

INFORMATION REPORT

To: His Worship the Mayor, Councillors, Local Board members,
Independent Māori Statutory Board members

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Date: 24 April 2017

Subject: Auckland Plan Refresh Update

Purpose

1. To summarise discussion to date with elected members on the Development Strategy and five inter-related themes of the Auckland Plan Refresh.

Recommendations

There is no recommendation. This is an information report.

Comments

2. On 28 March 2017, the Planning Committee endorsed a streamlined spatial approach for the refresh of the Auckland Plan. This option was recommended on the basis that it provides appropriate focus on spatial components while ensuring these are strongly connected to the achievement of high-level social, economic, environmental and cultural objectives. It structures the plan around a small number of inter-linked themes that address Auckland’s biggest challenges and includes a set of indicators to track progress and measures to guide work programmes.
3. Prior to this, on 7 February a workshop was held with elected members discussing the mega-trends that may have an impact on Auckland and New Zealand over the next 30 years, giving rise to a number of challenges and opportunities.
4. There are three major challenges:
 - a. Scale of growth – while significant population growth was anticipated when the Auckland Plan was prepared in 2012, the rate of that growth has been higher than expected. We now have more information and better understanding of the scale of the challenge.
 - b. Greater environmental pressures – we now know more about the current state of our environment and the Unitary Plan has set the envelope of growth. Growth however puts greater pressure on both natural and cultural heritage.
 - c. Uneven distribution of growth benefits – this was broadly anticipated in 2012 but the disparity has become more apparent. If we do not manage the “obvious” impacts (housing, income) then the “less obvious” effects (social exclusion) will become a greater problem in the coming decades.
5. To address these challenges, early thinking on the refreshed Auckland Plan has been organised around five themes:
 - Access and Connectivity
 - Protect and Enhance
 - Homes and Places
 - Belonging
 - Skills and Jobs
6. These themes provide direction to the high-level development strategy, a core component of the Auckland Plan. The development strategy must achieve the social, economic, environmental and cultural objectives of the plan.

7. Opportunities and challenges and important changes shaping Auckland's future have been analysed and high-level strategic concepts developed within the themes to drive the refresh. The strategic material for each theme and the development strategy has been explored and tested at workshops with the Planning Committee on 3, 5, 6 and 10 April.
8. Local board chairs were invited to participate in the Planning Committee workshops. Workshops with local board clusters were also held to seek feedback on the developing working model from local board members.
9. A summary of this material follows, and the main feedback received from the workshops. The feedback will be addressed during the drafting of the plan and will also be used to seek feedback from stakeholders and partners during early engagement.

Cross-theme feedback

10. General feedback from the workshops and suggested areas of focus for the refresh process which apply across all themes included:
 - Auckland's spatial plan enables coordinated decision making by Auckland Council and other parties. Working with central government and other stakeholders is essential to achieve critical Auckland outcomes.
 - The refreshed plan should position the role of Auckland Council. In many cases there are multiple actors and the council has limited levers in some thematic areas.
 - The themes are strongly connected, for example people's future access to training and employment is reliant on the region's transport and digital networks.
 - It is essential to think 30 years out and to set a 30 year vision for Auckland which can guide priorities and decisions we make today.
 - Notwithstanding, the pace of change is increasing and we are less certain about the future the further out we go. This means spatial plans like the Auckland Plan need to be living plans, able to be updated to address significant changes.
 - Provide clarity on a measurement framework for the refreshed plan that effectively measures progress and uses data to inform decisions.
 - Māori directions lack specificity and further work on more specific Māori direction is required; to be considered as an additional theme and/or integrated across themes
 - The challenges that Auckland faces are not unique globally and the refresh is an opportunity to learn from the experience of other cities.
 - Opportunity for transformational rather than incremental change.
 - Be clear about the funding challenge, including the level of funding needed over the next 30 years and what principles the plan could include to assist with this.
 - Targeted engagement should challenge the assumptions and thinking to date through other critical and strategic thinkers.

Overview of the Auckland Plan Refresh themes

11. Workshop discussions focussed on each thematic area in turn:
 - a. Identifying what had changed since the Auckland Plan was adopted in 2012.
 - b. Exploring the current and future challenges and opportunities.
 - c. Considering the broad focus areas required to drive the refresh of the plan.

