

Strategic vision



The Auckland Plan sets the vision for Auckland and outlines the moves we need to make together to achieve it. It coordinates investment and planning at the highest level across Auckland. It takes a 30-year strategic view.

The current plan was adopted in 2012 and has provided strategic direction in some significant areas, including the development of the Unitary Plan (Auckland's land use framework) and the City Rail Link.

The current plan contains outdated data, has limited integration, a complex structure, too much low-level content, limited prioritisation, and a weak monitoring and reporting framework. It's also very difficult to search or update.

Since 2012 we've gathered lots more information and data that needs to be incorporated into the way we think about the future.

For the 2018 refresh we will update the strategic direction in the plan so that it continues to be a useful guiding document for Auckland.

We want to make a tight, focused plan that provides clear direction to Auckland. The plan will be digital and provide high level direction to implementation strategies and policies outside the plan.

Working together

This plan is Auckland's plan for Auckland. Not just Auckland Council's plan for Auckland Council. Auckland Council leads the writing and development of the Plan.

At this stage we are gathering informal feedback from partners and stakeholders that can inform our development of the draft Plan.

Next year, after we have used that feedback to inform our thinking, we will formally consult on a draft plan and welcome your submissions.

Auckland's challenges

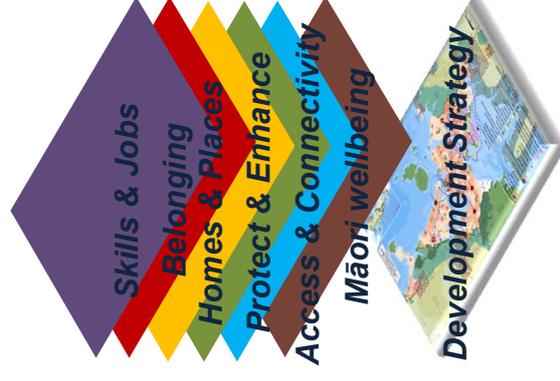
We see three overarching challenges for Auckland:

- High and ongoing population growth
- Uneven distribution of growth benefits
- Continuing environmental decline

To address these challenges, we have organised our strategic content around six integrated themes. They work together to help us to prepare Auckland for the future.

Strategic themes

The five themes and a broad development strategy act like layers in an integrated story to address Auckland's key challenges:



Skills & Jobs: the importance of skills and jobs in enabling prosperity and individual and community well-being.

Belonging: participation in society being linked to a sense of belonging. That is Aucklanders' willingness to live and work together and invest in Auckland's future (based on trust, tolerance and mutual respect).

Homes & Places: successful urban environments. Homes and places influence Aucklanders' health, safety and wellbeing, living standards and financial position.

Protect & Enhance: the impacts of growth and development on Auckland's natural environment, cultural and built heritage, and their contribution to broader outcomes for Auckland.

Access & Connectivity: how easy it is to get where we want to go through connections between Auckland, other parts of New Zealand and the world, both in the physical sense and by digital means.

Māori wellbeing: Are there specific strategic directions that will maximise Māori wellbeing?

Development Strategy: Takes direction from the thematic layers:

What is Auckland's 30 year plan for growth? How will the way we develop help to achieve the way we want to live work and play?

A new way of working

The refreshed plan will be clearer and more focused. It will have a greater focus on the Development Strategy as the core of the plan.

The refreshed plan will be more focused on the high-level strategic direction for Auckland. Implementation detail will be provided for outside the plan.

The diagram shows that the strategic direction developed in our six themes have been developed as responses to Auckland's context. It then shows how they will inform the Development Strategy.

