

## BACKGROUND MATERIAL ON WHAT WE KNOW.....

### Theme 1: Delivering infrastructure for a world class city

#### Infrastructure to compete

- Infrastructure investment is an enabler of economic growth and is an essential ingredient for any successful city-region. Basic infrastructure is imperative to ensure city-regions can compete for business, investment, and people on an equal footing.
- Increasingly though, they're not enough. Mobile talented workers and businesses tend to be at the heart of any world-class city. They expect not just the basics in terms of roading, transport, energy and telecommunications but also want quality urban environments and a strong sense of place – they want the soft infrastructure that makes them feel “connected”, and cosmopolitan.
- Auckland has significant shortcomings in some in both basic (transport and broadband) and sophisticated facilities infrastructure (stadia and a convention centre of scale). The full range of internationally competitive amenities suited to Auckland's advantages is yet to come.

#### Imperative to deliver is recent

- Strategic decision taking and delivery of basic infrastructure have been dispersed and uncoordinated. Major investments in Auckland's infrastructure have been reliant on central government funding. Auckland specific provisions have only recently been made.
- New models for delivery using purpose built structures have been put in place to accelerate some programmes, but underinvestment over the years has left a challenging legacy and a back log which limits capacity for expansion.

#### Infrastructure is an investment – not just a cost

- Infrastructure serves residents, visitors, and businesses. It can deliver economic windfalls. But our thinking is limited by a cost rather than an investment mindset and concerns about affordability, and historical funding bases.
- The gap between NZ and Australian big cities is significant and observable.

#### Regeneration and new growth can accelerate productivity

- Auckland is poised to regenerate its waterfront, CBD, and other centres across the city-region. Auckland's current Growth Strategy accommodates population growth across the region in a compact city model. Its implementation has been slow, and it was developed before the need for a more productive city region became an imperative.
- There are signs that the supply of land for businesses is getting tight due to demand driven by land extensive business sectors – manufacturing, transport and distribution, warehousing, rather than intensive business sectors (which have been driving the highest gain in employees).

#### Quality design is the new black

- At the same time new development has occurred in many areas of the region without a masterplanning approach to design, and the services needed – such as transport, jobs, and utility upgrades. This approach can risk Auckland's standing as 5th highest in quality of life in the world. Aucklanders are impatient for good built design and flair in our public places that reflects the beauty of Auckland, and are vocal when it's not done well.

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## **Theme 2: Tackling Auckland's skill shortages**

### **Skills Shortages**

- Businesses growth and innovation has been limited by shortages of skilled and unskilled labour.
- Immigration, together with large numbers of short-term work permits, has helped.
- But New Zealand faces stiff competition for labour with overseas markets, especially Australia where wages are approximately 25% higher.
- There are concerns that young Aucklanders are not returning home from their OEs.

### **Migrants**

- Despite helping alleviate skills shortages, some migrants are disappointed by the lack of opportunity for them in Auckland. Irrespective of their experience and qualifications many experience discrimination in the recruitment process. Despite initiatives like NewKiwis, some migrants simply move on, to Australia or elsewhere.

### **Changing demographics**

- Auckland's population is ageing, and its ethnic makeup is changing. By 2016 only half the working age population will be European. Other groups, like Maori, Pacific and Asian will have grown considerably.
- But some of these groups are underrepresented in the workforce and in education statistics at present. Will they have the skills required in the future?

### **Low labour productivity**

- Auckland has benefited from high labour force participation rates. Unemployment is low in comparison with many other places.
- But evidence suggests that New Zealanders (and Aucklanders) work longer hours, yet produce less than most of their OECD counterparts. In part this is due to underinvestment in plant and equipment, and to firm size and organisation. Others attribute it to inadequate investment in training and development.

### **Getting training and development right**

- Skills mismatches are part of the issue, meaning that those available for work may not have the right qualifications or experience.
- New Zealand's has targeted new sectors like ICT as key to moving away from a commodity primary product economy to a value added, sophisticated economy. Yet we still produce many fewer scientists and engineers than other OECD countries that are similarly focused.