Access and Connectivity

12. This theme builds from connectivity, the basic physical and digital linkages and networks, to accessibility which encompasses ease of reaching opportunities.
13. Auckland's rapid population growth and historic under-investment in infrastructure now poses a significant challenge to the ability of Aucklanders to easily access jobs, education and other important opportunities.

14. Other key challenges include:
- Auckland's awkward geography and a lack of available corridors, limiting and constraining sub-regional connections.
 - Increasing deaths and serious injuries on Auckland's roads.
 - Transport is the largest contributor to greenhouse gas emissions in Auckland.
15. There has been significant recent progress to address these challenges. Some of this has been possible due to Auckland's scale, which has driven a more strategic and coordinated approach. Transport is a partnership, and there is now strong alignment with central government reached through the Auckland Transport Alignment Project on transport challenges and priorities. This will help to support co-funding decisions.
16. Aside from transport connections, technology will increasingly provide ways to better connect people to opportunities and enable better access.
17. The following four high level focus areas and contributing elements to drive Access and Connectivity were discussed at a Planning Committee workshop on 3 April.

Access and Connectivity			
Easier to get where you want to go	Minimise harm	Support and enable Auckland's growth	Implement the Auckland Transport Alignment Project
Efficient movement of goods and services	Reducing adverse environmental and cultural impacts	Access to housing	Funding
Maximising benefits from new technology	Reducing deaths and serious injuries	Quality places	Prioritise addressing first decade challenges
Affordability and choice of travel options		Supporting redevelopment	
Accessing jobs and education to boost productivity			

18. In response to this framework, feedback from the workshop focused on six main areas:
- Improve integration of transport networks and modes to better use existing networks and infrastructure.
 - Prioritise investment to address projected decline in access to employment in west and south Auckland.
 - Ensure that freight and the region's 'blue highway', i.e. our harbours and ferry services, are included more explicitly.
 - Funding remains a key constraint. Explore option to include a principle to guide consistent funding across transport modes and think about short and long term funding solutions.
 - Include a stronger focus on walking, including for people of all ages and abilities.
 - Personal safety and security, including perceived safety and security, is an important factor in people's willingness to use different transport options.

Protect and Enhance

19. This theme is about the protection and enhancement of Auckland's natural, cultural and historic heritage. It recognises the broad socio-cultural, economic and environmental benefits our heritage provides Aucklanders, its intrinsic value, and the opportunities it enables for Auckland's growth. There is a strong link between Auckland's natural heritage and the region's cultural and historic

heritage, both as a result of Māori heritage and the natural environment's influence on Aucklanders' sense of belonging. The concepts of sustainability and resilience underpin this theme.

20. There are three main challenges in relation to Auckland's heritage:
- a. Environmental indicators are poor and declining, which indicates current approaches to protect the natural environment are insufficient. Concerns have also been raised about the state of Auckland's cultural heritage.
 - b. Climate change has had real, tangible and immediate impacts on people, on services and on infrastructure.
 - c. Human activities will have the greatest impact on our natural and cultural heritage at the same time as further urbanisation and intensification is required to accommodate Auckland's growth.
21. A growing Auckland will, however, provide the critical mass to do things on a large scale and the possibility to realise broader socio-cultural, economic and environmental benefits. New approaches and technologies to protect and enhance the environment and heritage will also become available. In addition, public expectations on the importance of sustainability and resilience will be higher, resulting in a better appreciation of the opportunities to deliver long-term wins over short-term trade-offs.
22. The current approach to protecting and enhancing our natural, cultural and historic heritage has its limitations. This is demonstrated by both its declining state and the limits of preparedness for the growing threats (including climate change and increasing development) to our heritage assets. In response, decision making needs to be more integrated, particularly in relation to infrastructure, so that real, long term and cumulative impacts can be understood, accounted for and addressed.
23. The following three high level focus areas and contributing elements to Protect and Enhance were discussed at a Planning Committee workshop on 5 April.

