

## Strategic vision



The Auckland Plan sets out a bold and ambitious 30-year vision for Auckland, and identifies how that vision can be achieved. 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 was an important document for its time. However it contains outdated data and its complexity can make it difficult to search or update.

It is timely to review its focus and strategic directions to ensure that it can meet the challenges of ongoing high population growth, uneven distribution of the benefits of economic growth and environmental decline. New information and data needs to be incorporated into the way Auckland thinks about its future.

The refreshed plan will update the strategic direction in the plan so that it continues to be a useful guiding document for Auckland. It will be 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.

In early 2018, we will consult on a draft revised Auckland Plan, and will welcome your formal submissions at that stage.

## 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 five integrated themes and the Development Strategy. 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:** Recognising the importance of skills and jobs in enabling prosperity and individual and community well-being.

**Belonging:** Enabling participation in society to underpin a sense of belonging. Aucklanders' willingness to live and work together and invest in Auckland's future is based on trust, tolerance and mutual respect.

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

**Protect & Enhance:** Acknowledging 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:** Enabling Aucklanders to get where they want to go through connections between Auckland, other parts of New Zealand and the world, both in the physical sense and by digital means.

### 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.

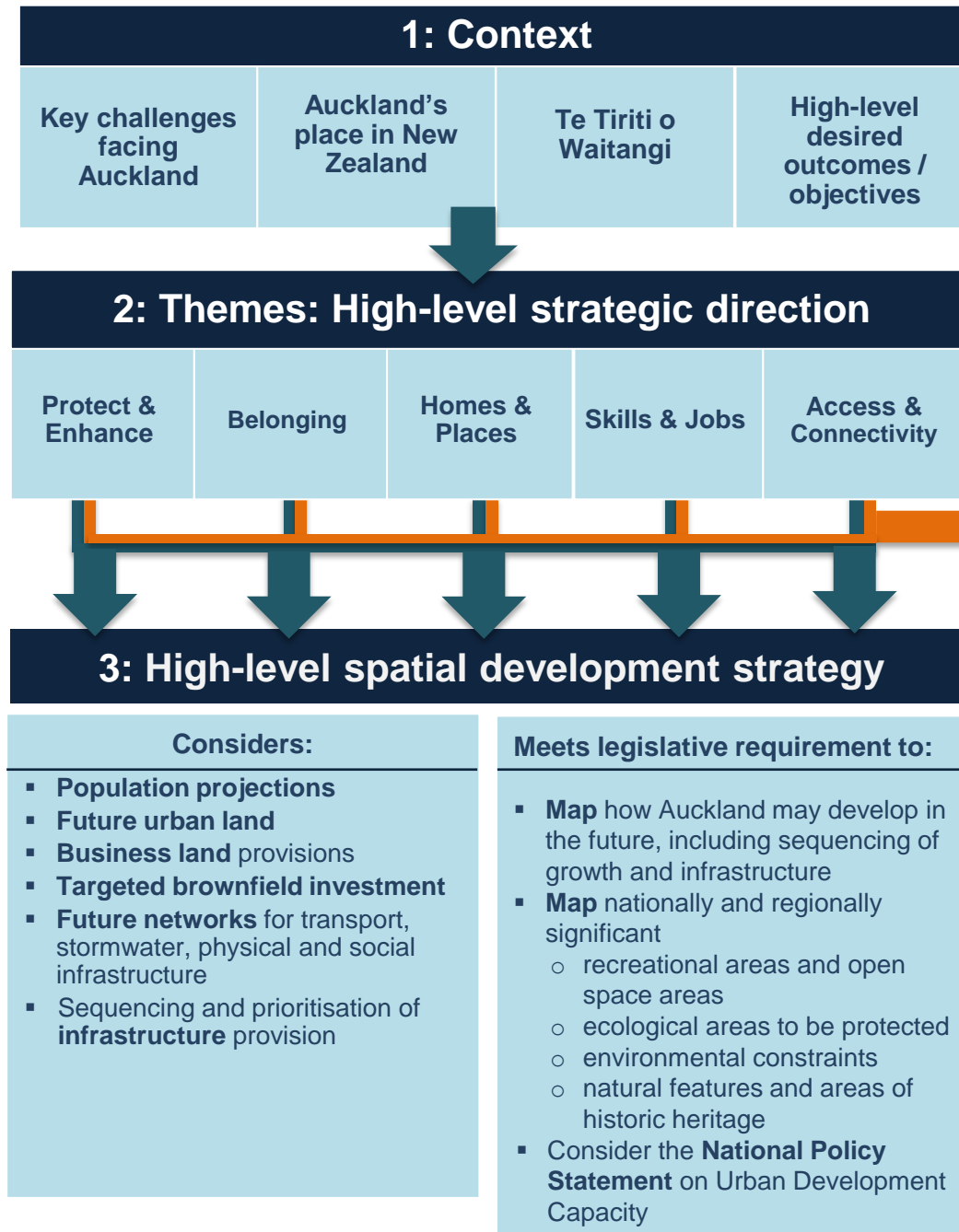
The accompanying diagram shows the relationships between the broad context, the five proposed themes and the Development Strategy.

## The focus of your feedback

We're keen to hear what you think about these themes and the direction in these themes.

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

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



Outside the Plan:  
Implementation directed by the Plan

## The Development Strategy

### What is it?

The Development Strategy works like an investment decision-making tool. It plans for and maps how Auckland wants 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 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, Auckland has 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

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

Skills and jobs are a key focus in a changing world: the way we work and the skills we have are central to our response to the issues we face.