## **Theme 3: Building business innovation and capability in a global context**

### **Regional specialisation and support systems**

- High performing regions are often identified for the quality of their innovation system and the strength of their business sectors. Some locations in the world are renowned for this – like Silicon Valley for its innovation, London for the specialisation of its financial markets. But as economies become more mobile and knowledge based, the ability of regions to support businesses and provide a vibrant environment for innovation is increasingly important.
- Success can be measured by the number of registered patents, innovation licensing, start-up business formation, or the amount of investment by venture capital funds, level of regional specialisation, number of new businesses attracted, growth in businesses and employment. In Europe innovation has explained up to sixty percent of the difference in economic performance between regions<sup>iii</sup>.

### **Making a success of New Zealand's business hub**

- New Zealand's economic performance is often blamed on our geographic isolation and labour force productivity growth that has been limited by underinvestment in plant and equipment.
- New Zealand also ranks poorly for gross expenditure on R&D, especially business R & D, and its level of patenting is low by OECD standards.
- New Zealand ranks amongst the best in the world as a destination for business in terms of transparency and regulation.
- Auckland is home to over 34% of New Zealand's GDP, 32% of employment and 66% of top 200 companies.
- But many Auckland firms complain of the impacts of poor infrastructure on their ability to perform and low uptake of broadband is also an inhibitor to growth.
- We also know that competition for business location is stiff and Auckland's business sector has seen the departure of head offices to Sydney.

### **Improving Auckland's innovation and business support systems better**

- Auckland has a lot of ingredients in its innovation and business support structure but we undersell their impact. For instance the University of Auckland and its students' contribute over \$4.4 billion to the regional economy; researchers at Auckland's three universities and crown research develop world leading intellectual property and innovation.
- Auckland also has: Supportive programmes and agencies, incubators; innovative firms, both large and small, with investment in new product development; and a strong business service sector.
- However, despite this supportive environment many Auckland businesses focus exclusively on the domestic market – though Auckland has over a third of New Zealand businesses it has only a fifth of our exports – and only 4% of all New Zealand businesses export.
- Delivering new products or services to the market is seen as relatively unimportant by NZ businesses (38% importance rating)
- It would appear that the aspiration and capability of Auckland firms to go global – especially SMEs – is limited.<sup>iv</sup>
- There are also constraints to the sophistication and depth of the seed and angel finance market – which is in its infancy.

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## **Theme 4: Making the most of 2011 - year of Rugby World Cup**

### **Economic impact**

- In 2011 the eyes of the world will be on Auckland. It is estimated that in excess of 3 billion people will be watching the event by television and approximately 60,000 people are expected to visit New Zealand of which a large number will reside in Auckland
- The economic benefits of the Rugby World Cup 2011 are estimated between \$400-500 million direct benefit to New Zealand and around \$250 million direct benefit to the Auckland region. Significant infrastructure investment is required to support this major event.

### **An opportunity to transform Auckland**

- But there is an opportunity to do more than that. International city-regions that have managed major events effectively have seen significant and sustained benefits. Places like Barcelona have revolutionised their performance and catapulted themselves to the top of the table for tourism by making strategic investments that are accelerated by the event, and bring long term gain and visits. Viaduct Harbour shows what can be done.
- Five years is a short time to plan and execute a tight portfolio of complementary changes and investments that will have multiple benefits in attracting talent and investment, building skills, strengthen infrastructure, generate revenue and instil confidence and civic pride. But international examples provide confidence that it can be done.

### **Brand New Zealand – Brand Auckland**

- Auckland's cosmopolitan population and its emerging sense of 'Pacific Rim city' is an asset we have yet to capitalise on.
- New Zealand's strong brand and positioning as a destination for tourists is an opportunity Auckland can seize in parallel with the Rugby World Cup, restoring growth sectors such as international students.

### **Our international shop front**

- New Zealand and Auckland businesses need exposure to international markets, and opportunities to make connections with other businesses world wide. Business tourism for Auckland is under developed.