Protect and Enhance		
Sustainability and resilience embedded in Auckland's growth and development	Environment and cultural heritage is critical to broader socio-economic outcomes	Role of Māori is recognised and provided for
Invest in long-term broader outcomes; account for cumulative long-term impacts of growth Development focused in the right locations and addressing key threats Use growth to enhance degraded assets Priority assets protected Leverage innovation and technology Environment and heritage an opportunity not a constraint	Establish value and vulnerabilities of our heritage assets Recognise changing bottom lines/ expectations Engaged and active partners Account for direct and indirect links to broader outcomes	Protect taonga Customary interests and activities Specific responsibilities under Treaty of Waitangi Co-governance Important sites, places and species Mana whenua and mataawaka connection to significant sites Enable and support kaitiakitanga

24. In response to this framework, feedback from the workshop focused on four main areas:
- a. The region's local government amalgamation has supported Aucklanders' views of belonging to the wider Auckland and understanding the regional impacts beyond their local area.
 - b. Climate change is an urgent issue. Mitigating our impacts is not enough and there is a need to ensure strong climate action and resilience planning is articulated within the refreshed plan. There is an opportunity to demonstrate leadership, achieve multiple outcomes and ensure the broader impacts associated with climate change (beyond sea level rise and adverse weather events) are tackled, for example the societal impacts of climate change and the implications for our health system.
 - c. The limitations in our current approach should be addressed. Our funding, decision making and planning processes need to enable the governing body and local boards to plan strategically for the long term and should reflect the broader environmental, social and economic benefits that can be achieved through greater investment in sustainability and resilience building, including on a sub-regional basis.
 - d. There is a strong reliance on communities for delivery within this theme which will continue in the future.

Homes and Places

25. The Homes and Places theme addresses the location, quality, supply and affordability of homes. It also addresses the built form and amenities through the creation of places that work for people.
26. Homes and Places seeks direction on two big questions:
- a. How do we meet demand for housing and house people in a way that works for them?
 - b. How do we create and build places that work for people?
27. Since the Auckland Plan's adoption in 2012, housing has become a much more critical issue. This has created challenges and barriers to achieving important social and economic outcomes. In particular, there has been a continued decline of home ownership rates, increases in rental costs, and a growing shortfall in the number of dwellings required to support Auckland's population growth. The role that public space plays is increasingly important as we intensify.
28. However, there have also been some improvements in areas which will help to address these issues. For example, the central business district is fast becoming a true city centre as its population exceeds growth projections. In addition, the Unitary Plan encourages and enables growth around more centres across Auckland.
29. The following three high level focus areas and contributing elements to Homes and Places were discussed at a Planning Committee workshop on 6 April.

Homes and Places		
Additional dwellings (numbers)	Living in homes (stable experience)	A well-functioning city (supporting living in homes)
Supply (construction and financing) Locations with access to opportunities Infrastructure to enable capacity Choice: wide range of typologies	Stability Affordability Tenure spectrum (including most in need) Sense of safety and wellbeing in the home Recognise outcomes specifically for Māori Quality	Accessible and inclusive places that thrive under increasing and diverse demand Sense of safety and wellbeing in your neighbourhood

30. In response to this framework, feedback from the workshop focused on seven main areas:
- a. There is a tension between an aspiration for home ownership in New Zealand culture and the reality of increasing numbers of life-long renters in Auckland.
 - b. The protections renters have under New Zealand law and the additional benefits of home ownership.
 - c. Include a greater focus on stable tenancy.
 - d. There is a complexity of independent players and their differing goals and incentives.
 - e. There is a need to further explore alternative ownership models.
 - f. Reflect the importance of intensification, design, quality and affordability to meet supply and diversity of housing choices.
 - g. A continued focus on those most in need is important.

Belonging

31. The Belonging theme is about Aucklanders' willingness to live and work together with tolerance, trust, and mutual respect and to be invested in Auckland's future development. It is the social 'glue' between people and communities.
32. This theme poses the key question of how to achieve a shared sense of belonging in a super diverse city that is forecast to grow rapidly and become even more diverse?
33. Since 2012 Auckland Council has built its information base in conjunction with government and developed supporting strategies and action plans across a range of elements within the Belonging theme, including the arts, community, young people, sports, open space and community facilities.
34. Auckland faces three main challenges regarding belonging:
- a. Long standing inequality based on the Census deprivation index.
 - b. Capturing the social, economic and cultural benefits of diversity through inclusion, equity, valuing and respect. Failure to respond successfully to increasing diversity will leave individuals and groups feeling isolated and excluded and unable to achieve their potential.
 - c. Rapid population growth and growing diversity has placed pressure on services and facilities and there is a need to both expand the network and make better use of existing community services and social infrastructure.
35. Developing and expressing a Māori identity for Auckland is an important part of a shared sense of belonging.
36. If Auckland is able to improve opportunities for people to achieve their potential, it will unleash latent individual potential and strengthen communities. A diverse and culturally rich city is a desirable place to live, retaining and attracting talent from around the world.
37. The following four high level focus areas and contributing elements to build Belonging were discussed at a Planning Committee workshop on 6 April.