The focus of your feedback

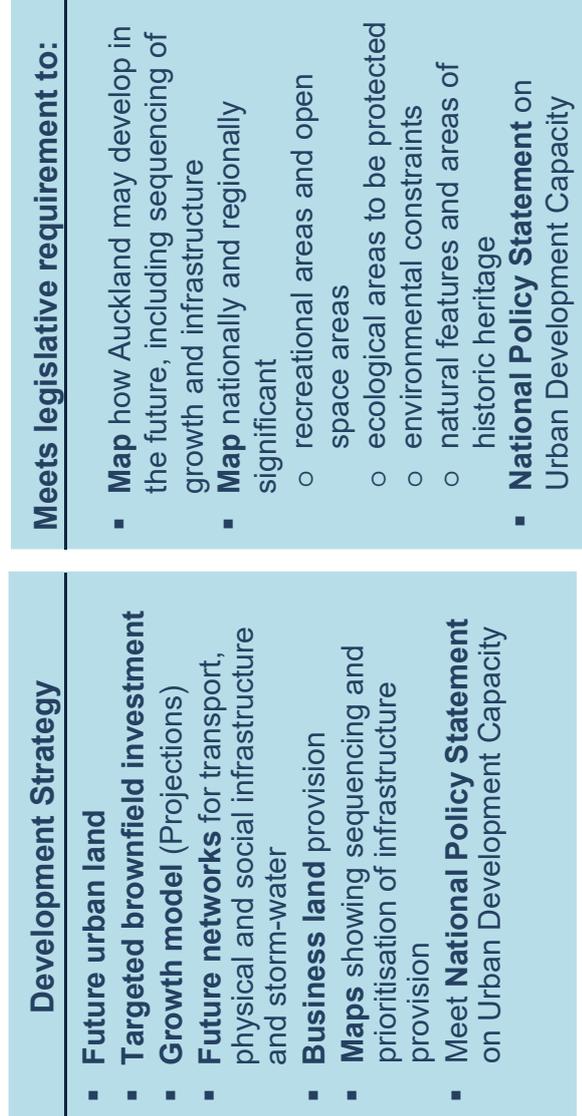
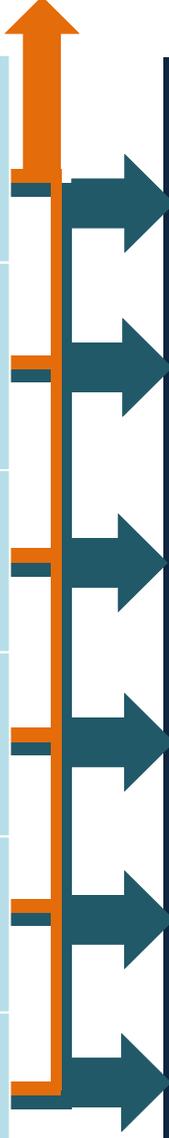
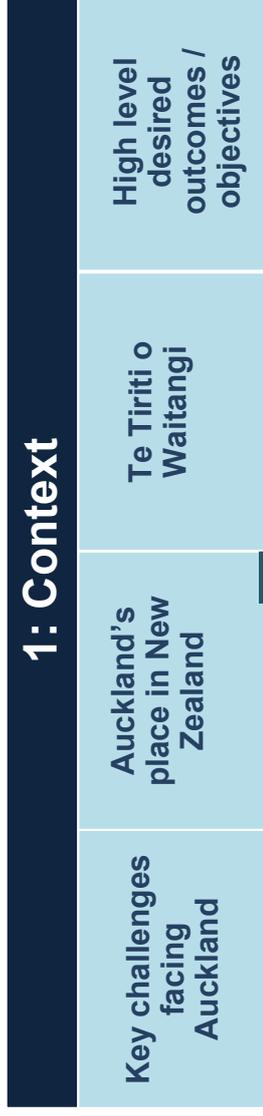
We need your help thinking about the direction in these themes.

Will the direction get us to the outcomes we want for Auckland?

Do the areas of focus within the themes provide the right direction to the Development Strategy?

Action plans and implementation strategies will get direction from the refreshed plan.

Are the themes presented here a good way to respond to the challenges and opportunities Auckland faces?



Implementation directed by the Plan

Outside the Plan:

The Development Strategy

What is it?

The Development Strategy is like an investment decision making tool. It's a map and a plan of how we want to grow and develop.

The strategy looks ahead at projected growth, likely challenges and opportunities.

Auckland is home to 1.6 million people. In the next 30 years we expect that Auckland to grow by three quarters again.

To get the outcomes Aucklanders want for life in the region, we need to plan a coordinated approach to how we grow and develop.

Decisions have already been made about our future projects for the short-term. It's the following decades where we really need to apply our strategic thinking.

The Development Strategy takes a long-term view of our future. It looks at the big picture. What new infrastructure projects will support communities and how they grow? What areas of the region need to be protected for their natural beauty or their cultural significance? Where should we prioritise investment to realise new communities?

What does success for Auckland's Growth & Development look like over the next 30 years to you?