**We need bold thinking on what to do, and how to do it.**

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# *Serenity Prayer*

*God grant me the Serenity*

*to Accept the*

*things I cannot*

*change,*

*The Courage*

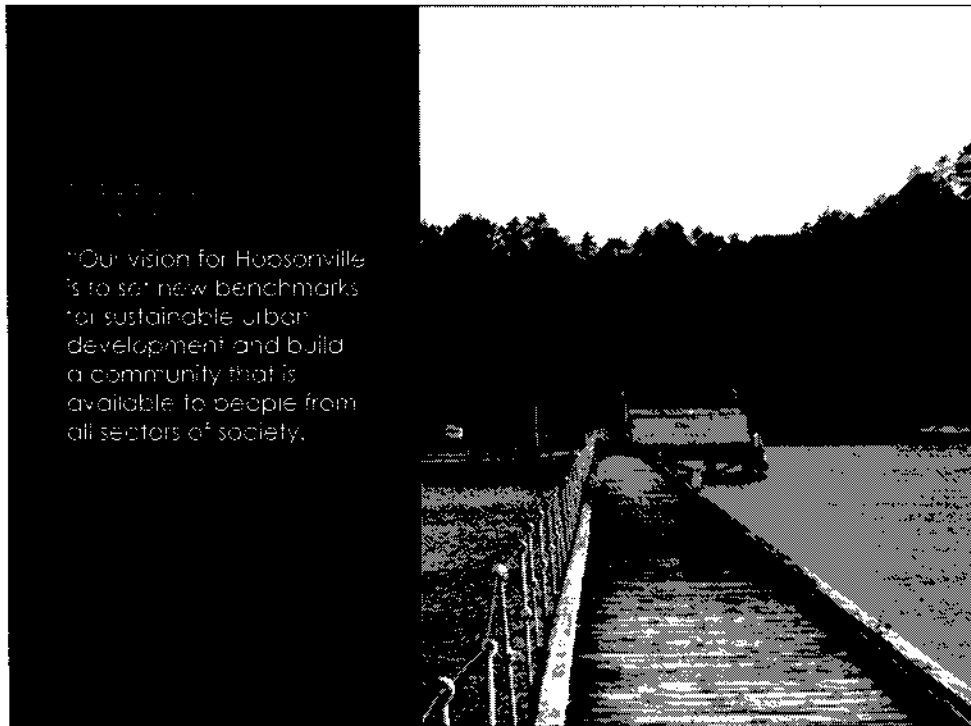
*to change the*

*things that I*

*can, And the Wisdom to know*

*the Difference*

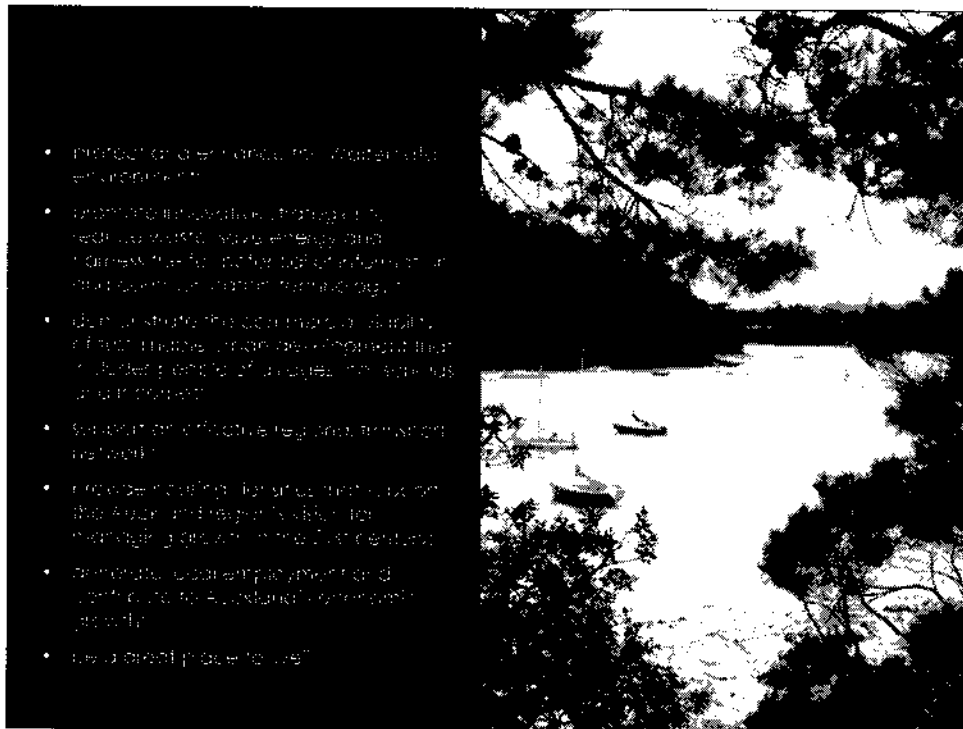