Belonging			
Recognise the importance of Māori and Māori values in building a safe, inclusive and equitable region	Inclusive, thriving and resilient communities	Equitable opportunity for all to achieve potential	Recognise, value and celebrate Auckland's diversity as a strength
<p>Developing and expressing a Māori identity</p> <p>Improving social and cultural outcomes for and with Māori</p> <p>Recognising and valuing Māori culture as our unique point of difference</p>	<p>Opportunities for people to meet, connect and participate in community and civic life</p> <p>Provision of accessible services and social infrastructure</p> <p>Build trust by being fair, representative, transparent and accountable</p>	<p>Support community-led development</p> <p>Work with communities to develop leadership, skills and capacity</p> <p>Reduce disparities in opportunities and outcomes to improve quality of life for all Aucklanders</p>	<p>Leadership on the social and economic value of diversity</p> <p>Work with communities to develop leadership, skills and capacity</p>

38. In response to this framework, feedback from the workshop focused on six main areas:
- Belonging is developed through connections with place, people and experiences.
 - Focus on Auckland's growing inequality and low income groups, recognising that inequality is multifaceted, including access to public transport and jobs.
 - Agreement of the importance of Māori culture as a foundation upon which to successfully build a shared sense of belonging while becoming increasingly diverse..
 - Requirement to clarify the role of Auckland Council and government and potential levers.
 - Increase emphasis within this theme on an empowered communities approach where individuals, whānau and communities have the power and ability to influence decisions, take action and make change happen in their lives and communities of place, interest and identity.
 - With growth and intensification the importance of accessible open space and safe community spaces increases.

Skills and Jobs

- The Skills and Jobs theme addresses economic well-being for the individual and Auckland as a whole though skills development and jobs.
- Accelerating technology change is expected to continue to change the workplace and jobs, although there is uncertainty as to the speed and scale of change. Distribution of the economic benefits are anticipated to be influenced by technology change with workers with higher and relevant skills capturing most of the benefits.
- Based on Auckland's projected population growth the region will require up to 363,000 additional jobs by 2041. Almost half of this growth is expected in the four service sectors of health, professional services, retail and education.
- There is significant potential to grow Auckland's international connections and high value businesses through New Zealand's positive international reputation as a business location and for

attracting international talent. This will need to be accompanied by a continued focus on addressing Auckland businesses' relatively low R&D investment and commercialisation rate for innovation.

43. The following three high level focus areas and contributing elements for Skills and Jobs were discussed at a Planning Committee workshop on 10 April.

Skills and Jobs		
Enterprise and innovation thrive creating jobs	Preparing people for future jobs	Retaining and attracting talent and investment
Movement of people and goods Core infrastructure provision: Port, Airport Provision of business land Making our scale work Regulatory environment Leveraging connections and building Auckland's profile	Raising educational performance Increased collaboration across sectors Developing educational pathways; rangatahi Developing soft skills for life Technology	Governance and regulation Foreign investment Marketing

44. In response to this framework, and the challenges and opportunities identified, discussion at the workshop focused on five main areas:

- a. Need to acknowledge that whilst Auckland is New Zealand's largest city, by international standards we are small, isolated and have a relatively limited profile internationally. However New Zealand as a whole has a reputation for transparency and absence of corruption.
- b. Opportunities lie in agglomeration benefits in the city centre and the higher productivity and efficiency of sectors in Auckland.
- c. Specify how we might better grasp future opportunities which include taking learnings from comparable successful international cities.
- d. Need to ensure we afford everyone the opportunity to reach their potential.
- e. Consideration of the role of Auckland Council (including Auckland Tourism, Events and Economic Development) within this theme.

Development Strategy

45. The Development Strategy is the spatial component of the Auckland Plan Refresh. It sits at the heart of the plan and ties together all the spatial elements of the five themes. It describes at a high level where, when and how growth is anticipated to happen.