Some of the challenges

- Constrained geography, narrow isthmus and limited infrastructure corridors
- Low investment in transport network historically
- High cost of infrastructure needed

Some of the opportunities

- An opportunity to update the Strategy to reflect all of our new information
- For the first time, an agreed land-use regulation framework for all of Auckland – the Unitary Plan
- Potential for coordination of investment
- Greater alignment with Central Government, and ongoing engagement across agencies

The strategy incorporates

Existing Urban Areas

- Identifying and sequencing areas that could be prioritised for development
- Assessment of investment and infrastructure needs

Future Urban Areas

- Refreshing the Future Urban Land Supply Strategy which sequences future urban areas for development readiness
- Understanding infrastructure requirements for future urban areas

Rural Areas

- Understanding the rural environment and the rural economy
- The role of rural settlements and in particular the satellites of Warkworth and Pukekohe

Infrastructure

- Aligning land-use and infrastructure decisions, infrastructure providers, big projects, and long-term implications
- Sequencing and prioritising investment decisions

Skills & Jobs

Skills & Jobs Story

Skills and jobs are a key focus in a changing world.

A healthy economy creates jobs and growth, providing opportunities for individuals and firms. Skills and jobs enable prosperity and individual and community well-being.

The way we work and the skills we have are central to our response to the issues we face. In addition to providing infrastructure, business land and land for rural production the need to commercialise research, take a more entrepreneurial approach and generate greater value for what we do, will require new, more or better skills, or different ways of working.

Over time however, the skills needed and the way we work will be significantly influenced by new technology. Our growing, ageing population is also an important consideration.

More Aucklanders will be looking for work, we will need to support ourselves for longer, cost structures will change, new business models will be introduced and the workplace will change.

Accelerated and extensive technology change is anticipated to create an environment where the skills we have will determine our adaptability and resilience.

By taking a broad focus on skills and jobs we can respond to our challenges, now and in the future.

What does success for Skills & Jobs look like over the next 30 years to you?

Are we focusing on the right things to be successful?

Some of the challenges

- A growing population will require more jobs
- Supporting people living longer
- Maintaining a competitive business environment through global technology change

Some of the opportunities

- Our closer proximity to an increasingly important Asia
- Our creativity and resourcefulness

What we want to focus on

Enterprise and innovation

- Leverage Auckland's connections and international profile
- Support business growth and innovation
- Grow exports

Education pathways and life-long learning

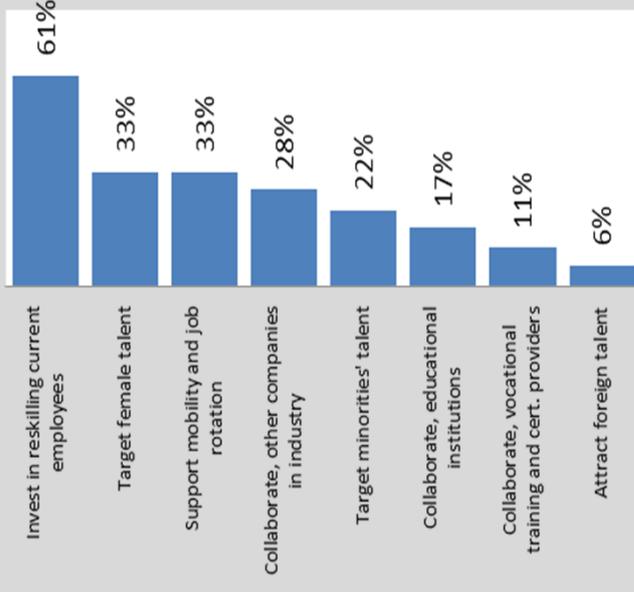
- Raise participation and achievement in education
- Work readiness, soft skills and life skills
- Focus on youth/rangatahi

Retain and attract talent and investment

- Auckland attractiveness, affordability and quality of life

Strategies to address skill needs (Australia)

Source: *Future of Jobs Report 2010*. World Economic Forum



Belonging

Belonging Story

How do we achieve a shared sense of belonging in a super-diverse city that is forecast to become even more diverse? What are the many and varied ways in which we belong?

Auckland is a diverse city that is to become even more diverse over time.

Diversity is broader than cultural and ethnic identity and it includes levels of ability, gender/sexuality, age, geography and income. These categories can also overlap, and some groups may have issues that are specific to their membership of multiple groups, such as Pacifica LGBTI.