**VISION**

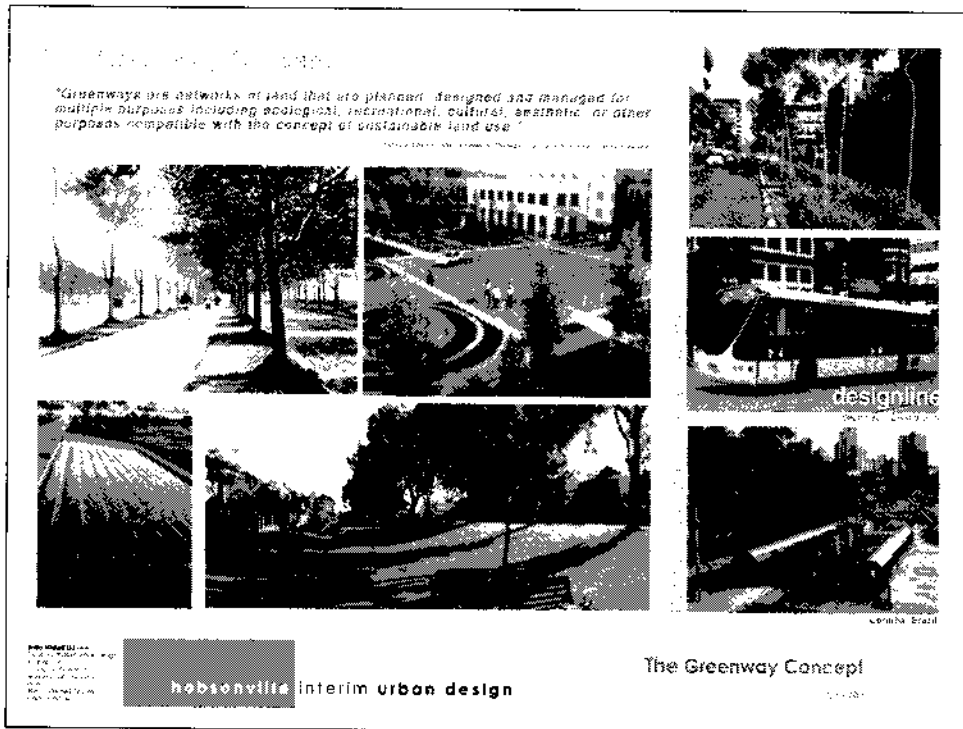
"Our vision for Hobsonville is to set new benchmarks for sustainable urban development and build a community that is available to people from all sectors of society.

The Hobsonville Land Company is seeking to fulfil the Vision of Waitakere City Council. At the highest level, that vision is founded in developing a sustainable, accessible and truly vibrant community.