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.

Auckland will need to provide 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.

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 Asian region
- 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

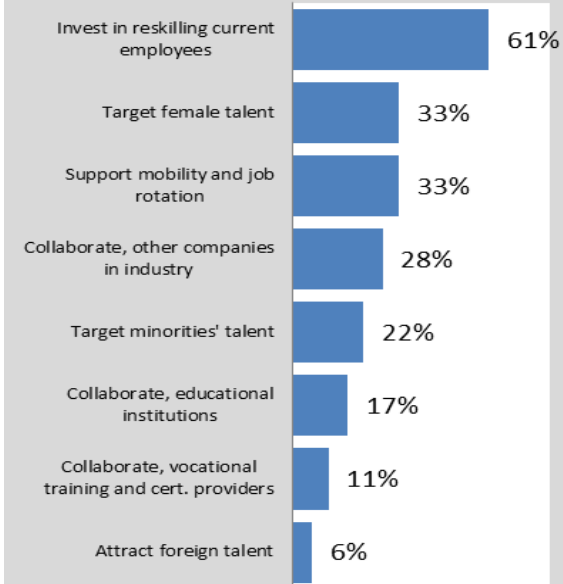
- Raise participation and achievement in education
- Work readiness, soft skills and life skills
- Focus on youth/rangatahi

#### Retain and attract talent and investment

- Auckland attractiveness, affordability and quality of life

### Strategies to address skill needs (Australia)

Source: Future of Jobs Report 2016. World Economic Forum





## Belonging

### Belonging Story

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

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?

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 may have issues that are specific to their membership of multiple groups.

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

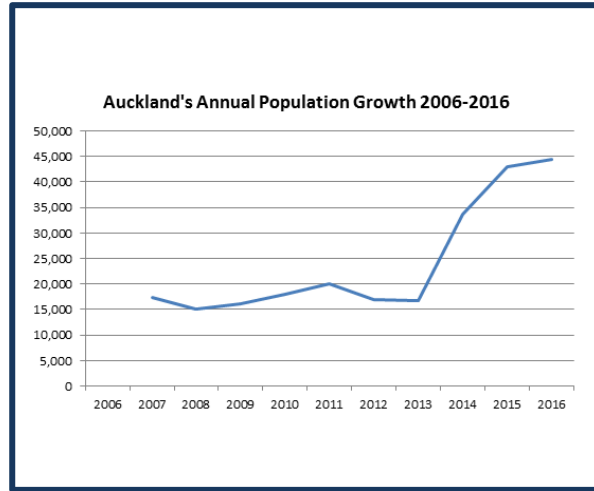
### What we want to focus on

The importance of Māori and Māori values

Equitable opportunities for all to achieve their full potential

Inclusive, resilient and thriving communities

Value and celebrate Auckland's diversity



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

Are we focusing on the right things?

## Homes & Places

### Homes & Places Story

Where we live is a foundation for our well-being.

Access to a safe, stable, affordable and healthy home underpin outcomes for education, economic, health, safety and social connection.

These outcomes are realised at the individual, whānau, 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?

Rental prices are increasing and Auckland is beginning to experience homelessness on a scale not seen before. 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 a wide range of typologies and 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

- The Unitary Plan – an agreed land-use regulation framework for Auckland
- Centres as places of 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 well-being, and
- our clean air, land and water.

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

What we have is not in great shape, and in many cases is declining. 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 are 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 mataawaka connections
- Enable and support kaitiakitanga
- Treaty of Waitangi
- Co-governance

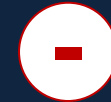
### The State of Environment Report (2015) tells us...

THE HEALTH OF AUCKLAND'S NATURAL ENVIRONMENT IN 2015  
TE ORANGA O TE TAIAO O TAMAKI 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 well-being 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
- Historic 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

- The Unitary Plan
- Auckland Transport Alignment Project
- 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

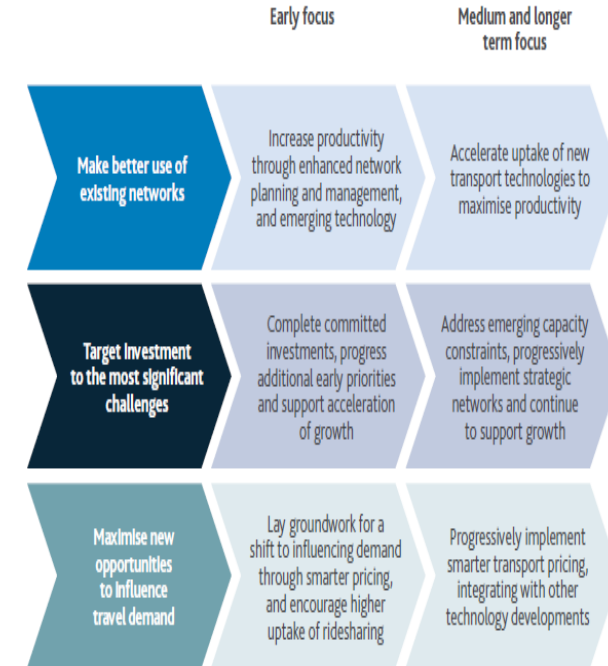
**Easy to get to where you want to go**

- 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)



**Minimise harms**

- Road accidents and deaths
- 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