand music.

Globally, we have an opportunity to promote the Auckland region as a sustainable and resilient region, with a robust environmental base, flourishing social and cultural life and dynamic economy. As a point of difference in the world, Auckland is developing an identity strongly flavoured by the unique identity of Maori. And the fusion of its distinct European, Pacific, Asian and other cultures.

### Challenges

With growth, Auckland is becoming increasingly demographically diverse, and quite different from the rest of New Zealand. Currently the Auckland region absorbs 70% of all new immigrants to New Zealand. Climate change and other global shifts may increase the rates of migration, putting further pressure on Auckland's communities and may impact on Auckland's sense of identity.

Even as we become significantly different from the rest of the country, touchstones of the New Zealand identity – clean and green, tolerance, and a willingness to give people a 'fair go' – will remain important sources of Aucklanders' identity and attractors for tourists and migrants. As we define our regional future, we need to find ways of retaining these national sources of identity and connecting beyond our boundaries, particularly

with our immediate neighbours in the Asia-Pacific region.

Significant differences identities, are emerging across the region, particularly in terms of age, ethnicity and wealth. This brings a growing risk of polarisation between different communities. This may be based on economic deprivation and lack of opportunity, or from a sense of social exclusion.

With an increasingly mobile and connected population, many Aucklanders identify with other parts of the world and other communities of interest. A wider range of global trends and events could have an influence over our identities. For example, access to technology such as the internet can both connect and divide people and may change the way social relations develop.

### Potential responses

Opportunities for future change should focus on people, the social institutions that support them and the places in which they live. This could mean, for example:

#### 1. Developing a distinctive Auckland identity

- A competitive tourism and marketing brand that:
  - Recognises and reinforces Auckland's leading place in, and relationships with, the Asia-Pacific Region
  - Builds on Auckland's role as the New Zealand's gateway to the world
  - Reflects our strengths as fresh, multicultural, welcoming, caring and well organised

- Positions Auckland as a world-class sustainable city-region that attracts skilled migrants, tourism and investment.
  - An urban form and building style that speaks to our place in the world by:
    - Improving the relationship between the valued natural features of Auckland and the built environment so that we can be as proud of our buildings as our landscapes
    - Complementing our strong, dramatic landscapes with civic buildings, spaces and public art that speak of our bicultural past and multicultural future
    - Ensuring major infrastructure development contributes to character, identity and shared vision.
- 3. Respecting and reflecting diversity**
- Improving support for migrants, assisting them to settle and integrate to maximise their talent and avoid creating social problems, whilst retaining their distinct cultural identities. The Regional Settlement Strategy Action Plan is a key opportunity here
  - Build on existing events to develop and international, regional and local calendar of events that celebrate the diverse identities in the region, building off existing events such as Pasifika, Diwali, Chinese New Year and the Going West Literary Festival
  - Developing opportunities for engagement and learning about other cultures and respect for diversity through schools, communities, workplaces and the media. The New Zealand Diversity Action Programme provides a strong platform for this.
  - Find ways to help communities express their cultural identity through more innovative and adaptive use of public and private space
  - Commitment to the principles of universal design, so that spaces, services and events are accessible to and inclusive of everyone
  - Governance arrangements to ensure all communities are able to engage in democratic processes.

## 2. Strengthening local and place-based identities

- Recognising that the Auckland region is a single region of multiple communities, with distinctive identities, based on cultures, arts, history and a sense of place
- Maintaining the identity of individual communities by strengthening those aspects of the natural and built environment and the social institutions that make them unique. For example, preparing local area design and development codes
- Ensuring that significant landscapes and heritage sites are actively identified and protected.
- Strengthening local process for dialogue and decision making that give all communities choice and a share in decisions that affect them

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