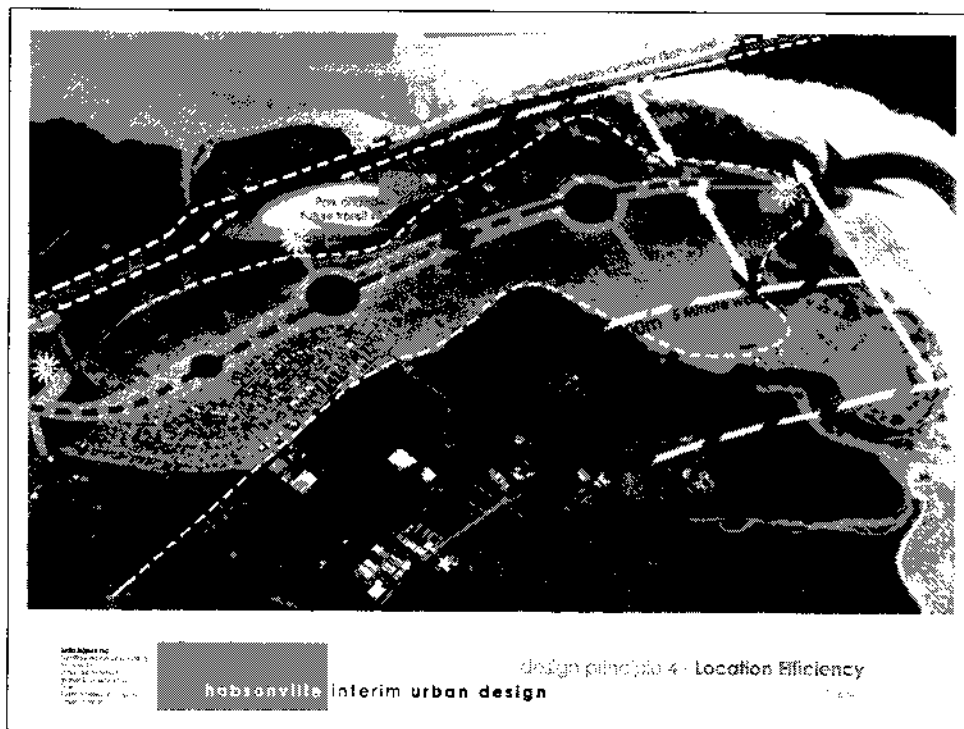


The Hobsonville site is a fantastic and truly beautiful site. As custodians, the Hobsonville land Company is clearly seeking to protect and enhance the natural environment, and apply environment friendly principles throughout the development.

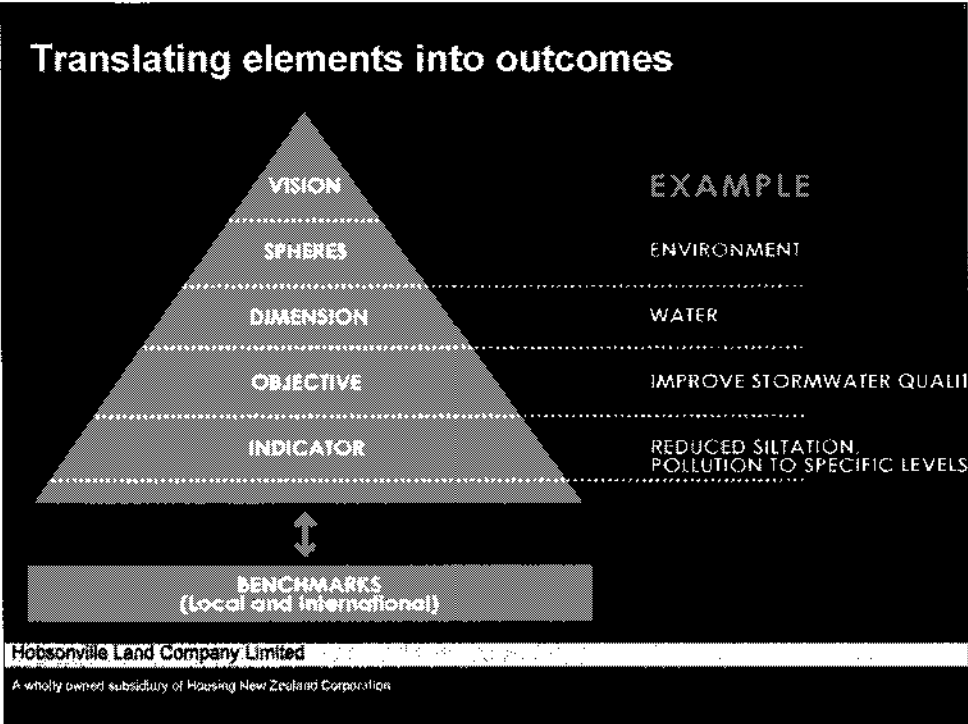




The central "greenway" concept has the potential to deliver public transport access and connections and also be a true community space that enhances the site.



A very clear objective is the provision of public transport. This originated in Waitakere City Council's vision for the site and has been reflected in the above "design principle". That is, ensuring that there are walk-able connections to public transport throughout the site. The prospect of a ferry connection is a very exciting addition to the transport options.



The Hobsonville Land Company is vitally interested in collaborating with the Waitakere City Council to facilitate the best form of development possible. Part of this process is to take the overall vision, break it down into key areas or spheres, look at the dimensions. Then ask what can be achieved and most importantly identify indicators of success and measure them. This is an open and transparent process and we want to measure its success.



# A HEART *for* HENDERSON

The Auckland partnership Architectus has pulled off municipal magnificence on a grand scale. BY DOUGLAS LLOYD JENKINS

**I**t used to be said that you could tell West Aucklanders by the permanent squint they acquired from driving into work facing the rising sun and home again facing the setting sun. This presupposed that West Aucklanders – the residents of Te Atatu, Henderson, Massey and beyond – had to drive to get almost anywhere.