To be the Auckland that New Zealand needs it will be essential that we fully capture the social, economic and cultural benefits of diversity. This will require Aucklanders to value inclusion, equity, and respect.

The belonging theme attempts to describe how we will maintain and enhance a cohesive and inclusive city where diversity is valued and everyone has a good quality of life.

Everyone will have their own 'ways of belonging' to Auckland: the places we like to go, the people we like to be with, the things we love to do and the parts of Auckland's communities and opportunities that speak to us. How can Auckland support the diversity of those connections to place and people that make us feel that we belong?

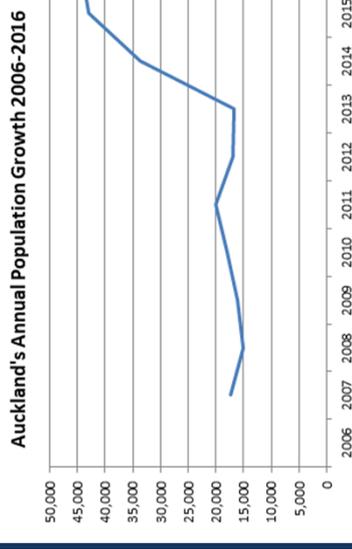
Some of the challenges

- Maintaining a shared sense of belonging in an increasingly diverse city that's undergoing rapid change
- Entrenched inequity
- Rapid population growth and challenges for services/facilities

Some of the opportunities

- Partnering with central government
- Realising the untapped potential of a diverse population, harnessing varied ways of thinking and being
- A unique Māori identity

What we want to focus on



What does success for Belonging look like over the next 30 years to you?

Are we focusing on the right things?

Recognise the importance of Māori and Māori values

Equitable opportunity for all to achieve potential

Inclusive, resilient and thriving communities

Recognise, value and celebrate Auckland's diversity as a strength

Homes & Places

Homes & Places Story

Where we live is a foundation for our wellbeing.

Outcomes for education, economic, health, safety and social connection are underpinned by a safe, stable, affordable and healthy home.

These outcomes are realised at the individual, whanau, community, regional and even national level.

As Auckland grows, how will we choose to meet demand for homes in a way that works for people? How do we create places that work for people?

Recently the cost of purchasing or renting a home has grown. The cost of housing has grown consistently faster than our incomes for decades.

The proportion of home owners in Auckland has been declining for 30 years. It's likely to continue to do so.

The Unitary Plan has rules for land use that encourage growth around centres. As our population grows, a quality urban form will be even more important.

Our urban places need to be inclusive, safe places that support the new and existing ways we live and enjoy Auckland.

What does success for Homes & Places look like over the next 30 years to you?

Are we focusing on the right things to be successful?

Some of the challenges

- Declining ownership and low protections for renters
- Housing shortfall
- Growing cost of housing as proportion of household income
- Overcrowding
- Construction costs and constraints
- Achieving quality design
- Access to individual finance
- Access to project finance

Some of the opportunities

- Centres: efficiency and vibrancy

What we want to focus on

More homes

- Supply (construction, financing, zoning)
- Choice: typologies and locations
- Infrastructure

Affordable, safe, stable homes

- Quality: healthy & safe
- Support all types of tenure arrangements
- Affordable

Urban areas that work

- Inclusive and safe places
- Places that thrive under increasing and diverse demand
- Enduring neighbourhoods



Protect & Enhance

Protect & Enhance Story

Auckland's natural environment and cultural heritage provides us with a broad range of social, cultural, economic and environmental benefits:

- our sense of belonging,
- physical and mental wellbeing, and
- our clean air, land and water.

It holds intrinsic values while also enabling diverse opportunities for Auckland's growth.

The state of Auckland's natural environment and cultural heritage is declining and is at further risk from an increasing array of threats, from the pressures of our growth to the impacts of invasive pests and a changing climate.

We need to more effectively protect and enhance what is important, what is degraded, and what is under threat to ensure that current and future Aucklanders are able to enjoy, experience and benefit from the rich natural environment and cultural heritage that makes Auckland unique.

What does success for Protect & Enhance look like over the next 30 years to you?

Are we focusing on the right things?