46. Work on the Development Strategy is centred around three components:

- Existing urban area – investigating locations, timing and investments for urban intensification (housing and jobs)
- Future Urban areas – refreshing the Future Urban Land Supply Strategy, which sequences future urban areas for development readiness
- Rural areas – understanding the rural economy, rural settlements and the rural environment.

47. A further work stream, tying these together, covers Auckland's infrastructure.

48. The Future Urban Land Supply Strategy is currently being refreshed. Suggested changes to the sequencing are currently out for consultation and it is proposed to report the amended strategy back to the Planning Committee in July 2017. This is a shorter timeframe than the overall Auckland Plan Refresh. A significant focus for the refresh is the work on the existing urban areas where the benefits can be gained from investment, both in terms of place-based transformational impacts and ability to accommodate growth.
49. Since the adoption of the Auckland Plan in 2012 some significant projects have refined our knowledge and are providing key inputs for the refresh of the Development Strategy. This includes the Unitary Plan process, committed major infrastructure projects, the Auckland Transport Alignment Project and Scenario I9, the current growth model.
50. In response to the information presented on the Development Strategy work stream, discussion at the workshops focused on:
 - Need for futures thinking; how development might play out under a number of scenarios.
 - Integration across workstreams comes together in the Development Strategy.
 - Importance of communities: infrastructure an enabler.
 - Need to make transformational shifts rather than incremental changes.
 - Balance flexibility (to respond to future changes in areas where growth takes place) with certainty (for infrastructure programmes with long lead-in times).
 - Deliver integrated land use and infrastructure outcomes.
 - Need to make clear the trade-offs; to inform funding discussions.

Early engagement

51. Legislation requires council to “involve central government, infrastructure providers (including network utility operators), the communities of Auckland, the private sector, the rural sector, and other parties (as appropriate) throughout the preparation and development of the plan”.
52. Early engagement provides an opportunity to test thinking and concepts with stakeholders that have been discussed at the April Planning Committee workshops. This is a focussed exercise before a draft plan is prepared. Feedback will be sought on any gaps in the challenges, opportunities and priorities for Auckland across the five themes and Development Strategy.
53. As signaled in the 28 March Planning Committee report, targeted engagement with the communities of Auckland through community organisations will take place May to June 2017. This will include organisations representing particular demographic groups and environment, social and other interests. The council will also be working with the expertise and networks of the advisory panels in this early engagement phase.
54. Engagement with partners and stakeholders of a technical and detailed nature will run from May through to October 2017.
55. The approach to engagement with mana whenua is outlined below.
56. Wide public engagement will be undertaken through a special consultative procedure on a draft plan in February - March 2018.

Consideration

Local board views and implications

57. The Auckland Plan provides high-level strategic direction to achieve Auckland-wide outcomes. Local boards use the direction when preparing their local board plans to support better alignment between local and regional investment and activities.
58. All local board chairs were invited to the March and April Planning Committee workshops on the Auckland Plan. In the March workshops, local board chairs generally indicated support for a refresh of the plan. During April, chairs (or their representatives) provided theme by theme feedback, noting that this is not official feedback of any local board but expresses the views of local board chair(s) only.

59. Development Strategy: Feedback included the regional disparities in providing access to employment, and that to support and enable growth there needs to be a focus on the south and northwest. The definition of “rural” was discussed given the “lifestyle” factor is seen to be more of an urban consideration than rural production.
60. Access and Connectivity: The importance of “age-friendly” infrastructure was discussed and the real and perceived safety of the transport network. Walking and the quality of the walking infrastructure (e.g. good footpaths) were considered to need greater emphasis within the broader active transport category. A key challenge was thought to be the lack of employment close to where people live, necessitating time consuming travel across the region.
61. Protect and Restore: Views included that resource management processes do not encourage strategic thinking or planning which should be sub-regional and go beyond local board boundaries. Relationships and robust processes across governing body, local boards and CCOs can drive better decision making. Any change of values in the environmental space since 2012 is more intangible and can be harder to predict in the future.
62. Homes and Places: The complexity in the role of the financing/banking sector was considered to be a factor in the supply challenge. There was discussion of the New Zealand culture of home ownership which, in contrast to European models for example, reduces investment into other priorities such as education or business. It was noted that there has been huge growth in the number of people living in the city centre.
63. Belonging: Determining the role that Auckland Council should play and that of government was highlighted within this theme. Belonging is formed by people’s daily experience and there are also cultural differences in what people value about the place they live. There was discussion that this theme should focus on vulnerable populations and the challenge of increasing inequality. It was also suggested that there should be encouragement and support so that everyone can get involved, as under the empowered communities model. Environmental restoration projects were identified as successful examples of bringing diverse groups together and developing a shared sense of belonging.
64. Skills and Jobs: There was general discussion on enabling infrastructure and the need to be a council that delivers.
65. Following the February briefings, a high level summary of the Planning Committee workshop content was presented to local board members at a cluster workshop on 10 April 2017. Further workshops are planned for 20 and 28 May 2017 and additional workshops will be scheduled to ensure the involvement of boards throughout all phases.