Neither observation is true any more. West Aucklanders wear dark glasses and a new building programme is creating an urban centre in the very heart of Waitakere City.

In its relatively brief history, Waitakere City has not only repositioned itself as the most art-friendly and environmentally aware of Auckland's four local authorities but also it has



### The new Henderson library: a distinctive identity.

might seem a doubly unusual choice for a city looking for a "heart".

Architectus first came to national attention in 2000 with their Maths, Statistics and Computer Science building at the University of Canterbury. Two years later, their St Peter's School Technology Block alongside the Southern Motorway became the most visible and perhaps most admired new building in Auckland. Their work is much admired by other architects, but they have also won over the public with their buildings.

Their work appeals in part because of the way they use materials. In an age when architecture relies increasingly on new and unfamiliar technology, buildings often appear flimsier and less substantial than they really are. Architectus, on the other hand, build solid – creating buildings that, although flexible in their use of space, are clearly not going to blow away any time soon. This has made them the go-to firm for institutions that spend other people's money – or that are trying to lay the foundations for something other than a quick profit. The education sector has taken to them with confidence and has been rewarded with a number of first-rate buildings. The Henderson project is the first time, however, that Architectus have been asked to pull off municipal magnificence on quite such a scale.

The challenge was not simply to build a library but to build with sufficient presence to suggest the existence of an entire city. Most of the necessary motifs are there, from the open plaza to the impressive facade. Vertical laminated timber fins stand in for classical columns and an impressive roof overhang stands in for the portico of old. With the front elevation sending all the right messages, you'd expect an eye-popping ground-floor foyer. Yet, if anything, the library illustrates the way in which you need to move through a building, to let it unfold in front of you, if you want to have any chance of understanding the difference between the art of architecture and the mere process of building.

The ground-floor space is devoid of big gestures; it's the second floor that provides the library's key space. Here, the dynamic shapes formed by the interplay of solid walls and voids not only provide unexpected pleasures but also give the books a properly respectful setting. Yet the real pleasure, the really magnificent gesture, is the grand staircase that got you to the space. This is an architectural expression of the Westie anthem "Stairway to Heaven" and an experience unrivalled in any recent work of New Zealand architecture.

However impressive architecturally, the library would fail if it didn't provide Waitakere City with something that speaks of the uniqueness of West Auckland. The staircase gives a metaphorical lead. The triumphant return of red brick to an area once the heart of local brickmaking and the optimistic (but probably doomed) planting of kowhai trees in the plaza both reference the Westie way of doing things. Look further and you'll find cast bronze sculptures, referencing the flora and fauna of the West Coast, set into the aluminium of the staircase banister. There is even a craft shop in the foyer.

The library is connected by a skyway to the Henderson campus of Unitec, a West Auckland polytechnic, with the space between the two buildings creating a dynamic space simply referred to as "the gap". Many of Unitec's uncurtained, non-air-conditioned classrooms have floor-to-ceiling windows facing directly west. Perhaps it's another metaphorical reference – a gesture of solidarity. Or perhaps it's a reminder that even the best architects in the country don't always get everything right. Whatever the origin of this particular gesture, it guarantees the return of one more Westie tradition – the squint. ■

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reclaimed and empowered the term Westie and annexed both Shortland Street and Narnia as territory.

Making its "capital", Henderson, into a centre of any kind presents a more complex problem. Henderson has its fans but it is not, by any measure, an attractive urban space. Take away the broader context of greater Auckland and it would feel like a small provincial town – except that it has no core. Low-level and sprawling, strung out along a main street, Henderson has always lacked significant architectural structures, or at least any that could be said to say much about the city itself.

However, a new library (plus an attached multi-level car-park and a polytechnic building) has just opened and a new administrative centre for Waitakere City is under construction. Henderson is at last beginning to feel like a city with its own distinctive identity.

What's unusual about this sudden growth is that all four buildings have been designed by the Auckland partnership Architectus. Oscar Niemeyer got to design most of Brasilia and Le Corbusier did a big hunk of Chandigarh, but such opportunities are rare for any architectural firm. And as Architectus's work could not in any way be regarded as sentimental, they