Some of the challenges

- What we have is not in great shape and in many cases is declining
- The impacts of climate change are urgent and not limited to physical changes, but will also affect our society and economy
- Our heritage will be impacted by growth through urbanisation and intensification
- There is greater awareness and higher expectations to protect and enhance
- Our current approach has its limitations

Some of the opportunities

- Critical mass through growth
- New approaches and technologies
- Greater appreciation for long-term/broader outcomes

What we want to focus on

Sustainability and resilience embedded in how we grow & develop

- View environment and heritage as an opportunity instead of a constraint
- Develop in the right locations
- Protect what is important
- Use growth and technology as a catalyst for change

Environment and cultural heritage is critical to broader outcomes

- Establish values and vulnerabilities
- Recognise changing bottom lines and expectations
- Support active partners and stewardships
- Account for broader outcomes

Recognise and provide for role of Māori

- Protect taonga, important sites, species and customs
- Recognise mana whenua and matawaka connections
- Enable and support kaitiakitanga
- Treaty of Waitangi
- Co-governance

The State of Environment Report (2015) tells us...

THE HEALTH OF AUCKLAND'S NATURAL ENVIRONMENT IN 2015
TE ORANGA O TE TAIAO O TAMARU MAKAURAU



Compared to 2010

- Improvements in air quality
- Good progress where biodiversity is intensively managed



Compared to 2010

- Slow decline in freshwater and marine environments

Access & Connectivity

Access & Connectivity Story

Being able to connect easily with people, places and the goods and services we need is important for our wellbeing and crucial for Auckland to be successful.

Key infrastructure such as Auckland's transport network, airports, marine ports and digital technology connects people, goods, services and ideas within Auckland, to the rest of New Zealand and the world.

It's not always easy for people to use our networks to reach 'opportunities', such as jobs, services, education, recreation and other activities. Providing effective access and connectivity is a major challenge for Auckland now and into the future.

We need to plan carefully to ensure our homes are close to where we work and play; to manage the mix, proximity and location of differing types of urban activities; to provide a range of quality, affordable transport options and enable and support digital access as well as providing services supporting our physical and digital networks.

We also need to address significant funding shortfalls for the investment we need over the next 30 years.

What does success for Access & Connectivity look like over the next 30 years to you?

Are we focusing on the right things to be successful?

Some of the challenges

- Rapid population growth
- Historical under-investment in transport networks
- Awkward natural geography
- Running out of corridors for new infrastructure
- Increasing traffic congestion & limited travel choices for many
- Increasing harm (to people and places)

Some of the opportunities

- Technology: how can we use technology to better connect people and places?
- Working together: central and local government and the private sector

What we want to focus on

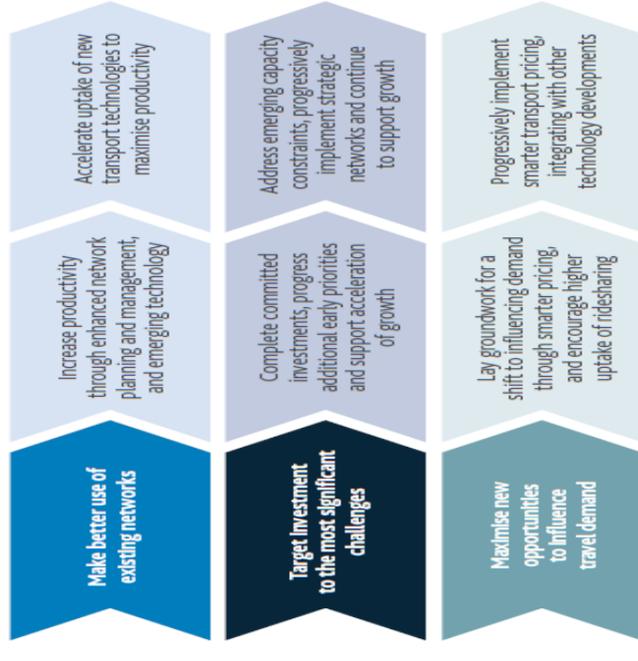
- Easy to get to where you want to go
- Moving people and freight
- Affordability and choice of travel options
- Improving access to jobs and education
- Being smart in using technology

- Enabling and supporting growth
- Improving connections between homes, jobs and education locations
- Supporting redevelopment
- Place-making

Auckland Transport Alignment Project (ATAP)

Early focus

Medium and longer term focus



Minimise harms

- Road deaths and accidents
- Environmental impacts
- Cultural impacts

Implement ATAP

- Making better use of existing networks
- Targeting investment to the most significant challenges
- Maximising opportunities to influence travel demand