Māori impact statement

66. One of the outcomes of the Auckland Plan is “a Māori identity that is Auckland’s point of difference in the world”. The Auckland Plan Refresh and its contribution to Māori well-being will be of interest to Māori. The plan’s development will, amongst others, be informed by the Independent Māori Statutory Board’s Schedule of Issues of Significance and the Māori Plan.
67. Key issues of interest to Māori are likely to include Māori housing, accessible and affordable transport to employment in the west and south, papakāinga and marae development, rangatahi skills development and pathways to employment, Māori business development, protection and management of waahi tapu and initiatives affirming Māori cultural identity.
68. Mana whenua may also be interested in the role they can play in the development of Auckland and the opportunities this presents, for example, development partnerships or future large-scale infrastructure projects.
69. Specific impacts on Māori raised at the Planning Committee workshops included the high impacts of housing costs. This requires a continued focus on those most in need. Another impact arises from the changing nature of work and the need to ensure that achievement rates of Māori are lifted so that they are developing skills for future jobs. Given Auckland’s changing demographic, which includes a growing Māori population, this is critical to future Māori and Auckland prosperity.
70. In addition, feedback from Independent Māori Statutory Board members was that the Māori directions lacked specificity and they requested that officers undertake further work on more

specific Māori direction to be used for engagement. There was some discussion on whether this could be an additional theme and/or integrated across the themes. In consultation with the board we will draft some options to be used in engagement with Māori communities.

71. Engagement with mana whenua commenced with a hui on 20 March 2017. The purpose of the hui with iwi leaders was to discuss options for engagement early in the development of the refreshed plan. Those chairs present indicated a project working group to be the best option for engagement as this has proven to be a productive model from a mana whenua perspective in the past. Membership would be open to all mana whenua chairs or their nominees. Since not all chairs were represented at the hui and to ensure all chairs should have the opportunity to provide feedback, further views have been sought on the preferred option. At the time of writing, two mana whenua organisations had provided further feedback. Those mana whenua organisations responding were supportive of the working group approach. One mana whenua organisation also indicated that they would appreciate a one-on-one hui at the earliest opportunity for this significant project.

Implementation

72. Engagement will commence in May 2017 to test concepts across the five themes and Development Strategy.

Auckland Plan Refresh: Themes

Scope, key changes, challenges and opportunities, focus areas, and relationship with Development Strategy

Access and Connectivity	
Scope	<p>Connectivity: basic linkages (modes of transport and digital connection) Access: How easy it is to use those basic linkages</p>
Changing context and environment	<p>Key changes since 2012:</p> <ul style="list-style-type: none"> • Major transport initiatives progressed include rail electrification, City Rail Link, Western Ring Route, new public transport network and urban cycleway fund • Important progress in aligning Auckland Council and government investments • New technologies and applications of those technologies have progressed. Examples include the implementation of ultra-fast broadband, development of connected and autonomous vehicles, and ridesharing applications.
Challenges and opportunities	<p>Starting with the current plan, looking at what has changed and changing, for the next 30 years we see:</p> <p>Challenges:</p> <ul style="list-style-type: none"> • Rapid population growth and increased conflict between movement and place • Growing arterial road and motorway congestion • Under investment historically, particularly in public transport and cycling • Lack of available corridors combined with Auckland’s awkward natural geography • Deaths and serious injuries are increasing on Auckland roads • Connections sub-regionally are limited and constrained • Transport is the largest contributor to greenhouse gas emissions in Auckland. <p>Opportunities:</p> <ul style="list-style-type: none"> • Public transport growth has increased by approximately 20 per cent over three years with rail growth increasing by nearly 70 per cent • New plans and strategies include Future Urban Land Supply Strategy, Unitary Plan, Transport for Future Urban Growth, Low Carbon Auckland, Port Future Study • Auckland has scale, strategies, and is coordinated • Auckland has aligned with central government dramatically in past years. This is important as transport is co-funding. Transport is a partnership. • Technology provides ways to better connect people to opportunities and enable better access.

Access and Connectivity

Focus areas	Considering all the challenges and opportunities over the next 30 years, we identified these focus areas for the Access and Connectivity workstream: <ul style="list-style-type: none">• Easier to get where you want to go• Minimise harm• Support and enable growth• Implement Auckland Transport Alignment Project (ATAP)
Development Strategy	Elements of this workstream that will be considered/reflected in the Development Strategy include: <ul style="list-style-type: none">• Sequencing of major initiatives (first 10 years of ATAP priorities)• Balance place and movement.

Protect and Enhance	
Scope	<p>Broadly to protect and enhance what is important, degraded and under threat. This includes:</p> <ul style="list-style-type: none"> • natural heritage (land, water, air) • cultural heritage • historic heritage
Changing context and environment	<p>Key changes since 2012:</p> <ul style="list-style-type: none"> • Better understanding of the current state across land, water, air, cultural and historic heritage • Regulatory levers such as the zoning rules and Regional Policy Statement are in place in the Unitary Plan • More legislative requirements, e.g. National Policy statement for Freshwater Management (2014), proposed Resource Management Act changes • Completed further strategic work, e.g. Low Carbon Auckland, and Sea Change, the Hauraki Gulf Marine Spatial Plan.
Challenges and opportunities	<p>Starting with the current plan, looking at what has changed and changing, for the next 30 years we see:</p> <p>Challenges:</p> <ul style="list-style-type: none"> • While there has been improvements in air quality and good progress where biodiversity is intensively managed, there has been a slow decline in freshwater and marine environments • Impacts of climate change • Further urbanisation and intensification can place increasing pressure and is also an opportunity to achieve better and broader outcomes across the environment, society and economy • Current approach has its limitations in terms of how our natural and cultural heritage is protected/enhanced. Needs to be integrated into decision making, particularly for infrastructure, rather than just considered as a standalone activity. <p>Opportunities:</p> <ul style="list-style-type: none"> • Benefits of growth • Critical mass • Greater awareness and higher expectation of environmental outcomes and long term win-wins rather than short term tradeoffs • Benefits of applying new technology • Requires fundamental shift in approach.

Protect and Enhance	
Focus areas	<p>Considering all the challenges and opportunities over the next 30 years, we identified these focus areas for the Protect and Enhance workstream:</p> <ul style="list-style-type: none"> • Sustainability and resilience embedded in Auckland’s growth and development • Environment and cultural heritage as critical to broader socio-economic outcomes • Role of Māori is recognised and provided for
Development Strategy	<p>Elements of this workstream that will be considered/reflected in the Development Strategy include:</p> <ul style="list-style-type: none"> • Regional Policy Statements from the operative parts of the Unitary Plan • Threats and risks to natural, cultural and historic assets • Changing conditions of the natural, cultural and historic assets

Homes and Places	
Scope	Focus on Homes: location, delivery, quality, supply and affordability Focus on Places: location, amenities and built form
Changing context and environment	<p>Key changes since 2012:</p> <ul style="list-style-type: none"> • Stronger population growth than envisioned and new population projections • Increasing proportion of renters and declining home ownership • Increasing housing shortfall, increase in purchase price, increase in housing costs, sharply increasing build costs, and a changing financial environment of sustained low interest rates and new lending restrictions • Housing Accords and Special Housing Areas legislation • National Policy Statement requires councils to plan for development across short, medium and long timescales • Unitary Plan which enables capacity of 422,000 new dwellings.
Challenges and opportunities	<p>Starting with the current plan, looking at what has changed and changing, for the next 30 years we see:</p> <p>Challenges:</p> <ul style="list-style-type: none"> • Declining affordability of housing • Increasing proportion of renters/declining home ownership • Impacts on Māori and Pasifika, overrepresented in crowded housing and poor quality housing and have experienced larger decline in ownership than other ethnic groups • Complexity due to large number of independent players and potential for many varied, coordinated and/or uncoordinated approaches. <p>Opportunities:</p> <ul style="list-style-type: none"> • Unitary Plan's feasible / enabled capacity • Population growth in areas such as the city centre • Coordinated approach to unlocking feasible development capacity through investment.
Focus areas	<p>Considering all the challenges and opportunities over the next 30 years, we identified these focus areas for the Homes and Places workstream:</p> <ul style="list-style-type: none"> • Additional dwellings (numbers) • Living in home (stable experience) • A well-functioning Auckland (supporting living in homes)

Homes and Places

Development Strategy

Elements of this workstream that will be considered/reflected in the Development Strategy include:

- How to respond to the demand for housing spatially?
- How to create places that work for people?

Belonging	
Scope	How do we achieve a shared sense of belonging in a super diverse city that is forecast to grow rapidly and become even more diverse? Broad view: Includes ethnicity, age, geography, disability, gender/sexuality, disadvantaged communities amongst others.
Changing context and environment	<p>Key changes since 2012:</p> <ul style="list-style-type: none"> • We know more - more data and have a better understanding of the current state (e.g. Census 2013, Quality of Life data 2016, OECD report 2016) • Higher than anticipated population growth - scale and nature of growth (and impact on services/facilities) • Completed further strategic work - building on the high level strategic direction further (e.g. I Am Auckland).
Challenges and opportunities	<p>Starting with the current plan, looking at what has changed and changing, for the next 30 years we see:</p> <p>Challenges:</p> <ul style="list-style-type: none"> • Maintaining a shared sense of belonging in an increasingly diverse city • Long-standing inequality • Rapid population growth has placed pressure on services and facilities. <p>Opportunities:</p> <ul style="list-style-type: none"> • Auckland's unique Māori identity • Unleashing latent potential • Partnering with central government • Realising the diversity dividend.
Focus areas	<p>Considering all the challenges and opportunities over the next 30 years, we identified these focus areas for the Belonging workstream:</p> <ul style="list-style-type: none"> • Recognise the importance of Māori and Māori values in building a safe, inclusive and equitable region • Inclusive, thriving and resilient communities • Equitable opportunity for all to achieve potential • Recognise, value and celebrate Auckland's diversity as a strength
Development Strategy	<p>Elements of this workstream that will be considered/reflected in the Development Strategy include:</p> <ul style="list-style-type: none"> • Equality of opportunity across Auckland (re geographical displacement) • Efficient and effective social infrastructure (re existing and new infrastructure required) • Accessibility for south and west

Skills and Jobs	
Scope	<p>Focus on economic well-being for the individual and Auckland as a whole Focus on how jobs underpin economic well-being and how skills underpin jobs</p> <p>Skills – The development of skills across all ages with an emphasis on developing pathways which create the opportunities for life-long learning, with an emphasis on the importance of children, young people and rangatahi Jobs cover employment, self-employment and entrepreneurship across all industries</p>
Changing context and environment	<p>Key changes since 2012:</p> <ul style="list-style-type: none"> • Facing accelerating technological change • Global geopolitical changes
Challenges and opportunities	<p>Starting with the current plan, looking at what has changed and changing, for the next 30 years we see:</p> <ul style="list-style-type: none"> • Projected growth in the working age population will require more jobs to be created (approximately 363,000 additional jobs required by 2041) • Technology will change the workplace and jobs however the speed and scale of changes is difficult to predict. We are able to predict with more certainty the skills sets required for future jobs rather than actual jobs hence the focus on investing in the right types of skills. • Distribution of the economic benefits also anticipated to be influenced by technology change – e.g. greater benefit to those with higher and relevant skills • Global geopolitical changes and impact on Auckland’s growth and ability to attract talent and investment • Opportunities to leverage connections, communities and Auckland’s international profile.
Focus areas	<p>Considering all the challenges and opportunities over the next 30 years, we identified these focus areas for the Skills and Jobs workstream:</p> <ul style="list-style-type: none"> • Creating jobs through enterprise and innovation • Preparing people for future jobs • Retaining and attracting talent and investment
Development Strategy	<p>Elements of this workstream that will be considered/reflected in the Development Strategy include:</p> <ul style="list-style-type: none"> • Core infrastructure provision: future location of business activity and provision of business land; access by the workforce; Port, Airport • Location of universities and training institutions • Movement of people and goods